

Bachelor of Business Administration (BBA) Syllabus

Semester - VI (T.Y.)				
EC -302	ELECTIVE	RESEARCH METHODOLOGY	2	Foundation Courses (any one) <ul style="list-style-type: none"> • Business Ethics • Stock and Commodity Market Operations • Retail Management • Event Management • Portfolio Management Elective Course (Compulsory) <ul style="list-style-type: none"> • Research Methodology Subject Electives (any one) <ul style="list-style-type: none"> • Advanced Financial Management • Advanced Marketing Management • Advanced Human Resource Management • Advanced Taxation and Law • Banking and Insurance - II
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	
	Total		25	

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 2nd edition Excel Books

Reference Book:

1. Industrial Relations and Labour Laws by: S.C. Srivastava, 6th 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.

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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.

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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

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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-11th 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-7th edition ,Publisher: Kalyani

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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, 9th 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-11th 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

UNIT	WEIGHTAGE
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

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- 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, 3rd 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, 18th 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.

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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

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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

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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.

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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
UNIT – I	
(A) Introduction :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.	10 % 4 MARKS
(B) Budgetary Control: Meaning and Significance. Preparation of Flexible Budgets. Preparation of Functional Budgets – Sales, Production and Purchase Budgets. Concept of Cash Budget (excluding sums.)	15 % 14 MARKS

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

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Recommended Books:

1. Managerial Accounting – By Jawahar Lal - Himalaya Publication.
2. A Text Book of Cost and Management Accounting By M. N. Arora – 8th 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, 5th Edition, Tata Mc Graw Hill Education Pvt. Ltd.
5. Accounting for Management - by Jawahar Lal, 5th 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, 5th 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 1	25%
UNIT 1I	25%
UNIT 1II	25%
UNIT 1V	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

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-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.

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- 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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GUJARAT UNIVERSITY 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

Module number	Weightage
I	25%
II	25%
III	25%
IV	25%
Total	100%

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

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- 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

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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.

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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
5. Human Resource Development
By Werner and Desimone
Cengage Learning (India Edition)
2012 Edition

GUJARAT UNIVERSITY
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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: 2nd 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

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- 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: 2nd 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.

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

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

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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

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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

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

Reference Books:

- 3) Financial Management by Prasanna Chandra (7th Edition), Tata McGraw Hill
- 4) Financial Management by I M Pandey (9th 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)

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

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<p><u>UNIT-II-(25%)</u></p> <p><u>STOCK MARKET</u></p> <ul style="list-style-type: none">• Trading arrangements• Trading & settlement• Rolling settlement• Dematerialization of securities• Internet trading• Stock exchanges in India<ol style="list-style-type: none">1. BSE2. NSE3. OTCEI• Stock market index & major indices in India• Basics of trading<ol style="list-style-type: none">1. Cash trading2. Margin trading• Depository system & process, Custodians & Stock Holding Corporation of India Ltd.• Securities available for trading on stock exchange (only meaning)	<p>25% (17 Marks)</p>
<p><u>UNIT-III-(25%)</u></p> <p><u>COMMODITY MARKET</u></p> <ul style="list-style-type: none">• Meaning of commodity & commodity market• Meaning & forms of commodity risk• Managing risk• Commodity Derivatives – Meaning & Types	<p>25% (17 Marks)</p>
<p><u>UNIT-IV-(25%)</u></p> <p><u>COMMODITY MARKET</u></p> <ul style="list-style-type: none">• Meaning of commodity exchange• Commodity exchanges in India (NCDEX AND MCX)• The exchange platform• Trading systems on commodity exchanges• Participants in commodity markets Hedgers, Speculators, Arbitrageur• Market positions• Order Types• Access to commodity exchanges• Clearing & settlement on commodity exchanges	<p>25% (18 Marks)</p>

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Reference Books:

- For Stock Market :
 - 1) The Indian Financial System Markets, Institutions and services, 3rd 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.