



#### Evaluation Scheme:

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

#### Reference Books:

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

SARDAR PATEL UNIVERSITY  
Vallabh Vidyanagar  
BBA Program

Semester - VI

UM06ABBA52 : Leadership Skills for Management-II

Credit - 03

Marks - 100

Unit-1 Managerial Traits and Skills

• Nature of Traits & Skills

1. Emotional Stability
2. Defensiveness
3. Integrity
4. Interpersonal Skills
5. Technical & Cognitive Skills

• Managerial Traits and Effectiveness

1. High Energy level and Stress Tolerance
2. Self Confidence
3. Internal Locus of Control
4. Emotional Stability and Maturity
5. Power Motivation
6. Personal Integrity
7. Achievement Orientation
8. Need for Affiliation

• Managerial Skills and Effectiveness

1. Technical Skills
2. Conceptual Skills
3. Interpersonal Skills

Unit-2 Relevant Competencies for Leadership Skills

• Other Relevant Competencies

1. Emotional Intelligence
2. Social Intelligence
3. Systems Thinking
4. Ability to learn

• Situational Relevance of Skills

1. Skills Needed at Different levels
2. Transferability of Skills Across Organizations
3. Requisite Skills and the External Environment

• Applications for Managers

1. Maintain Self-Awareness
2. Develop relevant skills
3. Remember that a strength can become a weakness
4. Compensate for weaknesses.

### Unit-3 Leadership Developmental Activities

- Learning from Experience
  1. Amount of challenge
  2. Variety of Tasks or Assignments
  3. Relevant Feedback
  
- Developmental Activities
  1. Multisource Feedback
  2. Developmental Assessment Centers
  3. Developmental Assignments
  4. Job Rotation Programs
  5. Action Learning
  6. Mentoring
  7. Executive Coaching
  8. Outdoor Challenge Programs
  9. Personal Growth Programs

### Unit-4

#### Contemporary Issues in Leadership 25%

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

#### References:

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

SARDAR PATEL UNIVERSITY  
Vallabh Vidyanagar  
B.B.A. Program  
Semester - VI  
UM06CBBA51 : ACCOUNTING FOR DECISION MAKING

Credits: 3      Marks: 100

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

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

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

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

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

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

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

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

**SARDAR PATEL UNIVERSITY**  
**Vallabh Vidyanagar**  
**BBA (General) Programme**  
**SEMESTER - VI**  
**UM06CBBA52 : BUSINESS TAXATION - H**

Credit: 3

Marks: 100

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

(Examples only)

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

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

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

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

A. Income from other sources: (Examples only)

- Computation of Income from Other Sources

B. Computation of Total Income from the given Gross Total Income only:

(Theory only)

- Deductions from Gross Total Income in respect of payment covering Section 80C, 80D and 80 G only

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

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

**Remark:** This Syllabus is confined to the provisions applicable for

the relevant assessment year only. **Reference Books:**

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

SARDAR PATEL UNIVERSITY  
Vallabh Vidyanagar  
B.B.A. Program  
Semester - VI  
UM06CBBA53 : OPERATIONS MANAGEMENT  
Credits : 3 Marks : 100

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

References:

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

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

UM06DBBA51 : ADVANCED MARKETING MANAGEMENT - II

Credits : 3

Marks: 100

1. INTEGRATED MARKETING COMMUNICATIONS: 25%

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

2. SALES FORCE MANAGEMENT: 25%

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

3. DISTRIBUTION CHANNELS& MARKETING CONTROL: 25%

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

4. RURAL MAREKTING: 25%

The rural market environment, Tapping the rural markets, Segmentation & Targeting, Product strategy- Specially designed for Rural Market, Brand decisions, Physical

Distribution, Channel decision, sales force Management, Marketing Communications

REFERENCE BOOKS:

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

SARDAR PATEL UNIVERSITY  
Vallabh Vidyanagar  
B.B.A. (General) Semester - VI  
UM06DBBA52 ADVANCED FINANCIAL MANAGEMENT - II  
(Effect from Nov./Dec., 2020)

Unit	Description in Detail	Weightage (%)
1	<b>Dividend Policy Decision : (Theory 50% &amp; Examples 50%)</b> Forms of Dividend payment, Significance of Dividend Polity in Financial Decision, Variables influencing Dividend decision, Waher's Model, Gordon's Model and Modigliani - Miller's Model.	25%
2	<b>Investment Decision : (Theory 30% &amp; Examples 70%)</b> Nature of Risk. Statistical techniques for risk analysis : Probability, Expected NPV, Standard deviation, Coefficient of variation, Probability Distribution approach (i) Independent cash flows, (ii) Dependent cash flows Conventional techniques of risk analysis - Risk - adjusted discount rate approach. Certainty equivalent approach, Sensitivity analysis & Decision - Tree Analysis.	25%
3	<b>Fundamentals of International Financial Management : (Theory-100%)</b> Introduction, Foreign Exchange Market, Foreign Exchange Rates - Spot rate, forward rate, Cross rate, Bid and Ask rate, Spread Determinant and select theories of exchange rates, Foreign exchange risk and hedging Foreign exchange risk management techniques - Internal & External.	25%
4	<b>Mutual Funds : (Theory 100%)</b> Introduction Benefits of Mutual Fund Investment, Types : Growth Funds, Income Funds, Monthly Income plans, Gift Funds Liquid / Money Market Funds, Index Funds Tax savings funds, Mutual funds in India.	25%

**Reference Books**

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

SARDAR PATEL UNIVERSITY

Vallabh Vidyanagar

B.B.A. Program

Semester - VI

UM06DBBA53 : Advance Human Resource Management - II

Total Credits: 3

Total Marks: 100

UNIT 1	Perception	25%
Concept - Sensation v/s Perception - Importance - Perceptual process - Perceptual selectivity - Developing perceptual skill		
UNIT 2	Conflicts Management	25%
Concept, Stages of conflict episode, positive and negative aspects of conflict, Conflict management.		
UNIT 3	Organizational Cultures	25%
Concept, Characteristics, Types, Functions, steps for developing a sound organizational culture.		
UNIT 4	Organizational Development	25%
Concept, Nature, Process, Types of OD interventions, future trends of OD interventions.		

References:

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

Sardar Patel University  
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BBA Program  
Semester-VI  
UM06DBBA54 : Export Management-II

Credit:03

Total Marks: 100

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

Reference Books:

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

**SARDAR PATEL UNIVERSITY**  
**Vallabh Vidyanagar**  
**B. B. A. (General) Program**  
**Semester VI**

**UM06DBBA55 : Computer-based Project Management - II**

Total Credits : 3 Total Marks : 100

UNIT -1 Resources Planning	25%
Setting up resources in the project - Adding work & material resources - Specifying Resource Availability - Adding Material Resources to the Project - Hyperlinking to Resource Information - Removing a resource - Resource working time calendars	
UNIT - 2 Assigning Resources and cost to Task	25%
Assigning work and material resources to task - Reviewing, changing and contouring resource assignments - Planning resource cost & fixed task cost	
UNIT - 3 Monitoring and adjusting	25%
Critical path and tasks - Reducing project costs - Changing project scope - Saving original plan information using a baseline - Updating task progress	
UNIT - 4 Analysis and reports	25%
Establishing communications plan - Setting up and printing views - Generating report Custom and built-in reports - Analyzing progress and costs	

**REFERENCES:**

1. Microsoft Office Project 2003 Publication, October 2003
2. Microsoft Office Project 2003

Publication

Lectures per week:

Stover, Microsoft Press

Bible, Elaine J Marmel, Hungry Minds Inc, US

Inside Out, by Teresa

Practical : 4

SARDAR PATEL UNIVERSITY  
Vallabh Vidyanagar  
B.B.A. Program  
Semester - VI  
UM06GBBA51 : ENTREPRENEURSHIP DEVELOPMENT

Credits : 3

Marks : 100

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

References:

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

SARDAR PATEL UNIVERSITY  
Vallabh Vidyanagar  
B.B.A. Program  
Semester - VI  
UM06GBBA52 : Global Business Environment

Credit : 3

Marks : 100

Unit I: Introduction to Global Environment (25%)

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

Unit II: International Investment (25%)

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

Unit III: World Trade Organisation (25%)

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

Unit IV: International Economic Organisations (25%)

Introduction, Objectives, Organisational Structure and Functions of following organisation

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

References -

Francis Chrunilam - International business Environment R Chandran - International business Environment

Francis Chrunilam - Business Environment

Ahswathappa K - Business Environment

R Daft and K P M Sundaram - Indian Economy

A N Agrawal - Indian Economy

D M Mithani - Money, Banking, International Trade and Finance K Subbarao - International Business, Himalaya Publication

SARDAR PATEL UNIVERSITY  
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B.B.A. Program  
Semester - VI  
UM06SBBA51 : COMPREHENSIVE PROJECT

Credits: 3

Marks : 100

**Course Objective and Pedagogy**

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

The learning can be carried out through:

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

The Project report can be on any of the following:

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

The format of the report would comprise following points:

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

The report must be prepared taking into following guideline:

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

#### Internal Evaluation

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

#### External Evaluation

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