

Sardar Patel University
Course of Study
BBA Programme
(Under Choice Based Credit System)
(Effect from June, 2020)

Semester - V

FOUNDATION COURSES
(Any ONE)

Leadership Skills for Management - I
Business Etiquettes and Presentation Skills - I

ELECTIVE FOUNDATION COURSES
(ANY ONE)

Social Entrepreneurship

CORE COURSES
(ANY ONE)

Materials Management

CORE ALLIED COURSES
(ANY THREE)

Management Accounting
Indian Business Environment
Personal Finance and Investment Management
Business Laws
Business Taxation - I

ELECTIVE COURSES
(Any TWO)

Advance Marketing Management - I
Advance Finance Management - I
Advance Human Resource Management - I
Export Management - I
Computer Based Project Management - I

SARDAR PATEL UNIVERSITY
Vallabh Vidyanagar
BBA Semester – V
(Effect from June, 2020)
UM05FBBA21 Leadership Skills for Management-I

Credit – 03		Marks - 100
Unit-1	Introduction: The Nature of Leadership • Definitions of leadership • Need or Importance of Leadership • Leadership effectiveness • Level of conceptualization for leadership	25%
Unit-2	Participative Leadership, Delegation, and Empowerment • Nature of participative leadership • Guidelines for participative leadership • Delegation: Concept, varieties, potential advantages, and guidelines for delegating • Empowerment: Concept, Consequences, and Facilitating conditions	25%
Unit-3	Developing Leadership Skills • Concept • Leadership training programme • Steps in designing effective training • Special techniques of leadership training: Behaviour role model, Case discussion and Business games and simulation	25%
Unit-4	Ethical Leadership and Leadership Theories • Concept of ethical leadership • Leadership Theories: Charismatic, Trait, Behavioral and Situational Theories	25%

Evaluation : Internal : 40 Marks (Theory)
External : 60 Marks (Theory) -Two Hour Examination

References:

1. Gary Yukl: Leadership in organisations, Pearson Education, New Delhi.
2. L M Prasad: Organisational Behaviour, Sultan Chand & Sons, New Delhi.
3. P.Guggenheimer& M. Diana Szulc: Understanding Leadership Competencies, Viva books, New Delhi

SARDAR PATEL UNIVERSITY
Vallabh Vidyanagar
BBA Program
Semester - V

UM05FBBA22 BUSINESS ETIQUETTES AND PRESENTATION SKILLS - I

Credits: 3

Marks: 100

Objectives:

1. To impart training to the students with a view to developing their communicative competence in English.
2. To equip students with the skills necessary at the workplace.

Unit 1: Business Etiquettes

25%

1. Business Etiquettes: Concept and Importance
2. Etiquettes for:
 - a. Meetings
 - b. Telephone/Cellphone conversations
3. Etiquettes at Workplace (Internal - superiors, peers and subordinates)
4. Etiquettes with Stakeholders (External - suppliers and customers)

Unit 2: Business Presentation

25%

1. Importance and Role of Business Presentation
2. Planning for Presentation
3. Preparing and Practicing (Rehearsing) the Presentation
4. Delivering the Presentation

Unit 3: Communication in Public Relation

25%

1. Public Relation: Definition, Four elements of PR
2. Forms of oral communication used in PR: Formal Speeches, Round - Table Conferences, Panel Discussions, Question - and - Answer Discussions. (Short notes may be asked)
3. Publicity Media: Newspaper, Radio, TV, Internet
4. Crisis Communication: Concept and techniques to deal with crisis

Unit 4: Organisational Communication

1. Definition and meaning of Organizational communication
2. Basics of Organisational communication
3. Communication climate in an organization
4. Intra-personal communication and interpersonal communication

Evaluation: Internal 40 Marks

External 60 Marks (Two hours examination)

LECTURES PER WEEK:

- Three (Theory and Practical)

Reference Books:

1. Hasbany Ghassan: *How to make winning presentation*: Jaico Publication
2. Antony Jay & Ross Jay: *Effective Presentation*, Universities Press (UP).
3. David Robinson: *Business Etiquettes*, Kogan Page India Private Limited.
4. H. Frazier Moore & Frank Kalupa: *Public Relation*, ninth edition, principles, cases and problems, Surjeet Publications, Delhi.
5. Doctor, Rhoda A. & Doctor, Aspi H: *Principles and practices of Buisness Communication*, Sheth Publishers Pvt. Ltd. Mumbai.
6. Rajendra Pal & J S Korlahalli: *Essentials of Business Communication*, Sultan Chand & Sons
7. Raman, Minaxi & Singh, Prakash: *Business Communication*, OXFORD
8. Chatruvedi, P D & Chatruvedi, Mukesh: *Business Communication*, Second Edition, PEARSON.

SARDAR PATEL UNIVERSITY
Vallabh Vidyanagar
B.B.A. Program
Semester - V
UM05SBBA21 Social Entrepreneurship

Credit: 3
Marks: 100

Unit I	Fundamentals of Social Entrepreneurship Concept of Social entrepreneur & entrepreneurship - Evolution - Need - Major Functions - Difference between Social and Commercial entrepreneurs - Areas of social entrepreneurship	25%
Unit 2	Women Entrepreneurship Concept - Functions - Problems -Development of women entrepreneurship in India - Role of women associations	25%
Unit 3	Rural Entrepreneurship Concept - Need - Problems - NGO & Rural entrepreneurship - Development of rural entrepreneurship in India	25%
Unit 4	Trends in Social Entrepreneurship Major challenges - Major opportunities - Role of government for growth of social entrepreneurship in country - Global trends in social entrepreneurship - Contribution of Successful Social entrepreneurs of India and abroad	25%

Evaluation: Internal 40 Marks
External 60 Marks (Two hours examination)

References:

1. Social Entrepreneurship by David bournstein & Susan Devis, Oxford University Press.
2. Social Entrepreneurship - Meaning, Challenges & Strategies by Hamza El Fasiki, Lambart Academic Publication.
3. Entrepreneurship Development by S.S.Khanka
4. Entrepreneurship Development and Project Management by Neeta Baporikar
5. Entrepreneurial Development by Gupta and Shrinivasan.

SARDAR PATEL UNIVERSITY
Vallabh Vidyanagar
B.B.A. Program
Semester - V
UM05CBBA21 MATERIALS MANAGEMENT

Credits : 3

Marks : 100

Unit 1	Fundamentals of Materials Management Materials management: Meaning, definition, scope & importance - Integrated materials management: Concept, need & advantages - Classification of materials - Material planning: Concept, need & factors affecting.	25%
Unit 2	Industrial Purchasing Meaning, importance & ethics - Principles of right purchasing - Functions of purchase department - Centralised v/s Decentralised purchasing - Buying methods - Purchase procedure - Vendor selection (Examples of vendor performance rating)	25%
Unit 3	Storekeeping Meaning, objectives & importance - Functions of storekeeping - Store location and layout - Receiving and inspection - Store record	25%
Unit 4	Inventory control Meaning, objective, functions & importance - Procurement and carrying cost - Stock level (Maximum - minimum - reorder point - safety stock and stock out) - Examples on (a) ABC analysis & (b) Computation of different levels of stock.	25%

Evaluation: Internal 40 Marks

External 60 Marks (Two hours examination)

References:

1. Materials Management by K. Shridhar Bhat, Himalaya publication
2. Production Management by L.C. Jhamb, Everest Publication
3. Production Management by Chunawalla and Patel
4. Production and Operation Management by S.N. Chary, Tata McGraw Hill
5. Modern Production Management by E.S. Buffa.

SARDAR PATEL UNIVERSITY
Vallabh Vidyanagar
B.B.A. Program
Semester - V
UM05CBBA22 MANAGEMENT ACCOUNTING

Credits: 3 Marks: 100

Unit 1: Management Accounting - Nature & Scope (Theory) (25%)

- Meaning & definition of Management Accounting
- Characteristics of Management Accounting
- Scope and Limitations of Management Accounting
- Functions of Management Accounting, Methods of Management Accounting
- Difference between Management Accounting, Cost Accounting and Financial Accounting
- Role and Status of Management Accountant

Unit 2: Budget & Budgetary Control (Examples) (25%)

- Meaning and Definition of Budget and Budgetary Control
- Preparation of:
 - (a) Production Budget, Raw Material Consumption & Purchase Budget
 - (b) Cash Budget
 - (c) Flexible Budget

Unit: 3 Absorption Costing and Marginal Costing (Theory & Examples) (25%)

- Meaning of Absorption Costing and Marginal Costing
- Difference between Absorption Costing and Marginal Costing
- Examples of Income determination under Absorption Costing and Marginal Costing (One year information)

Unit 4: Standard Costing & Variance Analysis (Examples) (25%)

- Examples On: Material Cost Variances, Labor Cost Variances, Sales Variances (Price and Profit)

Evaluation: Internal 40 Marks

External 60 Marks (Two hours examination)

Reference Books:

1. Advanced Cost Accounting - Jain S P And Narang K L
2. Textbook of Cost & management Accounting- Arora M.N.
3. Cost Accounting - Khan My And Jain Pk
4. Cost Accounting. And Financial Management - Kishore Ravi M
5. Problems And Solution In Adv Accounting - Maheshwari S N And Maheshwari S K
6. Advanced Cost Accountancy - Nigam Lalla And Sharma G.L
7. Cost Accounting - Saxena V K
8. Advanced Management Accounting: Ravi M. Kishore
9. Accounting for Management: Dr. Jawaharlal

SARDAR PATEL UNIVERSITY
Vallabh Vidyanagar
B.B.A. Program
Semester - V

UM05CBBA23 Indian Business Environment

Credit : 3
Marks : 100

Unit I Introduction to Business Environment (25%)

- Meaning, Types and components of Business environment
- Interaction of Economic environment with non-economic environment
- Scanning -meaning, approaches, sources of information
- SWOT Analysis as a method of environmental scanning

Unit II: Non Economic Environment (25%)

- Demographic transition theory of population
- Compositional characteristics of Indian population and economic development
- Population policy of India
- Interaction between Government and Business
- Socio-cultural fabric, Lifestyles and business
- Women empowerment

Unit III: Macro Economic Variables (25%)

- National Income by Industrial origin and occupational structure
- Savings, investment and capital output ratio
- Foreign Trade: Main trends in imports and exports
- India's Balance of payments and currency convertibility

Unit IV: Economic policies (25%)

- Economic survey
- Current Union Budget - Highlights
- Export - Import policy
- Privatisation and EXIT Policy
- Credit Policy '

Evaluation: Internal - 40 Marks (Theory)
60 Marks (Theory) - 2 Hour Examination

Reference Books:

Adhikary M. Economic Environment of Business
Agrawal A.N. Indian Economy
Aswathappa K. Essentials of Business Environment
Cherunilam F. Business and Government
Cherunilam F. - Business Environment
Data And Sundurum - Indian Economy
Jain And Jain - Business Environment

SARDAR PATEL UNIVERSITY

Vallabh Vidyanagar

B.B.A. Program

Semester - V

UM05CBBA24 PERSONAL FINANCE AND INVESTMENT MANAGEMENT

Credits : 3

Marks: 100

Unit 1 PERSONAL FINANCE [Theory 70% and Examples 30%] 25%
Introduction, Goals & Importance of Personal Financial Management.-Financial Planning & Budgeting (With examples on Preparation of Family Cash Budget, Personal income & expenditure A/c & Balance sheet

Unit 2 INSURANCE [Theory 70% and Examples 30%] 25%
Life Insurance-Basic features of endowment assurance, Money back Plan, Whole life assurance & term assurance-General Insurance-Introduction & basic features of Vehicle insurance, Medical Insurance, Accident insurance & liability insurance-Calculation of premium & settlement of claims

Unit 3 SAVINGS & INVESTMENTS [Theory 100%] 25 %
Need for diversified personal investment portfolio,avenues for investment (basic features): Non marketable financial assets
(a) Time deposits, Recurring Deposits, Monthly Income Schemes,National saving Certificates, Kisan Vikas Patra,Public Provident Fund, Postal Life Insurance
(b) Bank Savings: Fixed deposit Recurring Deposit, RBI Bonds, Infrastructure bonds by ICICI & IDBI

Unit 4 MUTUAL FUNDS [Theory 100%] 25%
Introduction, Benefits of Mutual Fund Investment.Types:Growth Funds,Income Funds,Monthly Income Plans,Gift funds Liquid/Money Market Funds,Index funds
Tax savings funds, Mutual funds in India

Evaluation: Internal 40 Marks
External 60 Marks (Two hours examination)

REFERENCE BOOKS:

- 1 Securities Analysis & Portfolio Management-Avadhani V A
- 2 Investment Management-Prasanna Chandra
- 3 Investment Analysis & Portfolio Management -Ranganatham M & Madhumati R
- 4 Investment Management: Security analysis & Portfolio Management-Bhalla VK

SARDAR PATEL UNIVERSITY
Vallabh Vidyanagar
B.B.A. Program
Semester - V
UM05CBBA25 Business Laws

Total Credits : 3
Total Marks: 100

- Unit: 1 : Law of Contract (25 %)
- Nature and classification of Contracts
 - Legal rules as to : Proposal, acceptance, lawful consideration, capacity of parties, free consent, and legality of object.
 - Void agreements
- Unit :2: Law of Contract (25%)
- Contingent Contract
 - Performance of Contract
 - Breach of Contract
 - Remedies
 - Quasi Contracts
- Unit•3•Sale ofG d0o s Atc (25%)
- Nature of Contract of Sale of Goods
 - Conditions and warranties
 - Passing of property in Goods
 - Rights and Duties of seller and buyer
 - Rights of an unpaid Seller
- Unit: 4: Negotiable Instruments Act (25%)
- (a) Meaning and characteristics of negotiable instruments, Difference : Promissory note, Bill of Exchange and cheques.
 - (b) Discharge of Parties
 - (c) Dishonour of Cheque (i) when a banker can dishonor a cheque (ii) when a banker must dishonor a cheques.

Statutory material :

- (1) The Indian Contract Act, 1872.
- (2) The Sale of Goods Act, 1930.
- (3) The Negotiable Instruments Act, 1881.

SARDAR PATEL UNIVERSITY
Vallabh Vidyanagar
BBA (General) Programme
SEMESTER - V
UM05CBBA26 BUSINESS TAXATION - I

Credit: 3
Marks: 100

UNIT 1 Conceptual Framework & Incidence of Tax (Theory only) (25%)

- Introduction to Income Tax Act
- Definitions: Person, Assessee, Assessment Year, Previous Year, Income, Gross Total Income, Total Income, Agriculture Income
- Residential status and incidence of tax of Individual assessee
- Fully exempted incomes for individual assessee

UNIT 2 Assessment Procedure & Filing of Return (Theory only) (25%)

- Meaning of Assessment, Types of Assessment, Tax Deducted at Source (TDS), Advance Payment of Tax
- Return of Income, Time for filling Return, Types of Income Tax Return, Permanent Account Number (PAN)

UNIT 3 Income from Salaries (Examples only) (25%)

- Simple Examples based on allowances, perquisites, Bonus, Commission, Provident Fund and deductions available from salary income.
(No retirement benefits will be covered in the chapter)

UNIT 4 Income from House Property (Examples only) (25%)

- Simple Examples covering Self-occupied, Let-out, Deemed to be Let-out, Partly & Proportionate Let-out property

Evaluation: Internal 40 Marks
External 60 Marks (Two hours examination)

Remark: This Syllabus is confined to Individual Assessee covering the provisions applicable for the relevant assessment year only.

Reference Books:

1. TAXMANN: Students' Guide to Income Tax - Dr. Vinod K. Singhania & Dr. Monica Singhania
2. TAXMANN: Direct taxes law & practice - Dr. Vinod K. Singhania & Dr. Kapil Singhania
3. Ahuja Girish and Ravi Gupta, "Systematic Approach to Income Tax", Bharat Law House, Delhi

SARDAR PATEL UNIVERSITY

Vallabh Vidyanagar

B.B.A. Program

Semester - V

UM05DBBA22 ADVANCED FINANCIAL MANAGEMENT - I

Total Credits: 3

Total Marks: 100

Unit 1	Valuation of Securities [Theory 50% and Examples 50%] ❖ Concept of Value ❖ Basic Valuation Model ❖ Bond Valuation Basic Bond Valuation Model Bond Value Theorems Yield to Maturity - Bond values with Semi-annual Interest • Present Value of Preference Shares Valuation of Equity - Dividend Capitalization approach - Single Period Valuation - Multi period valuation - Valuation with Supernormal growth	25%
Unit 2	Cost of Capital [Theory 70% and Examples 30%] ❖ Basic concepts, Rational & Assumptions Significance ❖ Specific cost of Equity, retained earnings, preference share & debenture capital ❖ Weighted average cost of capital (Cost of equity based on dividend capitalization approach, Earning price approach, realized yield approach, & CAPM approach)	25%
Unit 3	Leasing (Theory 100%) ❖ Concept ❖ Types of lease Arrangements ❖ Factors relevant in making leasing Decisions ❖ Potentiality of leasing as a means of financing (significance) ❖ Financial Evaluation from the lessee's point of view. ❖ Evaluation of lease as a financing Decision.	25%
Unit 4	Venture Capital ((Theory 100%) ❖ Introduction ❖ Concept & Features of Venture Capital ❖ Stages & Process of Venture Financing ❖ Methods of Venture Financing ❖ Disinvestment Mechanisms ❖ Development of Venture Capital in India ❖ Future of Venture Capital in India	25%

Evaluation: Internal 40 Marks

External 60 Marks (Two hours examination)

Reference Books

1. Financial Management : P.V.Kulkarni
2. Financial Management : S. N. Maheshwari
3. Financial Management : I. M. Pandey
4. Financial Management : Prasanna Chandra
5. Financial Management : Khan & Jain
6. Financial Management : R. S. Kulshreshta
7. Fundamentals of Financial Management: Van Horne

Vallabh Vidyanagar

B.B.A. Program

Semester - V

UM05DBBA21 ADVANCED MARKETING MANAGEMENT - I

Credits : 3

Marks : 100

I Marketing Research: 25%

Marketing Information-concept, need, MKIS-concept, elements & components; Marketing Research-nature, features, scope, uses & limitations; Marketing Research process; Research designs

II Data Collection & Sampling Decisions: 25%

Primary & secondary data -sources, advantages & disadvantages; Questionnaire construction (process); Scaling & measurement; Sampling design & sample size decisions.

III Data Analysis, Interpretation & Presentation: 25%

Hypothesis testing procedure; Non-parametric statistics -Chi square goodness of fit test, Chi square contingency table, McNemar test, Median test, Mann Whitney U test, Signed ranked or Wilcoxon test: Parametric statistics -Z & t tests, ANOVA-ONE WAY & two way classification; Report writing-types of reports & Contents.

IV Emerging Applications of Marketing Research: 25%

Importance of Customer database; Relationship Marketing: Brand Equity Measurement; Customer Satisfaction & its measurement; Internet Marketing & Marketing Research; TQM.

Evaluation: Internal 40 Marks

External 60 Marks (Two hours examination)

Note: The weightage of calculations in External exam will be 35% of 60 marks.

REFERENCE BOOKS:

1. Marketing Management - Philip Kotler and Kevin Keller.
2. Marketing Research - Boyd, Westfall and Stasch
3. Marketing Research - Luck and Rubin
4. Marketing Research -Donald S Tull and Del I Hawkins
5. Marketing Research -G C Beri
6. Marketing Research-C N Sonatakki, Himalaya Publishing House
7. Marketing Research-Suja R Nair, Himalaya Publishing House

SARDAR PATEL UNIVERSITY
Vallabh Vidyanagar
B.B.A. Program
Semester - V
UM05DBBA23 Advance Human Resource Management - I

Total Credits: 3

Total Marks: 100

UNIT 1 Organizational Behaviour	25%
Meaning, Definition, historical development, contributing disciplines, factors affecting Human behavior at work, S-O-B-C model of human behavior.	
UNIT 2: Individual Behaviour	25%
Concept of personality, determinants of personality. Freudian and Neo Freudian stages of personality development, Concept of learning, factors affecting learning, classical and operant conditioning theory, reinforcement principle.	
UNIT 3: Group Dynamics	25%
Concept, stages of group development, types of groups, group norms, cohesiveness, decision making techniques to improve group decision making.	
UNIIT 4: Organizational Change	25%
Concept, nature, influencing factors, planned change, change process, Resistance to change, overcoming resistance to change.	

Evaluation: Internal 40 Marks

External 60 Marks (Two hours examination)

References:

- 1 Organizational behavior by Fred Luthans
2. Organizational behavior by Stephen Robbins
3. Organizational behavior by Keith Davis
4. Organizational behavior by L M. Prasad
5. Organizational behavior by K. Aswathappa

SARDAR PATEL UNIVERSITY

Vallabh Vidyanagar

B.B.A. Program

Semester - V

UM05DBBA24 Export Management - I

Credit: 03
Total Marks: 100

Unit 1: Indian Economy and Exports 25%

- Export Marketing: Meaning, scope, Difference between Export Marketing & Domestic Marketing
- International Marketing Environment: Factors,
- Theory of Cost Comparative Advantage

Unit: 2 Institutional Infrastructures for Exports 25%

- India's Current EXIM (Foreign Trade) Policy- 2004-09
- Export Promotion Agencies: Export Promotion Councils, Commodity Boards & FICCI
- Service Organisations: ITPO, FIEO, IIFT

Unit: 3 Export Assistance 25%

- Need for Export Assistance
- Export Promotion Measures
- Deemed Exports, Star Export-Houses, Assistance for reducing Price Disadvantage, Assistance in area of marketing
- Special Economic Zones (SEZs)

Unit: 4 Identification of Markets for Exports 25%

- International Trade Promotion Agencies: WTO, IMF, UNCTAD
- Regional Economic Groups: EU, ASEAN, SAARC, NAFTA

Evaluation: Internal: 40 Marks (Theory)
: External: 60 Marks (Theory) Two Hour Examination

Reference Books:

1. Export Management: TAS BalaGopal, Himalaya Publishing House
2. International Marketing Management: V. L. Varshney & B. Bhattacharya
3. Export Marketing: B. s. Rathore & J. S. Rathore, Himalaya Publishing House
4. Export Marketing: Acharya & Jain, Himalaya Publishing House
5. Foreign Trade-Review: Indian Institute of Foreign Trade
6. International Business: Dr. R. Chandran, Jaico Publishing House

SARDAR PATEL UNIVERSITY

Vallabh Vidyanagar

B. B. A. (General) Program

Semester V

UM05DBBA25 Computer Based Project Management - I

Total Credits : 3

Total Marks : 100

UNIT -1 Project Fundamentals 25%

Introduction to Microsoft Project Server and Microsoft Project Web Access -
Understanding project management Basics and processes - Understanding project stakeholders - Keys to successful Project management

UNIT - 2 Project planning and organizing 25%

Creating a project plan - Focusing the project vision - Entering tasks - Importing Tasks from an Excel Worksheet - Recurring Task - Sequencing & organizing tasks - Organizing tasks into an Outline - Setting up work breakdown structures - Adding Supplementary Information to Tasks

UNIT - 3 Viewing Information 25%

Different views in project management - Sorting project information - Grouping project information - Filtering Project information - Navigating to a specific location in view

UNIT - 4 Scheduling Task 25%

Setting task durations - Task dependencies and scheduling task deadlines - Task calendars

Evaluation:

Internal - 40 Marks - Average of (Theory 40 Marks + Practical 40 Marks)

External - 60 Marks - Average of (Theory 60 Marks + Practical 60 Marks)

Two Hours Examination

REFERENCES:

1. Microsoft Office Project 2003 Inside Out, by Teresa Stover, Microsoft Press
Publication, October 2003 Bible, Elaine J Marmel, Hungry Minds Inc, US
2. Microsoft Office Project 2003
Publication

Practical: 4

Lectures per week: Theory: I

Sardar Patel University

Course of Study

BBA Programme
(Under Choice Based Credit System)

w.e.f. from December 2013

Semester - VI

FOUNDATION COURSES

(Any ONE)

Leadership Skills for Management - II

Business Etiquettes and Presentation Skills - II

ELECTIVE FOUNDATION COURSES
(ANY ONE)

Comprehensive Project

CORE COURSES
(ANY ONE)

Operations Management

CORE ALLIED COURSES
(ANY THREE)

Accounting for Decision Making Global Business Environment

Business Taxation - II

Entrepreneurship Development

ELECTIVE COURSES
(Any TWO)

Advance Marketing Management - II Advance Finance
Management - II

Advance Human Resource Management-II
Export Management - II

Computer Based Project Management - II

SARDAR PATEL UNIVERSITY
Vallabh Vidyanagar
BBA Program

Semester - VI

Leadership Skills for Management-II

Credit - 03

Marks - 100

Unit-1	<p>Managerial Traits and Skills</p> <ul style="list-style-type: none">• Nature of Traits & Skills<ol style="list-style-type: none">1. Emotional Stability2. Defensiveness3. Integrity4. Interpersonal Skills5. Technical & Cognitive Skills• Managerial Traits and Effectiveness<ol style="list-style-type: none">1. High Energy level and Stress Tolerance2. Self Confidence3. Internal Locus of Control4. Emotional Stability and Maturity5. Power Motivation6. Personal Integrity7. Achievement Orientation8. Need for Affiliation• Managerial Skills and Effectiveness<ol style="list-style-type: none">1. Technical Skills2. Conceptual Skills3. Interpersonal Skills	25%
Unit-2	<p>Relevant Competencies for Leadership Skills</p> <ul style="list-style-type: none">• Other Relevant Competencies<ol style="list-style-type: none">1. Emotional Intelligence2. Social Intelligence3. Systems Thinking4. Ability to learn• Situational Relevance of Skills<ol style="list-style-type: none">1. Skills Needed at Different levels2. Transferability of Skills Across Organizations3. Requisite Skills and the External Environment• Applications for Managers<ol style="list-style-type: none">1. Maintain Self-Awareness2. Develop relevant skills3. Remember that a strength can become a weakness4. Compensate for weaknesses.	25%
Unit-3	<p>Leadership Developmental Activities</p> <ul style="list-style-type: none">• Learning from Experience<ol style="list-style-type: none">1. Amount of challenge2. Variety of Tasks or Assignments3. Relevant Feedback	25%

- Developmental Activities
 1. Multisource Feedback
 2. Developmental Assessment Centers
 3. Developmental Assignments
 4. Job Rotation Programs
 5. Action Learning
 6. Mentoring
 7. Executive Coaching
 8. Outdoor Challenge Programs
 9. Personal Growth Programs

Unit-4

Contemporary Issues in Leadership

25%

1. Inspirational Approach on Leadership
 - (a) Charismatic Leadership
 - (b) Transformational Leadership
2. Authentic Leadership
 - (a) Self-awareness
 - (b) Self-regulation & development
 - (c) Relational Transparency
3. Contemporary Leadership Roles
 - (a) Mentoring
 - (b) Self-Leadership
 - (c) E-Leadership
4. Leadership Development
 - (a) Ingredients of Leadership Development
 - (b) Leadership Development Process

Evaluation: Internal: 40 Marks (Theory)

External: 60 Marks (Theory) -Two Hour Examination

References:

1. Gary Yukl: Leadership in organisations, Pearson Education, New Delhi.
2. L M Prasad: Organisational Behaviour, Sultan Chand & Sons, New Delhi.
3. P. Guggenheimer & M. Diana Szulc: Understanding Leadership Competencies, Viva books, New Delhi

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BBA Program

Semester - VI

BUSINESS ETIQUETTES AND
PRESENTATION SKILLS - II
(Effective from December
2013 onwards)

Credits: 3

Marks: 100

Objectives:

1. To impart training to the students with a view to developing their communicative competence in English.
2. To equip students with the skills necessary at the workplace.

Theory:

Unit 1: Essentials of Presentation	25%
<ol style="list-style-type: none">1. Using Visual Aids for Presentation<ul style="list-style-type: none">• Oral Presentation (Transparencies, graphs, charts, etc.)2. Using Audio /Visual Aids for Presentation<ul style="list-style-type: none">• Electronic Presentation (Multimedia/PPT)3. Coping with Presentation fears4. Non-Verbal aspects of Presentation	
Unit 2: Intercultural Business Communication	25%
<ol style="list-style-type: none">1. Need and importance of Intercultural Business Communication2. Developing intercultural awareness3. Patterns of cultural differences4. Factors of cross cultural relationship	
Unit 3:(A) Business Etiquettes (Advanced)	25%
<ol style="list-style-type: none">1. Etiquettes in Written Communication2. Interview Etiquettes: Preparation for an Interview, Factors of success in interview, Types of interview questions, non-verbal aspects of interview	
Unit 4: Negotiation Skills	25%
<ol style="list-style-type: none">1. Negotiation: Concept and Importance2. Stages in the Negotiation Process3. Strategies of negotiation: initial, during and reaching (closing)	

Practical:

1. Presentations (Oral or PPT) 50%
(For Presentation a student may select any topic from social, academic, management and business related areas)
2. Viva Voce (Based on the Presentation) 50%

Evaluation Scheme:

1. The examination will be conducted in two parts: Written and Practical. Both will carry equal weighting in internal as well as external examination in the ratio of 60:40.
2. The Written Examination will be of Two Hours duration and carry 60 Marks.
3. Practical Examination will comprise:
 - a. PPT / Oral Presentation; answering questions on the presentation.
4. The total number of marks obtained by a candidate out of 120, i.e., the total of written and practical examination shall be divided by two so as to get marks out of 60 at external examination.

LECTURES PER WEEK:

- Three (Theory and Practical)

Reference Books:

1. Hasbany Ghassan: *How to make winning presentation*: Jaico Publication
2. Antony Jay & Ross Jay: *Effective Presentation*, Universities Press (UP).
3. David Robinson: *Business Etiquettes*, Kogan Page India Private Limited.
4. H. Frazier Moore & Frank Kalupa: *Public Relation*, ninth edition, principles, cases and problems, Surjeet Publications, Delhi.
5. Doctor, Rhoda A. & Doctor, Aspi H: *Principles and practices of Buisness Communication*, Sheth Publishers Pvt. Ltd. Mumbai.
6. Herb Cohen: *You can Negotiate anything*, Jaico Publishing House
7. Lesikar & Flatley : *Basic Business Communication*, Tata McGraw Hill Edition
8. Ghanekar, Anjali, Dr.: *Essentials of Business Communication Skills*, Everest Publishing House.

SARDAR PATEL UNIVERSITY
Vallabh Vidyanagar

B.B.A. Program

Semester - VI

COMPREHENSIVE PROJECT

Credits: 3

Marks : 100

Course Objective and Pedagogy

The purpose of this course is to enable the students for in-depth analysis of a topic relating to his/her area of specialization, and develop a comprehensive understanding on the same.

For this the students will choose his/her faculty guide in his/her area of specialization and work on the topic jointly with the faculty. The students will work on their projects individually and not in pairs or teams. The institute may help the student in selecting a faculty guide in case a student is not able to do so, or if a faculty member is chosen by too many students. As a rule, no faculty member may be permitted to guide more than 10 students.

The learning can be carried out through:

1. Study of secondary data from books, journal and magazine articles, newspaper articles, websites, electronic and physical databases, etc.
2. Primary data collection through interviews, discussions, and other research instruments. Students are encouraged to pursue the research in the organization where they had undergone their summer internship.

The Project report can be on any of the following:

1. Comprehensive case study of Industry or segment.
2. Organizational study aimed at inter-organizational comparison/validation of Theory/survey of management practices with reference to particular industry.
3. Field study (empirical study) with respect to any research issue.
4. Feasibility Study as Comprehensive Project.

The format of the report would comprise following points:

- 1) Title page
- 2) Preface
- 3) Acknowledgement
- 4) Certificate
- 5) Table of Content
- 6) Introduction and Identification of Problem with reasons
- 7) Literature Review
- 8) Research Methodology
- 9) Data Collection
- 10) Data analysis and Interpretation
- 11) Recommendations and conclusion
- 12) Bibliography

The report must be prepared taking into following guideline:

Sr. No.	Particular	Details
1	Paper Size	A4
2	Margins	Left Side - 1.5 cm Right Side - 1 cm <u>Top and Bottom - 1</u> cm
3	Line Spacing	1.5 cm
4	Font Type	Times New Roman
5	Font Size	12
6	Alignment	Page Justify
7	No of Copies	3 copies 1 each for University, College and Student

Internal Evaluation

The performance of students in the course will be evaluated on a continuous basis through the faculty guide on the basis of the regularity and quality of work by the student under his/her guidance. The internal evaluation will be for 40 marks of the course.

External Evaluation

The University examination will be based on oral presentation, review of reports and a viva-voce which will carry 60 marks for the course evaluation with a purpose to evaluate that how far students have been capable enough in fulfilling the objective of this course. ONE copy of report (Computerized) should be submitted to the university by the student, before the commencement of his/her external examination.

SARDAR PATEL UNIVERSITY

Vallabh Vidyanagar

B.B.A. Program

Semester - VI

OPERATIONS MANAGEMENT

Credits : 3

Marks : 100

Unit 1	Fundamentals of Operations Management Operating System and operation management: Meaning of operating system; functions of manufacturing and operations (Transport, supply and service) - Meaning, scope and importance of operations management - Role and responsibility of operations managers in modern business environment.	25%
Unit 2	Production Process and Plant Layout Meaning, concept and types of production process (Job, Lot, Batch and Mass Production) - Features and comparison - Meaning and objectives of Plant layout - Factor affecting plant layout - Types of plant layout (Process, Product and Fix layout)	25%
Unit 3	Work Design Meaning and concept of work design - Techniques of work study - Method study: meaning, objective, basic procedure, Charts & Diagrams (Man-machine chart with examples, Flow process chart and String diagram) - Time study: Meaning, objectives and basic procedure - Tools of time study - Computation of standard time (Examples)	25%
Unit 4	Operation/Production Planning and Control Production Planning: Meaning, objectives, planning procedure, Routing, scheduling, dispatching and follow up - Production control: Meaning, objectives and importance of production control - Examples on Critical Path Method (CPM)	25%

Evaluation: Internal 40 Marks

External 60 Marks (Two hours examination)

Note: The weightage of calculations in External exam will be 30% of 60 marks.

References:

1. Material Management by K. Shridhar Bhat, Himalaya publication
2. Production Management by L.C. Jhamb, Everest Publication
3. Production Management by Chunawalla and Patel
4. Production and Operation Management by S.N. Chary, Tata McGraw Hill
5. Modern Production Management by E.S. Buffa.

SARDAR PATEL UNIVERSITY
Vallabh Vidyanagar
B.B.A. Program
Semester - VI
ACCOUNTING FOR DECISION MAKING
(For June, 2011 Batch- Effective from June, 2013)

Credits: 3 Marks: 100

Unit 1: Cost Volume Profit Analysis (Theory & Examples) (25%)

- Meaning, Assumptions, and Limitations of CVP Analysis
- Break Even chart and its utility
- Examples On:
 - (a) Break Even Point, Margin of Safety, P/V Ratio
 - (b) Sales Mix
 - (c) Plant Merger

Unit 2: Decision Making (Examples) (25%)

- Examples On: Key Factor, Product Mix, Dropping & Replacement of Product,

Unit 3: Differential Cost Analysis (Theory & Examples) (25%)

- Meaning & Significance of Differential Cost Analysis, Compare & Contrast between Differential Cost Analysis and Marginal Cost Analysis.
- Examples based On: Level of Activity Planning, Pricing Decision, Dumping Decision (Export Order), Acceptance of Special offer, Make or Buy, Lease or Buy

Unit 4: Value Added Accounting (Theory & Examples) (25%)

- Introduction & Definition of Value Added
- Value Added Statement as Performance Measurement
- Difference Between Value Added Statement and Profit & Loss Account
- Examples On: Preparation of Value Added Statement

Evaluation: Internal 40 Marks
External 60 Marks (Two hours examination)

Weightage: Theory: 30%
Examples: 70%

Reference Books:

1.

SARDAR PATEL UNIVERSITY

Vallabh Vidyanagar

B.B.A. Program

Semester - VI

Global Business Environment

Credit : 3

Marks : 100

Unit I: Introduction to Global Environment (25%)

- Global Environment -Characteristics and Components
- Strategies for India going global
- Multinational Enterprises(MNE) - Benefits to host and home country
- Demerits of MNE

Unit II: International Investment (25%)

- International Investment - Factors effecting foreign Investment
- Growth of foreign investment - Significance of foreign investment
- Foreign Investment in India

Unit III: World Trade Organisation (25%)

- General Agreement on Trade and Tariffs (GATT) - Concept
- World Trade Organization (WTO)- Functions, Principles, Organizational Structure
- The WTO Agreements - A Bird's eye view
- Salient feature of Uruguay Round Agreement
- Dispute Settlement Mechanism,
- Ministerial Conferences

Unit IV: International Economic Organisations (25%)

Introduction, Objectives, Organisational Structure and Functions of following organisation -

- International Monetary Fund (IMF)
- International Bank for Reconstruction and Development (IBRD)
- South Asian Association for Regional Cooperation (SAARC)
- European Union (EU)

Evaluation: Internal - 40 Marks (Theory)

60 Marks (Theory) - 2 Hour Examination

References -

Francis Chrunilam - International business Environment R

Chandran - International business Environment

Francis Chrunilam - Business Environment

Ahswathappa K - Business Environment

R Daft and K P M Sundaram - Indian Economy

A N Agrawal - Indian Economy

D M Mithani - Money, Banking, International Trade and Finance K

Subbarao - International Business, Himalaya Publication

SARDAR PATEL UNIVERSITY
Vallabh Vidyanagar
BBA (General) Programme
SEMESTER - VI
BUSINESS TAXATION - H
(w.e.f. December 2013)

Credit: 3
Marks: 100

UNIT 1 Profits and Gain from Business & Profession of Individual (25%)
(Examples only)

- Only simple examples for both business and professional income
(Examples on Depreciation will not be covered separately in this chapter)

UNIT 2 Income from Capital Gains (Examples only) (25%)

- Computation of Short term & Long term Capital Gain based on exemptions available under section 54, 54F & 54EC only.

UNIT 3 Income from Other Sources & Computation of Total Income (25%)

- A. Income from other sources: (Examples only)
- Computation of Income from Other Sources
- B. Computation of Total Income from the given Gross Total Income only:
(Theory only)
- Deductions from Gross Total Income in respect of payment covering Section 80C, 80D and 80G only

UNIT 4 Taxation of Companies (Theory only) (25%)

- Definitions: Company, Indian Company & Domestic Company
- Computation of Tax Liability of Company
- Minimum Alternate Tax (MAT): Computation of Book Profit
- Carry forward and set-off of tax credit

Evaluation: Internal 40 Marks
External 60 Marks (Two hours examination)

Remark: This Syllabus is confined to the provisions applicable for the relevant assessment year only.

Reference Books:

1. TAXMANN: Students' Guide to Income Tax - Dr. Vinod K. Singhania & Dr. Monica Singhania
2. TAXMANN: Direct taxes law & practice - Dr. Vinod K. Singhania & Dr. Kapil Singhania
3. Ahuja Girish and Ravi Gupta, "Systematic Approach to Income Tax", Bharat Law House, Delhi

SARDAR PATEL UNIVERSITY

Vallabh Vidyanagar

B.B.A. Program

Semester - VI

ENTREPRENEURSHIP DEVELOPMENT

Credits : 3

Marks : 100

Unit 1	Fundamentals of Entrepreneurship Concept of entrepreneur & entrepreneurship - Functions of Entrepreneur - Types of Entrepreneur - Qualities of successful entrepreneur - Rural & Women Entrepreneurship (Conceptual clarity only) - Role of entrepreneurs in Indian economic development	25%
Unit 2	Entrepreneurial motivation: Need - Motivating factors (Internal & external) - Theories of entrepreneurial motivation (Need arc theory) - Achievement motivation(including Kakinada Experiment)	25%
Unit 3	Entrepreneurship Development Concept & need of EDP - Phases of EDP - Process of EDP - Role of government - Role of EDII & CED	25%
Unit 4	Project Management Sources of business idea and preliminary screening - concept and types of project - project feasibility analysis - Estimating financing fund requirement - Role of funding agencies (GSFC, IDBI and SIDBI) - Implementation of project & control.	25%

Evaluation: Internal 40 Marks

External 60 Marks (Two hours examination)

References:

1. Entrepreneurship Development by S.S.Khanka
2. Entrepreneurship Development and Project Management by Neeta Baporikar
3. Entrepreneurial Development by Gupta and Shrinivasan.
4. Dynamics of Entrepreneurial development & Management by Vasant Desai,
Himalaya Publications.
5. Project : Planning, Analysis, Selection , Implementation & Review by Prasanna
Chandra

SARDAR PATEL UNIVERSITY
Vallabh Vidyanagar
B.B.A. Program
Semester - VI

ADVANCED MARKETING MANAGEMENT - II

Credits : 3

Marks: 100

1. INTEGRATED MARKETING COMMUNICATIONS: 25%
 - Advertising: advertising objectives, advertising budget(Examples of Vidale & Wolfe Model, Palda's Distribution Lag Model, Decisions under risk & Uncertainty; Game Theory, Adaptive Model & Stochastic Model- only Theory), advertising message including Ad Copy, Copy Creation & Production), advertising media (types, media selection, media scheduling), advertising measurement
 - Sales Promotion: Objectives, Major Sales Promotion tools
 - Public relations (PR): Marketing public relations and major decisions in marketing PR
 - Direct Marketing : Meaning, Scope and Importance

2. SALES FORCE MANAGEMENT: 25%
 - Designing the sales force Structure
 - Various approaches to decide about the Sales force structure and size.
 - Compensation plans for sales people.
 - Budgetary and non-budgetary methods for the control of Sales force.
 - Allocation of Sales territories to salespeople and fixing of sales quotas.
 - Appraisal of performance of salespersons.

3. DISTRIBUTION CHANNELS& MARKETING CONTROL: 25%

An overview of distribution channels Emergence of unconventional modes of distribution., Physical distribution and logistics decision - Marketing control and marketing Audit: Concept, types and tools of control and marketing audit procedure

4. RURAL MAREKTING: 25%

The rural market environment, Tapping the rural markets, Segmentation & Targeting, Product strategy- Specially designed for Rural Market, Brand decisions, Physical Distribution, Channel decision, sales force Management, Marketing Communications

Evaluation: Internal 40 Marks

External 60 Marks (Two hours examination)

Note: The weightage of calculations in External exam will be 30% of 60 marks.

REFERENCE BOOKS:

- Marketing Management - Philip Kotler and Kevin Keller.
- Marketing Management - V. S. Ramaswamy & S. Namakumari
- Sales force Management - Kundiff, Still and Govani
- Fundamentals of Advertising by Chunawalla
- Advertising and Promotion by Kruti Shah & Alan D'Souza

SARDAR PATEL UNIVERSITY
Vallabh Vidyanagar

B.B.A. Program
Semester - VI

ADVANCED FINANCIAL MANAGEMENT II

Credits : 3
Marks : 100

Unit 1	Capital Structure [Theory 50% and Examples 50%] ❖ Assumption & Significance ❖ Guiding Principles of Capital Structure Decisions, ❖ Factors affecting the pattern of capital structure, ❖ Concept of optimum capital structure, ❖ Net Income Approach ❖ Net Operating Income Approach ❖ Traditional Approach ❖ Modigliani & Miller Approach	25%
Unit 2	Dividend Policy Decision : [Theory 50% and Examples 50%] Forms of Dividend payment ❖ Significance of Dividend policy in Financial Decision ❖ Variables influencing Dividend Decision ❖ Walter's Model ❖ Gordon's Model ❖ Modigliani - Miller's Model	25 %
Unit 3	Investment Decision : [Theory 50% and Examples 50%] Nature of Risk ❖ Statistical techniques for risk analysis: Probability, Expected NPV, Standard deviation, Coefficient of variation, Probability Distribution approach [i] Independent cash flows, [ii] Dependent cash flows ❖ Conventional techniques of risk analysis Risk-adjusted discount rate approach, Certainty equivalent approach, Sensitivity analysis ❖ Decision - Tree Analysis	25 %
Unit 4	Fundamentals of International Financial Management [Theory 100%] ❖ Foreign Exchange Market ❖ Foreign Exchange Rates - Spot rate, Forward rate, Cross rate, Bid and Ask rate, Spread ❖ Determinant and select theories of exchange rates ❖ Foreign exchange risk and hedging ❖ Foreign exchange risk management techniques - Internal & External	25 %

Evaluation: Internal 40 Marks
External 60 Marks (Two hours examination)

Reference Books

1. Financial Management : P.V.Kulkarni
2. Financial Management : S. N. Maheshwari
3. Financial Management : I. M. Pandey
4. Financial Management : Prasanna Chandra
5. Financial Management : Khan & Jain
6. Financial Management : R. S. Kulshreshtha
7. Fundamentals of Financial Management: Van Home

SARDAR PATEL UNIVERSITY
Vallabh Vidyanagar

B.B.A. Program

Semester - VI

Advance Human Resource Management - II

Total Credits: 3

Total Marks: 100

UNIT 1 Perception 25%
Concept - Sensation v/s Perception - Importance - Perceptual process - Perceptual selectivity - Developing perceptual skill

UNIT 2 Conflicts Management 25%
Concept, Stages of conflict episode, positive and negative aspects of conflict, Conflict management.

UNIT 3 Organizational Cultures 25%
Concept, Characteristics, Types, Functions, steps for developing a sound organizational culture.

UNIT 4 Organizational Development 25%
Concept, Nature, Process, Types of OD interventions, future trends of OD interventions.

Evaluation: Internal 40 Marks

External 60 Marks (Two hours examination)

References:

- 1 Organizational behavior by Fred Luthans
2. Organizational behavior by Stephen Robbins
3. Organizational behavior by Keith Davis
4. Organizational behavior by L M. Prasad
5. Organizational behavior by K. Aswathappa

Sardar Patel University
Vallabh Vidyanagar
BBA Program
Semester-VI
Export Management-II

Credit: 03
Total Marks: 100

Unit 1: Export Product Planning	25%
<ul style="list-style-type: none">•Product Planning: Meaning, Importance•Product Standardisation and Product Adaptation Strategies•Product Positioning: Meaning, Steps and Importance•Packaging: meaning, importance	
Unit: 2 Export Pricing	25%
<ul style="list-style-type: none">•Meaning, Factors, importance•Export Pricing Methods and Strategies•INCOTERMS 2000•Skimming and Penetration Strategies	
Unit: 3 Export Finance	25%
<ul style="list-style-type: none">•Pre shipment and Post shipment Finance•EXIM bank and ECGC•Mode of Payment and Marine Insurance	
Unit: 4 Export Procedure and Documentation	25%
<ul style="list-style-type: none">• Steps of Export Procedure• Export Documentation	

Evaluation: Internal: 40 Marks (Theory)
: External: 60 Marks (Theory) Two Hour Examination

Reference Books:

- 1.Export Management: TAS BalaGopal, Himalaya Publishing House
- 2.International Marketing Management: V. L. Varshney & B. Bhattacharya
- 3.Export Marketing: B. s. Rathore & J. S. Rathore, Himalaya Publishing House
- 4.Export Marketing: Acharya & Jain, Himalaya Publishing House
- 5.Foreign Trade Review: Indian Institute of Foreign Trade
- 6.International Business: Dr. R. Chandran, Jaico Publishing House

SARDAR PATEL UNIVERSITY
Vallabh Vidyanagar

B. B. A. (General) Program
Semester VI

Computer-based Project Management - II

Total Credits : 3
Total Marks : 100

UNIT -1 Resources Planning 25%
Setting up resources in the project - Adding work & material resources - Specifying Resource Availability - Adding Material Resources to the Project - Hyperlinking to Resource Information - Removing a resource - Resource working time calendars

UNIT - 2 Assigning Resources and cost to Task 25%
Assigning work and material resources to task - Reviewing, changing and contouring resource assignments - Planning resource cost & fixed task cost

UNIT - 3 Monitoring and adjusting 25%
Critical path and tasks - Reducing project costs - Changing project scope - Saving original plan information using a baseline - Updating task progress

UNIT - 4 Analysis and reports 25%
Establishing communications plan - Setting up and printing views - Generating report Custom and built-in reports - Analyzing progress and costs

Evaluation:

Internal - 40 Marks - Average of (Theory 40 Marks + Practical 40 Marks)
External - 60 Marks - Average of (Theory 60 Marks + Practical 60 Marks)
Two Hours Examination

REFERENCES:

1. Microsoft Office Project 2003 Inside Out, by Teresa Stover, Microsoft Press
Publication, October 2003
2. Microsoft Office Project 2003 Bible, Elaine J Marmel, Hungry Minds Inc, US
Publication

Lectures per week: Theory: 1' Practical: 4