

Bachelor of Business Administration (BBA) Syllabus



# **GUJARAT UNIVERSITY**

**BBA SYLLABUS FOR V & VI SEMESTER**

**EFFECTIVE FROM ACADEMIC YEAR 2013-14**

## Bachelor of Business Administration (BBA) Syllabus

<b>Semester - V (T.Y.)</b>				
EC-301	ELECTIVE	INTER PERSONAL COMMUNICATION	2	<b>Foundation Courses (any one)</b> <ul style="list-style-type: none"> <li>• Auditing</li> <li>• Emerging Trends in Management</li> <li>• Cooperative Management &amp; Administration</li> <li>• Foreign Exchange Management</li> </ul> <b>Elective Course (Compulsory)</b> <ul style="list-style-type: none"> <li>• Inter Personal Communication</li> </ul> <b>Subject Electives (any one for Sem V &amp; VI)</b> <ul style="list-style-type: none"> <li>• Advanced Financial Management</li> <li>• Advanced Marketing Management</li> <li>• Advanced Human Resource Management</li> <li>• Advanced Taxation and Law</li> <li>• Banking and Insurance -I</li> </ul>
FC-301	FOUNDATIONS	From the List	2	
CC-301	CORE	MERCANTILE LAWS	3	
CC-302	CORE	BUSINESS ENVIRONMENT	3	
CC-303	CORE	ORGANISATIONAL BEHAVIOUR-1	3	
CC-304	CORE	OPERATIONS RESEARCH AND QUANTITATIVE TECHNIQUES	3	
CC-305	CORE	INTERNATIONAL BUSINESS	3	
CC-306	CORE	DIRECT TAX	3	
CC-307	SUBJECT ELECTIVE	From the List	3	
	<b>Total</b>		<b>25</b>	

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**GUJARAT UNIVERSITY**  
**SYLLABUS FOR T.Y.B.B.A.**  
**SEMESTER V**  
**COURSE CODE-301**  
**MERCENTILE LAWS**

**Introduction:**

Every Manager or Operational level executive is required to have knowledge of legal aspects of commercial activities. Implications of various legal bindings and its implications are to be understood through this subject.

**Objective:**

To acquaint students with several legal aspects of trade and commerce or other business transactions.

**Number of credits : 3**

**Lectures per week : 3**

**Total Sessions : 40**

No	Topic	Weightage	No of Hours
1	<b>Indian Contract Act, 1872</b>	<b>60</b>	<b>28</b>
2	<b>Sale of Goods Act, 1930</b>	<b>25</b>	<b>8</b>
3	<b>Negotiable Instrument Act ,1881</b>	<b>15</b>	<b>4</b>

**Text Books:**

1. Business & Industrial Laws: (For B.Com Semester-II University of Delhi) 2<sup>nd</sup> Edition: By: M.C. Kuchhal, Vikas Publishing House Pvt Ltd.

**References:**

1. Mercantile Laws: S.S.Gulshan, 4<sup>th</sup> Edition, Excel Books.
2. Legal Aspects of Business: Ravinder Kumar, Cengage Learning India Pvt. Ltd, 2<sup>nd</sup> Edition,
3. Business Laws by: C.L.Bansal , Excel Publication
4. Business Laws: Bhagwati Pillai, S Chand & Co.
5. Mercantile Laws: Satish B. Mathur, 2<sup>nd</sup> Edition Tata McGraw-Hill, New Delhi.
6. Legal Aspects of Business, Text, Jurisprudence, and Cases, By: Daniel Albuquerque, Oxford University Press, New Delhi.

**Topic for Assignments:**

1. Discuss entire case of Balfour v/s Balfour and also discuss its final verdict
2. Discuss case of Carlil v/s Carbolic Smoke Ball with its implications on the Indian Contract Act.
3. Discuss case of Chinnaya v/s Ramaya along with its implication in the Contract
4. Discuss case of Weiner v/s Smith under sale of goods act and its verdict.
5. Discuss the procedure for dishonourment of Negotiable instrument in various situations.

**Topics for Seminar/Presentation:**

1. Discuss or Present Latest changes in the Negotiable Instrument act and its implications.
2. Discuss various implied conditions and warranties attached with sale of particular product.
3. Discuss Indemnity and Guarantee given by any marketer or a manufacturer under sale of goods act.
4. Discuss the technical aspects of contract between two parties on phone or on internet.

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**SEMESTER V**  
**COURSE CODE-302**  
**BUSINESS ENVIRONMENT**

**Introduction:**

No business enterprise can exist in a vacuum. It is an integral part of the society in which it exists. Therefore, decisions in a business enterprise and its performance is always influenced by a number of varied factors. For efficient and effective decision making, the business enterprise must understand its relationship with the surrounding environment.

**Objective:**

The objective of this course is to sensitize towards the overall business environment within which organization has to function and to provide insight to students of its implication for decision making in business organizations.

**Number of credits : 3**

**Lectures per week : 3**

**Total Sessions : 40**

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
Total	100%

**Unit-1**

1.1 Introduction to Business Environment

Concept, Definition & Importance of Business Environment, Internal & External environment of business

1.2. Economic Environment

Reforms in Indian Money Market, Primary Capital Market & Secondary Capital Market .

**Unit-2**

2.1 Union Budget: Concept, Main constituents of Budget, Various types of Budgetary Deficits.

Price & Distribution controls: Objectives, Price controls; Direct Vs Indirect, Administered prices, Dual pricing, Subsidisation, Public Distribution System.

Privatisation: Concept, Ways of privatisation, Disinvestment process in India. Exit Policy

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### Unit -3

#### 3. Global Environment

Globalisation: Definition, Meaning & indicators of Globalisation

Foreign Investment Flows: Concepts of FDI, FPI & Role of Foreign Investments.

Introduction of GATT, Origin & Objectives of WTO, Impact of WTO on Indian Economy.

MNCs: Meaning of MNC & TNC, Benefits from MNCs, Problems brought by MNCs.

EXIM Policy (Latest)

### Unit - 4

#### 4.1 Social Environment

Meaning of Social Responsibility of Business & various social responsibility of Business.

Business Ethics: Meaning & Its importance

Consumerism: Concept, Consumer Rights & Consumerism in India

#### 4.2 Technological & Natural Environment

Concept of Technology & Innovation, Sources of Technology Dynamics

Concept of Natural Environment & its impact on Business

#### Text Books:

1. Economic environment of business by H.L. Ahuja, S. Chand
2. Business Environment: Text & Cases, Francis Cherunilam, Himalaya Publishing House, Edition:

#### Reference Books :

1. Essentials of Business Environment, K.Ashwathappa, Himalaya Publishing House, 6th Edition:
2. Indian Economy, S.K.Misra & V.K.Puri, Himalaya , Edition:25th
3. Indian Economy, Ruddar Datt & K.P.M Sundharam, S.Chand & Company Ltd.,57th Edition

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### Topics for Assignments

1. Detailed study of union budget.
2. Latest provisions of a new EXIM policy.
3. How SEBI works?
4. Effects of globalization on world economy.
5. Disinvestment process in India.

### Topics for Seminars

1. Discussion over the union budget of that year
2. Impact of FDI & FPI on Current Account Deficit
3. Is Globalisation a tool in the hands of MNCs to enter in any country?
4. Business Ethics & MNCs
5. Latest challenges present in modern business environment.
6. Detailed discussion on benefits and limitations of latest budget.
7. How administered prices affect the functioning of the economic system.
8. Recent changes in the attitudes of corporate in relation to CSR.

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**SEMESTER V**  
**COURSE CODE-303**  
**ORGANISATIONAL BEHAVIOUR-1**

**INTRODUCTION:** Organisational Behaviour is an integration and application of behavioural sciences to work situations. In a continuous changing environment and culture many opportunities remain for organizational improvement.. Organisational behaviour provides a human perspective towards organizational effectiveness

**OBJECTIVES:** The syllabus of this subject is designed to provide valuable inputs for understanding, reasoning , predicting and controlling human behaviour. Various theories and topics have been covered to relate the subject to real-world problems and issues.

**Number of credits : 3**

**Lectures per week : 3**

**Total Sessions : 40**

UNIT	WEIGHTAGE
UNIT 1	25%
UNIT 11	25%
UNIT 111	25%
UNIT 1V	25%
TOTAL	100%

**UNIT 1: INTRODUCTION TO ORGANISATIONAL BEHAVIOUR**

**Reference book: Organizational Behavior**

**Authors: Keith Davis & Newstrom-11<sup>th</sup> edition ,Publisher: Tata McGraw**

Definition of Organisational Behaviour

Contributing disciplines to the field of Organisational Behaviour

Objectives of Organisational Behaviour

Limitations of Organisational Behaviour

Forces affecting the nature of modern organizations

People- structure-technology-environment

Models of Organisational Behaviour

- i) Autocratic
- ii) Custodial
- iii) Supportive
- iv) Collegial
- v) System

Complete Pay/Reward Pyramid

**UNIT 11: FOUNDATIONS OF INDIVIDUAL BEHAVIOUR**

**Reference book: Organizational Behavior**

**Authors: Stephen Robbins & Seema Sanghi, Publisher: Pearson Education (2006)**

Biographical characteristics

Age-gender-tenure-ability (including intellectual, physical and job-fit ability)

Learning-meaning and definition

Shaping as a managerial tool

Attitudes-meaning and definition

Types of attitudes

i) Job satisfaction

ii) Job involvement

iii) Organisational commitment

Personality-Meaning and definition

Major personality attributes influencing Organisational Behaviour

i) Locus of control

ii) Machiavellianism

iii) Self-Esteem

iv) Self –Monitoring

v) Risk-taking

vi) Type-A Type-B

vii) Pro-active personality

Short notes

i) Perception

ii) Selective perception

iii) Values

iv) Emotions

**UNIT I11: FOUNDATIONS OF GROUP BEHAVIOUR**

**Reference book: Organizational Behavior**

**Authors: Stephen Robbins & Seema Sanghi, Publisher: Pearson Education (2006)**

Group –meaning and definition

Stages of group development (5 stage model)

Role: meaning

role- identity, role-perception, role-expectation, role-conflicts, role-ambiguity.

Status : meaning, Sources of status, Significance of status

**Reference book for the topic “Status” : Organizational Behavior**

**Authors: Keith Davis & Newstrom-11<sup>th</sup> edition ,Publisher: Tata McGraw**

Techniques of group-decision making

(with merits & demerits)

i) Brainstorming

ii) Nominal group technique

Teams : meaning



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### Types of teams

- i) Problem-solving
- ii) Self-managed
- iii) Cross-functional
- iv) Virtual

Skills used in effective team building

Consultation skills

Research & presentation skills

Inter-personal skills

**Reference book for the topic “Skills used.....” : Organizational Behavior**

**Authors: Keith Davis & Newstrom-11<sup>th</sup> edition ,Publisher: Tata McGraw**

### **UNIT IV: FOUNDATIONS OF ORGANISATIONAL STRUCTURE**

**Reference book: Organizational Behavior**

**Authors: Stephen Robbins & Seema Sanghi, Publisher: Pearson Education (2006)**

### Types of Organisational structures

- i) Matrix Organisation
- ii) Virtual organization
- iii) Boundaryless Organisation

### Power-meaning & definition

- i) Bases of power
- ii) Power Tactics

### Managing change

**Reference book for the topic –Managing change : Organizational Behavior**

**Authors: Keith Davis & Newstrom-11<sup>th</sup> edition ,Publisher: Tata McGraw**

- i) Levin’s 3 step model of change
- ii) Implementing change successfully (including building support for change)
- iii) Resistance to change (types & reasons)

### Organisational Development-meaning & definitions

Benefits and limitations of OD

### **Suggested topics for seminars and presentations:**

- i) Whistle-blowing
- ii) Communication barriers
- iii) Performance appraisal and motivation
- iv) Super leadership

### **Suggested topics for assignments:**

- i) Organisational Development process
- ii) Employee participation programmes
- iii) Power politics
- iv) Characteristics of Organisational Behaviour

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**GUJARAT UNIVERSITY**  
**SYLLABUS FOR T.Y.B.B.A.**  
**SEMESTER V**  
**COURSE CODE-304**  
**OPERATIONS RESEARCH & QUANTITATIVE TECHNIQUES**

**Introduction:**

The student will understand the basic operations research concepts and terminology involved in Linear Programming Problem, Transportation & Assignment Problems, PERT & CPM, Game Theory. The course focuses on how to interpret and solve business-related word problems and to develop simple O.R. models from a business perspective.

**Objective:**

To create a better understanding of Operations Research concepts in solving business and commerce related problems. The course serves as a good foundation for further study in management, accounting, marketing and finance.

**Number of credits: 3**

**Lectures per week: 3 of one hour each**

**Total Hours : 40**

Unit	Weige	
Unit	25%	25%
Unit	25%	25%
Unit	25%	25%
Unit	25%	25%
Total	100%	100%

**Unit I: 10 Sessions**

1. Overview of Operations Research(OR)

- 1.1 Origin of OR
- 1.2 OR Models and Modeling
- 1.3 Application and Scope of OR

2. Linear Programming Problem (LPP)

- 2.1 Introduction and General Mathematical Formulation of LPP
- 2.2 Assumptions of LPP
- 2.3 Formulation of LPP – application of LPP

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- 2.4 Graphical Solution
- 2.5 Dual formulation of LPP

## **Unit II: 10 Sessions**

### 1. Transportation Problems (TP)

- 1.1 General Mathematical Formulation of TP
- 1.2 IBFS using North West Corner Rule (NWCR), Least Cost Method (LCM) and Vogel's Approximation Method (VAM)
- 1.3 Optimum solution using Modified Distribution (MODI) method
- 1.4 Solutions of TP under special cases of degeneracy, multiple, unbalanced, restricted and maximization.

## **Unit III: 10 Sessions**

### 1. Network Models and Methods

- 1.1 Introduction to network, network diagram, concepts of event and Activity, critical path
- 1.2 PERT
- 1.3 CPM
- 1.4 Forward pass, Backward pass
- 1.5 Calculating EST, EFT, LST, LFT, Float of an activity and event

## **Unit IV: 10 Sessions**

### 1. Game Theory

- 1.1 Introduction of Game Theory and some basic terms
- 1.2 Pure and Mixed strategy games
- 1.3 Two-Persons Zero-Sum Games
- 1.4 The Maximin- Minimax Principle
- 1.5 Games without saddle point (Mixed strategies)
- 1.6 Reduce game by Dominance

### 2. Assignment Problems(AP)

- 2.1 General Mathematical Formulation of AP
- 2.2 Hungarian Method of solving AP
- 2.3 Solutions of AP under special cases of unbalanced , maximization & restricted

## Bachelor of Business Administration (BBA) Syllabus

### **Assignments:**

Assignments on Linear Programming Problem  
Assignments on Transportation Problems  
Assignments on Network Analysis  
Assignments on Game Theory and Assignment Problem

### **Seminar Topics:**

Prepare a project on application of Linear Programming Problem  
Prepare a project on application of Assignment Problem

### **Reference Books:**

1. An Introduction to Management Science: Quantitative Approach to Decision Making by Anderson, Sweeney & Williams – Cengage (Erstwhile Thomson) Publications 11e
2. Practical Management Science by Winston & Albright – Cengage Erstwhile Thomson) Publications
3. Introduction to Operations Research by Hillier & Lieberman – TataMcGraw Hill Publication
4. Introduction to Operations Research by H. A. Taha- PHI Publications
5. OR Techniques for Management by V. K. Kapoor – Sultan Chand & Sons
6. OR Theory & Practice by J. K. Sharma – McMillan Publications
7. Operations Research by Premkumar Gupta & D. S. Hira - S. Chand Publications
8. Quantitative Analysis for Management by Render, Stair, Hanna & Badri – Pearson Publications  
Quantitative Techniques in Management by N. D. Vohra – Tata Mcgraw Hill Publications

**GUJARAT UNIVERSITY  
SYLLABUS FOR T.Y.B.B.A.  
SEMESTER V  
COURSE CODE-305  
INTERNATIONAL BUSINESS**

**Introduction:**

In today's global environment business has become boundary less but still much legal, market and political hurdles restricts business operations globally. It demands evaluation of every opportunity in international business as well as evaluation of every country for exploration of business activities. The intention is to have basic understanding of exploring business internationally.

**Objectives:**

- To understand Globalization, International Trade
- To know the procedure of operating business internationally
- To evaluate the opportunities in respect of different countries.
- To explore the avenues of entering the International Market

**Number of credits : 3**

**Lectures per week : 3**

**Total Sessions : 40**

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
Total	100%

**UNIT-1 Frame work for International Business**

- Globalisation: Concept and factors affecting globalization and Restructuring
- International Business: Reasons for expansion
- Concepts: International Trade, International Marketing, International Investment, International Management and Global Business
- New Trade Theory: Internal and External Economics of Scale
- International Political System and Ideologies:
  - Types of Governments, Economies System, Political System

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- Concept of Embargo and Sanction
- Principles of International Law
- Cultural Orientation in International Business

*(Book: International Business: Rakesh Mohan Joshi, Oxford University Press)*

### **UNIT-2 Tools for International Business:**

- Tools for country Selection
  - Market Potential Index
  - Global Competitive Index
  - FDI Confidence Index
  - Global Political Risk Index (Only Concepts)
- International Product Life Cycle
- International Monetary System
  - Fixed and Floating Exchange Rates
- Modes of Payment in International Trade
  - Advance Payment
  - Recoverable and Non Recoverable Letter of credit
  - Consignment Sales
  - Open Account

*(Books: International Business: Rakesh Mohan Joshi, Oxford University Press and International Business by: Justin Paul, Tata McGraw Hill)*

### **UNIT-3 Strategy and Structure of International Business**

- Market Entry Strategies:
  - Exporting
  - Contractual Agreement
  - International SA
  - Joint Venture
  - Other Entry Mode
- Business Expansion Modes:
  - Trade Related Modes
  - Contractual Modes
  - Investment Modes

(Sub-modes are not to be asked separately)

*(Books: International Business: Rakesh Mohan Joshi, Oxford University Press)*

### **UNIT-4 Export & Import Procedure**

- Entire Export and Import Procedure  
(Ch-26 PP 487 to 510)

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***(Book: International Business by: Justin Paul, PHI)***

### Recommended Text Book:

1. International Business By: Rakesh Mohan Joshi, Oxford University Press
2. International Business:, By Justin Paul ,5<sup>th</sup> Edition, PHI
3. International Business, By: P. Subbarao, 2<sup>nd</sup> Edition, Himalaya Publishing House.

### Reference Books:

1. Global Business : Mike Peng and Deepak Srivastava , Cengage Publications
2. International Business: By Charles Hill and Arun Jain , Tata Mc Graw Hill Publication

### **Topic for Assignment:**

1. Discuss the efforts of particular company or industry in international Market
2. Discuss the efforts of foreign companies in entering in Indian Market
3. Evaluate any country on the basis of Market Potential Index Global Competitive Index
4. Explain International Product Life cycle of any Product.
5. Discuss any two Market Entry strategy adopted either by any industry or company for International Market.
6. Explain in detail entire Export Procedure for exporting any one product from india to Europe or Russia or USA or other Country.

### **Topic for Presentation:**

1. Discuss New Trade Theory and its impact in detail
2. Relevance of Cultural Orientation in International Business
3. Discuss Trade Related Modes of entry in International Business with reference to either FMCG products, Consumer Durables or Food and Beverage offering companies.
4. Critically evaluate Export Policy of Government of India with reference to particular Industry.

**GUJARAT UNIVERSITY**  
**SYLLABUS FOR T.Y.B.B.A.**  
**SEMESTER V**  
**COURSE CODE-306**  
**DIRECT TAX**

**Introduction:-**

Taxation is a very important aspect for working as well as personal decisions of an individual. Knowing Direct tax more importantly Income tax policies and rules can help a student to understand and calculate personal income tax and also help in tax planning decisions.

**Objectives:-**

- 1) To impart knowledge of the basic principles underlying the substantive provisions of Income tax to the students.
- 2) To equip students with the application of principles and provisions of above tax laws in computation of income of Individuals under various heads of income and their assessment procedures.

**Number of credits : 3**

**Lectures per week : 3**

**Total Sessions : 40**

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
Total	100%

UNIT (TOPIC)	WEIGHTAGE (MARKS OUT OF 70)
<b><u>UNIT-I-(25%)</u></b>	
A) Introduction to Income Tax: - History- Back ground of Income Tax Act, 1961. - Definitions : Meaning of Assessment year, Previous year, Person, Assessee, Income, Gross Total Income, Taxable income, Agricultural Income.	10% (7 MARKS)
B) Residential Status of an Assessee: - Determination of Residential Status - Incidence of Tax on basis of Residential Status	10% (7 MARKS)
C) Income exempt from Tax	5% (4 MARKS)



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<p><b><u>UNIT – II – (25%)</u></b></p> <p>Determination of Income under the head Salaries:</p> <ul style="list-style-type: none"> <li>- Different forms of Salary</li> <li>- Retirement Benefits</li> <li>- Allowances &amp; Taxable and Exempt Perquisites</li> <li>- Provisions regarding Provident Fund</li> <li>- Deductions under this head of Income</li> </ul>	<p>25% (17 MARKS)</p>
<p><b><u>UNIT – III-(25%)</u></b></p> <p>Determination of Income under the head Profits and Gains of Business and Profession:</p> <ul style="list-style-type: none"> <li>- Incomes covered under this head</li> <li>- Allowable expenses, expressly disallowed expenses</li> </ul>	<p>25% (18 MARKS)</p>
<p><b><u>UNIT-IV-(25%)</u></b></p> <p>Basic knowledge about following heads of Income:</p> <ul style="list-style-type: none"> <li>A) Income from House Property (Only Theory)</li> <li>B) Income from Capital Gain (Only Theory)</li> <li>C) Income from Other Sources (including computation)</li> </ul>	<p>7% (5 MARKS) 8% (5 MARKS) 10% (7 MARKS)</p>

**Text Book:**

Students' Guide to Income Tax : Taxmann Publications  
Dr. V.K Singhanian & Dr. Monica Singhanian

**Reference Books :**

- 1) Direct Tax Law by T.N. Manoharan – Snowwhite Publications(P) Ltd.
- 2) Systematic Approach to Income Tax- Bharat Publication

**Topics for Assignment:**

- 1) Assessment Procedure:Forms for filing returns and Time limit for filing return &Types of Assessment
- 2) Tax Holidays for different Industries
- 3) Income Tax Authorities
- 4) Special Provisions relating to taxability of Non-Residents.(S 115C to 115I)

**Topics for Seminar/Quiz :**

- 1) Tax Planning, Tax Avoidance, Evasion and Tax Management.
- 2) Direct Tax Code
- 3) PAN
- 4) Computation of Tax( Tax slabs and Tax Rate)
- 5) Set off and Carry Forward of Losses
- 6) Clubbing of Income.

## Bachelor of Business Administration (BBA) Syllabus

### GUJARAT UNIVERSITY SYLLABUS FOR T.Y. BBA SEMESTER-V SUBJECT ELECTIVE COURSE (SEC)- 307 ADVANCED HUMAN RESOURCE MANAGEMENT - I

**Introduction:** The role of HRM in organizations has gained tremendous importance over the years. It has come some way from 'Personnel Management' and today, is looked upon as a strategic partner. Organizations with global presence, movement of workforce across geographical boundaries have challenged the HR function as never before. The aim of this course is to provide the under-graduate students with some knowledge about the important sub-functions of HRM; functions that have not been covered in the core courses Basic Human Resource Management and Human resource Management in Semesters III and IV.

**Objectives:** To provide students an understanding of:

1. The strategic Role of HRM,
2. The environment in which the HRM function is performed,
3. The meaning and difference between Performance Appraisal and Performance Management,
4. How strategic pay plans and employee benefits are determined.

**Number of credits : 3**

**Lectures per week : 3**

**Total Sessions : 40**

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
TOTAL	100%

#### MODULE I : EVOLUTION OF STRATEGIC HUMAN RESOURCE MANAGEMENT

- Personnel management -> HRM -> SHRM
- Definition and components of SHRM
- Objectives of SHRM
- Difference between traditional HRM and SHRM
- Difference between SHRM and HR strategies
- Link between HR strategy and business strategy
- Investment perspective of HR
- Risk involved in investment in Human Assets
- Factors determining the investment orientation of an organisation

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*(Strategic Human Resource Management by Tanuja Agarwala)*

### **MODULE II : UNDERSTANDING THE CONCEPT OF SHRM AND HR ENVIRONMENT**

- Barriers to strategic HR
- Benefits of SHRM
- Competencies required of HR department to become a strategic partner
- Essential elements of strategic HR
- Environmental trends affecting HRM:
  - Trends in Business Environment
  - Changing nature of work
  - Demographic, Societal and workforce trends
  - Changing nature of Employment Relationship
- HRM a changing function
  - Roles associated with Management of HR (Classification given by Ulrich)
  - Partnership of HR and Line Managers

*(Strategic Human Resource Management by Tanuja Agarwala)*

### **MODULE III: PERFORMANCE MANAGEMENT AND APPRAISAL**

- Comparison between the two
- Why Performance Management?
- Supervisor's Role in appraising performance
- Methods of Performance Appraisal with important advantages and disadvantages
  - Alteration Ranking Method
  - Paired Comparison Method
  - Computerised and web Based Performance Appraisal
  - Electronic Performance Monitoring (EPM)
- How to avoid appraisal problems?

*(Human Resource Management by Dessler & Varkkey)*

### **MODULE IV: DETERMINING STRATEGIC PAY PLANS AND EMPLOYEE EMPLOYEE BENEFITS**

- Basic factors in determining pay rates
  - Legal consideration in compensation
  - Union influence on compensation decisions
  - Competitive strategy, corporate policies and compensation
  - Equity and its impact of pay rates
- Process of establishing pay rates:
  - Salary Survey
  - Job Evaluation
  - Grouping similar jobs together
  - Pricing each pay grade
  - Fine tuning pay rates
- Competency Based Pay – meaning, reasons, advantages and disadvantages

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- Flexible benefits programme
  1. Cafeteria Approach
  2. Flexible Work Arrangements
    - Flexi time and its effectiveness
    - Compressed work week and its effectiveness
  3. Other flexible work arrangement
    - Job sharing
    - Work sharing
    - Telecommuting

*(Human Resource Management by Dessler & Varkkey)*

### **Topics for assignments:**

1. Four levels of integration between the HR functions and the Strategic Management function.
2. Linking of HR systems to organization maturity  
*(Essentials of Strategic Human Resource Management by Dr. Anjali Ghanekar)*
3. Compensating Executives and Managers
4. Compensating professional employees.  
*(Human Resource Management by Dessler & Varkkey)*

### **Topics for seminars:**

1. Designing Performance Management Systems.
2. Balance Score Card and HR Score Card.
3. HR manager as a change agent

### **Reference Books:**

1. Human Resource Management  
By Gary Dessler and Biju Varkkey  
Pearson Prentice Hall  
12<sup>th</sup> Edition
2. Strategic Human Resource Management  
By Tanuja Agarwala  
Oxford University Press  
2007 Edition
3. Human Resource Management (Text and Cases)  
By S. S. Khanka  
S. Chand and Company Limited  
Reprint 2007
4. Essentials of Strategic Human Resource Management  
By Dr. Anjali Ghanekar  
Everest Publishing House  
First Edition 2009

**GUJARAT UNIVERSITY  
SYLLABUS FOR T.Y. BBA  
SEMESTER-V  
SUBJECT ELECTIVE COURSE (SEC)- 307  
ADVANCED TAXATION AND LAW**

Although a consumer always pays Indirect Taxes such as VAT and Service Tax, most of them are unaware of the concept, types and government policies for indirect taxes. This knowledge along with direct tax will complete the taxation curriculum for B.B.A.

**Objectives:**

- 1) To introduce indirect tax laws in force and relevant rules and principles.
- 2) To introduce the basic concepts of Service Tax and Excise Law in force in India.

**Number of credits : 3**

**Lectures per week : 3**

**Total Sessions : 40**

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
TOTAL	100%

UNIT (TOPIC)	WEIGHTAGE (MARKS OUT OF 70)
<p><b><u>UNIT-I-(25%)</u></b></p> <p><b>SERVICE TAX:</b></p> <ul style="list-style-type: none"> <li>- Evolution and Need of Service Tax</li> <li>- Concept of Taxable Services and Exempt Services</li> <li>- Classification of Taxable Services</li> <li>- Registration Procedure</li> <li>- Payment of Service Tax</li> </ul>	<p>25% (18 MARKS)</p>
<p><b><u>UNIT-II-(25%)</u></b></p> <p><b>SERVICE TAX:</b></p> <ul style="list-style-type: none"> <li>- Valuation of Taxable Services</li> <li>- Periodical Service Tax Returns</li> <li>- Concept of CENVAT Credit</li> <li>- Concept of Adjudication, Appeals, Demand, Refund and Penalties.</li> </ul>	<p>25% (17 MARKS)</p>

## Bachelor of Business Administration (BBA) Syllabus

<p><b><u>UNIT-III-(25%)</u></b></p> <p><b>CENTRAL EXCISE:</b></p> <ul style="list-style-type: none"><li>- Nature of Excise Duty, Legislative History, Coverage, Levy and Collection of excise duties under the Central Excise Act, 1944</li><li>- Definitions of Excisable Goods, Factory and Manufacture under the Central Excise Act.</li><li>- Provisions governing Manufacture and Removal of excisable goods.</li><li>- Classification of goods under Central Excise Tariff Act, 1985 with reference to rules of interpretation.</li><li>- Assessment including Provisional Assessment, Self-Removal Procedure, Payment of duty and Date for determination of rate of duty. Record-based control and Production-based control.</li></ul>	<p>25% (18 MARKS)</p>
<p><b><u>UNIT-IV-(25%)</u></b></p> <p><b>CENTRAL EXCISE:</b></p> <ul style="list-style-type: none"><li>- Concept of Valuation under the Central Excise Act, 1944, Central Excise Valuation(Determination of Price of Excisable Goods) Rules,2000</li><li>- Registration Procedures</li><li>- Benefits to Exporters</li><li>- Concept of CENVAT Credit</li><li>- Exemption for Small Industries</li></ul>	<p>25% (17 MARKS)</p>

### **Text Book:**

Indirect Taxes Law and Practice : Taxmann  
By: V.S. Datey

### **Reference Book :**

Students' Guide to Indirect Taxes : Aadhya's Pvt. Ltd.  
By: Yogendra Bangar, Vandana Bangar and Vineet Sodhani

### **Topics for Assignment:**

- 1) Services which are Exempt from Service Tax.
- 2) Procedure for Filing Service Tax Return and important issues relating to such return.
- 3) Documents required for availing CENVAT Credit.

### **Topics for Seminar/Quiz:**

- 1) Applicability of Service Tax and its current rate.
- 2) Case study relating to Service Tax.
- 3) Small scale exemption under Central Excise Law.
- 4) Case study relating to Central Excise.

**GUJARAT UNIVERSITY**  
**SYLLABUS FOR T.Y. BBA**  
**SEMESTER-V**  
**SUBJECT ELECTIVE COURSE (SEC)- 307**  
**ADVANCED FINANCIAL MANAGEMENT – 1**

**Introduction**

Over the last two decades, Indian business and finance have considerably changed owing to deregulation, liberalization, privatization and globalization. In wake of these changes and developments, the subject of Advanced Financial Management has assumed all the more importance.

**Objectives**

- The syllabus aims to develop a thorough understanding of the concepts and theories in Financial Management.
- It intends to give an understanding of various financial decisions which has impact on shareholders and wealth creation.
- To develop familiarity with the analytical techniques helpful in financial decision making.

**Number of credits : 3**

**Lectures per week : 3**

**Total Sessions : 40**

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
TOTAL	100%

**Unit 1: Cost of Capital**

- Meaning and importance of Cost of Capital
- Explicit and Implicit Costs
- Measurement of Specific Costs
- Weighted Average and Marginal Cost of Capital (including sums using market and book value weights)
- Capital Asset Pricing Model (excluding sums)

**Unit 2: Valuation of Securities**

- Valuation of bonds/debentures
- Yield to Maturity (YTM) Short-cut Method (as per Khan and Jain)
- Valuation of Preference Shares
- Valuation of Equity Shares: no growth, constant growth and multi-stage growth models

# Bachelor of Business Administration (BBA) Syllabus

## **Unit 3: Risk Management and Derivatives**

- Concept of Risk and Uncertainty
- Meaning and Characteristics of Derivatives
- Meaning of:
  1. Spot
  2. Forward Contracts
  3. Future Contracts
  4. Options: Call and Put
- Difference between Forwards and Futures
- Difference between Futures and Options
- Risk Evaluation Approaches in Capital Budgeting
  1. Risk Adjusted Discount Rate
  2. Certainty Equivalent Approach
  3. Decision Tree

## **Unit 4: Dividend Theory**

- Meaning of Dividend
- Types of Dividend Policy
- Determinants of Dividend Policy
- Dividend Theories:
  1. Walter Model
  2. Gordon Model
  3. Modigliani-Miller (MM) Model

## **Topics for Assignment**

1. Practical Application of Cost of Capital
2. Concepts of Value
3. Important terms in Options Contract
4. Financial Engineering

## **Topics for Seminar and Presentation**

1. Shareholder Value Creation
2. A Study on trends in dividend policy in Indian Companies
3. Foreign Exchange markets and Dealings
4. Foreign Exchange Risk Management.

## **Recommended Textbooks:**

- 1) Financial Management by Khan & Jain (5<sup>th</sup> Edition), McGraw Hill – For Units 1, 2 & 3
- 2) Strategic Financial Management by Ravi M Kishore (2<sup>nd</sup> Edition), Taxmann – For Units 3 & 4

## **Reference Books:**

- 1) Financial Management by Prasanna Chandra (7<sup>th</sup> Edition), Tata McGraw Hill
- 2) Financial Management by I M Pandey (9<sup>th</sup> Edition), Vikas Publishing



## Bachelor of Business Administration (BBA) Syllabus

### GUJARAT UNIVERSITY SYLLABUS FOR T.Y.B.B.A. SEMESTER V SUBJECT ELECTIVE COURSE (SEC)- 307 ADVANCED MARKETING MANAGEMENT-1

**Introduction:** The field of management has undergone a sea change and has today assumed a form of a profession with a well-defined body of knowledge. Different functions of management have got importance as per the environmental changes. After, 1950's Marketing Management has assumed an important role in the organization. With continuously evolving and due to the newer trends, the subject has become wider and wider.

**Objective:** This course is designed in such a way as to provide the students an understanding of the different contemporary and relevant topics in the subject of marketing management with deeper penetration so that the students can choose the particular area of specialization even under the Marketing Management as per their interest in future.

**The second part of the same subject (offered in the Sixth Semester) will throw light on the other contemporary and relevant topics of marketing management.**

**Total Hours : 40**

**Number of credits: 3**

**Lectures per week: 4 of one hour each**

Unit	Weightage
Unit-I	25%
Unit-II	25%
Unit-III	25%
Unit-IV	25%
Total	100%

#### **UNIT 1: BRAND MANAGEMENT (10 Hours)**

- a. Meaning of Brand
- b. Brand the Product
- c. Brand Architecture
  - i. Portfolio Roles
  - ii. Product Market and Context Roles
  - iii. Brand Portfolio structure
- d. Brand Equity
  - i. Concept of Brand Equity
  - ii. Brand Image and its dimensions
  - iii. Brand Awareness and Brand Image
- e. Brand Identity
  - i. Concept
  - ii. Inner and Outer core of Brand Identity
  - iii. Brand Identity Perspectives

## Bachelor of Business Administration (BBA) Syllabus

- iv. Brand Identity Prism (to be explained with illustration)
  1. Physique
  2. Relationship
  3. Reflections
  4. Personality
  5. Culture
  6. Self Image

- f. Brand Positioning

**Book : Product Policy and Brand Management-Text and Cases - By: Chitale and Gupta-PHI**

### **UNIT II: MARKETING RESEARCH-1 (10 Hours)**

- a. Definition of Marketing Research
- b. Marketing Research Process
- c. Classification of Marketing Research Designs
- d. Primary Data versus Secondary Data (Advantages, uses and Disadvantages of secondary data)
- e. Primary Data: Quantitative Research & Qualitative Research
- f. Survey Methods:
  - i. Telephone Method
  - ii. Personal Method
  - iii. Mail Method
  - iv. Electronic Method
- g. Focus group interview and In-depth interview
- h. Primary Data: Observation Methods:
  - Structured v/s unstructured observations
  - Disguised v/s undisguised methods
  - Natural v/s continued observation
  - Personal Observation
  - Mechanical Observation
  - Audit Observation
  - Content Analysis
  - Trace Analysis

### **UNIT III: MARKETING RESEARCH -2 (10 Hours)**

- a. Primary Scales of Measurement:
  - Nominal
  - Ordinal
  - Interval
  - Ratio
- b. Itemized Rating Scales
  - Likert Scale
  - Sematic Differential Scale
  - Stapel Scale
- c. Questionnaire

## Bachelor of Business Administration (BBA) Syllabus

- Definition
- Objectives of questionnaire
- Questionnaire design process
- d. Observational Forms
- e. Sampling Design Process
- f. Sampling Techniques
- g. Data Preparation Process (in brief)
  - Coding
  - Tabulation: One way table and two way table
- h. Report Preparation and presentation process in brief.
  - Format of the Research Report
  - Graphical Presentation

**Book: Marketing Research - An Applied Orientation, Naresh K Malhotra, Pearson Education.**

### **UNIT IV: SERVICES MARKETING (10 Hours)**

- a. Definition
- b. Characteristics of Services
- c. Service Flower
- d. Reasons for the Growth of Service Sector
- e. Services Marketing Mix (7 P's)
- f. Demand Variations In services
- g. Strategies for demand management
- h. Determinants of Service Quality
- i. Terms:
  - i. Internal Marketing
  - ii. External Marketing
  - iii. Interactive Marketing
- j. Gap Model of Service Quality

**Book : Services Marketing – K. Rama Mohana Rao, Pearson Education.**

#### **Topics of Assignment:**

1. Develop and Compare Brand Architecture of any Two FMCG Brands with specific Product Category.
2. Design Service Flower of any type of Service.
3. Prepare Research proposal for any Marketing Problem.
4. Draft a Questionnaire to survey the consumer satisfaction and loyalty of any product or service.

#### **Topics for Presentaion:**

1. Discuss Branding Strategy and Brand Elements of newly launched Brand in the Market.
2. Discuss the Value chain concept of any Service in detail
3. Compare various Sampling Methods with reference to research design.

## Bachelor of Business Administration (BBA) Syllabus

### Reference Books:

1. *Marketing Management*, 13<sup>th</sup> Edition: A South Asian Perspective, Abraham Koshy and Mithileshwar Jha, Philip Kotler and Kevin Keller.
2. *Marketing Management*, Rajan Saxena, 4<sup>th</sup> Edition, Tata-Mcgraw Hill.
3. *Marketing Management – Global perspective*, V S Ramaswamy and S Namakumari, Indian context; 4<sup>th</sup> Edition Macmillan Publishers India Ltd.
4. *The New Strategic Brand Management - Creating And Sustaining Brand Equity Long Term*
5. *Services Marketing – People, Technology, Strategy*, Christopher Lovelock & Jochen Wirtz
6. *Exploring Marketing Research*, William Zikmund.
7. *Compendium of Brand Management*, S. A. Chunawalla, Himalaya Publishing House.
8. *Services Marketing – S.M. Jha*
9. *Research Methodology – Methods and Techniques*, C. R. Kothari.
10. *Research Methodology – R.Guvery, U K Sudha Nayak, M. Girija. R. Meenakshi, S. Chand*

## Bachelor of Business Administration (BBA) Syllabus

### GUJARAT UNIVERSITY SYLLABUS FOR T.Y.B.B.A. SEMESTER V SUBJECT ELECTIVE COURSE (SEC)- 307 BANKING AND INSURANCE - I

#### Objective:

The objective of this paper is to impart basic knowledge of Banking and Insurance Services to the students.

**Total Hours: 40**

**Number of credits: 3**

**Lectures per week: 3 of one hour each**

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
Total	100%

#### UNIT I

Introduction to banking - history of banks - meaning of banking - functions of bank - banker customer relationship - banking systems - unit banking - branch banking - banking sectors - corporate banking - retail banking - international banking - rural banking - role of banks in primary, secondary and tertiary sector

#### UNIT II

Structure of Indian banking system - Reserve bank of India - commercial banks - public sector banks - private sector banks - foreign banks - cooperative banks - state cooperative banks - district cooperative banks - primary credit societies - regional rural banks - development banks

#### UNIT III

Introduction to insurance - origin and development of insurance - functions of insurance - importance of insurance - principles of insurance - types of insurance contract - classification of insurance - life insurance - non life insurance - reinsurance - micro insurance - insurance intermediaries

#### UNIT IV

Life insurance - essential features - advantages - different plans of life Assurance and annuities - policy condition and privilege - assignment and nomination - lapses and revivals - surrender values and loans - claims - double insurance.

Non-Life Insurance - Meaning and Importance - Types - Fire - Marine - Motor - Health - Miscellaneous

## Bachelor of Business Administration (BBA) Syllabus

### **Topics of assignment:**

1. Retail banking
2. Rural banking
3. List of Public, Private and Foreign banks operating in India
4. Development banks
5. Public, Private and Joint Venture Insurance companies operating in India

### **Topics of Seminar/Quiz**

1. KYC Norms
2. NABARD
3. Opening up of Insurance Sector

### **Text Book:**

1. Elements of Banking and Insurance - By Jyotsna Sethi, Nishwan Bhatia

### **Reference Book:**

1. K. P. M., Banking Theory Law and Practice by Sundhram, Sultan Chand
2. Banking and financial system - B. Santhanam, Sundharam & Varshney
3. Banking and Insurance - By R.K. Sharma, Shashi K. Gupta, Jagwant Singh
4. Principles of Insurance - By S.K. Jain

**GUJARAT UNIVERSITY**  
**SYLLABUS FOR T.Y.B.B.A.**  
**SEMESTER V**  
**FOUNDATION COURSE FC- 301**  
**AUDITING**

**Introduction**

Auditing is an analytical exercise which involves evaluating the effectiveness of internal control procedures, examining in depth scientifically selected samples of transactions and applying analytical procedures. The scope of auditing extends to areas like managerial performances, cost data and operations.

**Objectives:**

1. To make student aware of the need and scope of audit
2. To introduce them to the types of audit and the audit procedure

**Number of credits : 2**

**Lectures per week : 2**

**Total Session : 25**

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
Total	100%

**UNIT- I (25 %)**

Introduction to Auditing

1. Meaning and Nature of Auditing
2. Objects of Auditing
3. Scope and Procedures of Auditing
4. Advantages and Limitations of Auditing.

**UNIT – II (25%)**

Types of Audit

Classification of Audit on the Basis of:

1. Organisation
2. Function
3. Practical Approach
4. Audit Dimension

## Bachelor of Business Administration (BBA) Syllabus

### **UNIT – III ( 25%)**

1. Definition of Internal Control, Internal Check and Internal Audit
2. Meaning and Objects of Vouching
3. Meaning and Importance of Verification of Assets.
4. Meaning and Importance of Valuation of Assets
5. Verification and Valuation of liabilities ( Only concept)
6. Difference between Vouching and Valuation
7. Difference between Vouching and Verification.

### **UNIT – IV ( 25%)**

#### **A) Company Auditor**

1. Appointment of Auditors
2. Remuneration of Auditors
3. Qualification and Disqualification of an Auditor
4. Removal of Auditor
5. Auditor's Rights, Duties and Liabilities

#### **B) i) Meaning of Audit Report and Audit Certificate**

- ii) Types of Auditor's Report.

#### **Books Recommended:**

1. Fundamentals of Auditing By S.K. Basu Pearson Publication
2. Theory and Practice of Auditing By N. Thanulingam Himalaya Publishing House.



**GUJARAT UNIVERSITY**  
**SYLLABUS FOR T.Y.B.B.A.**  
**SEMESTER V**  
**FOUNDATION COURSE FC 301**  
**COOPERATIVE MANAGEMENT & ADMINISTRATION**

**Introduction:**

This course presents the principles of Co-operative Management, emphasizing managerial functions, explaining internal management of Co-operative organizations and behavioral concepts as applied to Practical Management Problems.

**Objectives:**

- Understood co-operative management functions and principles
- Learnt the scientific decision making process and problem solving techniques in co-operatives
- Learnt the modern trends in co-operative management process.

**Number of Credits: 2**

**Lectures per week: 2**

**Total Sessions: 24**

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
Total	100%

**UNIT I COOPERATIVE MANAGEMENT**

1. Concept and Features.
2. Functions of Management.
3. Objectives of Cooperative Management.

**UNIT II DEMOCRATIC CONTROL**

1. Democratic Structure - General Body - Division of Function and Authority
2. The Board and the Chief Executive
3. Co-operative Leadership Special Aspects
4. Development of Professional Management in Co-operatives.

## Bachelor of Business Administration (BBA) Syllabus

### UNIT III FUNCTIONAL AREAS OF MANAGEMENT IN CO-OPERATIVES

1. Production Management, Marketing Management, Financial management, Personal Management, Material Management. (in brief)
2. Evaluation of Performance of Co-operatives:
  - a. Key Result Areas, Performance Evaluation
  - b. Operational Efficiency Measurement Criteria for Co-operatives.

### UNIT IV COOPERATIVE ADMINISTRATION

1. Government Role in Cooperative Administration
2. Cooperative Departmental set-up At Different Level
3. Delegation of Powers
4. Departmental Set-Up.

### SUGGESTED READING

1. Dr. V.Kulandaisamy, Co-operative Management, Arudra Academy, First Edition 2002.
2. M.Kutumba Rao, Professionalisation of Co-operative Management, Rainbow Printers, 1989
3. R.Thirunarayanan, Essays on Human Resource Development in Cooperative in Cooperatives, Rainbow Printers, 1990
4. S.Nakkiran – Co-operative Management, Rainbow Publication
5. A.K Sah, Functional Co-operative Management, Rainbow Publications

## Bachelor of Business Administration (BBA) Syllabus

### **GUJARAT UNIVERSITY SYLLABUS FOR T.Y.B.B.A. SEMESTER V FOUNDATION COURSE FC 301 EMERGING TRENDS IN MANAGEMENT**

#### **Objective:**

To Impart knowledge about the emerging trends of new management concepts

To provide knowledge about the significance of the integration of information technology as the platform for the application of various management concepts

**Total Hours: 40**

**Number of credits: 3**

**Lectures per week: 3 of one hour each**

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
Total	100%

#### **UNIT I**

##### **Emerging Trends in Financial Management**

- Introduction to Financial Engineering
- Introduction to Financial Inclusion
- Introduction to Venture Capital
- Role of ICT in Financial Management

#### **UNIT II**

##### **Emerging Trends in Marketing Management**

- Emerging Trends and Issues in Marketing: Consumerism, Rural Marketing, Social Marketing; Direct Marketing; Online Marketing, Green Marketing
- Commodity and Brand management
- Service and Relationship Marketing
- e-Business Applications & Strategies

#### **UNIT III**

##### **Emerging Trends in HR Management**

- The Changing Role of HR
- HR in International Context
- Re-Engineering HR
- HRD Accounting and Audit

# Bachelor of Business Administration (BBA) Syllabus

## **UNIT IV**

### **Emerging Trends in General / Operation Management**

- Introduction to Total Quality Management
- Introduction to Corporate Governance
- Introduction to Logistics and Supply Chain Management
- Introduction to Knowledge Systems and Business Intelligence .

### **Reference Book:**

1. Personnel Management, Text and Cases by C B Mamoria and S V Gankar, Himalaya
2. Marketing Management by Kotler
3. People Resourcing Contemporary HRM in Practice by Stephen Pilbeam, Marjorie Corbridge, Prentice Hall
4. Essentials of logistics and supply chain management by Bhatt Sridhar, Himalaya
5. Total Quality Management by Poornima M. Charantimath, Pearson
6. Financial Services and System by Dr. S. Guruswamy, Vijay Nicole

## Bachelor of Business Administration (BBA) Syllabus

### GUJARAT UNIVERSITY SYLLABUS FOR T.Y.B.B.A. SEMESTER V FOUNDATION COURSE FC 301 FOREIGN EXCHANGE MANAGEMENT

#### Objective:

- To introduce the environment of international finance and its implications on international business
- To analyze the nature and functioning of foreign exchange markets, determination of exchange rates and interest rates and their forecasting.

**Total Hours: 25-30**

**Number of credits: 2**

**Lectures per week: 2 of one hour each**

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
Total	100%

#### UNIT I

**Theory of foreign exchange** - Structure of Foreign exchange market - Foreign exchange rates and terminologies - Exchange rate quotations - cross rates - forward quotes - merchant rates - Exchange rate theories - Foreign Exchange markets in India.

#### UNIT II

**Foreign exchange exposure and risk** - definition - types of exposure - risk Vs exposure - measurement of risk - components of foreign exchange risk - risk management - corporate hedging strategies - internal hedging techniques and external hedging techniques

#### UNIT III

**Forex risk management** - Forward - Currency futures - comparison of futures and forwards - Options - Call Options - Put Options - Swaps - Interest rate swaps - Currency swaps.

#### UNIT IV

**Exchange control features and foreign trade** - FEMA - Financial Institutions and Export Trade - Financial Assistance provided by banks - Post Shipment Export Credit in Foreign Currency - Re discounting of foreign currency Export Bills abroad - Exim Bank - Pre Shipment Foreign currency credits.

## Bachelor of Business Administration (BBA) Syllabus

### Reference Book:

1. International Financial Management, Bhalla, V. K, Anmol, New Delhi.
2. Foreign Exchange Markets understanding derivatives & other instruments, by "Surendra.s.Yadav, P.K.Jain and Max peyrard", Macmillan
3. Foreign Exchange & Money Markets Guide, by Julian Walmsley, John Wiley
4. International Financial Management - P.G. Apte

**GUJARAT UNIVERSITY  
SYLLABUS FOR T.Y.B.B.A.  
SEMESTER V  
ELECTIVE COURSE EC- 301  
INTERPERSONAL SKILLS**

**Objectives:** 1. To provide a practical and theoretical introduction to effective interpersonal communication required to meet the requirements of the global business scenario.  
2. To train the students on developing sustainable people's skills at the workplace.

**Number of credits:2**

**Lectures per week: 2**

**Total sessions: 24**

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
Total	100%

**Unit I: Theory of Interpersonal Skills: (6 Hours)**

1.1 Definition and Importance of Interpersonal Skills

1.2 Behavioural Traits required for cultivating Interpersonal Skills

(Refer to the Chapter 'Interpersonal Skills' from *Personality Development and Soft Skills* by Barun Mitra, Oxford University Press, 2011 for 1.1. and 1.2)

1.3 Intercultural Managerial Communication: Dimensions of Cultural Differences, Being a Good Intercultural Communicator, Developing Inter-culturally Sensitive Managers.

(Refer to *Managerial Communication-Strategies and Applications* by Geraldine E. Hynes, Tata McGraw Hill, Fourth Edition. 2011 for Unit 1.3)

1.4 Business Etiquettes and Manners

**Unit 2 Interpersonal Skills with Employer: (6 Hours)**

2.1 Resume Writing with Covering Letter

2.2 Interview: Types, Stages, Interview Techniques, Modern trends in Interview

(Refer to the Chapters on 'Resume /Curriculum Vitae' and 'Job Interviews-The Gateway to Job Market' from *Personality Development and Soft Skills* by Barun Mitra, Oxford University Press, 2011 for 2.1 and 2.2)

**Unit-3 Interpersonal Skills at work: (6 Hours)**

3.1 Meetings: Advantages and Disadvantages of working in Teams, Strategic Considerations for Meetings

3.2 Negotiations: Strategic Model for Negotiation, Four Layers of Negotiation.

## Bachelor of Business Administration (BBA) Syllabus

(Refer to *Managerial Communication-Strategies and Applications*, chapter 'Managing Meetings and Teams' and 'Managerial Negotiation' by Geraldine E. Hynes, Tata McGraw Hill, Fourth Edition. 2011 for Unit 3.1 and 3.2)

### **Unit 4 Interpersonal Skills with Customers: (6 Hours)**

4.1 Drafting Questionnaire

4.2 Sales Letters

4.3 Collection Letters

(Refer to *The Essentials of Business Communication* by Rajendra Pal and, Sultan Chand and Sons, 2009, 12<sup>th</sup> Edition, Chapters BC-8 and BC-10 Unit 4)

#### **Textbooks:**

Mitra, Barun. *Personality Development and Soft Skills*. New Delhi: Oxford University Press.2011.

Hynes, Geraldine. *Managerial Communication-Strategies and Applications*. New Delhi: Tata McGraw Hill, 2011

Pal, Rajendra and Korlahalli. *The Essentials of Business Communication*. Delhi: Sultan Chand and Sons. 2009.

#### **Recommended Books:**

Baney, Joann. *Guide to Interpersonal Communication*. Delhi: Pearson, 2011.

Bell, Arthur and Dayle Smith. *Management Communication*. 3<sup>rd</sup> ed. New Delhi: Wiley India, 2011.

Chaturvedi, P D and Mukesh Chaturvedi. *Business Communication: Concepts, Cases and Applications*. New Delhi: Pearson Education, 2004.

Haldar, Ritwik. *A Textbook of Business Communication*. Mumbai: Himalaya Pub, 2011.

Hynes, Geraldine. *Managerial Communication: Strategies and Applications*. New Delhi: Tata MacGraw- Hill, 2010.

Jain, V K, and Omprakash Biyani. *Business Communication*. New Delhi: S Chand, 2007.

Koneru, Aruna. *Professional Communication*. New Delhi: Tata McGrwaw-Hill, 2010.

Lesikar, Raymond and Marie Flatley. *Basic Business Communication*. New Delhi: Tata McGraw-Hill. 2002.

Rai, Urmila. *Managerial Communication*. New Dellhi: Himalaya Publication. 2007.

Raina, Roshan Lal, Iftikhar Alam and Faiza Siddiqui. *Professional Communication*. Mumbai: Himalaya Publishing House, 2012.

Raman, Meenakshi and Sangeeta Sharma. *Communication Skills*. New Delhi: Oxford University Press, 2010.

Raman, Meenakshi and Sangeeta Sharma. *Technical Communication-Principles and Practice*. New Delhi: Oxford University Press, 2011.

Ramachandra, K K, Lakshmi K K etal. *Business Communicaiton*. Chennai : MacMillan Publication, 2007.

O'Hair, Dan, Gustav Friedrich and Lynda Dixon. *Strategic Communication: In Business and the Professions*. New Delhi: Pearson Education, 2008.



## Bachelor of Business Administration (BBA) Syllabus

<b>Semester - VI (T.Y.)</b>				
EC -302	ELECTIVE	RESEARCH METHODOLOGY	2	<b>Foundation Courses (any one)</b> <ul style="list-style-type: none"> <li>• Business Ethics</li> <li>• Stock and Commodity Market Operations</li> <li>• Retail Management</li> <li>• Event Management</li> <li>• Portfolio Management</li> </ul> <b>Elective Course (Compulsory)</b> <ul style="list-style-type: none"> <li>• Research Methodology</li> </ul> <b>Subject Electives (any one)</b> <ul style="list-style-type: none"> <li>• Advanced Financial Management</li> <li>• Advanced Marketing Management</li> <li>• Advanced Human Resource Management</li> <li>• Advanced Taxation and Law</li> <li>• Banking and Insurance - II</li> </ul>
FC-302	FOUNDA-TION	From the List	2	
CC-308	CORE	INDUSTRIAL LAWS AND REGULATORY FRAMEWORK	3	
CC-309	CORE	ORGANISATIONAL BEHAVIOUR-2	3	
CC-310	CORE	STRATEGIC MANAGEMENT	3	
CC-311	CORE	PRODUCTION AND OPERATIONS MANAGEMENT	3	
CC-312	CORE	MANAGEMENT ACCOUNTING	3	
CC-313	CORE	PRACTICAL STUDIES	3	
CC-314	SUBJECT ELECTIVE	From the List	3	
	<b>Total</b>		<b>25</b>	

**GUJARAT UNIVERSITY**  
**SYLLABUS FOR T.Y.B.B.A.**  
**SEMESTER VI**  
**COURSE CODE-308**  
**INDUSTRIAL LAWS**

**Introduction:**

To create awareness amongst student for Industrial laws which helps in creating and maintaining transparent business policies in dealing with labours. Harmonious relationship with management and labour and employer is necessary to maintain steady growth of the nation as well as institute.

**Objectives:**

To gain knowledge of various Industrial Laws and also understand the application of Industrial lawsto practical situations.

To acquaint students from various labour laws.

**Total Hours: 40**

**Number Of Credits: 3**

**Lectures Per Week: 3**

No	Topic	Weightage	No of Hours
1	Industrial Dispute Act	25	12
2	Factories Act	25	7
3	ESIC Act	15	6
4	Workmen's Compensation Act	15	6
5	P.F. and Miscellaneous Act	10	6
6	Payment of Wages Act, 1936	10	3

**Text Book:**

1. Labour Laws for Managers By: B.D. Singh 2<sup>nd</sup> edition Excel Books

**Reference Book:**

1. Industrial Relations and Labour Laws by: S.C. Srivastava, 6<sup>th</sup> Revised Edition, Vikas Publishing House New Delhi.
2. Industrial Law: By: K.C. Garg, V.K. Sareen, Mukesh Sharma, R. C. Chawala, Klayani Publishers, Ludhiyana.
3. Labour Laws By: H.L Kumar Universal Laws Publishing Co. Pvt. Ltd, New Delhi
4. Legal Aspects of Business , Text, Jurisprudence, and Cases, By: Daniel Albuquerque, Oxford University Press, New Delhi.

## Bachelor of Business Administration (BBA) Syllabus

### **Topic for Assignments:**

1. Discuss the scope of Factories act with reference to the definition given by the act and various case laws.
2. Discuss the meaning of Industrial Dispute and explain how it is different as to Personal Dispute.
3. Discuss the Present Scheme of PF by government and Semi-Government Organisation and PF scheme offered by Private Insurance Company
4. Prepare a chart showing procedure under Factories act for getting licence and annual renewal of license.
5. Differentiate between the ESIC and Workmen's Compensation act with reference to Benefit to the Employee

### **Topics for Seminar/Presentation:**

1. Discuss the Case of Maruti Udyog Ltd and Labour Union.
2. Discuss recent case of Strike and its resolution system adopted by respective organisation.
3. Discuss the Liability of Employer in different industries for different situations. (Accident, Death etc.)
4. Discuss the procedure of claim with ESIC for Accidental Death.
5. Discuss different schemes under P.F. act.

**GUJARAT UNIVERSITY**  
**SYLLABUS FOR T.Y.B.B.A.**  
**SEMESTER VI**  
**COURSE CODE-309**  
**ORGANISATIONAL BEHAVIOUR-2**

**Introduction:** Organisational Behaviour is an integration and application of behavioural sciences to work situations. In a continuous changing environment and culture many opportunities remain for organizational improvement.. Organisational behaviour provides a human perspective towards organizational effectiveness

**Objectives:** The syllabus of this subject is designed to provide valuable inputs for understanding, reasoning ,predicting and controlling human behaviour. Various theories and topics have been covered to relate the subject to real-world problems and issues.

**Total Hours: 40**

**Number Of Credits: 3**

**Lectures Per Week: 3**

UNIT	WEIGHTAGE
UNIT I	25%
UNIT II	25%
UNIT III	25%
UNIT IV	25%
TOTAL	100%

**UNIT 1: UNDERSTANDING MOTIVATION AND LEADERSHIP**

**Reference book: Organizational Behavior**

**Authors: Stephen Robbins & Seema Sanghi, Publisher: Pearson Education (2006)**

**Motivation Models**

- i) E-R-G Theory
- ii) David McClelland's need theory
- iii) Equity theory
- iv) Victor Vroom's expectancy theory  
(with their implications for managers)

**Leadership theories**

- i) Fiedler's Contingency model
- ii) Path-goal theory
- iii) Hersey & Blanchard's leadership model

**Short notes**

- i) Mentoring
- ii) Self-leadership
- iii) Transformational leadership
- iv) Coaching

## Bachelor of Business Administration (BBA) Syllabus

### **UNIT II: ISSUES BETWEEN INDIVIDUALS AND ORGANISATIONS(A)**

**Reference book: Organizational Behavior**

**Authors: Stephen Robbins & Seema Sanghi, Publisher: Pearson Education (2006)**

Conflicts –meaning & definition  
Functional and Dysfunctional conflicts  
Sources of conflicts  
Conflict resolving strategies

Organisational Culture

**Reference book for the topics –“Organisational culture & economic contract....” :**

**Organizational Behavior**

**Authors: Keith Davis & Newstrom-11<sup>th</sup> edition ,Publisher: Tata McGraw**

Meaning & definition  
Characteristics of organizational culture  
Communication of organizational culture through the process of socialization and individualization

Economic and psychological contract

### **UNIT III: ISSUES BETWEEN INDIVIDUALS AND ORGANISATIONS(B)**

**Reference book: Organizational Behavior**

**Authors: Stephen Robbins & Seema Sanghi, Publisher: Pearson Education (2006)**

Counseling –meaning & definition  
Functions of counseling  
Types of counseling  
Transactional analysis as a technique of resolving conflicts  
(including inter-personal orientation and stroking)

Stress –meaning & definition

- i) Stress and job-performance relationship
- ii) Effects of stress
- iii) Approaches to stress management

Quality Work-Life-meaning & definition

Techniques of QWL

**Reference book for the topic –“Quality Work-Life” : Organizational Behavior**

**Authors: Shashi Gupta & Rosy Joshi-7<sup>th</sup> edition ,Publisher: Kalyani**

## Bachelor of Business Administration (BBA) Syllabus

### **UNIT IV: CHALLENGES AND OPPORTUNITIES FOR ORGANISATIONAL BEHAVIOUR**

**Reference book: Organizational Behavior**

**Authors: Stephen Robbins & Seema Sanghi, Publisher: Pearson Education (2006)**

Challenges for O.B.

- i) Responding to globalization
- ii) Improving quality and productivity
- iii) Responding to outsourcing
- iv) Improving customer services
- v) Improving people skills
- vi) Empowering people
- vii) Stimulating innovation and change

Ethical Behaviour

- i) Employee privacy issues
- ii) Impact of ethics on bottom-line outcomes
- iii) Pay and promotion discrimination
- iv) Sexual harassment

**Reference book for the topic “Ethical Issues”: Organizational Behavior**

**Authors: Fred Luthans, 9<sup>th</sup> edition, Publisher: McGraw Hill**

Managing Internal Work Force

- i) Barriers to cultural adaptation
- ii) Overcoming barriers

**Reference book for the topic –“Managing Internal Work Force” : Organizational Behavior**

**Authors: Keith Davis & Newstrom-11<sup>th</sup> edition ,Publisher: Tata McGraw**

**Suggested topics for seminars and presentations:**

- i) Responses to change
- ii) Model of motivation
- iii) Informal organizations
- iv) Assertive behaviour as conflict resolving technique

**Suggested topics for assignments:**

- i) Job satisfaction and performance –effort loop
- v) Sources of stress
- vi) Traits of leadership
- vii) Gender issues at work place

**GUJARAT UNIVERSITY  
SYLLABUS FOR T.Y.B.B.A.  
SEMESTER VI  
COURSE CODE-310  
STRATEGIC MANAGEMENT**

**Introduction:**

External factors affects business unit to a great extent. Managers have to make changes in the respective policies to commensurate such changes. It is important to incorporate separate strategies to bring organisaiton in right direction in the context of its strategic intent.

**Objectives:**

- To know core concepts of Strategy and Strategic Management and its scope.
- To know various external factors and its effect business policy or business strategy
- To know and execute the process of internal analysis any business unit of Industry.
- To understand various steps of formulation and implementation of various business strategies.

**Total Hours: 40**

**Number Of Credits: 3**

**Lectures Per Week: 3**

<b>UNIT</b>	<b>WEIGHTAGE</b>
UNIT 1	25%
UNIT 1I	25%
UNIT 1II	25%
UNIT 1V	25%
TOTAL	100%

**UNIT :I INTRODUCTION TO STRATEGIC MANAGEMENT**

- Meaning of strategy, strategic management ( process of S.M)
- Importance of Strategic Management
- Strategic Fit and Intent
- Levels of Strategy and their characteristics
- Vision & Mission
- Vision : Nature ( elements), definition and benefits
- Mission : Definition, characteristics of mission statement
- Difference between vision and mission

**UNIT : II EXTERNAL ENVIRONMENT ANALYSIS**

- Concept of Environment
- SWOT
- PESTEL
- 5 Force Model
- Approaches to Environmental Scanning

## Bachelor of Business Administration (BBA) Syllabus

- Sources used for Environmental Scanning
- Techniques of Environmental Scanning

### **UNIT :III INTERNAL ANALYSIS**

- Resources, Capabilities, Competencies, Core Competencies
- Competitive Advantage
- Why are resources important
- Value chain( organization and industry)
- Ansoff Model
- BCG Model

### **UNIT :IV STRATEGY FORMULATION**

- 5 Generic Strategies (cost leadership, differentiation, combined, focus, best cost provider)
- Interrelationship between formulation and implementation
- Integration : Forward and Backward
- Diversification : Horizontal, Conglomerate, Concentric

### **TEXTBOOKS :**

- 1) Strategic Management & Business Policy by Azhar Kazmi, 3<sup>rd</sup> Edition Mc Graw Hill Publication Pvt Ltd.
- 2) Business Policy & Strategic Management by P. Subba Rao , GTU Edition Himalaya Publication.

### **REFERENCE BOOKS:**

1. Crafting and Executing Strategy by Thomson, , Gamble, Strickland, & Jain, 18<sup>th</sup> Edition Tata Mc Grahill Education Pvt. Ltd.
2. Strategic management By: Pierce & Robinson, Tata Mc Grahill Education Pvt. Ltd.
3. Competitive Advantage by Michael Porter, Free Press Publication,USA ,

### **TOPICS FOR ASSIGNMENT**

1. Vision & Mission Statement of one Indian Company & One Foreign Company
2. SWOT Analysis of any Industry / Company
3. PESTEL Analysis of any Industry / Company
4. Five Force Analysis of any Industry / Company
5. Value Chain Analysis of any Industry / Service / Company
6. BCG Matrix application of any FMCG Company
7. Examples of Cost differentiation

### **TOPICS OF SEMINAR**

1. Discussion for implementation of change in Organisaitonal Structure and its implementation with reference to particular company.
2. Discussion of various issues which plays important role in strategy implementation.
3. Techniques of implication and replications of government policy on particular sector industry/ company.



**GUJARAT UNIVERSITY**  
**SYLLABUS FOR T.Y.B.B.A.**  
**SEMESTER VI**  
**COURSE CODE-311**  
**PRODUCTION & OPERATION MANAGEMENT**

**Introduction :**

Production management plays an important role in the improvement in productivity and helps in creating a competitive advantage. It is essential to pass an understanding of how various operations work and contributes to create a special place in the market. The study would enable the students, manufacturers and service providers to compete globally.

**Objective:**

The aim is to cover the most important issues concerning production managers and also giving them an understanding of basic tools and techniques of production. The budding managers should be given an insight of production with other managerial inputs

**Total Hours: 40**

**Number of credits: 3**

**Number of lectures: 3**

UNIT	WEIGHTAGE
UNIT I	25%
UNIT II	25%
UNIT III	25%
UNIT IV	25%
TOTAL	100%

**Unit -1**

Meaning of production management and operation management

Objectives of production management

Scope of production management

Types of production

1. Continuous
2. Intermittent
3. Project
4. Job shops

Concept of production planning and control

Function of production planning and control :Estimating, routing, scheduling, loading

Dispatching, expediting, follow up, Inspection and corrective action

Concept of work study and motion study, Work measurement, basic work study procedure

**Unit II**

## Bachelor of Business Administration (BBA) Syllabus

Concept of purchasing , principles of purchasing and process of purchasing.

Types of purchasing

- Blanket orders
- Stockless purchasing
- System contracting
- Small order purchases

Concept of material handling and principles of material handling .

Concept of MRP-1 and MRP-2

Objectives ,advantages and disadvantages of MRP-1

concept of ERP and features of ERP

### **Unit -III**

1) concept of layout, factors affecting layout and features of a good layout.

Types of layout

- product
- process
- project

2) Concept of quality management, Cost of quality

Deming's 14 principles of quality

Concept of Six Sigma and its process

Deming's concept of PDCA cycle

Concept of ISO-9000,14000,22000

### **Unit –IV**

Contemporary Issues

JIT :- Concept and characteristics (including the concept of KANBAN)

Kaizen:- Concept,3 guiding principles, activities falling under the kaizen umbrella

Japanese 5-“S” approach (5 s kaizen movement)

Business process reengineering - Characteristics, steps

Lean production and basic elements

### **Assignment**

- 1) Types of production system in any industry
- 2) A detailed perspective on operations management
- 3) Practical aspects of JIT, Kaizen, Six sigma, lean production
- 4) Hybrid MRP- JIT production system
- 5) Supply chain management in practice: the Keirtsu

## Bachelor of Business Administration (BBA) Syllabus

### **Seminar:**

1. Green production
2. Challenges in maintaining a supply chain in Indian scenario
3. Operation in service industry
4. Work measurement and production standard
5. Capacity planning
6. Functional analysis

### **Reference Books:**

- 1) Production & Operation management by K.aswathappa & K.Shridhara bhatt, Himalaya publishing house.
- 2) Operation management by Roberta S. Russell & Bernard S. Taylor, Pearson higher education.
- 3) Production & Operation management by Kanishka Bedi, Oxford higher education.
- 4) Operation management by heizer render, pearson publication.

## Bachelor of Business Administration (BBA) Syllabus

### GUJARAT UNIVERSITY SYLLABUS FOR T.Y.B.B.A. SEMESTER VI COURSE CODE-312 MANAGEMENT ACCOUNTING

**Introduction:** Management accounting is concerned with the provisions and use of accounting information to managers within organizations, to provide them with the basis to make informed business decisions that will allow them to be better equipped in their management and control functions.

**Objective:** The objective of this module is to provide students with an understanding of the role of management accounting in the context of business. It tries to show how accounting information is used by managers and senior executives to plan and control business activities and make decisions.

**Total Hours: 40**

**Number Of Credits: 3**

**Lectures Per Week: 3**

UNIT	WEIGHTAGE
UNIT 1	25%
UNIT 11	25%
UNIT 111	25%
UNIT 1V	25%
TOTAL	100%

UNIT( TOPIC)	WEIGHTAGE MARKS OUT OF 70
<b>UNIT – I</b>	
(A) <b>Introduction</b> :Meaning of Management Accounting, Difference between Financial Accounting and Management Accounting, Difference between Cost Accounting and Management. Tools and Techniques of Management Accounting – Meaning and list of tools and techniques.	<b>10 % 4 MARKS</b>
(B) <b>Budgetary Control:</b> Meaning and Significance. Preparation of Flexible Budgets. Preparation of Functional Budgets – Sales, Production and Purchase Budgets. Concept of Cash Budget (excluding sums.)	<b>15 % 14 MARKS</b>

## Bachelor of Business Administration (BBA) Syllabus

<b>UNIT – II</b>	
<p><b>Standard Costing</b> – Meaning, Benefits and Limitations. Calculation of Variances- Material, Labour (Excluding Idle time) and Sales Introduction to overhead variance (excluding sums)</p>	<p><b>25 %</b> <b>17 MARKS</b></p>
<b>UNIT – III</b>	
<p><b>Cost Volume Profit Analysis</b>- Meaning and Assumptions, Concept of Break even analysis, Sums of C-V-P Analysis (Including Key Factor)</p> <p><b>Decision Making</b> – Make/Buy, Shut Down and Export Proposal.</p>	<p><b>10 %</b> <b>7 MARKS</b></p> <p><b>15 %</b> <b>11 MARKS</b></p>
<b>UNIT – IV</b>	
<p>(A) <b>Responsibility Accounting</b> - Meaning and significance, Types of responsibility centres. <b>Transfer Pricing</b> – Meaning and Methods of transfer pricing.</p> <p>(B) <b>Contemporary Issues in Management Accounting:</b></p> <ol style="list-style-type: none"> <li>i. Target Costing</li> <li>ii. Life-cycle Costing</li> <li>iii. Activity Based Costing</li> </ol>	<p><b>15 %</b> <b>10 MARKS</b></p> <p><b>10 %</b> <b>7 MARKS</b></p>

### Topics for Assignment:

1. Reporting to Management – Meaning, Essentials of an Ideal Report, Types of reports.
2. Concept of Zero Based Budgeting – Meaning, Procedure, Benefits and Limitations.
3. Uniform Costing.
4. Value Chain Analysis

### Topics for Seminar:

1. Concept and Utility of Balance Score Card.
2. Installation of a Budgetary Control system .
3. Management Information Systems.

## Bachelor of Business Administration (BBA) Syllabus

### **Recommended Books:**

1. Managerial Accounting – By Jawahar Lal - Himalaya Publication.
2. A Text Book of Cost and Management Accounting By M. N. Arora – 8<sup>th</sup> Edition – Vikas Publishing House Pvt. Ltd.

### **Reference Books:**

1. Advanced Management Accounting, Text, Problems and Cases By Jawahar Lal – S. Chand
2. Accounting for Management – by M. N. Arora & Khanna – Himalaya Publication.
3. Management Accounting – Principles & Practice by M. A. Sahaf – Vikas Publishing House Pvt. Ltd
4. Management Accounting, Text, Problems and Cases by M. Y. Khan & P.K. Jain, 5<sup>th</sup> Edition, Tata Mc Graw Hill Education Pvt. Ltd.
5. Accounting for Management - by Jawahar Lal, 5<sup>th</sup> Edition – Himalaya Publishing House
6. Management Accounting by J. Made Gowda (2007) Himalaya Publication.
7. Management Accounting, Text, Problems and Cases by M. Y. Khan & P.K. Jain, 5<sup>th</sup> Edition, Tata McGraw Hill Education Pvt. Ltd.

**GUJARAT UNIVERSITY  
SYLLABUS FOR T.Y.B.B.A.  
SEMESTER VI  
COURSE CODE-313**

**GRAND PROJECT, PRESENTATION AND VIVA-VOCE**

**Introduction:-**

The BBA programme aims at providing a practical insight to the student in the various functions of business enterprises. It is this aspect which gives a learner an edge over other programmes in same area. Lack of industry exposure would prove fatal and hence a student of management needs to undergo practical training to sharpen his theoretical skills and knowledge. Further from here, the students are likely to take off into junior managerial level jobs and/or post graduation in management.

**Objectives:-**

During the first year semester II, students go for an industrial visit and get a general overview of the functioning of the business enterprises. During the second year semester IV, the students are supposed to visit any organization and study details of functional areas. In line with this, the third year semester VI students are supposed to analyse any particular products/industry in detail from macro and micro perspectives. This work is prescribed to be done in groups so that the students learn positive group dynamics and use it to their best.

**Total Hours: 40**

**Number Of Credits: 3**

**Lectures Per Week: 4.5**

UNIT	WEIGHTAGE
UNIT I	25%
UNIT II	25%
UNIT III	25%
UNIT IV	25%
TOTAL	100%

**GUIDELINES FOR GRAND PROJECT WORK:-**

**1. Group size:**

The group size should be of 10 students. However, one last group can be of odd size having not more than 12 students.

**2. Topics:**

-Any topic from any functional area of management i.e. Marketing, HR, Finance, Production

-Economics

-Costing

-Operations research

## Bachelor of Business Administration (BBA) Syllabus

-Any other relevant topic permitted by the director of the institute can be taken for grand project work. The topic should be research based and must be authentic work of the students. Primary data collection is a must.

### 1. Format of the group project:-

The project should be based on the following format:-

- a. Introduction to the topic including macro (external environment and industry) analysis, and micro (particular industry or firm under study) analysis.
- b. Research Methodology including the rationale for the topic, type of research design, sources of data, sampling method, sample size, any statistical tools used and limitations of the study.
- c. Findings and analysis of the study including graphs and statistics.
- d. Conclusion, Recommendations and Scope for further study in future.
- e. Bibliography, References, Statistical calculations and tables; if any.

### 2. Assessment:-

Group project component	Internal marks	External marks	Total
Project report	12	28	40
Power point presentation And Viva-voce	18	42	60
Total	30	70	100

### 3. Guidelines for assessment:-

- a. The pattern of assessment for internal and external component will remain the same for grand projects.
- b. The project report will be assessed on the basis of one group report submitted by students. Individual copies of the project must be produced during external exam and must be checked and signed by the external examiner also. The pattern of the project report must be as prescribed earlier.
- c. Power point presentation of the group project must be done by students during both internal and external assessment. The presentation should be divided among all the group members in such a way that the entire project contents are covered. Each student should present for 2-3 minutes on his\her allotted section.



## Bachelor of Business Administration (BBA) Syllabus

- d. Power point presentation should be followed by individual viva voce. In this exam, the student should be able to answer on the entire project and also related topics; and not only on his section of the presentation.
- e. A hard copy and a CD of the power point presentation done during internal assessment must be produced at the time of external assessment too.

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**SYLLABUS FOR T.Y. BBA**  
**SEMESTER-VI**  
**SUBJECT ELECTIVE COURSE (SEC)- 314**  
**ADVANCED HUMAN RESOURCE MANAGEMENT II**

**Introduction:** The role of HRM in organizations has gained tremendous importance over the years. It has come some way from 'Personnel Management' and today, is looked upon as a strategic partner. Organizations with global presence, movement of workforce across geographical boundaries have challenged the HR function as never before. The aim of this course is to provide the under-graduate students with some knowledge about the important sub-functions of HRM; functions that have not been covered in the core courses Basic Human Resource Management and Human resource Management in Semesters III and IV.

**Objectives:** To provide students an understanding of:

1. The concept, objectives and statutory provisions regarding employee discipline,
2. The concepts of Human Resource Development and Talent Management,
3. Managing careers and mentoring
4. The contemporary issues of HR.

**Number of lectures a week: 3**

**Number of credits: 3**

**Total Sessions : 40**

<b>Module number</b>	<b>Weightage</b>
<b>I</b>	<b>25%</b>
<b>II</b>	<b>25%</b>
<b>III</b>	<b>25%</b>
<b>IV</b>	<b>25%</b>
<b>Total</b>	<b>100%</b>

**MODULE I: EMPLOYEE DISCIPLINE**

- Concept and definitions
- Objectives
- Holistic view on discipline i.e the positive approach to discipline (*Human Resource Development by Werner and Desimone*)
- Causes of indiscipline
- Types of Discipline
- Essentials of a good disciplinary system
- Code of Discipline
- Procedure
- Kinds of punishment/penalties
- Role of HR Manager in maintaining discipline

## Bachelor of Business Administration (BBA) Syllabus

- Statutory provisions concerning discipline
  - Guidelines of a disciplinary action
  - Principles of effective discipline
- (Human Resource Management – Text and Cases by S. S. Khanka)*

### **MODULE II: HUMAN RESOURCE DEVELOPMENT AND TALENT MANAGEMENT**

#### **(A) TRAINING AND DEVELOPMENT OF HUMAN RESOURCE**

- (i) Significance of training and development
  - Training as a strategic organizational activity
- (ii) Linkage Between business strategy and training
  - Defender strategy
  - Prospector strategy
- (iii) The process of training and development
  - Need Assessment
  - Programme design and development
  - Programme implementation
  - Evaluation
- (iv) Special forms of Training and Development
  - Team Training
  - Diversity Training
  - Training for Global Assignments
  - Training for leadership Skills
  - Orientation Training

*(Strategic Human Resource Management by Tanuja Agarwala)*

- (B) Talent Management
  - Meaning and Benefits
  - Process of talent management
  - Focus of talent management
  - Challenges to talent management

*(Essentials of Strategic Human Resource Management –Dr. Anjali Ghanekar)*

### **MODULE III: MANAGING CAREERS AND MENTORING**

- (A) Career planning methods used by organisations and objectives of each method
- Career Development interventions for each career stage
- Mentor relationships
  - mentors and protégés
  - roles and functions of mentors
  - formal and informal mentoring relationships

- (B) Individual, Organizational benefits of mentoring programmes

## Bachelor of Business Administration (BBA) Syllabus

Negative mentoring experiences  
Key element of successful mentoring relationship  
Special mentoring challenges  
(*Strategic Human Resource Management by Tanuja Agarwala*)

### **MODULE IV: CONTEMPORARY ISSUES OF HR**

#### (A) International Human resource management

- Types of International Organizations
- International HRM
- Difference between IHRM and Domestic HRM
- Reasons for increasing importance of IHRM

#### IHRM Practices

- International staffing
- Pre- departure training for International Assignments
- Repatriation
- Performance Management in International Assignment
- Compensation Issues in International Assignment

(*Strategic Human Resource Management by Tanuja Agarwala*)

#### (B) Challenges Faced by HR in Knowledge Economy

(*Exhibit 2.2 (pages 81-83)of Strategic Human Resource Management by Tanuja Agarwala*)

#### (C) Role of HR in Managing Cultural Change

(*Pages 104-107 of Strategic Human Resource Management by Tanuja Agarwala*)

#### (D) Innovations

- Meaning
- Core elements of innovation system: Leadership and management, Strategic alignment, Innovation process, Organization and people, Matrix, and Corporate culture.
- Framework for innovation
- Key strategies for innovation efficiency

(*Pages 380-387 of Essentials of Strategic Human Resource Management –Dr. Anjali Ghanekar*)

#### **Topics for assignments:**

1. Managing innovation versus managing operations.
2. Knowledge Management for consistency and innovation.
3. HR challenges in managing mergers and acquisitions  
(*Essentials of strategic Human Resource Management by Dr. Anjali Ghanekar*)
4. Discipline without punishment. (*Human Resource Management by Dessler and Varkkey*)

#### **Topics for seminars:**

1. Talent Management – Challenges and Opportunities.
2. HR Manager as a catalyst for discipline, wellness, conduct and healthy IR.
3. Grey areas of HR.

## Bachelor of Business Administration (BBA) Syllabus

### Reference Books:

1. Human Resource Management  
By Gary Dessler and Biju Varkkey  
Pearson Prentice Hall  
12<sup>th</sup> Edition
2. Strategic Human Resource Management  
By Tanuja Agarwala  
Oxford University Press  
2007 Edition
3. Human Resource Management (Text and Cases)  
By S. S. Khanka  
S. Chand and Company Limited  
Reprint 2007
4. Essentials of Strategic Human Resource Management  
By Dr. Anjali Ghanekar  
Everest Publishing House  
First Edition 2009
5. Human Resource Development  
By Werner and Desimone  
Cengage Learning (India Edition)  
2012 Edition

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**SYLLABUS FOR T.Y.B.B.A.**  
**SEMESTER VI**  
**SUBJECT ELECTIVE COURSE(SEC)- 314**  
**ADVANCED MARKETING MANAGEMENT-2**

**Introduction:** The field of management has undergone a sea change and has today assumed a form of a profession with a well-defined body of knowledge. Different functions of management have got importance as per the environmental changes. After, 1950's Marketing Management has assumed an important role in the organization. With continuously evolving and due to the newer trends, the subject has become wider and wider.

**Objective:** This course is designed in such a way as to provide the students an under-standing of the different contemporary and relevant topics in the subject of marketing management with deeper penetration so that the students can choose the particular area of specialization even under the Marketing Management as per their interest in future.

**Total Hours : 40**

**Number of credits: 3**

**Lectures per week: 4 of one hour each**

Unit	Weightage
Unit-I	25%
Unit-II	25%
Unit-III	25%
Unit-IV	25%
Total	100%

**UNIT I: Business/ Industrial Marketing (10 Hours)**

- a. Difference between Business and Consumer Market
- b. Primary Objectives of Business supplier
- c. Characteristics of customers in the business Market
- d. The business Buying Process
- e. Factors affecting Business Buying Behaviour

**Book: Marketing Management: 2<sup>nd</sup> Edition, By: Arun Kumar and N Meenakshi, Vikas Publication**

**UNIT II: ADVERTISING MANAGEMENT (10 Hours)**

- a. Advertising Creates Brand image
- b. Developing advertising Strategy
  - i. Identify and Understand Target Audience
  - ii. Setting Advertising Objectives

## Bachelor of Business Administration (BBA) Syllabus

- iii. Establish advertisement Spend
- iv. Message Decisions
- v. Media Decisions
- vi. Execute the Advertise Campaign
- vii. Evaluate Advertisement Effectives
- viii. Improving Advertising result
- h. Impact of Advertising

**Book: Marketing Management: 2<sup>nd</sup> Edition, By: Arun Kumar and N Meenakshi, Vikas Publication**

### **UNIT III: Rural Marketing (10Hours)**

- a. Meaning and Definition of rural Marketing
- b. Characteristics of rural Marketing
- c. Importance of Rural Marketing
- d. Rural Marketing Mix
- e. Reasons for Rural Market boom
- f. Problems and Challenges in Rural Marketing

**Book: Basics of Marketing Management: Theory and Practice By: R. B. Rudani: S. Chand Publication**

### **UNIT IV: Customer Relationship Management (10Hours)**

- a. Definition of CRM
- b. Evaluation and Concept of CRM
- c. Benefits of CRM
- d. Relationship building as Process
- e. CRM as Strategy
- f. CRM Implementation Road Map
- g. Customer Centric marketing and Process
- h. Building Organisational Capabilities through Internal Marketing

**Book: Customer Relationship Management- A Strategic Perspective By: G Sainesh & Jagdish N Sheth**

#### **Topics for Assignment:**

1. Evaluate any Rural Marketing strategy of FMCG or Consumer Durable or Service offering organisations.
2. Evaluate Advertisement strategies of any FMCG or Consumer Durable or Service offering organisations in the rural area.
3. Evaluate CRM executed by any Financial Institutions, Organised Retailer, or any Service Provider.
4. Explain Characteristics of any Business Market.

## Bachelor of Business Administration (BBA) Syllabus

### Topics for Seminar/Presentation:

1. Discuss any five factors affecting Business Buying Behaviour
2. Analyse CRM as a Strategy for Customer Retention.
3. Discuss Rural marketing Mix of Any Product or Service
4. Develop an Ad Campaign for any specific Product / Service. (Any form of advertisement with respect to five M's of Advertisement Management.)
5. Analyse Seven P's of any Service.
6. Discuss distribution Strategy of any Industrial Product.

### Reference Books:

1. Rural Marketing, - Pradip Kashyap, Pearson Education.
2. Industrial Marketing Strategy – Frederick E Webster
3. Customer Relationship Management - Francis Buttle
4. "Rural Marketing: Targeting the Non-urban Consumer" , Sanal Kumar Velayudhan, age Publications Pvt. Ltd.
5. Advertising Management - Jaishri Jethwaney Shruti Jain
6. Advertising Management -C.L. Tyagi And Arun Kumar



**GUJARAT UNIVERSITY**  
**SYLLABUS FOR T.Y. BBA**  
**SEMESTER – VI**  
**SUBJECT ELECTIVE COURSE(SEC)- 314**  
**ADVANCED TAXATION AND LAW**

**Introduction :**

Although a consumer always pays Indirect taxes such as VAT and Service Tax, most of them are unaware of the concept, types and government policies for indirect taxes. This knowledge along with direct taxes will complete the taxation curriculum for B.B.A.

**Objectives :**

- 1) To introduce indirect tax laws in force and relevant rules and principles.
- 2) To introduce the basic concepts of Gujarat Value added Tax and Customs Law in India.

**Number of credits : 3**

**Lectures per week : 3**

**Total Sessions : 40**

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
TOTAL	100%

UNIT ( TOPIC )	WEIGHTAGE (MARKS OUT OF 70)
<p><b><u>UNIT –I- (25%)</u></b></p> <p><b>GUJARAT VAT AND CENTRAL SALES TAX :</b></p> <ul style="list-style-type: none"> <li>- Introduction and concept of VAT and Central Sales Tax</li> <li>- Scope and applicability of act( Including exemption from tax)</li> <li>- Registration Provisions under Gujarat Value Added Tax Act, 2003 and Rules</li> </ul>	<p>25% (17 MARKS)</p>
<p><b><u>UNIT-II-(25%)</u></b></p> <p><b>GUJARAT VAT:</b></p> <ul style="list-style-type: none"> <li>- Following definitions under the Gujarat Value Added Tax Act, 2003 and Rules                             <ol style="list-style-type: none"> <li>1) Goods and Capital Goods</li> <li>2) Sale</li> <li>3) Dealer</li> </ol> </li> </ul>	<p>25% (18 MARKS)</p>

## Bachelor of Business Administration (BBA) Syllabus

<ul style="list-style-type: none"> <li>4) Resale</li> <li>5) Manufacture</li> <li>6) Person</li> <li>7) Turnover &amp; Taxable Turnover</li> <li>8) Business</li> <li>- Incidence of Tax, Tax Rate and Tax credit concepts.</li> <li>- Payment and Returns of VAT and different types of Assessment schemes.</li> </ul>	
<p><b><u>UNIT-III-(25%)</u></b></p> <p><b>CUSTOMS LAW:</b></p> <ul style="list-style-type: none"> <li>- Principles governing levy of Customs duty, types of duties including Protective duty, Safeguard duty, Countervailing duty and Anti-dumping duty.</li> <li>- Exemption from customs duties</li> <li>- Basic Principles of Classification of goods and Valuation of goods.</li> <li>- Customs authorities, appointment of customs ports, warehousing stations.</li> </ul>	<p>25% (18 MARKS)</p>
<p><b><u>UNIT-IV-(25%)</u></b></p> <p><b>CUSTOMS LAW:</b></p> <ul style="list-style-type: none"> <li>- Provisions governing Conveyance, Importation and Exportation of goods, special provisions regarding Baggage, Goods imported or exported by post and Stores.</li> <li>- Detailed procedure in relation to Warehousing.</li> <li>- Drawback of Customs duties paid.</li> </ul>	<p>25% (17 MARKS)</p>

### **Text Book :**

Indirect Taxes Law and Practice – Taxmann’s  
By V.S. Datey

### **Reference Book :**

Students’ Guide to Indirect Taxes – Aadhya’s Pvt. Ltd.  
By Yogendra Bangar, Vandana Bangar and Vineet Sodhani

### **Topics for Assignment:**

- 1) Registration Procedure for Authorized Dealer for any product under VAT/ Central Sales Tax.
- 2) Timing and Forms for Quarterly and Monthly payment of VAT/Central Sales Tax.
- 3) Procedure for Import/Export of goods.

### **Topics for Seminar/Quiz :**

- 1) Applicability of VAT/Central Sales Tax and it’s current rate.
- 2) Case study relating to VAT/Central Sales Tax.
- 3) Drawback under Customs Law.

## Bachelor of Business Administration (BBA) Syllabus

### GUJARAT UNIVERSITY SYLLABUS FOR T.Y. BBA SEMESTER-VI SUBJECT ELECTIVE COURSE (SEC)- 314 BANKING AND INSURANCE - II

#### Objective:

The objective of this paper is to impart advanced level knowledge of Banking and Insurance Services to the students.

**Total Hours: 40**

**Number of credits: 3**

**Lectures per week: 3 of one hour each**

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
Total	100%

#### UNIT I

Loans and advances - priority sector lending – export credit – project finance – working capital finance - electronic banking

#### UNIT II

Banking legislation – the Reserve Bank of India Act – The Banking Regulation Act – Banking Sector Reforms – NPA management – Annual Accounts of banking company

#### UNIT III

LIC of India – GIC of India & its subsidiaries – Reinsurance business – insurance pricing  
IRDA and its functions

#### UNIT IV

Channels of Distribution – intermediaries and their functions – bancassurance - legal frame work of insurance business – Indian insurance industry: major reforms

#### Topics of Assignment:

1. Procedure of loans
2. Export credit
3. NPA management
4. IRDA

#### Topics of Seminar/Quiz

1. Use of technology in banking
2. Capital Adequacy norms for banks
3. Debt Recovery Tribunal

## Bachelor of Business Administration (BBA) Syllabus

4. Insurance ombudsman
5. Social insurance

### **Text Book:**

1. Elements of Banking and Insurance - By Jyotsna Sethi, Nishwan Bhatia

### **Reference Books:**

1. Banking and Insurance - By R.K. Sharma, Shashi K. Gupta, Jagwant Singh
2. K. P. M., Banking Theory Law and Practice by Sundhram, Sultan Chand
3. Banking and financial system - B. Santhanam, Sundharam & Varshney
4. Principles of Insurance - By S.K. Jain

**GUJARAT UNIVERSITY**  
**SYLLABUS FOR T.Y. BBA**  
**SEMESTER-VI**  
**SUBJECT ELECTIVE COURSE (SEC)- 314**  
**ADVANCED FINANCIAL MANAGEMENT – 2**

**Introduction**

Over the last two decades, Indian business and finance have considerably changed owing to deregulation, liberalization, privatization and globalization. In wake of these changes and developments, the subject of Advanced Financial Management has assumed all the more importance.

**Objectives**

1. To give an insight to the students from the basic level to higher level of analysis
2. To introduce the students to various techniques of taking long term investment decisions
3. To familiarize the students with various financial tools and techniques

**Unit 1: Capital Budgeting**

- Capital Budgeting problems using NPV for the following decisions:
  1. Replacement
  2. Mutually Exclusive
- Depreciation calculation using:
  1. SLM
  2. WDV
  3. Block of Assets

**Unit 2: Working Capital & EVA**

(A) Working Capital Estimation

- Sums of estimating working capital excluding double shift

(B) Economic Value Added (EVA)

- Concept of EVA
- Problems using EVA formula as per Khan & Jain

**Unit 3: Capital Structure Theories**

- Meaning of Capital Structure
- Features of Appropriate Capital Structure
- Factors affecting Capital Structure
- Capital Structure Theories-(Excluding Sums) Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani – Miller Thesis

**Unit 4: Corporate Financial Restructuring**

- Meaning of Corporate Restructuring and reasons for it
- Meaning of Financial Restructuring

## Bachelor of Business Administration (BBA) Syllabus

- Techniques of Corporate Restructuring:
  1. Mergers
  2. Takeovers
  3. Joint Ventures
  4. Divestitures
  5. Slump Sale
  6. Strategic Alliance
  7. Equity Carve out
  8. Franchising
  9. Holding Companies
  10. Sell off
  11. Going Private
  12. Liquidation
  13. Reverse Bid
  14. Reverse Merger
  15. Demerger
  16. Management Buy-In
  17. Management Buy-Out
  18. Leveraged Buy-Out

### **Topics for Assignment**

1. Approaches to Capital Structure
2. Analysis of Capital Budgeting Proposals.
3. Estimation of Working Capital finance in a company.
4. Working Capital financing by banks

### **Topics for Seminar and Presentation**

1. Project Planning and Control.
2. Project Appraisal by financial institutions.
3. Practical Application of Capital Structure Theories
4. A Case Study on Mergers and Acquisitions

### **Recommended Textbooks:**

- 1) Financial Management by Khan & Jain (5<sup>th</sup> Edition), McGraw Hill – For Units 1 & 2
- 2) Strategic Financial Management by Ravi M Kishore (2<sup>nd</sup> Edition), Taxmann – For Units 3 & 4

### **Reference Books:**

- 3) Financial Management by Prasanna Chandra (7<sup>th</sup> Edition), Tata McGraw Hill
- 4) Financial Management by I M Pandey (9<sup>th</sup> Edition), Vikas Publishing

## Bachelor of Business Administration (BBA) Syllabus

### GUJARAT UNIVERSITY SYLLABUS FOR T.Y.B.B.A. SEMESTER VI FOUNDATION COURSE (FC-302) BUSINESS ETHICS

**Introduction:** As Institutions, corporate have dominance in lives of people (vice- versa). It is not possible for any business to alienate itself from ethics and only working towards Profit maximization. Hence it is expected to have deep understanding of ethics to become an ideal corporate model.

**Objectives:**

- To introduce students to ethical concepts.
- To help students understand the importance of ethics in corporate culture.
- To help students understand concepts, which are vital to resolve moral issues in business.

**Number of Credits: 2**

**Lectures per week: 2**

**Total Sessions: 24**

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
Total	100%

**Unit 1: Introduction**

- Concept of Business Ethics
- Need for Business Ethics
- Principles of Business Ethics

(Business Ethics by Dr. A. K. Gavai, Himalaya Publishing House, 2011 edition)

**Unit 2: Ethics at workplace: Origin and implementation at work**

- Origin : Personal values and Organizational goals
- Ethics and decision making.

(Business Ethics by Dr. A. K. Gavai, Himalaya Publishing House, 2011 edition)

**Unit 3: Corporate Social Responsibility**

- Introduction
- CSR activities
- Arguments for and against CSR

(Business Ethics Principles and Practices by Daniel Albuquerque, Oxford University Press – 2011 edition)

## Bachelor of Business Administration (BBA) Syllabus

### **Unit 4: Business ethics in global economy**

- Global Business
- Major questions faced by companies going global
- Guidelines for Global companies
- The CAUX principle

(Business Ethics text and cases by C.S.V Murthy, Himalaya Publishing House, 2011 edition)

### **Recommended Books:**

1. Business Ethics by Dr. A. K. Gavai ( Himalaya Publishing House, 2011 edition)
2. Business Ethics texts and cases by C.S.V. Murthy ( Himalaya Publishing House, 2011 edition)
3. Business Ethics Principles and Practices by Daniel Albuquerque ( Oxford University Press, 2011 edition)



**GUJARAT UNIVERSITY  
SYLLABUS FOR T.Y.B.B.A.  
SEMESTER V  
FOUNDATION COURSE FC 301  
EVENT MANAGEMENT**

**Objective:**

- To acquire an understanding of the techniques and strategies required to plan successful special events.
- To acquire the knowledge and competencies required to promote, implement and conduct special events.
- To acquire the knowledge and competencies required to assess the quality and success of special events

**Total Hours: 25-30**

**Number of credits: 2**

**Lectures per week: 2 of one hour each**

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
Total	100%

**UNIT I**

**PRINCIPLES OF EVENT MANAGEMENT**

Historical Perspective, Introduction to Event Management, Size & types of events, Event Team, Code of ethics, Principles of Event Management- concept & designing. Analysis of concept, Logistics of concept, Feasibility, Keys to success, SWOT Analysis

**UNIT II**

**EVENT PLANNING & TEAM MANAGEMENT**

Aim of event, Develop a mission, Establish Objectives Preparing event proposal, Use of planning tools Protocols, Dress codes, staging, staffing, Leadership, Traits and characteristics

**UNIT III**

**EVENT MARKETING AND ADVERTISING**

Nature of Marketing, Process of marketing, Marketing mix, Sponsorship

**EVENT LEADERSHIP & COMMUNICATION**

Leadership skills, Managing team, Group development, Managing meetings  
Written communications, (Official, demi-official, Invoice). Verbal communications

## Bachelor of Business Administration (BBA) Syllabus

### **UNIT IV**

#### **EVENT SAFETY AND SECURITY**

Security, Occupational safety, Crowd Management, Major risks and emergency planning, Incident reporting, emergency procedures

#### **BASIC EVENT ACCOUNTING**

Budget, break even point, cash flow analysis, Profit & loss statement, balance sheet, panic payments, financial control system

#### **Reference Book:**

1. Event Management By Lynn Van Der Wagen & Brenda R Carlos
2. Successful Event Management By Anton Shone & Bryn Parry

**GUJARAT UNIVERSITY**  
**SYLLABUS FOR T.Y.B.B.A.**  
**SEMESTER VI**  
**FOUNDATION COURSE (FC-302)**  
**PORTFOLIO MANAGEMENT**

**Introduction**

Over the years, the investment decisions were made by the whims and fancies of the investor and rumours heard rather than rational analysis. Security Analysis and Portfolio Management has recently emerged as a separate discipline in India. Portfolio Management, which deals with rational investment decision making process has become more significant today than ever before with economic liberalization and introduction of computerized on-line trading.

**Objectives**

The course aims at providing an insight into the basic principles, phases and theories of portfolio management. It also aims at imparting knowledge about various aspects of portfolio management such as economy, industry, company and technical analysis.

Number of credits : 2

Lectures per week : 2

Total Session : 25

<b>Unit</b>	<b>Weightage</b>
<b>Unit I</b>	<b>25%</b>
<b>Unit II</b>	<b>25%</b>
<b>Unit III</b>	<b>25%</b>
<b>Unit IV</b>	<b>25%</b>
<b>Total</b>	<b>100%</b>

**UNIT –I**

**Introduction to Portfolio Management**

Meaning of Portfolio Management, Phases of Portfolio Management, and Role of Portfolio Management.

- Meaning of Investment, Characteristics of Investment, Objectives of Investment, Investment vs. Speculation, Investment vs. Gambling. Types of Investors, Investment Avenues
- Meaning of Risk, Elements of Risk, Measurement of Risk (Excluding Sums)

**UNIT-II**

**Fundamental Analysis**

- Economy Analysis- Meaning and Key economic variables.
- Industry Analysis– Meaning, Concept of Industry, Industry Life Cycle, Industry Characteristics
- Company Analysis – Meaning, Financial Statements, Analysis of Financial Statements, Assessment of Risk

## Bachelor of Business Administration (BBA) Syllabus

### **UNIT-III**

#### **Technical Analysis and Portfolio Analysis**

- Meaning of Technical Analysis, Basic Principles of Technical Analysis, Price Charts, Trend and Trend Reversals, Chart Patterns, Market Indicators.
- Meaning of Portfolio Analysis, Expected Return of a Portfolio, Risk of a Portfolio, Reduction of Portfolio Risk through Diversification

### **UNIT –IV**

#### **Portfolio Selection, Portfolio Revision and Portfolio Evaluation**

- Meaning of Portfolio Selection, Feasible Set of Portfolios, Efficient Set of Portfolios, Selection of Optimal Portfolio
- Capital Asset Pricing Model
- Meaning of Portfolio Revision, Need for Revision, Constraints in Portfolio Revision, Portfolio Revision Strategies,
- Meaning of Portfolio Evaluation, Need for Evaluation, Evaluation Perspective, Measuring Portfolio Returns. Risk Adjusted Returns.

#### **Books Recommended**

1. Portfolio Management, By S. Kevin Prentice Hall of India.
2. Security Analysis and Portfolio Management By V.A. Avadhani, 10<sup>th</sup> Edition, Himalaya Publishing House
3. Security Analysis and Portfolio Management By O.P. Agarwal, Himalaya Publishing House

Bachelor of Business Administration (BBA) Syllabus

**GUJARAT UNIVERSITY**  
**SYLLABUS FOR T.Y.B.B.A.**  
**SEMESTER V**  
**FOUNDATION COURSE FC 301**  
**RETAIL MANAGEMENT**

**Objective:**

To give an overview of the conceptual aspects of retail marketing management and to give some practical functional aspects of retailing

**Total Hours: 25-30**

**Number of credits: 2**

**Lectures per week: 2 of one hour each**

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
Total	100%

**UNIT I**

Retailing—nature and scope—objectives and functions—retailing scenario in India—wheel of retailing—retailing life cycle—types of retailing—ownership based, store based and non store based retailing—vertical marketing system

**UNIT II**

Strategic planning in retailing—retail environment and customers—design retail information system and research—location and organizational decisions—trading area analysis—site selection, organizational pattern in retailing

**UNIT III**

Retail operations management—budgeting and resource allocation—store format and size decision—store layout and space allocation—store security aspects—credit management—working capital for retailing—cash collection and recovery

**UNIT IV**

Retail promotion—building retail store image—role of atmosphere—layout planning—retail promotion mix—sales promotion scheme—public relations in retailing—CRM in retailing-- retail control system—financial control, merchandise control-- human resource control—operational control

**Reference Book:**

1. Retail Management by Berman, Barry and Joel Evans
2. Strategy planning in logistics and transportation by Cooper J
3. Retail management by Cox Roger
4. Marketing Management by Kotler
5. Retail Management by Levy, Michael

**GUJARAT UNIVERSITY**  
**SYLLABUS FOR T.Y.B.B.A.**  
**SEMESTER VI**  
**FOUNDATION COURSE (FC-302)**  
**STOCK COMMODITY MARKET OPERATIONS**

**Introduction**

Since Indian markets have undergone a drastic change following liberalisation in 1991, Indian economy has become increasingly market driven. Trading volumes have increased tremendously so it becomes necessary to pass on understanding of basic concepts of stock and commodity markets.

**Objectives:**

- To acquaint the students with the basics of stock and commodity markets.
- To impart the knowledge about the working and trading mechanism of stock and commodity market
- To provide an insight about various commodity and stock exchanges of India.

Number of credits : 2  
 Lectures per week : 2  
 Total Session : 25

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
Total	100%

UNIT (TOPIC)	WEIGHTAGE (MARKS OUT OF 70)
<p><b><u>UNIT-I-(25%)</u></b></p> <p><b><u>STOCK MARKET</u></b></p> <ul style="list-style-type: none"> <li>• Meaning &amp; functions of secondary market</li> <li>• Development of stock market in India</li> <li>• Regulation of stock exchanges</li> <li>• Organization, Management &amp; Membership of stock exchanges</li> <li>• Trading rules &amp; regulation</li> <li>• Circuit breakers</li> </ul>	<p>25% (18 Marks)</p>

## Bachelor of Business Administration (BBA) Syllabus

<p><b><u>UNIT-II-(25%)</u></b></p> <p><b><u>STOCK MARKET</u></b></p> <ul style="list-style-type: none"><li>• Trading arrangements</li><li>• Trading &amp; settlement</li><li>• Rolling settlement</li><li>• Dematerialization of securities</li><li>• Internet trading</li><li>• Stock exchanges in India<ol style="list-style-type: none"><li>1. BSE</li><li>2. NSE</li><li>3. OTCEI</li></ol></li><li>• Stock market index &amp; major indices in India</li><li>• Basics of trading<ol style="list-style-type: none"><li>1. Cash trading</li><li>2. Margin trading</li></ol></li><li>• Depository system &amp; process, Custodians &amp; Stock Holding Corporation of India Ltd.</li><li>• Securities available for trading on stock exchange (only meaning)</li></ul>	<p>25% (17 Marks)</p>
<p><b><u>UNIT-III-(25%)</u></b></p> <p><b><u>COMMODITY MARKET</u></b></p> <ul style="list-style-type: none"><li>• Meaning of commodity &amp; commodity market</li><li>• Meaning &amp; forms of commodity risk</li><li>• Managing risk</li><li>• Commodity Derivatives – Meaning &amp; Types</li></ul>	<p>25% (17 Marks)</p>
<p><b><u>UNIT-IV-(25%)</u></b></p> <p><b><u>COMMODITY MARKET</u></b></p> <ul style="list-style-type: none"><li>• Meaning of commodity exchange</li><li>• Commodity exchanges in India (NCDEX AND MCX)</li><li>• The exchange platform</li><li>• Trading systems on commodity exchanges</li><li>• Participants in commodity markets Hedgers, Speculators, Arbitrageur</li><li>• Market positions</li><li>• Order Types</li><li>• Access to commodity exchanges</li><li>• Clearing &amp; settlement on commodity exchanges</li></ul>	<p>25% (18 Marks)</p>

## Bachelor of Business Administration (BBA) Syllabus

### **Reference Books:**

- For Stock Market :
  - 1) The Indian Financial System Markets, Institutions and services, 3<sup>rd</sup> Edition Pearson, By Bharati V. Pathak
  - 2) First step towards the stock market in India, Vikas Kumar Thakur, Himalaya Publishing House
- For commodity Market :
  - 1) Commodity Markets, Operations, Instruments, and Applications Tata McGraw Hill Education Private Limited By Niti Nandini Chatnani



**GUJARAT UNIVERSITY**  
**SYLLABUS FOR T.Y.B.B.A.**  
**SEMESTER VI**  
**ELECTIVE COURSE (EC-302)**  
**RESEARCH METHODOLOGY**

**Introduction:** This subject is introducing to create ability among the students to evaluate current research and prepare alternate directions for further work. It creates ability to develop hypothesis and methodology for research. It creates ability to comprehend and to deal with complex research issues in order to communicate their scientific results clearly for peer review.

**Objectives:**

- To gain insights into how scientific research is conducted
- To learn and understand the basic statistics involved in data presentation
- To identify the influencing factor or determinants of research parameters
- To test significance, validity and reliability of the research results
- To help in documentation of research results

**Number of Credits: 2**

**Lectures per week: 3**

**Total Sessions: 24**

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
Total	100%

**Unit 1:**

- Fundamentals of Research: Meaning, Objectives and significance
- Types of Research: Basic research, applied, Descriptive, Historical, Exploratory, Experimental, Ex-post-factor and Case Study Approach.
- Approaches to Research: Quantitative Approach & Qualitative Approach
- Importance of research in management decisions
- Various areas of research in business

**Unit 2:**

- **Research Process:** Selecting the topic, defining the research problem, objectives of research, literature survey, sample design, data collection, execution of project, analysis of data and hypothesis testing, generalization and interpretation and preparation of research project.

## Bachelor of Business Administration (BBA) Syllabus

### **Unit 3:**

- **Sampling:** Meaning, Sample and Sampling, Essential of good sample, Sample Size,
- **Methods of Sampling:**
  - **Probability Sampling:** simple Random Sampling, Stratified Random Sampling, Cluster Sampling, Multi Stage Sampling.
  - **Non Probability Sampling:** Purposive Sampling, Quota Sampling, Convenience Sampling.
- **Sources and Methods of Data Collection:**
  - **Primary Sources:** Observation, Interview, Questionnaire, Interview Schedules
  - **Secondary Sources:** Data Processing, Tabulation, Data analysis and Interpretation.

### **Unit 4:**

- **Case Study:** F – Test, ANOVA, t – test, Chi – Square Test.

### **Text Books:**

1. C. R. Kothari, Research Methodology Methods and Techniques, Vishwa Prakashan
2. Sunita Pawar, Research Methods in Business, Sheth Publishers Pvt. Ltd.

### **Reference Books:**

1. Richard Levin, David Rubin, Statistics for Management, Pearson Education
2. Donald Cooper, Pamela Schindler, Business Research Methods, Tata McGraw- Hill Co. Ltd.
3. Dr Prashant Sarangi, Introduction to Research Methodology
4. Dr Neena Sondhi & Dr Deepak Chawla, Research Methodology Concepts & Cases, Vikas Publishing.