

VEER NARMAD SOUTH GUJARAT UNIVERSITY  
Third Year B.B.A. (Semester -V)  
**Services Management - I**  
(Syllabus effective from June 2013)

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**Objectives:**

To introduce student with concept of services, help them appreciated special characteristics of it and equip with special tools to manage service business.

**Pedagogic Tools:**

Lectures, assignments, Case studies, Practical examples from corporate & business world, projects & presentations.

<b>Unit</b>	<b>Course Inputs</b>	<b>Weightage</b>
1	<b>Introduction to Service Industry</b> Introduction to Services, Unique characteristics of Services, Classification of Services, Challenges confronted by Service sector, Factors responsible for growth of Service Economy, Service Management.	<b>30%</b>
2	<b>Service Marketing Mix</b> Product: Core and supplementary Elements, Branding service Products, Price: Role of Non-monetary costs, Pricing strategy, Pricing and Revenue Management, Yield Management, Place: Service Distribution, Role of Customers in Service Delivery, delivery through intermediaries, Franchising, Electronic Channels, Self Service Technologies, Promotion: Role of Marketing Communication, Marketing Communication Mix, Integrated Services Marketing Communication	<b>35%</b>
3	<b>Extended Marketing Mix</b> People: Employee's role in Service Delivery, Service Leadership And culture, Process: Service Blueprinting, Service Process Redesign, Physical Evidence: Servicescape, Service Environments	<b>35%</b>

**Reference Books:**

1. Services: Marketing, Operations and Management - Jauhari Dutta, Oxford University Press.
2. Services Marketing - Govind Apte, Oxford University Press.
3. Services Marketing: Text and cases - Rajendra Nargundkar, Tata Mcgrow Hill.
4. Services Marketing: Concept, Planning and Implementation - C Bhattacharjee, Excel Book.
5. Services Sector Management: An Indian Perspective - C Bhattacharjee, Jaico Publishing House.
6. Services Marketing - Zeithmal, Bitner, Gremler and Pandit, Tata Macgrow- Hill
7. Services Marketing: a south Asian Perspective - Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Pearson Education.
8. Services Management: Operations, Strategy, Information Technology – Fitzsimmons and Fitzsimmons, Tata Macgrow- Hill.

VEER NARMAD SOUTH GUJARAT UNIVERSITY  
Third Year B.B.A. (Semester -V)  
Entrepreneurship Development - I  
(Syllabus effective from June 2013)

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**Objective:**

- To make the students understand qualities of an entrepreneur.
- To make the students aware about the related aspect of entrepreneurship, including project appraisal, analysis and management of a project.

**Pedagogic Tools:**

Lectures, Case studies, Presentation, Group Discussion, Seminar, Biography of Corporate leaders.

Unit	Course Inputs	Weightage
1	<b>CONCEPTUAL FRAMEWORK</b> <ul style="list-style-type: none"> <li>➤ Definition, functions and qualities of entrepreneur</li> <li>➤ Difference between entrepreneur and manager</li> <li>➤ Definition of entrepreneurship and barriers</li> <li>➤ Types of Entrepreneurs</li> <li>➤ Development of entrepreneurship</li> <li>➤ Rural entrepreneurship</li> <li>➤ Concept of Woman Entrepreneurship</li> <li>➤ Institute in aid of Entrepreneurship (CED,EDI,NIESBUD, STEPS SIDBI)</li> </ul>	<b>30%</b>
2	<b>MOTIVATING THE ENTREPRENEUR</b> <ul style="list-style-type: none"> <li>➤ Definition and process of motivation</li> <li>➤ Implication of Maslow's and McClelland's theory</li> <li>➤ Motivating Factors</li> <li>➤ Concept of Entrepreneurial mobility</li> <li>➤ Concept of Entrepreneurial Competencies</li> <li>➤ Integrated Contextual model of factors influencing emergence of entrepreneurship</li> </ul>	<b>15%</b>
3	<b>CONCEPT OF MSME</b> <ul style="list-style-type: none"> <li>➤ Concept and Definition</li> <li>➤ Registration Procedure</li> <li>➤ Whom to Approach for –what-organiziizations for assistant under MSME sector</li> </ul>	<b>25%</b>
4	<b>SICKNESS IN ENTERPRISES</b> <ul style="list-style-type: none"> <li>➤ Warning signals and remedies required</li> <li>➤ Rehabilitation</li> <li>➤ Definition of sick units and causes</li> <li>➤ Rehabilitation Institutions for sick project</li> </ul>	<b>30%</b>

**(Presentation, Case studies, Discussion, Guest interaction)**

**Reference Books:**

- 1) Dynamics of Entrepreneurship development Vasant Desai  
(Himalaya Publishing House IV Edi 2007
- 2) Entrepreneurial Development- S.S. Khanka ( S.Chand & Co. ) III Edi. 2007
- 3) Essentials of Business Enviroment – K. Aswathappa (Himalaya Publishing House)
- 4) Project Planning ti Implementation – Prasanna Chandra TMII Publishing 6<sup>th</sup> Edi.
- 5) Essentials of Entrepreneureship and small business management, Thomas Zimmerer Norman Scarborough, Prentice Hall of India
- 6) Business Maharajas, Geeta Piramal, Penguinbook
- 7) Business Legends. Geeta Piramal, Penguinbook

VEER NARMAD SOUTH GUJARAT UNIVERSITY  
Third Year BBA (Semester -V)  
Business Environment  
(Syllabus effective from June 2013)

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**Objective:**

- To sensitize the class, that there are continuous changes taking place in the environment. These changes are beyond the control of organization but they have significant impact on Organizational functioning.
- To help understand importance of scanning environment on continuous basis.
- To sensitize with external factors (micro and macro) that can have potential impact on Organization

Unit	Course Inputs	Weightage
1	<b>Introduction</b> Concepts and Importance of Business Environment, Environmental Analysis- Definition, Uses and Limitation, Process of Environmental Analysis, Types of Environment: Internal Environment, External Environment- Micro, Macro	<b>30%</b>
2	<b>Economic Environment</b> Nature & structure of Economic Environment, Economic Systems, Economic policies - Privatization, Monetary Policy, Fiscal Policy, Constituents Financial Market: (A brief Introduction)	<b>40%</b>
3	<b>Legal and Political Environment</b> Three political Institutions-Judiciary, Legislation, Executive, Price and distribution Control: Objectives, Different types of price Controls, Public Distribution System, Competition Policy and law: Nature and Scope, Government policies and distortions to competitions, interface of FDI and competition law, Pre requisites for a competition policy, contours of competition law, Competition Act 2002.	<b>30%</b>

**Reference Books:**

1. Business Environment: Text and Cases Francis Cherunilam Himalaya Publishing House.
2. Essentials of Business Environment - K Ashwathapa Himalaya Publishing House.
3. Business Environment - Shaikh Saleem, Pearson Education.
4. Business Environment - Vivek Mittal, Excel Books.

VEER NARMAD SOUTH GUJARAT UNIVERSITY

Third Year B.B.A. (Semester -V)

Element of Strategic Management - I

(Syllabus effective from June 2013)

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**Objective:**

- To orient students with those aspects of external and internal environment which are important for organizations in formulating and implementing workable strategies for achieving organizational objectives.
- To acquaint students with the process of developing strategies and methods for successful implementation and evaluation of formulated strategies.

**Pedagogic Tools:**

Lectures, Case studies, Presentation, Group Discussion, Seminar, Role Play, Practical exercise.

Unit	Course Inputs	Weightage
1	<b>Conceptual Framework for Strategic Management</b> <ul style="list-style-type: none"><li>• <b>Concept, Meaning and Definition</b> (Strategy, Policy, Tactics, Strategic Management, Business Stake Holders, SBU.)</li><li>• <b>Strategic Management Process and Its Implications</b> <b>Strategic Intent</b> Organisational Vision, Mission, Goals and Objectives, Their formulation, and role in strategic management</li></ul>	30%
2	<b>Environmental Analysis</b> Concept and role of Environmental Analysis Concept, Nature and Impact of Environment ETOP <b>Industry and Competition Analysis</b> Industry Setting, Structure, Attractiveness, Performance and Practices. Forces Shaping competition, Experience curve and its limitations. Competitor analysis. <b>Organizational Appraisal</b> Concept, Role and Process Approaches for organizational analysis. Value chain approach and Functional approach Conceptual understanding of Core competence, Distinctive Competence and Competitive Advantage OCP, SAP	40%
3	<b>Grand Strategies</b> Grand Strategies and their Variants. Why and when Corporate pursue stability, Growth, Retrenchment and Combination Strategy <b>Business Level Strategies</b> Generic Business level strategies (Cost Leadership, Differentiation and Focus)	30%

Relevant cases for the above topics should be covered in the class discussion as well as in Examination.

**Reference Books:**

<b>NAME OF BOOK</b>	<b>Author</b>	<b>Publication/Publisher</b>
<b><u>Text Book:</u></b> Business Policy: Strategic Management	I.M. Prasad	Sultan Chand & Sons
Business Policy and Strategic Management	Azhar Kazmi	Tata McGraw Hill Publishing Co.
Concept in Strategic Management and Business Policy	T. Wheelen. D. Hunger	Pearson Education
Strategic Management : Text and Cases	V.S.P. Rao & Krishna	Excel Books
Strategic Management, Competitiveness and Globalisation	Hitt,Ireland, & Hoskisson	South-west Thomson Learning
Business Policy and Strategic Management	Francis Cheruniam	Himalaya Publishing House
Business Policy and Strategic Management	James, Gupta, Gheek	Frank Bros. & Co.
Strategic Management, an integrated approach	HILL, Charles W. I. Jones Gareth R.	Biztantra
Exploring Corporate-Text and Cases	Thomas Arther, A Strkland III A. J.	Prentice Hall India
Strategic Management – concepts & cases	Thomson Arther, A Strackland III A.J.	Tata McGraw Hill Publishing Co
Strategic Management – Text and Cases	Dess, Gregory, G. Lumpkin, G.T. Taylor, Marilyn, L	McGraw Hill / Irwin
Strategic Management – Concepts and Cases	David, Fred, R.	PHI Learning
Competitive Advantage- Creating and sustaining superior performance	Michael Porter	Free Press, NY
Related Articles from Journals, Websites and Periodicals.		
Competitive Strategy	Michael Porter	Free Press, NY
Business Policy and Strategic Mgt	P. Subba Rao	Himalaya Publishing House

VEER NARMAD SOUTH GUJARAT UNIVERSITY  
Third Year B.B.A. (Semester -V)  
Project Management I  
(Syllabus effective from June 2013)

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**Objective:**

To make the students aware about the related aspects of entrepreneurship, including project appraisal, analysis and management of a project.

**PAGOGIC TOOLS:** -Lectures, Case study, Presentation, Group Discussion, Seminars, Biography of corporate leaders.

Unit	Course Inputs	Weightage
1	<b>PROJECT MANAGEMENT</b> <ul style="list-style-type: none"> <li>• Definition, meaning, characteristics, and types</li> <li>• Project cycle</li> <li>• Sources and preliminary screening of project ideas, identification and formulation</li> <li>• Project design and Network Analysis (Gantt charts, CPM and PERT)</li> <li>• Project Report- General format (A) Scope(B) Feasibility report</li> <li>• Setting (C) Contents (D) Performa</li> </ul>	<b>30%</b>
2	<b>PROJECT APPRAISAL</b> <b>(Definition, Meaning and scope)</b> <b>(A) MARKET ANALYSIS</b> <ul style="list-style-type: none"> <li>• Information required for market analysis</li> <li>• Definition of situational analysis</li> <li>• Sources of market information – primary &amp; secondary</li> <li>• Demand forecasting</li> <li>• (Qualitative – Jury and Delphi)</li> <li>• (Quantitative – Exponential and Leading Indicator)</li> </ul> <b>(B) TECHNICAL ANALYSIS</b> <ul style="list-style-type: none"> <li>• Location and site</li> <li>• Raw Materials</li> <li>• Product technology</li> <li>• Site preparation</li> <li>• Project engineering</li> <li>• Factors affecting manpower planning(MMP)</li> </ul>	<b>30%</b>
3	<b>FINANCIAL PROJECTIONS</b> <ul style="list-style-type: none"> <li>• Preparation of projected financial statements</li> <li>• Projected fund flow and cash flow</li> <li>• Debt service coverage ratio</li> </ul>	<b>20%</b>
4	<b>FINANCING THE PROJECT</b> <ul style="list-style-type: none"> <li>• Types of financial assistance</li> <li>• Procedure for project loan</li> </ul> (Presentations, Case studies, Discussion, Guest interactions)	<b>20%</b>

### **Reference Books:**

- 1) Dynamics of Entrepreneurship development – Vasant Desai  
(Himalaya Publishing House) IV Edi 2007
- 2) Entrepreneurial Development - S.S.Khanka (S.Chand & Co) III Edi. 2007
- 3) Essentials of Business Environment – K. Aswathappa (Himalaya Publishing House)
- 4) Project Planning to Implementation – Prasanna Chandra TMH Publishing 6<sup>th</sup> Edi
- 5) Essentials of entrepreneurship and small business management, Thomas Zimmerer.  
Norman Scarborough, Prentice Hall of India
- 6) Business Maharajas , Gita Piramal, PenguinBook
- 7) Business Legends , Gita Piramal, Penguin Book



VEER NARMAD SOUTH GUJARAT UNIVERSITY  
Third Year B.B.A. (Semester -V)  
Research Methodology - I  
(Syllabus effective from Academic Year 2017-18 onwards)

**Objectives:**

1. To expose students with the process of conducting scientific business research starting with identifying a problem, through research design preparation, identifying the source of data, collection of required data, analysis of collected data, interpreting the data up to results & conclusion & preparation of research report.
2. To give proper orientation to students about business research process so that they can effectively do final semester project.
3. To provide them with enough knowledge of scientific business research so that while solving business problem in actual business situation, they can systematically apply this knowledge & take proper & rational decision.

**Pedagogic Tools:**

Lectures, Case Studies, Practical Examples from corporate & business world.

Unit/ Chapter	Course Content	Weightage
1	<p>Introduction to Business Research</p> <ol style="list-style-type: none"> <li>1. Definition of business research</li> <li>2. Various classifications of business research               <ul style="list-style-type: none"> <li>➤ Basic V/s Applied research</li> <li>➤ Quantitative V/s Qualitative research</li> <li>➤ Comparative V/s Problem solving research</li> <li>➤ Longitudinal V/s Cross-sectional research</li> <li>➤ Internal V/s External research</li> </ul> </li> <li>3. Methods of knowing: Scientific &amp; Non-scientific methods, Differences between scientific and non scientific methods</li> <li>4. Various non-scientific methods: Methods of tenacity, Methods of appeal to authority, Method of self-evident truth</li> <li>5. Characteristics of Scientific methods of knowing <b>OR</b> Characteristics of a good scientific research</li> <li>6. Types of research design</li> <li>7. Different types of errors in business research</li> <li>8. Meaning of term: “Concept”, “Construct” and “Definition” in relation to business research.</li> <li>9. Different types of variables in business research</li> <li>10. Definition of hypothesis. Types of hypothesis. Role of hypothesis in research qualities of a good hypothesis</li> <li>11. Inductive &amp; deductive logic of reasoning in relation to business research</li> <li>12. Business Research Process</li> </ol>	30%

	<ul style="list-style-type: none"> <li>• Formulation of research problem</li> <li>• Choice of research design</li> <li>• Determination of sources of data &amp; methods of collection</li> <li>• Sampling design &amp; sample size determination</li> <li>• Design of data collection instruments</li> <li>• Organizing &amp; conduction a field survey.</li> <li>• Editing, tabulation, classification &amp; coding of data</li> <li>• Processing &amp; analysis of data</li> <li>• Preparation of research report</li> <li>• Conclusion &amp; suggestions &amp; action</li> </ul>	
2	<p>Secondary Data Sources:</p> <ol style="list-style-type: none"> <li>1. Difference between terms: “Data” and Information”</li> <li>2. Difference between Primary Data &amp; Secondary Data. Their relative merits &amp; de-merits.</li> <li>3. Various sources of secondary data (Internal &amp; External)</li> <li>4. Use of internet in secondary data collection</li> </ol>	15%
3	<p>Survey Methods of Primary data collection</p> <ol style="list-style-type: none"> <li>1. General Idea of survey methods</li> <li>2. Process of conducting survey</li> <li>3. Four Survey Methods Viz. Telephonic Survey, Personal Survey, Electronic Survey and Mail Survey. Detailed idea of four survey methods on various parameters.</li> </ol>	25%
4	<p>Observation and Experiments as Primary data Collection techniques</p> <ol style="list-style-type: none"> <li>1. Three methods viz. observation, survey &amp; experiments</li> <li>2. Observation as a method of primary data collection. Definition of Observation</li> <li>3. When observation is suitable?</li> <li>4. Advantages &amp; limitation of observation methods</li> <li>5. Different classification of observation methods: <ul style="list-style-type: none"> <li>➤ Structures V/s Unstructured observation</li> <li>➤ Disguised V/s undisguised observation</li> <li>➤ Natural V/s Laboratory observation</li> <li>➤ Direct V/s Indirect observation</li> <li>➤ Human observation V/s Mechanical observation</li> <li>➤ Participative V/s Non-participative observation</li> </ul> </li> <li>6. Definition of Experiments.</li> <li>7. Types of Experiments: Field V/s Laboratory experiments. Their comparison on various parameters</li> <li>8. Various Survey methods (Just names)</li> </ol>	30%

#### **Text Books & Reference books**

1. Business Research Methods: Donald Cooper & Schindler, Tata McGraw Hill (Main Text)
2. Marketing Research : Naresh Malhotra, Pearson Publication ( Second Text)

3. Marketing Research Churchill, Dryden Press, Harcourt Publications
4. Business Research Methods: Zikmund, Cengage Publishing.
5. Business Research Methods: Saunders, Pearson Publications.

# Specialization: Finance

Veer Narmad South Gujarat University

## Advance Financial Management I (FIN)

T.Y. B.B.A., Semester V

Effective from June 2013

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**Objective:** To equip to students with basic tenets of long term financial decision-making.

### 1. VALUATION OF SECURITIES            20%

- Importance of Valuation , Concept of value ,
- Bond Valuation :- Basic bond valuation, semi-annual interest payment, effect of relation between required rate of return & coupon rate on bond values, effect of years to maturity on bond values, yield to maturity, perpetual bonds.
- Preference valuation : Perpetual/redeemable,
- Equity valuation : Divided capitalization (Single period/ Multi period) , Earnings capitalization

### 2. COST OF CAPITAL                    30%

- Meaning & significance, explicit & implicit cost,
- Cost of Debt, preference & equity retained earnings,
- Cost of equity through dividend capitalization approach, realized yield method, CAPM & earning price method,
- Weighted average cost of capital

### 3. CAPITAL STRUCTURE                    20%

- Meaning & significance,
- Net income, Net operating income, Traditional & MM theory (Arbitrage mechanism to be excluded)

### 4. INVESTMENT DECISION UNDER RISK & UNCERTAINTY                    30%

- Significance, Measurement of risk,
- Sensitivity Analysis, Simulation Analysis ,
- Risk Evaluation :- Risk-adjusted Discount R-4 method , Certainty equivalent method, Decision-tree approach

### **Reference Books**

1. M. Y. Khan and P. K. Jain, Financial management-theory and Practice, Tata McGraw Hill Publication
2. I. M. Pandey, Financial management, Vikas Publication
3. Prasanna Chandra, Financial Management-Theory Practice, Tata McGraw Hill Publication

# Veer Narmad South Gujarat University

## Stock Exchange and Portfolio Management-I (FIN)

T.Y. B.B.A., Semester V

Effective from June 2013

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**Objective:** To orient students with basic knowledge of capital market.

### 1. INTRODUCTION TO CAPITAL MARKET                      30%

- Meaning, structure of Indian capital market, importance of capital market, Recent trend & reforms in capital market.
- Primary market: meaning, kinds of issues ( IPO,FPO, Right issues, preferential issues), functions of primary market, market capitalization, process of IPO, book building process, foreign capital issuance : ADR, GDR.
- Secondary Market: stock exchanges (NSE,BSE,OTCEI), stock indices, difference between primary market & secondary market, bid & ask price.

### 2. SECONDARY MARKET OPERATIONS FOR EQUITY SEGMENT 40%

- Classification of securities : Group A, Group B, Group Z, Group TTT, , types of order, order management, Basic types of transactions : Long purchase, margin trading, short selling, current clearing & rolling settlement procedure, basket trading, circuit breakers & price band, margin : Value at risk (VaR), extreme loss margin , Mark-tomarket margin, insider trading.
- Brief idea about Merchant Banking, SEBI & Listing procedure of shares
- Demat service : NSDL, CDSL, International securities identification number(ISIN), Depository process : Dematerialize process , rematerialize process , market transfer process, Advantages & drawback of depository system
- Credit rating system : concept & name of agencies
- Mutual Fund : Meaning & types of mutual fund ( on the basis of objective, on the basis of flexibility), benefits of mutual fund, NAV, Entry load & exit load, Risk in mutual fund, ETF( Exchange traded fund)

### 3. INTRODUCTION OF DERIVATIVE MARKET

30%

- Meaning of derivative, Growth of Derivative Markets in India- History & background,
- products of derivative market : forward, future, options, LEAPS, Swaps,
- Types of Traders – Hedger, arbitrageur & speculator
- Standardization of Derivative contracts
- Spot V/s future market

#### **Reference Books**

1. S. Kevin, Security Analysis and Portfolio Management, PHI EEE
2. E. Gordon K. Natarajan, Capital Market In India, Himalaya Publication
3. V. A. Avadhani, Investment Management – V.A. AVADHANI
4. V. K. Bhalla, Security Analysis And Portfolio Management, S. Chand
5. Vohra & Bagri, Futures and Options, Tata McGraw hill Latest Edition

## **Specialization: Marketing**

VEER NARMAD SOUTH GUJARAT UNIVERSITY

Third Year B.B.A. (Semester -V)

Advance Marketing Management - I

(Syllabus effective from June 2013)

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### **Objective:**

To sensitise students with concept of Brand and Brand Equity and expose them with different tools for building brand equity. To expose students with concept of Sales Management and equip them with skills required in successful personal selling.

### **Pedagogic Tools:**

Lectures, Case studies, Practical examples from corporate & business world, assignments, projects & presentations.

<b>Unit</b>	<b>Course Inputs</b>	<b>Weightage</b>
1	<b>Introduction to Brand and Brand</b> Meaning of Brand and Brand management, Importance, Scope, Challenges, Brand Management Process	<b>35%</b>
2	<b>Building brand and Brand Equity (35)</b> Customer based brand equity, Source of brand equity, Building a strong brand, Criteria for choosing brand elements, Options and tactics for brand elements	<b>35%</b>
3	<b>Managing brand over time (30)</b> Reinforcing brands, Revitalizing brands, Adjustment to brand portfolio	<b>30%</b>

### **Reference Books:**

Strategic Brand Management: Building, Measuring and Managing Brand Equity – Kevin Keller, PHI.



VEER NARMAD SOUTH GUJARAT UNIVERSITY  
Third Year B.B.A. (Semester -V)  
**Export Management - I**  
(Syllabus effective from June 2013)

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**Objective:**

To sensitize students with dynamics of international business and equip them with skills

**Pedagogic Tools:**

Lectures, Case studies, Practical examples from corporate & business world, assignments, projects & Presentations

Unit	Course Inputs	Weightage
1	<b>Globalization and Growth of International Business</b> Evolution of International Business, Drivers of Globalization and International Business, Advantages and Problems of International Business, Stages of internationalization and approaches to Internationalization, Difference between Domestic Business and International Business, International Business Decisions	30%
2	<b>Foreign Direct Investment</b> Meaning, Types of FDI, Factors affecting FDI, Merits and Demerits of FDI, FDI Trends in India	15%
3	<b>International Finance</b> Need for export finance, Payment terms, Institutional finance (Pre Shipment, Post Shipment), Exim Bank: objectives & Functions, ECGC: Role & Policy, Marine Insurance	25%
4	<b>Trade Policy and Export Promotion</b> Introduction, Trade Barriers: Tariffs & Non-Tariff, Export Promotion: Organizational set up, Incentives, production Assistance/facilities, Marketing Assistance, Special Economic Zones, Export Houses, Evaluation of Export Promotion Measures	30%

**Reference Books:**

1. International Business: Text and Cases - P. Subba Rao, Himaliya Publishing House.
2. International Business: Text and Cases - Francis Cherunilam, PHI Learning.
3. International Business - Rakesh Mohan Joshi, Oxford University press.
4. International Trade and Export management - Francis Cherunilam, Himaliya Publishing House.
5. International Marketing – Rajendra Nargunkar, Tata Mcgrow Hill.
6. International Marketing: Text and Cases - Francis Cherunilam, Himaliya Publishing House.
7. Export Management - T.A.S. Balagopal, Himaliya Publishing House.
8. International Marketing management: An Indian Perspective - R. L. Varshney, B. Bhattacharya, Sultan Chand & sons.

## Specialization: Human Resource Management

VEER NARMAD SOUTH GUJARAT UNIVERSITY

Third Year B.B.A. (Semester -V)

Advance Personnel Management - I (HRM)

(Syllabus effective from June 2013)

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Unit	Course Inputs	Weightage
1	<b>Managing Ethical Issues in HRM</b> a) Nature of Ethics b) Sources of Business Ethics c) Why is Ethics important d) Ethical Dilemmas e) HR Ethical Issues f) Managing Ethics g) Improving Ethical Decision Making	20%
2	<b>E- HRM &amp; Recent trends in HRM</b> a) Introduction to E-HRM b) Aspects of E-HRM (E- Job design & analysis, e recruitment, e-selection, e-performance appraisal, e- hr records, e-compensation management, e- training & development) c) Recent trends in HRM ( employer branding, BPO, Dual career couples, flexi time, talent management, learning organization, knowledge management, HR analytics)	20%
3	<b>HR Practices At International Level</b> a) Domestic vs. international HRM b) HR functions at International Level (Recruitment & Selection, Performance Management, Compensation, T&D, Repatriation) c) The expatriate Problem and repatriation	20%
4	<b>Managing Separation and Right Sizing</b> a) Types of Separation b) Rightsizing c) Managing Separation d) Exit Interview e) Voluntary Retirement Scheme f) Effects of excess manpower g) Exit Policy as given by Govt. of India h) Procedure for VRS i) Challenges in implementing VRS	20%

	j) Merits & Demerits of VRS k) Case study of any two Indian Companies	
5	<b>HR Records, Audit, Research &amp; Information Systems</b> a) HR Accounting –Meaning, Definition, Need, Objectives, Advantages, Disadvantages b) HR Audit - objectives, need, areas of audit; audit report c) HR Research – characteristics, objectives, need, approaches, process d) HRIS - Need, advantages, uses, design, computerization, limitations	<b>20%</b>

**Note: About 15-20 percentage of total paper should be allocated to case study or application based questions.**

**Reference Books:**

- 1) Human Resource Management by C. B. Gupta
- 2) Human Resource Management by Dr. S.S. Khankha
- 3) Human Resource & Personnel Management by K. Ashwathappa
- 4) Human Resource Management by BiswajeetPattanayak
- 5) Essentials of Human Resource Management and Industrial Relations by P. Subba Rao
- 6) Industrial Relations by ArunMonappa
- 7) Industrial Relations ByMamoria
- 8) Human Resource Management by GrayDessler, Pearson

VEER NARMAD SOUTH GUJARAT UNIVERSITY  
Third Year B.B.A. (Semester -V)  
AHRM - I  
(Syllabus effective from Academic Year 2017-18 onwards)

Unit/ Chapter	Content	Weightage
1	Human Resource Development a) Introduction (Definition, Strategic HRD, features, benefits, Scope, need & Objectives) b) HRD Process c) HRD Methods, Techniques, Mechanism, Instruments, Sub-systems d) Operating Mode e) Principles in designing HRD system f) Attributes of HRD manager g) Current scenario of HRD in India	30%
2	Employee Training a) Introduction (Meaning, Importance, Needs, Objectives) b) Training Need Identification c) Designing the training programme (Learning, Principles, Instructional Objectives) d) Skills of Trainer e) Training evaluation	20%
3	Management Development Programme a) Introduction b) Objectives c) Executive Development Process d) Techniques of MDP (on the job and off the job techniques) e) Evaluation of MDP	30%
4	Employee Engagement and Empowerment a) Meaning and Definition of Employee engagement b) Nature of employee engagement c) Types of employee engagement d) Measurement of employee engagement e) Definition and meaning of empowerment f) Condition necessary for empowerment g) Forms of empowerment h) Empowerment in India i) Barriers to empowerment	20%

Reference books

6. Human resource management by C. B. Gupta
7. Human Resource management by Dr. S. S. Khankha
8. Human Resource & Personnel Management by K. Ashwathappa
9. Human Resource Management by Viswajeet Pattanayak

10. Essential of Human Resource Management and Industrial Relation by  
P. Subbarao
11. Organization Behaviour by K. Ashwathappa
12. Human Resource Management by Gary Dessler, Pearson