

Bachelor of Business Administration (BBA) Syllabus

| Semester - V (T.Y.) | | | |
|----------------------------|------------------|---|-----------|
| EC-301 | ELECTIVE | INTER PERSONAL COMMUNICATION | 2 |
| 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 |
| | Total | | 25 |

Foundation Courses (any one)

- Auditing
- Emerging Trends in Management
- Cooperative Management & Administration
- Foreign Exchange Management

Elective Course (Compulsory)

- Inter Personal Communication

Subject Electives (any one for Sem V & VI)

- Advanced Financial Management
- Advanced Marketing Management
- Advanced Human Resource Management
- Advanced Taxation and Law
- Banking and Insurance -I

Bachelor of Business Administration (BBA) Syllabus
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 though 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 | Indian Contract Act, 1872 | 60 | 28 |
| 2 | Sale of Goods Act, 1930 | 25 | 8 |
| 3 | Negotiable Instrument Act ,1881 | 15 | 4 |

Text Books:

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

References:

1. Mercantile Laws: S.S.Gulshan, 4th Edition, Excel Books.
2. Legal Aspects of Business: Ravinder Kumar, Cengage Learning India Pvt. Ltd, 2nd Edition,
3. Business Laws by: C.L.Bansal , Excel Publication
4. Business Laws: Bhagwati Pillai, S Chand & Co.
5. Mercantile Laws: Satish B. Mathur, 2nd 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 doshounrement 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.

Bachelor of Business Administration (BBA) Syllabus
GUJARAT UNIVERSITY
SYLLABUS FOR T.Y.B.B.A.
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

Bachelor of Business Administration (BBA) Syllabus

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

Bachelor of Business Administration (BBA) Syllabus

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.

GUJARAT UNIVERSITY
SYLLABUS FOR T.Y.B.B.A.
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-11th 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-11th edition ,Publisher: Tata McGraw

Techniques of group-decision making

(with merits & demerits)

i) Brainstorming

ii) Nominal group technique

Teams : meaning

Bachelor of Business Administration (BBA) Syllabus

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-11th 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-11th 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

Bachelor of Business Administration (BBA) Syllabus

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

Bachelor of Business Administration (BBA) Syllabus

- 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

Bachelor of Business Administration (BBA) Syllabus

- 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)

Bachelor of Business Administration (BBA) Syllabus

(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 ,5th Edition, PHI
3. International Business, By: P. Subbarao, 2nd 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) |
|--|--------------------------------|
| <u>UNIT-I-(25%)</u> | |
| 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) |

Bachelor of Business Administration (BBA) Syllabus

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

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

Bachelor of Business Administration (BBA) Syllabus

- 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
12th 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><u>UNIT-I-(25%)</u></p> <p>SERVICE TAX:</p> <ul style="list-style-type: none"> - Evolution and Need of Service Tax - Concept of Taxable Services and Exempt Services - Classification of Taxable Services - Registration Procedure - Payment of Service Tax | <p>25% (18 MARKS)</p> |
| <p><u>UNIT-II-(25%)</u></p> <p>SERVICE TAX:</p> <ul style="list-style-type: none"> - Valuation of Taxable Services - Periodical Service Tax Returns - Concept of CENVAT Credit - Concept of Adjudication, Appeals, Demand, Refund and Penalties. | <p>25% (17 MARKS)</p> |

Bachelor of Business Administration (BBA) Syllabus

| | |
|---|---------------------------|
| <p><u>UNIT-III-(25%)</u></p> <p>CENTRAL EXCISE:</p> <ul style="list-style-type: none">- Nature of Excise Duty, Legislative History, Coverage, Levy and Collection of excise duties under the Central Excise Act, 1944- Definitions of Excisable Goods, Factory and Manufacture under the Central Excise Act.- Provisions governing Manufacture and Removal of excisable goods.- Classification of goods under Central Excise Tariff Act, 1985 with reference to rules of interpretation.- 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. | <p>25% (18 MARKS)</p> |
| <p><u>UNIT-IV-(25%)</u></p> <p>CENTRAL EXCISE:</p> <ul style="list-style-type: none">- Concept of Valuation under the Central Excise Act, 1944, Central Excise Valuation(Determination of Price of Excisable Goods) Rules,2000- Registration Procedures- Benefits to Exporters- Concept of CENVAT Credit- Exemption for Small Industries | <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 (5th Edition), McGraw Hill – For Units 1, 2 & 3
- 2) Strategic Financial Management by Ravi M Kishore (2nd Edition), Taxmann – For Units 3 & 4

Reference Books:

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

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*, 13th Edition: A South Asian Perspective, Abraham Koshy and Mithileshwar Jha, Philip Kotler and Kevin Keller.
2. *Marketing Management*, Rajan Saxena, 4th Edition, Tata-Mcgraw Hill.
3. *Marketing Management – Global perspective*, V S Ramaswamy and S Namakumari, Indian context; 4th 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

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, 12th 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*. 3rd 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 McGraw-Hill, 2010.

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

Rai, Urmila. *Managerial Communication*. New Delhi: 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 et al. *Business Communication*. Chennai : MacMillan Publication, 2007.

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

**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

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

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, 10th 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