



Re-Accredited 'B++' 2.86 CGPA by NAAC

VEER NARMAD SOUTH GUJARAT UNIVERSITY

University Campus, Udhna-Magdalla Road, SURAT - 395 007, Gujarat, India.

વીર નર્મદ દક્ષિણ ગુજરાત યુનિવર્સિટી

યુનિવર્સિટી કેમ્પસ, ઉધના-મગદલા રોડ, સુરત - ૩૯૫ ૦૦૭, ગુજરાત, ભારત.

Tel : +91 - 261 - 2227141 to 2227146, Toll Free : 1800 2333 011, Digital Helpline No.- 0261 2388888

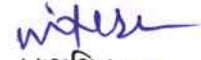
E-mail : info@vnsgu.ac.in, Website : www.vnsgu.ac.in

-: પરિપત્ર :-

યુનિવર્સિટી સંલગ્ન તમામ બી.બી.એ. કોલેજોનાં આચાર્યશ્રીઓને જણાવવાનું કે, NEP-2020 અંતર્ગત શૈક્ષણિક વર્ષ ૨૦૨૬-૨૭ થી અમલમાં આવનાર B.B.A. 4th Year Honours with Research Sem.-7 & 8 નું માળખું અને અભ્યાસક્રમ બિઝનેસ એન્ડ મેનેજમેન્ટ સ્ટડીઝ વિષયની અભ્યાસ સમિતિની તા.૨૧/૦૨/૨૦૨૬ની સભાના ઠરાવ ક્રમાંક:૦૩ થી કરેલ ભલામણને મેનેજમેન્ટ વિદ્યાશાખાનાં અધ્યક્ષશ્રીએ મેનેજમેન્ટ વિદ્યાશાખાની મંજૂરીની અપેક્ષાએ વિદ્યાશાખા વતી મંજૂર કરી એકેડેમિક કાઉન્સિલને કરેલ ભલામણને એકેડેમિક કાઉન્સિલની તા.૨૪/૧૨/૨૦૨૪ ની સભાનાં ઠરાવ ક્રમાંક:૩૫૩ અન્વયે માન. કુલપતિશ્રીને આપેલ સત્તા અંતર્ગત માનનીય કુલપતિશ્રી ધ્વારા મંજૂર કરેલ છે. જેનો અમલ કરવા આથી જાણ કરવામાં આવે છે.

બિડાણ: ઉપર મુજબ

ક્રમાંક:ઓથો./પરિપત્ર/સિલેબસ/૭૬૯૨/૨૦૨૬
તા.૧૭-૦૪-૨૦૨૬


કુલસચિવ

પ્રતિ,

- ૧) યુનિવર્સિટી સંલગ્ન તમામ બી.બી.એ. કોલેજોનાં આચાર્યશ્રીઓ.
.....આપશ્રીની કોલેજના સંબંધિત શિક્ષકોને જાણ કરી અમલ કરવા સારું.
- ૨) ડીનશ્રી, મેનેજમેન્ટ વિદ્યાશાખા.
- ૩) પરીક્ષા નિયામકશ્રી, પરીક્ષા વિભાગ, વીર નર્મદ દ. ગુ. યુનિવર્સિટી, સુરત.
.....તરફ જાણ તેમજ અમલ સારું.

Veer Narmad South Gujarat University, Surat BBA Honors (Sem 7)

STRUCTURE FOR ERP																PROGRAM NAME : BBA (Honors With Research)				SEMESTER : VII			
Course Category	Course Code	Course Title	Mark sheet Title in English	Level of Course	Teaching Hours/Week		Exam Duration		Credit		Internal Marks		External Marks		Total								
					TH	PR	TH	PR	TH	PR	TH	PR	TH	PR	TH	PR							
MAJOR	CC701	Academic Writing	Academic Writing	400	4		2		4		50		50		100								
MAJOR	CC702	Personal Finance	Personal Finance	400	4		2		4		50		50		100								
	CC702	Talent Acquisition	Talent Acquisition	400	4		2		4		50		50		100								
	CC702	Human Resource Specialisation																					
	CC702	Retail Management	Retail Management	400	4		2		4		50		50		100								
	CC702	Marketing Specialisation																					
MINOR	CC703	Financial Analysis	Financial Analysis	400	4		2		4		50		50		100								
	CC703	Social Processes and Behavioural Issues	Social Processes and Behavioural Issues	400	4		2		4		50		50		100								
	CC703	Human Resource Specialisation																					
	CC703	Service Management	Service Management	400	4		2		4		50		50		100								
	CC703	Marketing Specialisation																					
MINOR	CC704	Financial Modelling	Financial Modelling	400	4		2		4		50		50		100								
	CC704	Employer Branding and Employee Value Proposition	Employer Branding and Employee Value Proposition	400	4		2		4		50		50		100								
	CC704	Human Resource Specialisation																					
	CC704	Marketing Analytics	Marketing Analytics	400	4		2		4		50		50		100								
	CC704	Marketing Specialisation																					
OJT	OJT-1	OJT	OJT	400	6						75		75		150								
Total					22				22														

VEER NARMAD SOUTH GUJARAT UNIVERSITY Bachelor of Business Administration (BBA) FOR BBA (HONORS WITH RESEARCH) SEMESTER – VII	
Program Name	BBA (HONORS WITH RESEARCH)
Semester	SEMESTER-VII
Course Type	Major
Credit	4
Course Code	CC701
Course Level	400
Course Title	Academic Writing
Credit	Theory : 4
Effective from	2025-26
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	The purpose of this course is to develop students' academic writing competency by enabling them to understand, produce, and communicate scholarly content in the academic domain, including research papers, literature reviews, proposals, and thesis, in accordance with professional and academic standards.
Course Objective	<p>Academic Writing focuses on the academic skills and basic elements of academic writing.</p> <p>The purpose of this course is to increase students' agency as writers by acquiring both the theoretical knowledge and practical skills necessary to produce texts for the interdisciplinary academic discourses.</p>
Course Outcome	<p>CO1 To differentiate between various kind of academic writings.</p> <p>CO2 To practice the basic skills of performing quality literature review.</p> <p>CO3 To help students for the basic skills of research paper, review paper, book review and thesis writing.</p> <p>CO4 To target the research work to suitable journal and communicate for publication and publishing electronically.</p> <p>CO5 To help students to write Quality Research Paper, Abstract, Review Paper, Book review, Research Proposal and Thesis.</p>

COURSE CONTENT

1. Scientific Writing and Research Process (20%)

- Scientific Writing
- Various terms used in Academic Research
- Types of Academic Writing
- Importance of Good Academic Writing in Various Academic Works
- Overview of Research Process and Concept of Research Paper
- Structure of Research Paper

2. Drafting a Research Paper (30%)

- How to prepare the Title
- How to Prepare the Abstract
- Writing Introductions
- How to write Methods
- Writing the Results and Discussion
- Acknowledging the Academic Debts through Acknowledgements and references

3. Practical Implications of Academic Writing (25%)

- Sample Papers
- Submission of Manuscript: Where and How
- How to give Oral Presentation
- How to write a review paper
- How to write a book review

4. Research Proposal and Thesis Writing (25%)

- Developing Research Proposal
- Writing Thesis
- The future of Electronic Publishing
- Examples of Research Proposal and Thesis (One- One each)

Mapping between COs and PSOs :

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓	✓	✓	✓	✓	
CO2	✓			✓		
CO3	✓	✓	✓	✓		
CO4		✓			✓	✓
CO5	✓	✓	✓	✓	✓	✓

References:

1. Washid Mohammad. (2002). *Creating Outstanding Term Paper*, Excel Publication, ISBN- 978-8187495253.
2. Monippally M., Pawar, Badrinarayan S. (2008). *Academic Writing- A guide for Management students and Researchers, 1st Edition*, Sage Publication Pvt. Ltd. , ISBN- 978-8132104414.
3. Oliver Paul. (2008). *Writing your Thesis*, Vistaar Publications, New Delhi
4. Jayaprakash, Sajitha. (2011), *Technical Writing*, Himalaya Publishing House, ISBN- 978-8183189859.

Subject Code [2608000707022001]

VEER NARMAD SOUTH GUJARAT UNIVERSITY Bachelor of Business Administration (BBA) FOR BBA (HONORS WITH RESEARCH) SEMESTER – VII	
Program Name	BBA (HONORS WITH RESEARCH)
Semester	SEMESTER-VII
Course Type	Major- Finance Specialisation
Credit	4
Course Code	CC702
Course Level	400
Course Title	Personal Finance
Credit	Theory : 4
Effective from	2025-26
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	The course aims to empower the student with the knowledge to prepare a financial plan for oneself and one's client
Course Objective	To facilitate the student to get knowledge about various financial options for investment To develop the skills in the student to design a financial plan commensurate with the goals and objectives and risk appetite of the individual
Course Outcome	The student will be able CO1- To grasp the importance of financial planning for an individual CO2- To help student to understand various facets of investment planning, insurance, retirement planning CO3- To be able to design an optimum financial plan for an individual

COURSE CONTENT

Unit-1: Introduction to Financial Planning	25%
<ul style="list-style-type: none"> • Financial goals • Steps in financial planning • Savings : Concept and benefits • Investment : Concept, differences between savings and investment • Spendings : Concept and management of spendings, financial discipline • Digital Payment Methods: Banking cards, AEPS, UPI, Mobile Wallets, Banks Pre-paid cards, Point of sale, Internet Banking, Mobile Banking, Micro ATMs • Time value of money : Concept • Types of loans: Personal, Education, Car, Home; Need, eligibility, procedure of acquiring such loans, building a good credit reputation • Cyber crime in banking: Types of cyber crimes, reasons and precautions to be taken by an individual 	
Unit-2: Personal Tax Planning	25%
<ul style="list-style-type: none"> • Tax structure in India for personal taxation • Exemptions and Deductions for individuals • Steps of Personal tax planning • Tax Avoidance vs. Tax evasion 	
Unit-3: Insurance and Retirement Planning	25%
<ul style="list-style-type: none"> • Insurance Need and importance of insurance; Life (for oneself and for children), Health, Disability, Property, Motor Vehicle Insurance; Can insurance be considered as an investment option? • Retirement planning goals, process of retirement planning, Pension plans in India, Reverse Mortgage 	
Unit-4: Investment Planning	25%
<ul style="list-style-type: none"> • Concept and need of investment, • Discovering one's investment philosophy • Strategies to increase net worth • Investing with different organizations i.e. banks, post-offices companies etc • Identifying the kinds of investment one wants to make i.e. short, medium, long-term • Risk-return profile of the asset classes • Portfolio : Meaning and Construction • Diversification 	

Mapping between COs and PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓	✓		✓		
CO2	✓		✓	✓	✓	
CO3	✓	✓	✓	✓	✓	✓

Suggested Readings:

1. Introduction to Financial Planning-Indian Institute of Banking and Finance (latest edition)
2. Financial Planning : A Ready Reckoner, Sinha, Madhu., McGraw Hill (latest edition)
3. Personal Finance, Jack R.Kapoor, Les R Dlabay, Robert J.Hughes, McGraw Hill Higher Education (latest edition)
4. Investment Analysis and Portfolio Management, Prasanna Chandra, Tata McGraw Hill (latest edition)
5. Taxman's Direct Taxes: Planning and Management, V.K.Singhania, Taxman (latest edition)
6. <http://cashlessindia.gov.in>
7. Business newspapers, journals and magazines

Subject Code [2608000707022002]

VEER NARMAD SOUTH GUJARAT UNIVERSITY Bachelor of Business Administration (BBA) FOR BBA (HONORS WITH RESEARCH) SEMESTER – VII	
Program Name	BBA (HONORS WITH RESEARCH)
Semester	SEMESTER-VII
Course Type	Major- Human Resource Specialisation
Credit	4
Course Code	CC702
Course Level	400
Course Title	Talent Acquisition
Credit	Theory : 4
Effective from	June 2026
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	To advance knowledge and skills pertaining to talent acquisition among students.
Course Objective	The objective is to familiarise the students with concepts, principles and procedure of Talent Acquisition. To give an in-depth insight into various aspects of talent acquisition and make them acquainted with practical aspect of recruitment and selection of personnel.
Course Outcome	CO1 – Understand HR functions pertaining to talent acquisition. CO2 – Identify the skills and knowledge required for conducting full and fair recruitment and selection. CO3 – Execute systematic recruitment and selection processes that promote ethical and unbiased hiring.

Suggested Readings:

1. De Cenzo, D.A. & Robbins: Fundamentals of Human Resource Management, New York: John Wiley & Sons
2. Dessler, G: Human Resource Management, Pearson
3. Monappa & Saiyaddin: Personnel Management, Tata McGraw Hill
4. Rao, V.S.P.: Human Resource Management- Text and Cases, Excel Books
5. R. Wayne Mondy & Rober M. Noe: Human Resource Management, Pearson
6. Carrie A. Picardi: Recruitment and Selection, Sage Publication
7. Vaneeta Raney: Recruitment and Selection, Himalaya Publishing House
8. Deepak Kumar Bhattacharyya: Recruitment and Selection Theory and practices, Cengage Learning
9. P. Subba Rao: Essentials of Human Resource Management and Industrial Relations (Text, Cases and Games), Himalaya Publishing House

Subject Code [2608000707022003]

VEER NARMAD SOUTH GUJARAT UNIVERSITY Bachelor of Business Administration (BBA) FOR BBA (HONORS WITH RESEARCH) SEMESTER – VII	
Program Name	BBA (HONORS WITH RESEARCH)
Semester	SEMESTER-VII
Course Type	Major- Marketing Specialisation
Credit	4
Course Code	CC702
Course Level	400
Course Title	RETAIL MANAGEMENT
Credit	Theory : 4
Effective from	June 2026
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	To advance knowledge and skills pertaining to talent acquisition among students.
Course Objective	To explain students about concept of retailing and retailing environment in India. To provide knowledge to the students with existing and emerging retail formats in India.
Course Outcome	CO1 – Understand the principles and development of retailing in India. CO2 – Apply merchandise planning and category management in retail operations. CO3 – Analyse and implement retail pricing strategies suitable for various retail formats and consumer behaviours. CO4 – Understand store layout and design concepts to enhance customer experience. CO5 – Evaluate retail strategies and branding in various retail environments

References

1. Pradhan, Swapna, Retailing Management: Text & Cases, Tata-McGraw Hill, New Delhi.
2. **Levy, Michael and Barton A. Weitz, Retailing Management, Tata McGraw-Hill Publishing Company Limited, New Delhi.**
3. Berman, Berry and Evans, 9th edition, Retail Management: A Strategic Approach, Pearson Education
4. Nair, Suja, R., Retail Management, Himalaya Publishing House, Mumbai.
5. Sinha, P. K. and D. P. Uniyal, Managing Retailing, Oxford University Press
6. Stern – El- Ansary Channel Management, Prentice-Hall ltd.
7. Sidhpuria M.V. Retail Franchising, Tata McGraw Hill, New Delhi
8. Gibson G. Vedamani Retail Management, Jaico Publishing House Bajaj C., Tuli R., and Srivastava N.V. Retail Management, Oxford University

VEER NARMAD SOUTH GUJARAT UNIVERSITY Bachelor of Business Administration (BBA) FOR BBA (HONORS WITH RESEARCH) SEMESTER – VII	
Program Name	BBA (HONORS WITH RESEARCH)
Semester	SEMESTER-VII
Course Type	MINOR- Finance Specialisation
Credit	4
Course Code	CC703
Course Level	400
Course Title	Financial Analysis
Credit	Theory : 4
Effective from	June 2026
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	To Provide Financial Analysis knowledge to students from a company's point of view when making financial decisions and also from an investor's point of view when making investment decisions in the capital market.
Course Objective	To equip students with basic tenets of financial analysis for decision-making by analyzing and interpreting the financial strength and weakness of business.
Course Outcome	CO1 – Evaluate the applicability of financial analysis concepts to managerial decisions and corporate capital structure. CO2 – Interpret financial statements for fundamental analysis prior to investment decisions from an investor's perspective. CO3 – Analyse complexities within financial statements in practical business language for decision-making purposes. CO4 – Evaluate how various methods of financial analysis integrate in identifying and solving business-related financial issues

Course Content	
Unit 1: Introduction to Financial Statement Analysis	(10%)
Meaning and Objectives of Financial Statement Analysis. Sources of Information for Financial Analysis, Uses of Financial Analysis from Company and Investor's Point of view. Limitations of Financial Statement Analysis, Methods of Financial Statement Analysis (Brief Introduction)	
Unit 2: Interpretation of Financial Ratios	(30%)
<ul style="list-style-type: none"> • Meaning and Objectives of Ratio Analysis, Classifications of Financial Ratios • Financial decision making based on Interpretation of Financial Ratios: <p>Liquidity Ratios- Current Ratio, Liquid Ratio Solvency/Leverage Ratios- Debt-Equity Ratio, Capital Gearing Ratio, Interest Coverage Ratio, Debt Service Coverage Ratio, Proprietary Ratio, Long Term Funds to Fixed Assets Ratio Efficiency Ratios – Stock Turnover Ratio, Debtors Turnover Ratio, Creditors Turnover Ratios, Operating Ratio Profitability Ratios- Gross Profit Ratio, Net Profit Ratio, Return on Capital Employed, Return on Equity Shareholder's Fund, Earning Per Share, Price to Earnings Ratio.</p> <p>(Financial decision making based on Interpretation of given calculated ratios for Inter Firm Comparison and Historical Comparison),</p> <ul style="list-style-type: none"> • Du Pont Analysis 	
Unit 3: Fund Flow Analysis	(30%)
Meaning and Uses of Fund Flow Analysis, Numeric on Preparation of Statement showing changes in Working Capital, Fund From Operations, Preparation of Fund Flow Statement (including additional information).	
Unit 4: Cash Flow Analysis	(30%)
Meaning and Uses of Cash Flow Analysis, Cash flow Analysis vs. Fund Flow Analysis, Numeric on Calculation of Operating, Financing and Investing Cash Flows, Cash From Operations, Preparation of Cash Flow Statement.	

Mapping between COs and PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓	✓		✓		
CO2	✓	✓	✓	✓	✓	
CO3	✓	✓	✓	✓	✓	✓
CO4	✓	✓	✓	✓	✓	✓

Suggested Readings:

- Financial Statement Analysis – Martin S. Fridson, Wiley Pub. House
- Financial Statement Analysis – K. R. Subramanyam, Mc Graw Hill.
- Management Accounting – R.S.N. Pillai, Bagavathi, S. Chand.
- Management Accounting & Financial Control - S. N. Maheshwari Sultan Chand & Co., New Delhi.
- Jain, P.K. and M.Y. Khan. (2007) Financial Management, 6th Edition. New Delhi: Tata McGraw-Hill Publishing Company Limited.
- Cost and Management Accounting – M.N.Arora, Himalaya Pub. House
- P.C. Tulsian, Financial Management – S. Chand Publication

Subject Code [2608000707033002]

VEER NARMAD SOUTH GUJARAT UNIVERSITY Bachelor of Business Administration (BBA) FOR BBA (HONORS WITH RESEARCH) SEMESTER – VII	
Program Name	BBA (HONORS WITH RESEARCH)
Semester	SEMESTER-VII
Course Type	MINOR- Human Resource Specialisation
Credit	4
Course Code	CC703
Course Level	400
Course Title	Social Processes and Behavioural Issues
Credit	Theory : 4
Effective from	June 2026
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	To give an overview of important social processes and behavioural issues faced by present day organisation.
Course Objective	The objective of this course is to help the students to develop an understanding of the concept & techniques of leadership, stress and stress management, employee counselling and work life balance.
Course Outcome	To develop insight into various theories and styles of leadership. To understand stress and device mechanisms to cope with stress. To comprehend employee counselling its need and essentials. To understand the concept of work life balance and device interventions for achieving work life balance.

Course Content

Unit 1: Leadership (25%)

- Leadership: Concept and meaning, characteristics, importance
- Theories of Leadership: Trait Theory, Behavioural Theory, Contingency Theory, Managerial Grid and LMX theory
- Leadership styles:
Behavioural Approach (Power Orientation, Leadership as Continuum, Employee-production Orientation, Likert's Management System, Managerial Grid and Tri- Dimensional Grid)
Situational Approach (Fiedler's Contingency Model, Hersey and Blanchard's Situational Model, Path- Goal Model and Political Leadership Model)

Unit 2: Stress and Stress Management (25%)

- Stress: Concept and Meaning, Types, Sources, Symptoms, Effect (Positive and Negative)
- Stress Management: Concept and Meaning, Role of HR in Stress Management
- Strategies of Stress Management:
 1. Physical Mechanisms (Relaxation Techniques, Meditation, Yoga, Mindfulness, Biofeedback)
 2. Cognitive Techniques (Cognitive Restructuring, Time Management)
 3. Skill Based Techniques (Effective Communication, Self-Awareness, Problem Solving, Emotional Intelligence, Conflict Resolution)

Unit 3: Counselling (25%)

- Counselling: Meaning and Characteristics
- Objective of employee Counselling
- Antecedents of employee counselling
- Counselling Functions
- Types of Counselling
- Who can become a Counsellor?
- Skills & techniques required by Counsellor

Unit 4: Work Life Balance (25%)

- Work Life Balance: Meaning, Concept and Characteristics
- Evolution of Work Life Balance
- Managing Diversity and Inclusion, Demographic Changes, WLB and Gender
- Work Life Balance and Dual Careers
- Work Life balance in 21st Century

Mapping between COs and PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓	✓	✓			✓
CO2	✓	✓	✓	✓	✓	✓
CO3	✓	✓	✓	✓	✓	✓
CO4	✓	✓	✓	✓	✓	✓

Suggested Readings:

1. De Cenzo, D.A. & Robbins: Fundamentals of Human Resource Management, New York: John Wiley & Sons
2. Dessler, G: Human Resource Management, Pearson
3. Monappa & Saiyaddin: Personnel Management, Tata McGraw Hill
4. Rao, V.S.P.: Human Resource Management- Text and Cases, Excel Books
5. R. Wayne Mondy & Rober M. Noe: Human Resource Management, Pearson
6. Kumar Anita: Social Psychology- Himalaya Publishing House
7. Saxena Sanjay & Purnima Awasthi: Leadership, PHI Learning Pvt. Ltd.

Subject code [2608000707033003]

VEER NARMAD SOUTH GUJARAT UNIVERSITY Bachelor of Business Administration (BBA) FOR BBA (HONORS WITH RESEARCH) SEMESTER – VII	
Program Name	BBA (HONORS WITH RESEARCH)
Semester	SEMESTER-VII
Course Type	MINOR- Marketing Specialisation
Credit	4
Course Code	CC703
Course Level	400
Course Title	SERVICE MANAGEMENT
Credit	Theory : 4
Effective from	June 2026
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	To advance knowledge and skills pertaining to talent acquisition among students.
Course Objective	To understand importance of demand and supply management concepts related to various services. To understand contributing factors affecting Service Quality and productivity. To make students to expose to factors contributing to service quality, customer loyalty and impact of customer satisfaction to Loyalty.
Course Outcome	CO1 – Understand and apply frameworks of service quality measurement and service productivity. CO2 – Manage and optimize demand, supply and capacity in service environments. CO3 – Develop insights into customer relationship management and loyalty building. CO4 – Understand service development processes and contribute to new service design

COURSE CONTENT	
Unit: 1 Service Quality Management	(25)
Definition & Concept of Service Quality, Measuring Service Quality (Hard Measure & Soft measures), Fishbone Diagram, Pareto analysis, Measuring Service Productivity, Improving Service Productivity, Practical examples of Fishbone diagram and Pareto Analysis	
Unit : 2 Measuring Service Demand and Capacity	(25)
Types of Demand , Demand patterns, Managing fluctuations in Service Demand, Constraints in Service Capacity & Capacity Management, Waiting line (Reason for Waiting Lines & How to Manage Waiting Lines), Various Practical scenarios of Waiting Line.	
Unit: 3 Managing Relationship and Building Loyalty	(30)
Understanding Customer & Firm Relationship, The Wheel of Service Loyalty, Managing Customer Base through effective Tiering of Service, Customer Satisfaction-Loyalty Relationship, Strategies to develop loyalty with Customers. Strategies for reducing customer defections.	
Unit: 4 Service Development and Design	(20)
Types of new Services, New Service Development Process (Business Strategy Review, Developing New Service Strategy, Idea generation, Service Concept Development, Developing Business case, Service Development & testing, Market testing, Commercialization)	

Mapping of COs and PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓	✓	✓	✓		✓
CO2	✓	✓	✓	✓	✓	
CO3	✓	✓	✓	✓	✓	✓
CO4	✓	✓	✓	✓	✓	✓

Reference Books

- Lovelock Christopher, WirtzJochen and Chatterjee Jayanta, Services Marketing: People, Technology, Strategy, Pearson Prentice Hall, Latest Edition
- Zeithaml V. A., Bitner M.J., Gremler D.D., and Pandit A., Services Marketing: Integrating Customer Focus Across the Firm, Tata-McGraw Hill, Latest Edition
- Nargundkar, Rajendra, Servies Marketing: Text and Cases, McGraw Hill, Latest Edition
- R. Srinivasan, Services Marketing, Prentice Hall of India, Latest Edition
- Fitzsimmons J. A. and Fitzsimmons M. J., Service Management: Operations, Strategy, Information Technology, Tata McGraw Hill, Latest Edition

Subject code [2608000707044001]

VEER NARMAD SOUTH GUJARAT UNIVERSITY Bachelor of Business Administration (BBA) FOR BBA (HONORS WITH RESEARCH) SEMESTER – VII	
Program Name	BBA (HONORS WITH RESEARCH)
Semester	SEMESTER-VII
Course Type	MINOR- Finance Specialisation
Credit	4
Course Code	CC704
Course Level	400
Course Title	Financial Modelling
Credit	Theory : 4
Effective from	June 2026
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	This course aims to develop practical skills in financial modeling using Excel for effective decision-making. It helps students apply financial concepts like valuation, forecasting, and analysis in real-world business situations.
Course Objective	<ul style="list-style-type: none">• To provide fundamental and advanced knowledge of financial modeling using MS Excel• To develop skills in building, analyzing, and interpreting financial models for business decision-making.• To understand valuation techniques, financial analysis, and capital budgeting methods.• To enhance the ability to use Excel tools for forecasting, scenario analysis, and data-driven decisions.

Course Outcome	<ul style="list-style-type: none"> • CO1: Analyze concepts of financial modelling and spreadsheet functions • CO2: Develop financial models using financial statements • CO3: Estimate firm value using DCF, Asset-based and Comparable valuation • CO4: Apply financial modelling techniques for equity research
----------------	---

Course Content	
Unit 1 : Introduction to Financial Modelling & Spreadsheets	(30%)
Introduction to Financial Modelling	
Concept and overview, Application of financial model, Characteristics of a good financial model, Stages of financial model, Role of financial modeller, Steps to build a financial model	
Spreadsheets:	
Use of Excel financial Function (PV, FV, Rate, PMT, NPER, NPV, XNPV, IRR, XIRR) , conditional formatting, advanced Modelling Techniques – Extrapolation, Histogram , macros, what-if analysis – goal seek, pivot table , Graphs and charts, Lookup , VLOOKUP, Match & Offset, data validation	
Unit 2 : Financial Statement Modelling	(20%)
<ul style="list-style-type: none"> • Financial reporting mechanics • Financial analysis techniques • Inventory and long-lived assets • Non-current liabilities 	
Unit 3 : Financial Modelling & Valuation:	(30%)
Enterprise Value & Equity Value, Comparable Company Valuation, Asset-based Valuation, Discounted Cash Flow (DCF),	
DCF Analysis :	
<ul style="list-style-type: none"> • Levered and unlevered cash flow • Forecasting free cash flow • Terminal value • Present value & discounting • Sensitivity analysis • Final valuation conclusion 	
Build DCF Analysis in excel	
Unit 4 : Financial Modelling & Portfolio Management	(20%)
<ul style="list-style-type: none"> • Basics of risk, return, and beta • Portfolio optimization (Markowitz model using Solver) • Stock price simulation (random numbers) 	
Note: Theory part must be taught practically as well, however no Practical exam will be conducted.	

Mapping of COs and PSOs

COs \ POs	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓	✓	✓	✓		✓
CO2	✓	✓	✓	✓	✓	✓
CO3	✓	✓	✓	✓	✓	✓
CO4	✓	✓	✓	✓	✓	✓

Suggested Readings:

1. Proctor, Scott (Latest Edition), *Building Financial Models with Microsoft Excel: A Guide for Business Professionals*, Wiley.
2. Day, Alastair (Latest Edition), *Mastering Financial Modeling in Microsoft Excel: A practitioner's guide to applied corporate finance*, FT Publishing International.
3. Sobeiga Eric (Latest Edition), *Mastering Financial Modeling: A Professional's Guide to Building Financial Models in Excel*, McGraw-Hill Professional.
4. Sengupta Chandan (Latest Edition), *Financial Analysis in Modeling using Excel and VBA*, Wiley.
5. Winston, W. (2016). *Excel Data Analysis and Business Modeling*. Microsoft Press.
6. Rees, M. (2008). *Financial Modelling in Practice*. Wiley Finance.
7. Avon, J. (2014). *The Basics of Financial Modelling*. Apress.
8. Avon, J. (Latest ed.). *The Handbook of Financial Modelling*. Apress.

Subject code [2608000707044003]

VEER NARMAD SOUTH GUJARAT UNIVERSITY	
Bachelor of Business Administration (BBA)	
FOR BBA (HONORS WITH RESEARCH) SEMESTER – VII	
Program Name	BBA (HONORS WITH RESEARCH)
Semester	SEMESTER-VII
Course Type	MINOR- Human Resource Specialisation
Credit	4
Course Code	CC704
Course Level	400
Course Title	Employer Branding and Employee Value Proposition
Credit	Theory : 4
Effective from	June 2026
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	The purpose of this course is to develop a comprehensive understanding of employer branding and its strategic importance in attracting, engaging, and retaining talent in modern organizations. The course aims to familiarize students with concepts such as Employee Value Proposition (EVP), employer brand management, and organizational culture alignment. It also focuses on the role of leadership, CSR, and sustainability in building a strong employer brand. Additionally, the course equips students with practical knowledge to evaluate and measure the effectiveness of employer

	branding strategies in a dynamic business environment influenced by technological and workforce changes.
Course Objective	<ol style="list-style-type: none"> 1. To familiarize students with the concept and strategic significance of employer branding. 2. To enable students to analyze and formulate employee value propositions (EVPs) tailored to organizational contexts. 3. To equip students with the tools for assessing and enhancing organizational attractiveness to potential and current employees. 4. To provide practical strategies for integrating employer branding initiatives with overall HR and marketing functions. 5. To foster understanding of measuring the effectiveness and impact of employer branding campaigns.
Course Outcome	<p>CO1: To understand employer branding and initiatives undertaken by different organizations.</p> <p>CO2: To apply the concept of employee value proposition as an element of employer branding.</p> <p>CO3: To analyse the impact of Employer Brand Management on organizations.</p> <p>CO4: To evaluate the impact of employer branding on employee value proposition.</p> <p>CO5: To create competitive advantage for an organization through Employer Branding Strategies.</p>

COURSE CONTENT	
Chapter 1 Introduction to Employer Branding:	Brand Definition , Evolution and history of Employer Branding, Brand Consistency and Continuity, Importance of Employer Branding - Changing needs and aspirations of employees, Role of top management in employer branding, Manager’s role in Employer Branding Employer Branding Process - Diagnosing the Employer Brand, Creation and Operationalization of the Employer Brand, Integrating branding with organization’s culture and values Benefits of Employer Branding - Functional, Emotional, Higher Order and Life Cycle Benefits
Chapter 2 Employee Value Proposition	<ul style="list-style-type: none"> • Definition and Importance • Link to Motivation Theories • Creating a Strong EVP: Identifying unique employer strengths • Customizing EVP for diverse workforce segments
Chapter -3 Employer Brand Management	<ul style="list-style-type: none"> • Policies: External Reputation, Internal Communication • Senior Leadership and CSR (Corporate Social Responsibility) • Local Picture: Recruitment, Induction, and Performance Management • CSR and Employer Brand Impact: Diversity, Equity, Inclusion and Belonging (DEIB) in Employer Branding• <p>Sustainability and Employer Brand Positioning</p>
Chapter – 4 Process of Evaluation of Employer Branding & Employee Value Proposition	<ul style="list-style-type: none"> • Success Stories • Change Management • Measurement of Impact

- Sustaining Long-term Employer Branding
- Future trends in Employer Branding (AI, Gig Economy, Remote Work)

Mapping of COs and PSOs

(COs)	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓	✓	✓			✓
CO2	✓	✓	✓	✓	✓	
CO3	✓	✓	✓	✓	✓	✓
CO4	✓	✓	✓	✓	✓	✓

Reference Books:

1. The Employer Brand Bringing the Best of Brand Management to People at Work, Simon Barrow & Richard Mosley, Second Edition, Wiley
2. Employer Branding: Use your Brand to Attract the Employees you Need for your Business to Succeed, James Ellis, First Edition, Kogan Page
3. The Talent Magnet - Employer Branding & Recruitment Marketing Strategies to Attract Millennial Talent, Richard Evans, , Create Space Independent Publishing Platform

Subject code [2608000707044005]

VEER NARMAD SOUTH GUJARAT UNIVERSITY Bachelor of Business Administration (BBA) FOR BBA (HONORS WITH RESEARCH) SEMESTER – VII	
Program Name	BBA (HONORS WITH RESEARCH)
Semester	SEMESTER-VII
Course Type	MINOR- Marketing Specialisation
Credit	4
Course Code	CC704
Course Level	400
Course Title	Marketing Analytics
Credit	Theory : 4
Effective from	June 2026
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	The purpose of this course is to provide students with a foundational understanding of marketing analytics and its role in data-driven decision-making. It aims to develop analytical skills required to interpret marketing data, apply predictive and classification techniques, and understand customer segmentation strategies. The course also focuses on evaluating customer lifetime value (CLV) and retention analytics to enhance customer engagement and business performance. Overall, the course prepares students to use modern analytical tools and techniques to solve real-world marketing problems effectively.
Course Objective	To provide a fundamental understanding of marketing analytics and its role in modern business decision-making. To familiarize students with different types of marketing data and their application in customer segmentation and personalization. To develop the ability to apply predictive and classification techniques such as regression, decision trees, and machine learning models in marketing problems. To enable students to understand and apply clustering techniques for effective market segmentation. To introduce the concept of Customer Lifetime Value (CLV) and its importance in customer retention and strategic marketing decisions.

Course Outcome	<p>CO1: Understand the fundamentals of marketing analytics, data types, and analytical tools</p> <p>CO2: Apply predictive and classification techniques in marketing decision-making</p> <p>CO3: Analyze customer segmentation using clustering techniques</p> <p>CO4: Evaluate customer lifetime value (CLV) and retention strategies</p>
----------------	--

COURSE CONTENT
<p>Unit-1 Introduction to Marketing Analytics</p> <p>Definition, Scope, and Importance;</p> <p>Types of Data in Marketing: Structured vs. Unstructured, First-party, Second party, Third-party Data;</p> <p>Role of Data in Customer Segmentation and Personalization;</p> <p>Overview of Analytical Tools and Platforms (Google Analytics, Power BI, Python/R Basics for Marketing)</p>
<p>Unit-2 Prediction and Classification in Marketing Analytics;</p> <p>Basics of Predictive Analytics;</p> <p>Regression Models and their Applications in Forecasting;</p> <p>Decision Trees & Random Forest for Customer Response Prediction;</p> <p>Classification Techniques (Naïve Bayes, SVM) for Lead Scoring and Customer Intent Analysis</p>
<p>Unit-3 Clustering, Segmentation in Marketing;</p> <p>Basics of Clustering in Marketing Analytics;</p> <p>K-Means Clustering and Hierarchical Clustering for Customer Segmentation;</p>
<p>Unit-4 Customer Lifetime Value (CLV) and Retention Analytics;</p> <p>Concept and Importance of Customer Lifetime Value (CLV);</p> <p>Methods to Calculate CLV (Historical vs. Predictive CLV);</p> <p>Retention Analysis and Churn Prediction Models;</p> <p>Personalization Strategies and Customer Engagement Based on CLV Insights</p>

Mapping of COs and PSOs

COs \ PSOs	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓	✓	✓			✓
CO2	✓	✓	✓	✓	✓	
CO3	✓	✓	✓	✓	✓	✓
CO4	✓	✓	✓	✓	✓	✓

REFERENCES

1. *Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques* – Mike Grigsby
2. *Marketing Data Science: Modeling Techniques in Predictive Analytics with R and Python* – Thomas W. Miller
3. *Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die* – Eric Siegel
4. *Applied Predictive Analytics: Principles and Techniques for the Professional Data Analyst* – Dean Abbott
5. *Customer Segmentation and Clustering Using SAS Enterprise Miner* – Randall S. Collica

Veer Narmad South Gujarat University, Surat BBA Honors (Sem 8)

STRUCTURE FOR ERP

PROGRAM NAME : BBA (Honors with Research)

SEMESTER : VIII

Course Category	Course Code	Course Title	Mark sheet Title in English	Level of Course	Teaching Hours/Week		Exam Duration		Credit		Internal Marks		External Marks		Total	
					TH	PR	TH	PR	TH	PR	TH	PR	TH	PR	TH	PR
MAJOR	CC801	Research and Publication Ethics	Research and Publication Ethics	400	4		2		4		50		50		100	
MAJOR	CC802	Advanced Business Research	Advanced Business Research	400	4		2		4		50		50		100	
MINOR	CC803	Finance Specialisation	Financial Derivatives	400	4		2		4		50		50		100	
	CC803	Human Resource Specialisation	Human Resource Maintenance, Separation and Control	400	4		2		4		50		50		100	
	CC803	Marketing Specialisation	Industrial Marketing	400	4		2		4		50		50		100	
MINOR	CC704	Finance Specialisation	Fundamentals of Financial Analytics	400	4		2		4		50		50		100	
	CC704	Human Resource Specialisation	Human Resource Management in Retail and IT Industry	400	4		2		4		50		50		100	
	CC704	Marketing Specialisation	Rural Marketing Management	400	4		2		4		50		50		100	
OJT	OJT-1	OJT	OJT	400	6						75		75		150	
Total					22				22							