

Subject Code [2508000706010001]

**THIRD YEAR BBA (SEMESTER 6)**  
**Veer Narmad South Gujarat University**  
**Major DSCC-14 - Business Policy and Strategic Management**

| Course                   | Major DSCC-14                                                                                                                                                                                                                                                                                                                                                                                                                    |
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| Course Title             | <b>BUSINESS POLICY AND STRATEGIC MANAGEMENT</b>                                                                                                                                                                                                                                                                                                                                                                                  |
| Credit                   | 4                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Teaching per Week        | 4                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Review / Revision        | June, 2025                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Minimum weeks / Semester | 15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)                                                                                                                                                                                                                                                                                                                                                      |
| Medium of Instruction    | English                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Purpose of Course        | <ul style="list-style-type: none"><li>• The course focuses on the concept of strategy formulation and implementation by exploring the functions and nature of general management. The course serves as an opportunity to develop skills for strategic thinking and analysis, leadership, communication, teamwork, and cross-functional integration.</li></ul>                                                                    |
| Course Objective         | <ul style="list-style-type: none"><li>• To enable the student to understand the functional area of management</li><li>• To understand the concept of strategy and strategic management process,</li><li>• To develop skills in identifying, analysing, and solving problems through a variety of corporate cases which represent the real business world.</li></ul>                                                              |
| Course Outcome           | <ul style="list-style-type: none"><li>• The students will understand the basics of strategies- its importance, tests of winning strategy and process of crafting managerial strategy.</li><li>• The students will understand ways to perform external analysis of company- analyzing general economic conditions, driving forces; competitiveness in market- strategic group mapping, competitors' analysis framework.</li></ul> |

**Course Content**

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| <b>Unit 1 Strategic Management and Bhartiya Knowledge System in Business Strategy (20%)</b> <ul style="list-style-type: none"><li>• Arthashastra &amp; Strategic Management – Chanakya's fourfold strategy (Sama, Dama, Bheda, Danda)</li><li>• Ethical Leadership &amp; Decision-Making – Dharma in business and Karma Yoga (work ethics)</li><li>• Conceptual Understanding of Strategy, Policy, Tactics, Strategic Management, Business Definition, SBU Strategic Management Process</li><li>• Strategic Intent</li><li>• Vision, Mission, Goals and Objectives (Their Formulation and relevance)</li></ul> |              |
| <b>Unit 2 Environmental &amp; Organisational Analysis</b><br><ul style="list-style-type: none"><li>• Concept and Role of Environmental Analysis (Only); ETOP</li><li>• Industry Analysis : Industry Setting, Structure, Attractiveness, Performance and Practices.</li><li>• Competition Analysis: Forces shaping competition,</li><li>• Organisational Analysis: Concept, Role, Approaches for organizational analysis : Value chain approach and Functional approach, Concept of Core competence, OCP, CAP/SAP</li></ul>                                                                                     | <b>(20%)</b> |

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| <b>Unit 3 Grand Strategies</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>(20%)</b> |
| <ul style="list-style-type: none"> <li>• Corporate Strategies: Stability, Growth, Retrenchment and Combination Business level Strategies: Cost Leadership, Differentiation and Focus</li> </ul>                                                                                                                                                                                                                                                                                 |              |
| <b>Unit 4 Choice of Strategy</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>(20%)</b> |
| <ul style="list-style-type: none"> <li>• Concept and Process,</li> <li>• Focusing on Strategic Alternatives</li> <li>• Evaluation of Strategic Alternatives (Corporate Portfolio Analysis: BCG, GE, SPACE, Product Market Evolution Matrix, Directional Policy Matrix; Corporate Parenting Analysis, Profit Impact of Market Strategy)</li> <li>• Considering decision factor</li> <li>• Strategic Choice</li> </ul>                                                            |              |
| <b>Unit 5 Strategic Implementation and Evaluation &amp; Control</b>                                                                                                                                                                                                                                                                                                                                                                                                             | <b>(20%)</b> |
| <ul style="list-style-type: none"> <li>• Strategic Implementation Concept</li> <li>• McKinsey's 7S Framework</li> <li>• Interdependence of Strategic Formulation and Implementation</li> <li>• Strategy Activation, Project Implementation and Procedural Implementation, Structural Implementation, Behavioural Implementation, Functional Implementation</li> <li>• Strategic Evaluation &amp; Control: Process, Evaluation and Control Criteria, Control Barriers</li> </ul> |              |

### Suggested Reading:

1. Strategic Management: L.M. Prasad, Sultan Chand & Sons
2. Strategic Management and Business Policy: Azhar Kazmi, McGraw Hill
3. Strategic Management: Text and Cases: VSP Rao & Krishna, Excel Group
4. Crafting and Executing Strategy: Concepts and Cases: Thompson Arthur Jr., McGraw Hill Education
5. Business Policy and Strategic Management Francis Cherunilam Himalaya Publishing House
6. Business Policy and Strategic Management Jauch, Gupta, Glueck Frank Bros. & Co.
7. Strategic Management, an integrated approach Hill, Charles W.L. Biztantra Jones, Gareth.R.
8. Exploring Corporate Strategies-Text and Cases Johnson Scholes Prentice Hall India
9. Strategic Management - Text and Cases Dess, Gregory, G. McGraw Hill / Irwin Lumpkin, G.T. Taylor, Marilyn, L
10. Strategic Management - Concepts and Cases David, Fred, R. PHI Learning
11. *Business Policy and Strategic Management* – Azhar Kazmi, McGraw Hill, 2015.
12. *Ethics in Management: Insights from Ancient Indian Wisdom* – S. K. Chakraborty, Oxford University Press, 2001

Subject COde [2508000706020001]

**Veer Narmad South Gujarat University**

**Major : DSCC-15**

**Startup and Innovation Management**

|                          |                                                                                                                                                                                                                                                                                                                    |
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| Course                   | Major : DSCC-15                                                                                                                                                                                                                                                                                                    |
| Course Title             | Startup and Innovation Management                                                                                                                                                                                                                                                                                  |
| Credit                   | 4                                                                                                                                                                                                                                                                                                                  |
| Teaching per Week        | 4 Hours                                                                                                                                                                                                                                                                                                            |
| Review / Revision        | June, 2025                                                                                                                                                                                                                                                                                                         |
| Minimum weeks / Semester | 15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)                                                                                                                                                                                                                                        |
| Medium of Instruction    | English                                                                                                                                                                                                                                                                                                            |
| Purpose of Course        | To provide knowledge to students about setting up of small business and various factors to be considered for Business Start-Ups.                                                                                                                                                                                   |
| Course Objective         | To make students aware about the basic steps and tasks required to start up a business and for the creation of a new venture - idea to launch.<br>To introduce future managers/entrepreneurs towards various ways to generate innovative ideas in business.                                                        |
| Course Outcome           | The students will understand the basics of setting up of small business<br>To understand the various support mechanism available in the environment The students will understand the importance of innovation in start-ups<br>The students will understand the role of technology transfer in growth of start-ups. |

**Course Content**

**Unit 1 : Bharatiya Knowledge in Business Startup & Innovation (10%)**

- Flourishing Trade and Commerce in Ancient India
- Guild System (Shreni) - Early Business Organizations
- Ancient Entrepreneurs and Risk-Taking Culture
- Ancient Markets and Trade Fairs - Startup Platforms

**Unit 2: Location of an Enterprise and Steps for Starting a Small Enterprise (35%)**

- Introduction, need for enterprise location
- Importance of enterprise location
- Factors affecting location of enterprise
- Selection of most economic site
- Selection of a small-scale enterprise
- Starting a small-scale enterprise, Objective, Infrastructure, Machinery, Raw Materials, Finance, Marketing, Incentives

**Unit 3: Selection of Types of Ownership Organisation and Incentives and Subsidies (35%)**

- Introduction to ownership organisation
- Sole Proprietorship - Meaning, Merits & Limitations
- Partnership Organisation - Meaning, basic features, Advantages & disadvantage
- Joint stock company - Meaning, Salient Features, advantages & disadvantages
- Cooperatives - Meaning, Advantages & disadvantages
- Meaning of Incentives, Subsidy
- Need for Incentives
- Schemes of Incentives and Subsidies in operations (List)
- Advantages of Incentives and subsidies
- Problem of incentives and subsidies

**Unit 4: Innovations within Firms and Incubation. (20%)**

- Introduction to Innovation Management
- Innovation-meaning, types of innovation
- Sources of Innovation
- Models of innovation, Innovation as a management process
- Managing innovation within firms
- Organizational characteristics that facilitate the innovation process
- Organizational structures and innovation
- Role of individual in innovation process
- Public and Private Incubation
- History of business Incubators

**Suggested Readings:**

1. Narayana R., (2011), Entrepreneurship, Third Edition, Cengage Learning India Pvt. Ltd, New Delhi.
2. Paul T., (2010), Innovation Management and New Product Development, Fourth Edition, Pearson India Education Services Pvt. Ltd.
3. Vasant Desai, The Dynamics of Entrepreneurial Development and Management Entrepreneur, Planning for Future Sustainable Growth, Himalaya Publishing House
4. A Sahay, V Sharma, Entrepreneurship and New Venture Creation, Excel Books
5. Managing Innovation by Joe Tidd & John Bessant, Wiley Publication
6. Innovation & Entrepreneurship by Peter Drucker
7. Tripathi, D. (2016). *Indian entrepreneurship: Ancient to modern*. Sage Publications
8. Sharma, K. K. (2004). *History of commerce in India*. Atlantic Publishers & Distributors.

**For More Reading:**

1. Shlomo M., Seshadri D V R, (2012), Innovation Management: Strategies, Concepts and Tools for Growth and Profit, Sage Publication, New Delhi.
2. Allan A., (2003), Innovation Management: Strategies, Implementation and Profits, Oxford University Press, NewDelhi.
3. Online resource for; Latest scheme of central Govt. -<https://msme.gov.in/all-schemes> Latest Scheme of State Govt. -<https://ic.gujarat.gov.in/msme-small.aspx>.

Subject Code [2508000706030002]

**Veer Narmad South Gujarat University**  
**Major : DSE-3 - Investment and Portfolio Management**  
**(Finance Elective Group)**

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| <b>Course</b>                                                                                                                                                                                                                                                                                                         | <b>Major : DSE-3</b>                                                                                                                                                                                                                                                                                                                                       |
| <b>Course Title</b>                                                                                                                                                                                                                                                                                                   | <b>INVESTMENT AND PORTFOLIO MANAGEMENT</b>                                                                                                                                                                                                                                                                                                                 |
| <b>Credit</b>                                                                                                                                                                                                                                                                                                         | 4                                                                                                                                                                                                                                                                                                                                                          |
| <b>Teaching per Week</b>                                                                                                                                                                                                                                                                                              | 4                                                                                                                                                                                                                                                                                                                                                          |
| <b>Review / Revision</b>                                                                                                                                                                                                                                                                                              | June, 2025                                                                                                                                                                                                                                                                                                                                                 |
| <b>Minimum weeks / Semester</b>                                                                                                                                                                                                                                                                                       | 15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)                                                                                                                                                                                                                                                                                |
| <b>Medium of Instruction</b>                                                                                                                                                                                                                                                                                          | English                                                                                                                                                                                                                                                                                                                                                    |
| <b>Purpose of Course</b>                                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"><li>● To make students aware about various concepts and models that help in making investment decisions and designing optimum investment portfolio.</li></ul>                                                                                                                                                            |
| <b>Course Objective</b>                                                                                                                                                                                                                                                                                               | <ul style="list-style-type: none"><li>● To develop a concrete understanding of the theory and practice of investment management.</li><li>● To get the students familiar with the different investment avenues and management of investments.</li><li>● To develop the skills for the portfolio constructions, evaluation and investment advisory</li></ul> |
| <b>Course Outcome</b>                                                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"><li>● Students will develop essential skills of portfolio management and personal investing.</li></ul>                                                                                                                                                                                                                   |
| <b>Course Content</b>                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                            |
| <b>Unit 1 Introduction to Investment</b>                                                                                                                                                                                                                                                                              | <b>(15%)</b>                                                                                                                                                                                                                                                                                                                                               |
| <ul style="list-style-type: none"><li>● Basic Concept, objectives and characteristics of investment,</li><li>● Investment vs. speculation and Gambling,</li><li>● Investment decision making Process,</li><li>● Different investment alternatives and their risk &amp; return profile</li></ul>                       |                                                                                                                                                                                                                                                                                                                                                            |
| <b>Unit 2 Operations of Indian Stock Market</b>                                                                                                                                                                                                                                                                       | <b>(20%)</b>                                                                                                                                                                                                                                                                                                                                               |
| <ul style="list-style-type: none"><li>● Basics of Stock Market, New issue market: IPO, Book building procedure, listing of securities,</li><li>● Secondary market: Types of brokers, types of orders, mechanics of investing,</li><li>● Basic objectives and functions: SEBI, NSE, BSE, NSDL</li></ul>                |                                                                                                                                                                                                                                                                                                                                                            |
| <b>Unit 3 Security Analysis</b>                                                                                                                                                                                                                                                                                       | <b>(20%)</b>                                                                                                                                                                                                                                                                                                                                               |
| <ul style="list-style-type: none"><li>● Methods of security analysis: Basic theory of Technical Analysis (RSI, MACD),</li><li>● Fundamental Analysis (Economic, Industry and Company)</li></ul>                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                            |
| <b>Unit 4 Introduction to Portfolio Management</b>                                                                                                                                                                                                                                                                    | <b>(25%)</b>                                                                                                                                                                                                                                                                                                                                               |
| <ul style="list-style-type: none"><li>● Meaning of portfolio and portfolio management,</li><li>● Concept of Diversification and Portfolio management process,</li><li>● Portfolio Analysis and evaluation: Markowitz Model, Sharpe Single Index Model, Capital Assets Pricing Model (Theory &amp; Examples)</li></ul> |                                                                                                                                                                                                                                                                                                                                                            |
| <b>Unit 5 Mutual Fund – An Investment Avenue</b>                                                                                                                                                                                                                                                                      | <b>(20%)</b>                                                                                                                                                                                                                                                                                                                                               |
| <ul style="list-style-type: none"><li>● Concept, types and benefits of mutual funds, NAV, Entry and Exit load, risk in mutual funds, Flow chart of mutual fund, AMCs,</li><li>● Basics of Exchange Traded Funds (ETFs) and overview on Systematic Investment Plan(SIP)</li></ul>                                      |                                                                                                                                                                                                                                                                                                                                                            |



**Suggested Reading:**

1. P. Pandian, Security Analysis & Portfolio Management Vikas Publishing Latest Edition
2. Kevin S. (2011), Security Analysis and Portfolio Management, PHI Learning Private Limited.
3. Fischer Donald E. and Jordan Ronald J., Security Analysis and Portfolio Management, PHI, New Delhi, 6th edition, 1995.
4. Amling Frederic, Investment, Prentice Hall Inc, Englewood Cliffs, New Jersey, 1983.
5. Fuller Russell J. and Farrell James L., Modern Investment and Security Analysis, McGraw Hill, New York, 1993.
6. Bhalla V.K., Investment Management: Security Analysis and Portfolio Management, S. CHAND, New Delhi, Latest Edition



Subject Code [2508000706040002]

**Veer Narmad South Gujarat University**  
**Minor : DSE-4 - International Financial Management**  
**(Finance Elective Group)**

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| <b>Course</b>            | <b>Minor : DSE-4</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Course Title             | <b>INTERNATIONAL FINANCIAL MANAGEMENT</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Credit                   | 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Teaching per Week        | 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Review / Revision        | June, 2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Minimum weeks / Semester | 15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Medium of Instruction    | English                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Purpose of Course        | <ul style="list-style-type: none"><li>Acquaint students with the fundamental concepts of international finance and exchange rate systems and also the tools and techniques and strategies to make international finance – related decisions</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Course Objective         | <ul style="list-style-type: none"><li>To acquaint the students with the Multinational financial system, instruments used in International Finance, short term financing related decision.</li><li>Familiarize students with international financial transactions and Operational aspects of foreign exchange markets.</li></ul>                                                                                                                                                                                                                                                                                                                                                                 |
| Course Outcome           | <p>The students will be able</p> <ul style="list-style-type: none"><li>To understand the international financial environment, international financial markets and international financial agencies; and how they affect multinational operations.</li><li>To explain exchange rate determination, and explain how firms can manage exchange rate risk and capitalize on anticipated exchange rate movements</li><li>To Evaluate different risks associated in foreign exchange market and identify their impact on foreign exchange transactions to the stake holders</li><li>To Develop understanding about the various documents required in international trade and its mechanisms</li></ul> |

**Course Content**

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| <b>Unit 1 International Finance- Overview</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>(30%)</b> |
| <ul style="list-style-type: none"><li>International Monetary system, reasons to pursue international business, how firm engage in international business,</li><li>Balance of Payments, International Parity Relationship ( Theory)</li><li>Foreign exchange market: History, Transactions, Quotations and their interpretation, brief idea about International Banking and Money Market, brief idea about International Bond Market, LIBOR, brief idea about International Equity Markets</li></ul> |              |
| <b>Unit 2 International Trade Financing</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>(20%)</b> |
| <ul style="list-style-type: none"><li>Payment terms in international trade,</li><li>Documents in international trade,</li><li>Financing techniques in international trade,</li><li>Government sources of export financing in Indian context ie EXIM Bank of india</li><li>Concept of parallel loans</li></ul>                                                                                                                                                                                       |              |
| <b>Unit 3 Short Term Financing</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>(20%)</b> |

- Sources of short term financing,
- International Cash Management: centralized cash management, techniques to optimize cash flow, Complications in optimizing cash flow

**Unit 4 Long Term Assets and Liability Management (30%)**

- Direct Foreign Investment: Motives, benefits and host government views, Barriers,
- Multinational Capital budgeting: Inputs and factors
- International Acquisitions: Background, Models for valuing target, factors affecting cash flow determination of target, valuation process

**Suggested Reading:**

1. Madura J. International Financial Management, Asian Books Pvt Ltd, NewDelhi.
2. Shapiro, Alan C. Multinational Financial Management, Prentice hall of India, New Delhi,1995.
3. Bhalla, V.K. International Financial Management, Anmol publication, NewDelhi.
4. Buckley Adrian, Multinational Finance, Prentice hall of India, New Delhi,1996.
5. Abdullah, F.A. Financial Management of the Multinational Firms, Englewood Cliffs, New Jersey,1987.
6. Eun&Resnick (2008). International Financial Management, latest edition, Tata McGraw Hill, NewDelhi.
7. Sharan V. (2012). International Financial Management, Sixth edition, PHI Learning, NewDelhi.
8. Siddieh. International Financial Management, PHI
9. P. G. Apte. International Financial Management, PHI
10. O. P. Agrawal, International Financial Management, Himalaya Publication



Subject Code [2508000706030001]

**Veer Narmad South Gujarat University**  
**Major : DSE-3 - Consumer Behaviour**  
**(Marketing Elective Group)**

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| <b>Course</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>Major : DSE-3</b>                                                                                                                                                                                                                                          |
| Course Title                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>CONSUMER BEHAVIOUR</b>                                                                                                                                                                                                                                     |
| Credit                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 4                                                                                                                                                                                                                                                             |
| Teaching per Week                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 4                                                                                                                                                                                                                                                             |
| Review / Revision                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | June, 2025                                                                                                                                                                                                                                                    |
| Minimum weeks / Semester                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)                                                                                                                                                                                   |
| Medium of Instruction                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | English                                                                                                                                                                                                                                                       |
| Purpose of Course                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | To enable students to understand consumer behaviour in an informed and systematic way and to design and evaluate the marketing strategies based on fundamentals of Consumer buying Behaviour.                                                                 |
| Course Objective                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <ul style="list-style-type: none"><li>● To orient the students with consumer behaviour and its determinants.</li><li>● To understand consumer decisions and its determining factors.</li></ul>                                                                |
| Course Outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <ul style="list-style-type: none"><li>● Demonstrate how knowledge of consumer behaviour can be applied to marketing.</li><li>● Identify and explain factors which influence consumer behaviour.</li><li>● Design and evaluate marketing Strategies.</li></ul> |
| <b>Course Content</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                               |
| <b>Unit 1 Introduction to Consumer Behaviour</b>                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>(20%)</b>                                                                                                                                                                                                                                                  |
| <ul style="list-style-type: none"><li>● Nature and scope of consumer behaviour</li><li>● Consumer Decision Making: four views of consumer decision making Economic man, Cognitive man, Emotional man, Passive man</li><li>● Consumer Decision process, Factors influencing consumer decision making process,</li><li>● Comprehensive models of consumer decision making: Nicosia Model, Howard-Sheth model, Engel-Kollat-Blackwell model Sheth's Family decision making model.</li></ul> |                                                                                                                                                                                                                                                               |
| <b>Unit 2 Consumer Learning</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>(20%)</b>                                                                                                                                                                                                                                                  |
| <ul style="list-style-type: none"><li>● Element of learning process</li><li>● Types of Learning Process</li><li>● Classical Conditioning Theory</li><li>● Operant / Instrumental Conditioning Theory</li><li>● Cognitive Dissonance Theory</li><li>● Consumer Memory</li></ul>                                                                                                                                                                                                           |                                                                                                                                                                                                                                                               |
| <b>Unit 3 Consumer Attitudes Models</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>(20%)</b>                                                                                                                                                                                                                                                  |
| <ul style="list-style-type: none"><li>● What are attitudes, Attitude formation</li><li>● Tri-component attitude model</li><li>● Multi-attribute model</li></ul>                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                               |
| <b>Unit 4 Social Class and Culture</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>(20%)</b>                                                                                                                                                                                                                                                  |
| <ul style="list-style-type: none"><li>● Meaning of Social Stratification and Social Class, Nature of Social Class Influences,</li><li>● Social Class Characteristics, Social Influence on Consumer Behaviour</li><li>● Culture (Definitions and Meanings) -Traditional and Changing Indian Values, Sub Culture, Cross Cultural Marketing Analysis</li></ul>                                                                                                                              |                                                                                                                                                                                                                                                               |

**Unit 5 Diffusion of Innovation****(20%)**

- Diffusion of Innovations: The diffusion process, the adoption process, a profile of the consumer innovator.

**Suggested Reading:**

1. Leon G. Schiffman & Leslie Lazar Kanuk: Consumer Behavior, Pearson PHI.
2. Batra & Kazmi, Consumer Behavior, Excel Books.
3. Hawkins, Best & Concy, Consumer Behaviour, Tata McGrawHill.
4. Peter. D. Bennett Harold H. Kassarian: Consumer Behaviour (PHI).
5. Srivastava, Khandoi, Consumer Behaviour, Galgotia publications.
6. M.S.Raju & Dominique. Xardel, Consumer Behaviour, Vikas Publications.
7. Loudon & Della Bitta, Consumer Behavior, Tata McGrawHill,
8. Soloman, Consumer Behaviour: Buying, Having and Being, Pearson /PHI.
9. Kardes, F.R. Consumer Behaviour and managerial Decision making, Pearson
10. Nair - Consumer Behaviour and Marketing Research, Himalaya



Subject code [2508000706040001]

**Veer Narmad South Gujarat University**  
**Minor : DSE-4 - Personal Selling and Sales Force**  
**Management (Marketing Elective Group)**

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| Course                                                                                                                                                                                                                                                                                                                                                    | Minor : DSE-4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Course Title                                                                                                                                                                                                                                                                                                                                              | PERSONAL SELLING AND SALES FORCE MANAGEMENT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Credit                                                                                                                                                                                                                                                                                                                                                    | 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Teaching per Week                                                                                                                                                                                                                                                                                                                                         | 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Review / Revision                                                                                                                                                                                                                                                                                                                                         | June, 2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Minimum weeks / Semester                                                                                                                                                                                                                                                                                                                                  | 15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Medium of Instruction                                                                                                                                                                                                                                                                                                                                     | English                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Purpose of Course                                                                                                                                                                                                                                                                                                                                         | To ensure students have in-depth knowledge of personal selling and sales force management.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Course Objective                                                                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"><li>● To acquaint students in-depth understanding of sales related aspects of marketing.</li><li>● To acquaint the students with the concepts, tools and techniques of sales and distribution management in Indian context.</li><li>● It will also expose the students with the latest practices in sales field</li></ul>                                                                                                                                                                                                                           |
| Course Outcome                                                                                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"><li>● Recognize different types of personal selling.</li><li>● Describe the stages in the personal selling process.</li><li>● Specify the functions and tasks in the sales management process.</li><li>● Determine whether a firm should use manufacturer's representatives or a company sales force and the number of people needed in a company's sales force.</li><li>● Understand how firms recruit, select, train, motivate, compensate, and evaluate salespeople.</li><li>● Describe recent applications of sales force automation.</li></ul> |
| <b>Course Content</b>                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Unit 1 Personal Selling</b>                                                                                                                                                                                                                                                                                                                            | <b>(20%)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <ul style="list-style-type: none"><li>● Evolution of sales department,</li><li>● Sales executive as coordinator,</li><li>● Theories of Selling, Objectives of Personal Selling,</li><li>● Process of Personal Selling - Prospecting, Sales presentations, Objection handling, Closing the sales and post sales activities, Relationship selling</li></ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Unit 2 Sales Force Management</b>                                                                                                                                                                                                                                                                                                                      | <b>(20%)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <ul style="list-style-type: none"><li>● Recruitment and selection of sales force,</li><li>● Training of sales force,</li><li>● Motivating and compensating sales force,</li><li>● Controlling the sales force,</li><li>● Designing sales territories, Sales quotas, Sales organization structure</li></ul>                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |



|                                                                                                                                                                                                                                                                                                                                       |              |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| <b>Unit 3 Negotiation</b>                                                                                                                                                                                                                                                                                                             | <b>(20%)</b> |
| <ul style="list-style-type: none"> <li>● Bargaining strategies (Distributive Bargaining, Interactive bargaining),</li> <li>● Negotiation process,</li> <li>● Individual differences in negotiation effectiveness,</li> <li>● Third party Negotiation,</li> <li>● Global Implications, Cultural Differences in Negotiations</li> </ul> |              |
| <b>Unit 4 Targets and Sales Management</b>                                                                                                                                                                                                                                                                                            | <b>(20%)</b> |
| <ul style="list-style-type: none"> <li>● Objectives of using targets,</li> <li>● Types of targets and target setting procedures,</li> <li>● Administering target setting procedure</li> </ul>                                                                                                                                         |              |
| <b>Unit 5 Sales Territories</b>                                                                                                                                                                                                                                                                                                       | <b>(20%)</b> |
| <ul style="list-style-type: none"> <li>● Reasons for establishing sales territories,</li> <li>● Process for setting up or revising sales territories</li> </ul>                                                                                                                                                                       |              |

**Suggested Reading:**

1. Sales Management: Decisions, Strategies and Cases - Still, Cundiff, Govoni, PHI.
2. Sales Force Management - Johnston Marshal, Tata Mcgrow Hill, NewDelhi.
3. Sales and Distribution Management - S. L. Gupta, Excel Books.
4. Organisational Behaviour - Stephen Robbins, Timothy Judge and Seema Sanghi, Pearson education (For chapter on Negotiation)



Subject Code [2508000706030003]

**Veer Narmad South Gujarat University**  
**Major : DSE-3 - Performance and Compensation Management**  
**(HRM Elective Group)**

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Course</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Major : DSE-3</b>                                                                                                                                                                                                                                                                                                                                                                                     |
| Course Title                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>PERFORMANCE AND COMPENSATION MANAGEMENT</b>                                                                                                                                                                                                                                                                                                                                                           |
| Credit                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 4                                                                                                                                                                                                                                                                                                                                                                                                        |
| Teaching per Week                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 4                                                                                                                                                                                                                                                                                                                                                                                                        |
| Review / Revision                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | June, 2025                                                                                                                                                                                                                                                                                                                                                                                               |
| Minimum weeks / Semester                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)                                                                                                                                                                                                                                                                                                                              |
| Medium of Instruction                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | English                                                                                                                                                                                                                                                                                                                                                                                                  |
| Purpose of Course                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <ul style="list-style-type: none"><li>• This course covers two important organisational human resource management activities: performance management and compensation management. Students will learn how organisations develop effective performance management and compensation management systems to achieve organisational goals.</li></ul>                                                          |
| Course Objective                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <ul style="list-style-type: none"><li>• To provide in-depth knowledge about Compensation and Performance management.</li><li>• The course will help the students to understand various technicalities regarding compensation and its legislation..</li></ul>                                                                                                                                             |
| Course Outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Upon completion of this course, the student will be able to <ul style="list-style-type: none"><li>• Recognize how pay decisions help the organization achieve a competitive advantage.</li><li>• Analyze, integrate, and apply the knowledge to solve compensation-related problems in organizations.</li><li>• Design rational and contemporary compensation systems in modern organizations.</li></ul> |
| <b>Course Content</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Unit 1 Performance Management</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>(20%)</b>                                                                                                                                                                                                                                                                                                                                                                                             |
| <ul style="list-style-type: none"><li>• Meaning and concept of: Performance, Performance Appraisal, Potential Appraisal and Performance Management</li><li>• Distinction between Performance Appraisal and Performance Management</li><li>• Objectives of PMS</li><li>• Principles of PMS</li><li>• Challenges of PMS</li><li>• Strategies for effective implementation of PMS.</li></ul>                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Unit 2 Performance Management Cycle</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>(30%)</b>                                                                                                                                                                                                                                                                                                                                                                                             |
| <ul style="list-style-type: none"><li>• Performance Management Cycle (Four Phase)</li><li>• Performance Planning: Objectives, Importance, Process</li><li>• Performance Monitoring: Objectives, Importance, Process, Popular Tools of Performance monitoring</li><li>• Performance Developing: Performance Coaching and Counselling.</li><li>• Performance Measurement &amp; Reward: Performance Measurement (360 Degree, Assessment Center, Competency Mapping/Modeling, Balance Score Card and HR Audit), Linking performance and reward.</li></ul> |                                                                                                                                                                                                                                                                                                                                                                                                          |

**Unit 3 Compensation and Reward****(30%)**

- Concept and Definition: Wage, Salary, Compensation, Reward.
- Objective of Compensation and Reward Management
- Job Evaluation- Meaning, Process
- Compensation Determination- Factors and Process
- Wage and salary structure- Broad banding and salary progression
- Components of Compensation (Basic, allowances, Benefits, Incentives, Perquisites)
- Rewards – Meaning, Classification of Rewards (Intrinsic & Extrinsic)
- Incentives – Definition, Types, Essentials of Effective incentive Plan
- Latest trends in Compensation Management – Cafeteria Compensation Plan, VRS Compensation, Employee Stock Option, Digitized Rewards

**Unit 4 Compensation Management and its relevant Laws****(20%)**

- Payment Of Wages Act,1936
- Minimum Wages Act,1948
- Payment Of Gratuity Act,1972
- Payment of Bonus Act, 1965
- Equal Remuneration Act,1976
- Employees' State Insurance Act,1948
- Employees' P F & Misc Provisions Act,1952
- Maternity Benefits Act,1981

**Suggested Reading:**

1. Human Resource Management by C.B. Gupta (Sultan Chand & Sons)
2. Human Resource Management by S.S. Khanka (S. Chand & Company)
3. Essentials of Human Resource Management and Industrial Relations by P. Subba Rao (Himalaya Publishing House)
4. Human Resource Management by K. Ashwathappa (Tata McGraw Hill)
5. Human Resource Management by L.M. Prasad (Sultan Chand & Sons)
6. Performance Management and Appraisal Systems by T.V. Rao (Sage)
7. Human Resource Management by Gary Dessler (Pearson)
8. Performance Management Systems and Strategies by Dipak Kumar Bhattacharyya (Pearson)
9. Performance Management by Soumendra N Bagchi (Cengage)
10. Performance Management by C Appa Rao (Biztantra - Dreamtech Press)
11. Compensation Management by Mousumi S Bhattacharya and Nilanjan Sengupta (Excel Books)



Subject Code [2508000706040003]

**Veer Narmad South Gujarat University**  
**Minor : DSE-4 - Management of Industrial Relations**  
**(HRM Elective Group)**

|                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Course</b>            | <b>Minor : DSE-4</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Course Title             | <b>MANAGEMENT OF INDUSTRIAL RELATIONS</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Credit                   | 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Teaching hours per Week  | 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Review / Revision        | June, 2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Minimum weeks / Semester | 15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Medium of Instruction    | English                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Purpose of Course        | <ul style="list-style-type: none"><li>• The main objective of this course is to introduce students to the theories, institutions and practices of Industrial Relations.</li></ul>                                                                                                                                                                                                                                                                                                                   |
| Course Objective         | <ul style="list-style-type: none"><li>• The subject will give basic understanding about the relationship between the three participants in Industrial Relations - Employer, Employee and Government.</li><li>• The subject will enable the students to understand Employee Discipline and Grievance procedures and various aspects of Industrial conflicts.</li><li>• The students will also get exposed towards the Organisational Health and Safety Issues and its legislative matters.</li></ul> |
| Course Outcome           | <ul style="list-style-type: none"><li>• The students will be able to connect various issues of IR with management and its implications.</li></ul>                                                                                                                                                                                                                                                                                                                                                   |

**Course Content**

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| <b>Unit 1: Industrial Relations</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>(20%)</b> |
| <ul style="list-style-type: none"><li>• Meaning, Objectives and Importance of Industrial Relations</li><li>• Parties to Industrial Relations</li><li>• Approaches to Industrial Relations</li><li>• Conditions for good Industrial Relations</li><li>• Industrial Relations in India- History, Present and Future</li></ul>                                                                                                                                                                                  |              |
| <b>Unit 2: Employee Discipline and Grievance Management</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>(30%)</b> |
| <ul style="list-style-type: none"><li>• Discipline – Meaning, Types</li><li>• Causes of Indiscipline</li><li>• Preventive Measures for Discipline</li><li>• Disciplinary Action - Guidelines, Hot Stove Rule, Procedure</li><li>• Punishment - Types, Progressive Penal System, Employee's right to challenge punishment</li><li>• Code of Discipline</li><li>• Grievance Management: Meaning, Causes, identification</li><li>• Grievance procedure</li><li>• Features of Good Grievance procedure</li></ul> |              |
| <b>Unit 3: Industrial Dispute</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>(20%)</b> |
| <ul style="list-style-type: none"><li>• Introduction and Definition</li><li>• Causes of Industrial Dispute</li><li>• Types of Industrial Dispute - Strikes and Lockout</li><li>• Prevention of Industrial Dispute (Collective Bargaining, Grievance Procedure, Standing Order, Counselling, Labour Welfare Officer, Bi-partite and Tri-partite Bodies)</li><li>• Settlement of Industrial Dispute - Conciliation, Arbitration and Adjudication</li></ul>                                                     |              |

**Unit 4: Industrial Health & Safety****(30%)**

- Meaning, Definition and Importance of Industrial Health
- Occupational Hazards (Chemical, Biological, Environmental and Psychological Hazards)
- Occupational Diseases – Meaning, Protection against Occupational Diseases (Preventive Measures & Curative Measures)
- Statutory Provisions to maintain Health & Safety (as per Factories Act, 1948)
- Accidents – Introduction, Definitions (Accident, Industrial Injury, Disablement, Personal Injury, Accident Proneness), Causes of Accidents (Intrinsic, Extrinsic, Personal & Exogenous), Cost of Accidents (Direct & Indirect), Accident Prevention (3E's Approach)
- Absenteeism – Concept, Definition, Causes (Organisational, Environmental & Personality Factors), Remedial Measures for Reducing Absenteeism (Organisational, Environmental and Personal)
- Turnover – Meaning, Reasons and Remedial Measures

**Suggested Reading:**

- 1) Human Resource Management by **S.S. Khanka** (S. Chand & Company)
- 2) Essentials of Human Resource Management and Industrial Relations by **P. Subba Rao** (Himalaya Publishing House)
- 3) Human Resource Management by **L.M. Prasad** (Sultan Chand & Sons)
- 4) Personnel Management and Industrial Relations by **N.G. Nair** and **Latha Nair** (S. Chand & Company)
- 5) Human Resource Management by **C.B. Gupta** (Sultan Chand & Sons)
- 6) Human Resource Management by **K. Ashwathappa** (Tata McGraw Hill)
- 7) Dynamics of Industrial Relations by **C.B. Mamoria, Satish Mamoria** and **S.V. Gankar** (Himalaya Publishing House)



Subject Code [2508000706060001]

**SEC : Project Work/ Internship  
DETAILED GUIDELINES  
PROJECT REPORT  
BBA Semester –VI  
Credit - 4**

**(Effective from Academic Session 2025-26)**

**1. OBJECTIVE:**

The objective of the study paper is to help the students to develop ability to apply multidisciplinary concepts, tools & techniques to analyze various situations pertaining to the area of specialization and of the study evaluate alternative solutions and suggest appropriate ways to achieve organization specific objectives.

**2. TYPE OF PROJECT REPORT:**

The project report may be any one of the following types:

- 2.1 Comprehensive case study (covering single organization/multifunctional area, problem formulation, analysis and recommendations)
- 2.2 Single organizational/inter- organizational study aimed at organizational comparisons of various practices adopted / to be adopted for growth in market place/for organizational efficiency.
- 2.3 Field study for functional / behavioural findings based on data collection and Data analysis.

**3. PROPOSAL SUBMISSION:**

Project of the project should be prepared in consultation with the project guide from organization and institution submitted to the Director/BBA programme co-ordinator. The synopsis should clearly state the brief description of the organization objectives and research methodology of the proposed project to be undertaken. It should have full details of the rationale sampling instruments to be used, limitations if any and future directions for further research etc. in a format given by college.

**4. ELIGIBLE GUIDES:**

1. Recognized Faculty of the BBA College having degree in management.
2. Professionals in the relevant area holding degree/diploma in management and allied discipline.

**5. SYNOPSIS SUBMISSION:**

Students are advised to submit their synopsis within 15 days of the starting the project in any organization to their respective guides in organization and institute.

**6. APPROVAL OF THE SYNOPSIS:**

The synopsis shall be discussed with both the guides in details and necessary corrections be made before start of the project. This exercise should not take more than 2 days.

**7. PROJECT REPORT FORMAT\*:**

The project report should include  
Declaration



Acknowledgements  
Index  
List of tables  
List of figures  
Executive Summary  
Chapters (1 to 6, viz. Introduction to Industry, Introduction to company, Theoretical Framework, Review of Literature, Research Methodology, Data Analysis, Conclusion, Recommendations - whichever decided by college guide.)  
Reference Material - (i) Bibliography (ii) Appendices

[\*FORMAT IS SUBJECT TO NATURE OF REPORT]

The title page should include - Title of the project, Name of the organization / Institution, Degree for which the report is presented, Name of the candidate/class, Month & Year of submission

1. The report must a full length summary of the research work undertaken by the student, 1.5 spaced typed A4 sized pages, with proper format pages, list of contents, graphs and tables, bibliography and appendix.

2. The report must adequately explain the research methodology adopted and the directions for future research.

3. The report should also contain - Approved synopsis, Certificate of originality of the work by the guide.

#### **8. SUBMISSION OF THE REPORT:**

Two typed original copies of the report are to be submitted to Principal/Director in prescribed format on the date of submission given by the college, failing which the students shall not be allowed to appear for the forthcoming annual/viva examinations.

#### **9. PROJECT REPORT EVALUATION:**

Project report shall be evaluated by the panel of members duly constituted by the Authority concerned.

#### **10. Viva-voce:**

Students shall be required to appear for a viva-voce. The students shall be duly intimated about it through the notice board. The project study + Viva Voce shall be equivalent to 100 marks.

**Internal Evaluation : 50 Marks by Guide**

**External Evaluation : 50 marks by university appointed faculties/ experts**

#### **11. FINAL DECISION:**

The decision of the principal/director shall be the final in all respect which shall be binding to all concerned.



Subject Code [2508000706050001]

**Veer Narmad South Gujarat University**

**AEC: Statistics with Business Applications**

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Course</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Ability Enhancement Course</b>                                                                                                                                                                                                                                                                                                |
| Course Title                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>STATISTICS WITH BUSINESS APPLICATIONS</b>                                                                                                                                                                                                                                                                                     |
| Credit                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 2                                                                                                                                                                                                                                                                                                                                |
| Teaching per Week                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 2 Hours                                                                                                                                                                                                                                                                                                                          |
| Review / Revision                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | June, 2025                                                                                                                                                                                                                                                                                                                       |
| Minimum weeks / Semester                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 15 (Lectures, Group Assignments, Hand-On Practices, LabWork)                                                                                                                                                                                                                                                                     |
| Medium of Instruction                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | English                                                                                                                                                                                                                                                                                                                          |
| Purpose of Course                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | To provide an understanding of basic concepts of Data Analysis using MS-Excel.                                                                                                                                                                                                                                                   |
| Course Objective                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"><li>• To make students familiar with fundamental principles of data analysis.</li><li>• To acquaint students with various statistical tools and techniques using Excel.</li><li>• To prepare students for data analysis in their final year grand project.</li></ul>                           |
| Course Outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | The students will be able to <ul style="list-style-type: none"><li>• Analyse and interpret the results generated by excel.</li><li>• Use the analytical skills in business problem solving.</li><li>• Integrate between statistical tools and computer packages.</li><li>• Apply how to build pivot tables and graphs.</li></ul> |
| <b>Course Content</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                  |
| <b>Unit 1 Fundamentals of Data Analysis (40%)</b> <ul style="list-style-type: none"><li>• Meaning of Data, Meaning of Information, Difference between Data and Information,</li><li>• Concept of Data Analysis, Types of Data Analysis: Descriptive Statistics and Inferential Statistics, Features of Descriptive Statistics, Features of Inferential Statistics, Meaning of Hypothesis, Process of Hypothesis Testing</li></ul>                                                                                                       |                                                                                                                                                                                                                                                                                                                                  |
| <b>Unit 2: Data Visualisation and Descriptive Statistics using Excel (60%)</b> <ul style="list-style-type: none"><li>• <b>Plotting the graphs in Excel:</b> Bar Chart, Pie Chart, Scatter Chart, Sparkline Chart, Use of Pivot Tables in Excel</li><li>• <b>Descriptive Statistics:</b> Calculation and Interpretation of Mean, Median, Mode, Standard Deviation, Range, and Variance and Other tools of Descriptive Statistics using Ms-Excel, t-test (Assuming Equal Variance), t-test (Assuming No Equal Variance), F-Test</li></ul> |                                                                                                                                                                                                                                                                                                                                  |

**Suggested Readings:**

1. Microsoft Excel Data Analysis and Business Modelling, Wayne Winston, PHI Publisher
2. Data Analysis with Excel, Manisha Nigam, BPB Publications
3. Microsoft Excel Data Analysis for Dummies, Stephen Nelson & Elizabeth Nelson, Wiley Publication