

GUJARAT UNIVERSITY
Bachelor of Business Administration (Honours)
Structure For Semester - 5
(as per NEP 2020)

COURSE:	Bachelor of Business Administration (BBA) (Honours)	
MAJOR:	Business Administration	
SEMESTER - 5		
MAJOR COURSES		
CODE	COURSE	CREDITS
DSC-C-351	Advanced Financial Management-1 [DSC-C-351(1)] OR Advanced Marketing Management-1 [DSC-C-351(2)] OR Advanced Human Resource Management-1 [DSC-C-351(3)]	4
DSC-C-352	Production and Operations Management	4
DSC-C-353	Organisational Behaviour	4
MINOR COURSES		
CODE	COURSE	CREDITS
DSC-M-354	Corporate Financial Reporting	4
DSC-M-355	Industrial Statistics	4
SKILL ENHANCEMENT COURSE (SEC) (Any ONE Course to be selected from the Basket)		
SEC-356	Stress Management	2
TOTAL CREDITS		22



GUJARAT UNIVERSITY

Syllabus for Bachelor of Business Administration (Honours) Semester-V

MAJOR Courses

Based on National Education Policy – 2020

**As per NEP 2020 CURRICULUM AND CREDIT FRAMEWORK
FOR UNDERGRADUATE PROGRAMMES, UGC**

To be Effective from Academic Year 2025-26

BBA (Honours) SEMESTER – V

GUJARAT UNIVERSITY
B. B. A. (Hons.)
SEMESTER – V
Disciplinary Specific Course-Core
Subject Name: ADVANCED FINANCIAL MANAGEMENT-1
Course Code: DSC-C-351 (1)
Credit Mark Distribution – 04
(As per NEP 2020)

COURSE OBJECTIVES:

- (1) The syllabus aims to develop a thorough understanding of the concepts and theories in Financial Management.
- (2) It intends to give an understanding of various financial decisions which has impact on shareholders and wealth creation.
- (3) To develop familiarity with the analytical techniques helpful in financial decision making.

PRE – REQUISITE:

- (1) Awareness of the fundamental accounting words and their functioning.
- (2) Knowledge of basic mathematical concepts and its functioning.
- (3) Insights about management as a subject and financial management as one of its scopes.

CO-REQUISITE:

- (1) Introduction to Marketing: A co-requisite course on marketing management to understand the basic marketing concepts and decisions. This course will boost the student's holistic views on different scopes of management. It will also aid in selection of specialization in upcoming semesters.
- (2) Introduction to Human Resource Management: A co-requisite course on basic human resources management for knowing the fundamental human resource concepts and decisions. This co-requisite course will help the student to get 360 degree view of management and an understanding of how different scopes of management are inter-related.

COURSE OUTCOMES:

- (1) Acquire, interpret and analyze accounting, economic and financial data to facilitate decision making in corporate and investment environments.
- (2) Identify the variables important to making financial decisions.
- (3) Make sound and ethical financial decisions in a risky business environment.
- (4) Develop basic skills and techniques for short-term and long-term financial decisions.

UNIT	CONTENT	WEIGHTAGE
1	<p>Valuation of Securities: (Theory and Numericals)</p> <ul style="list-style-type: none"> ➤ Sources of Long Term Finance: Equity Shares, Preference Shares and Debentures/Bonds. ➤ Valuation of Bonds/Debentures. ➤ Yield to Maturity (YTM) Short-cut Method (as per Khan and Jain) ➤ Valuation of Preference Shares. ➤ Valuation of Equity Shares: No growth, Constant growth and Multi-stage growth models. 	25%
2	<p>Cost of Capital: (Theory and Numericals)</p> <ul style="list-style-type: none"> ➤ Meaning and Importance of Cost of Capital. ➤ Various Concepts of Cost of Capital. ➤ Measurement of Specific Costs of Bonds / Debentures, Preference Shares, Equity Shares and Retained Earnings. ➤ Weighted Average Cost of Capital and Marginal Cost of Capital (including sums using market and book value weights) ➤ Capital Asset Pricing Model (Only Theory) 	25%
3	<p>Risk Management and Derivatives: (Only Theory)</p> <ul style="list-style-type: none"> ➤ Concept of Risk and Uncertainty. ➤ Concept of Systematic Risk and Unsystematic Risk. ➤ Meaning and Characteristics of Derivatives. ➤ Meaning and Characteristics of: <ul style="list-style-type: none"> • Spot • Forward Contracts • Future Contracts • Option Contracts: Call and Put. ➤ Difference between Forwards and Futures. ➤ Difference between Futures and Options. ➤ Risk Evaluation Approaches in Capital Budgeting <ul style="list-style-type: none"> • Risk Adjusted Discount Rate • Certainty Equivalent Approach • Decision Tree Analysis. 	25%
4	<p>Dividend Theory:</p> <ul style="list-style-type: none"> ➤ Meaning of Dividend and Dividend Policy. ➤ Types/Classification of Dividend Policy. ➤ Determinants of Dividend Policy. ➤ Importance of Dividend Policy. ➤ Dividend Payment Models: <ul style="list-style-type: none"> → Dividend Relevance Model (Theory and Numericals) <ul style="list-style-type: none"> • Walter Model • Gordon Model → Dividend Irrelevance Model (Only Theory) <ul style="list-style-type: none"> • Modigliani-Miller (MM) Model 	25%

PEDAGOGICAL TOOLS:

- ICT enabled classroom teaching
- Practical/Live Assignment
- Case study
- Group Discussion
- Seminar

MODE OF EVALUATION

Evaluation will be divided in **two parts**.

- **External:** Semester End Examination will be conducted by the Gujarat University of 50 Marks.
- **Internal:** Internal Evaluation of 50 marks will be decided by the Colleges / Institutes / University departments as per the instruction given by the University time to time.

Topics for Assignment:

- (1) Practical Application of Cost of Capital
- (2) Concepts of Value
- (3) Important terms in Options Contract
- (4) Financial Engineering

Topics for Seminar and Presentation:

- (1) Shareholder Value Creation
- (2) A Study on trends in dividend policy in Indian Companies
- (3) Foreign Exchange markets and Dealings
- (4) Foreign Exchange Risk Management.

FBLD (Flip Blended Learning Design Template)

- Any One Unit from the above syllabus can be discussed by the faculty through online mode.
- Online mode can be SWAYAM MOOC Course or any other suggested by the UGC or Gujarat University.

Reference Books:

- 1) Financial Management by Khan & Jain (Latest Edition), McGraw Hill.
- 2) Strategic Financial Management by Ravi M Kishore (Latest Edition), Taxmann.
- 3) Financial Management by Prasanna Chandra (7th Edition), Tata McGraw Hill.
- 4) Financial Management by I M Pandey (Latest Edition), Vikas Publishing.

GUJARAT UNIVERSITY
B. B. A. (Hons.)
SEMESTER – IV
Disciplinary Specific Course-Core
Subject Name: ADVANCED MARKETING MANAGEMENT-1
Course Code: DSC-C-351 (2)
Credit Mark Distribution – 04
(As per NEP 2020)

COURSE OBJECTIVES

1. To establish marketing management as one of the elective specialisation for semester 5 students.
2. To impart knowledge of specific marketing topics such as branding, b2b marketing, rural marketing.
3. To gain novel insights into specific marketing topics such as digital marketing, social media marketing, search engine optimisation.

PRE-REQUISITES

1. Students should have gained knowledge of basic concepts of marketing including 4 Ps of marketing, consumer behaviour and marketing research.
2. In order to move towards advanced marketing topics, students should be well-versed in business communication, business analytics and the economic development of India.

CO-REQUISITES

1. Industrial Statistics – Students will study this subject during the same semester. A knowledge of advanced marketing management and industrial statistics will help them understand marketing analytics better in coming semesters.
2. Production and Operations Management – An insight into this subject will better the marketing decisions related to product, pricing, promotion and distribution.
3. Advanced Financial Management and Advanced Human Resources Management – These are parallel elective subjects, students selecting any electives will be preparing themselves for specialisation in a particular area of management in coming semesters.

COURSE OUTCOMES

1. By the end of this semester, students should have gained an in-depth understanding of brand management.
2. Students should understand the business (b2b) markets, difference between consumer and business markets and the marketing strategies in business markets.
3. This subject should train students for understanding rural markets and implementing rural marketing strategies.
4. Students should possess basic knowledge of new trends in marketing including digital marketing, social media marketing, use of AI in marketing and search engine optimisation.

UNIT	CONTENT	WEIGHTAGE
1.	<p>BRAND MANAGEMENT</p> <ol style="list-style-type: none"> 1. Meaning of Brand with Brand Strategy Decisions 2. Brand Architecture <ol style="list-style-type: none"> i. Portfolio Roles <ol style="list-style-type: none"> ii. Product Market and Context Roles iii. Brand Portfolio structure 3. Brand Equity <ol style="list-style-type: none"> i. Concept of Brand Equity <ol style="list-style-type: none"> ii. Brand Awareness and Brand Image 4. Brand Identity <ol style="list-style-type: none"> i. Concept <ol style="list-style-type: none"> ii. Inner and Outer core of Brand Identity iii. Brand Identity Prism (to be explained with illustration) i. Physique <ol style="list-style-type: none"> ii. Relationship iii. Reflections iv. Personality v. Culture vi. Self-Image 5. Brand Positioning <p>Reference Book:</p> <ul style="list-style-type: none"> • Strategic Brand Management by Kevin Lane Keller, Vanitha Swaminathan, Ambi Parameswaran, Issac Jacob, 5th Edition, 2020, Pearson Publication • Product Policy and Brand Management: Text and Cases by Chitale and Gupta, 2020, PHI Learning 	25%
2.	<p>BUSINESS MARKETING</p> <ol style="list-style-type: none"> 1. Difference between Business and Consumer Market 2. Primary Objectives of Business supplier 3. Characteristics of customers in the business Market 4. The business Buying Process 5. Factors affecting Business Buying Behaviour <p>Reference Book:</p> <ul style="list-style-type: none"> • Marketing Management by Arun Kumar and N Meenakshi, Vikas Publishing, 3rd or Latest Edition 	25%
3.	<p>RURAL MARKETING</p> <ol style="list-style-type: none"> 1. Meaning and Definition of rural Marketing 2. Characteristics of rural Marketing 3. Importance of Rural Marketing 4. Rural Marketing Mix 5. Reasons for Rural Market boom 6. Problems and Challenges in Rural Marketing <p>Reference Book:</p> <ul style="list-style-type: none"> • Basics of Marketing Management: Theory and Practice. By: R. B. Rudani, S. Chand Publication, Latest Edition • Rural Marketing By Pradeep Kashyap – Pearson Publication, 2024 	25%
4.	LATEST TRENDS IN MARKETING	25%

	<p>1. Digital Marketing</p> <p>i. Evolution of Digital Marketing</p> <p style="padding-left: 20px;">ii. Reasons for Growth of Digital Marketing</p> <p style="padding-left: 20px;">iii. Traditional marketing Vs Digital Marketing</p> <p>2. Social Media Marketing</p> <p>i. Introduction to social media platforms and its Characteristics</p> <p style="padding-left: 20px;">ii. Fundamentals of Social Media Marketing & its Significance</p> <p>3. Artificial Intelligence in Marketing</p> <p>i. Understanding the basics of AI in Marketing</p> <p style="padding-left: 20px;">ii. AI-driven marketing strategies</p> <p>4. SEO (Search Engine Optimisation)</p> <p>i. Introduction to SEO</p> <p style="padding-left: 20px;">ii. How Search engine works</p> <p style="padding-left: 20px;">iii. SEO Tactics</p> <p>Reference Book:</p> <ul style="list-style-type: none"> • Digital Marketing by Seema Gupta, Mc-Graw Hill – Latest Edition • Digital Marketing by Kamat and Kamat, Himalaya Publishing – Latest Edition • Marketing Strategies for Engaging the Digital Generation by D. Ryan and Calvin Jones, Kogan Page – Latest Edition • Digital Marketing by Vandana Ahuja – Oxford University Press • Social Media Marketing: A Strategic Approach by Melissa S. Barket, Donald I. Barker, Nicholas F. Bormann, Debra Zahay, Mary Lou Roberts – Cengage – Latest Edition 	
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PEDAGOGICAL TOOLS:

Classroom Lecture
 Problem Solving
 Tutorial
 Group Discussion
 Seminar

MODE OF EVALUATION

Evaluation will be divided in **two parts**.

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Internal: Internal Evaluation of 50 marks will be decided by the colleges / Institutes/ University departments as per the instruction given by the University time to time.

FBLD (Flip Blended Learning Design Template)

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GUJARAT UNIVERSITY
B. B. A. (Hons.)
SEMESTER – V
Disciplinary Specific Course-Core
Subject Name: Advanced Human Resource Management-1
Course Code: DSC-C-351 (3)
Credit Mark Distribution – 04
(As per NEP 2020)

Introduction:

The role of HRM in organizations has gained tremendous importance over the years. It has come some way from ‘Personnel Management’ and today, is looked upon as a strategic partner. Organizations with global presence, movement of workforce across geographical boundaries have challenged the HR function as never before. The aim of this course is to provide the under-graduate students with some knowledge about the important sub-functions of HRM; functions that have not been covered in the core courses Basic Human Resource Management and Human Resource Management in Semesters III and IV.

Objectives: To provide students an understanding of:

- The strategic Role of HRM,
- The environment in which the HRM function is performed,
- The meaning and difference between Performance Appraisal and Performance Management
- How strategic pay plans and employee benefits are determined.

Pre-Requisite:

1. Understanding the basics of recruitment, selection, training, performance management, and labor laws is essential before diving into advanced strategies.
2. Advanced HRM involves aligning HR practices with business goals, so the ability to think strategically and make data-driven decisions is crucial.
3. Familiarity with HR Information Systems (HRIS), data analytics tools, and emerging HR tech (like AI in recruitment) is key in modern advanced HRM practices.

Outcome

1. Enables HR professionals to effectively build upon core practices, ensuring compliance, consistency, and smooth integration of advanced strategies.
2. Empowers HR to contribute to long-term business goals, drive organizational change, and make impactful decisions aligned with overall strategy.
3. Enhances efficiency in HR operations, supports data-driven talent management, and enables the adoption of innovative tools for better workforce planning.

Number of credits: 4
Lectures per week: 4
Total Sessions : 40

Unit	Weightage
Unit I	25%
Unit II	25%
Unit III	25%
Unit IV	25%
TOTAL	100%

UNIT-I: EVOLUTION OF STRATEGIC HUMAN RESOURCE MANAGEMENT

- Concept and Meaning Personnel management- HRM SHRM
- Definition and components of SHRM
- Objectives of SHRM
- Difference between traditional HRM and SHRM
- HR Strategy and Business Strategy: meaning and difference
- Risk involved in investment in Human Assets
- Factors determining the investment orientation of an organisation

UNIT-II: UNDERSTANDING THE CONCEPT OF SHRM AND HR ENVIRONMENT

- Barriers to strategic HR
- Benefits of SHRM
- Competencies required of HR department to become a strategic partner
- Environmental trends affecting HRM:
 - Trends in Business Environment
 - Changing nature of work
 - Demographic, Societal and workforce trends
 - Changing nature of Employment Relationship

UNIT-III: PERFORMANCE MANAGEMENT AND APPRAISAL

- Concept and Meaning of Performance Management and Performance Appraisal
- Difference between Performance Management and Performance Appraisal
- Supervisor's Role in appraising performance
- Process of Performance Management
- Performance Management Cycle

- Methods of Performance Appraisal with important advantages and disadvantages
 - Alteration Ranking Method
 - Paired Comparison Method
 - Computerised and web Based Performance Appraisal
 - Electronic Performance Monitoring (EPM)
- How to avoid appraisal problems?

UNIT-IV: DETERMINING STRATEGIC PAY PLANS AND EMPLOYEE BENEFITS

- Basic factors in determining pay rates
 - Legal consideration in compensation
 - Union influence on compensation decisions
 - Competitive strategy, corporate policies and compensation
 - Equity and its impact of pay rates
- Process of establishing pay rates:
 - Salary Survey
 - Job Evaluation
 - Grouping similar jobs together
 - Pricing each pay grade
 - Fine tuning pay rates
- Competency Based Pay– meaning, reasons, advantages and disadvantages
- Flexible benefits programme
 1. Flexible Work Arrangements
 - Flexi time and its effectiveness
 - Compressed work week and its effectiveness
 2. Other flexible work arrangement
 - Job sharing
 - Work sharing
 - Telecommuting

Pedagogical tools:

- Case studies on basic HR scenarios
- Interactive lectures and quizzes
- Role-playing exercises (e.g., mock interviews, grievance handling)
- Business simulations and decision-making games
- SWOT analysis exercises for HR initiatives

Mode of Evaluation

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FBLD (Flip Blended Learning Design Template)

- Any One Unit from the above syllabus can be discussed by the faculty through online mode.
- Online mode can be SWAYAM MOOC Course or any other suggested by the UGC or Gujarat University.

Reference Books:

- 1) Strategic Human Resource Management
By Tanuja Agarwala, Oxford University Press, 2007 Edition
- 2) Human Resource Management
By Gary Dessler and Biju Varkkey, Pearson Prentice Hall, 12th Edition
- 3) Human Resource Management (Text and Cases) By S. S. Khanka, S. Chand and Company Limited, Reprint 2007
- 4) Essentials of Strategic Human Resource Management
By Dr. Anjali Ghanekar Everest Publishing House First Edition 2009 Author name: T.V. Rao
- 5) Performance Management and appraisal systems
Publisher: Sage, Year of Publication: 2004/1st
Author name: R.K. Balyan, Vikramender Singh Balyan, Suman Balyan
- 6) Performance management (Text & Cases)
Publisher: Himayala Publishing House
Year of Publication: 2017/1st

GUJARAT UNIVERSITY
B. B. A. (Hons.)
SEMESTER – V
Disciplinary Specific Course-Core
Subject Name: PRODUCTION AND OPERATIONS MANAGEMENT
Course Code: DSC-C-352
Credit Mark Distribution – 04
(As per NEP 2020)

COURSE OBJECTIVES

1. To make students understand the basics of production and operations management.
2. To impart knowledge of specific production topics such as types of production, plant location decisions, types of plant layout, material handling.
3. To gain novel insights into specific production and operations management topics such as enterprise resource planning, quality management, and contemporary topics such as Just In Time, Kanban, Kaizen, automation in production, lean production.

PRE-REQUISITES

1. Students should have gained knowledge of basic concepts of management in order to understand production and operations management basics.
2. Students should possess knowledge of micro-economic topics such as demand forecasting, cost and production.

CO-REQUISITES

1. Industrial Statistics – Students will study this subject during the same semester. A knowledge of production management and industrial statistics will help them understand production and operation decisions better.
2. Advanced Financial Management, Advanced Marketing Management and Advanced Human Resources Management – These are parallel elective subjects, students selecting any electives will be preparing themselves for specialisation in a particular area of management in coming semesters, which will enhance their knowledge of all scopes of management.

COURSE OUTCOMES

1. By the end of this semester, students should clearly understand types of production and production planning and control.
2. Students should be able to categorise types of purchasing, factors affecting plant location, and use the principles of material handling.
3. This subject should train students for understanding types of plant layout, principles of quality and the various quality control standards.
4. Students should possess basic knowledge of new trends in production and operations management such as Just In Time, Kanban, Kaizen, automation and lean production.

UNIT	CONTENT	WEIGHTAGE
1.	<ul style="list-style-type: none"> • Meaning of production management and operation management • Objectives of production and operations management • Characteristics of production and operations management • Types of production <ol style="list-style-type: none"> 1.Continuous 2.Intermittent 3.Project 4.Job shops • Concept of production planning and control • Function of production planning and control :Estimating, routing, scheduling, loading, Dispatching, expediting, follow up, Inspection and corrective action • Concept of work study and motion study, Work measurement, basic work study procedure • Concept of Product Design, Product Design Process, Lean Product Design 	25%
2.	<ul style="list-style-type: none"> • Concept of purchasing , principles of purchasing and process of purchasing. • Types of purchasing <ol style="list-style-type: none"> 1. Blanket orders 2. Stockless purchasing 3. System contracting 4. Small order purchases • Plant Location Decisions: Meaning and Significance, Factors affecting Plant Location Analysis • Concept of material handling and principles of material handling • Concept of MRP-1 and MRP-2, differences between MRP-1 and MRP-2 • Concept of ERP and features of ERP 	25%
3.	<ul style="list-style-type: none"> • Concept of layout, factors affecting layout and features of a good layout • Types of layout <ol style="list-style-type: none"> 1. product 2. process 3. project • Concept of quality management, Cost of quality • Deming's 14 principles of quality • Concept of Six Sigma and its process • Deming's concept of PDCA cycle • Concept of ISO-9000,14000,22000 	25%
4.	<p>Contemporary Issues in Production & Operations Management</p> <ul style="list-style-type: none"> • JIT :- Concept and characteristics (including the concept of KANBAN) • Kaizen:- Concept,3 guiding principles, activities falling under the Kaizen umbrella 	25%

	<ul style="list-style-type: none"> • Japanese 5-“S” approach (5-S kaizen movement) • Lean production and basic elements • Automation in Production & Operations Management: Meaning, Benefits of using automation in POM, Different types of automation in POM – Computer Integrated Manufacturing (CIM), Industrial Internet of Things (IIoT), Fixed Automation, Programmable Automation 	
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REFERENCE BOOKS:

- Production and Operations Management – Third Revised Edition by K. Ashwathappa and K. Shridhara Bhat – 2022, Rainbow Book Distributors
- Production and Operations Management By Prof. (Dr.)k Debdas Ganguly and Dr. Sajijul Islam – 2022, Abhijeet Publications
- Operations and Supply Chain Management 10th Edition – An Indian Adaptation by Roberta Russell, Bernard Taylor, Venkataramanaiah Sadikutti and Pavan Kumar Gudavalleti, 2023, Wiley Publications

PEDAGOGICAL TOOLS:

Classroom Lecture
 Problem Solving
 Tutorial
 Group Discussion
 Seminar

MODE OF EVALUATION

Evaluation will be divided in **two parts**.

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Internal: Internal Evaluation of 50 marks will be decided by the colleges / Institutes/ University departments as per the instruction given by the University time to time.

FBLD (Flip Blended Learning Design Template)

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GUJARAT UNIVERSITY
B. B. A. (Hons.)
SEMESTER – V
Disciplinary Specific Course-Core
Subject Name: Organizational Behaviour
Course Code: DSC-C-353
Credit Mark Distribution – 04
(As per NEP 2020)

COURSE OBJECTIVES:

1. Understand human nature and its impact on the organization.
2. Comprehend the goals, scope, limitations and forces affecting Organizational Behaviour.
3. Identify the attitudes and personality traits of individuals that shape human behaviour at work.
4. Understand dynamics of group and teams, building skills for effective teams.

PRE-REQUISITE:

1. Fundamental understanding of human nature.
2. Basic clarity of organizational functions and structures.
3. Brief knowledge of human resource management.

COURSE OUTCOMES:

1. Understand and accept individual differences and handle cultural diversity.
2. Ability to perform effectively in a team for a super ordinate goal.
3. Develop acceptability towards different personality attributes.
4. Understand the dynamics of role and implement the same in organizational set ups.

UNIT	CONTENT	WEIGHTAGE
1	<p><u>INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR:</u></p> <ul style="list-style-type: none"> • Definition of Organizational Behaviour • Contributing disciplines to the field of Organizational Behaviour • Objectives of Organizational Behaviour • Limitations of Organizational Behaviour • Forces affecting the nature of organizations: <ul style="list-style-type: none"> ○ -People- structure-technology-environment • Models of Organizational Behaviour <ul style="list-style-type: none"> i. Autocratic ii. Custodial iii. Supportive iv. Collegial v. System <p>Reference book: Organizational Behaviour Authors: Keith Davis & Newstrom-11th edition, Publisher: Tata McGraw</p>	25%
2	<p><u>FOUNDATIONS OF INDIVIDUAL BEHAVIOUR</u></p> <ul style="list-style-type: none"> • Biographical characteristics <ul style="list-style-type: none"> • Age-Gender-Tenure-Ability (including intellectual, physical and job-fit ability) • Learning- Meaning and definition, Shaping as a managerial tool • Attitudes- Meaning and definition Types of attitudes <ul style="list-style-type: none"> i. Job satisfaction ii. Job involvement iii. Organizational commitment 	25%

	<ul style="list-style-type: none"> • Personality-Meaning and definition <ul style="list-style-type: none"> • Major personality attributes influencing Organizational Behaviour <ol style="list-style-type: none"> i. Locus of control ii. Machiavellianism iii. Self-esteem iv. Self-Monitoring v. Risk-taking vi. Type-A, Type-B vii. Pro-active personality <p>Reference book: Organizational Behaviour Authors: Stephen Robbins, Timothy A. Judge, Neharika Vohra, 18th Updated edition(2022) Publisher: Pearson Education</p>	
3	<p><u>FOUNDATIONS OF GROUP BEHAVIOUR</u></p> <ul style="list-style-type: none"> • Role: Meaning Role-identity, Role-perception, Role-Expectation, Role-conflicts, role-ambiguity • Status: Meaning Sources of status, Significance of status • Group- Meaning and definition Stages of group development(5 stage model) Difference between group and team • Team: Meaning Types of teams <ol style="list-style-type: none"> i. Problem-solving ii. Self-managed iii. Cross-functional iv. Virtual • Skills used in effective team building <ol style="list-style-type: none"> i. Consultation skills ii. Research & Presentation skills iii. Inter-personal skills 	25%

	<p>Reference book: Organizational Behaviour Authors: Stephen Robbins, Timothy A. Judge, Neharika Vohra, 18th Updated edition(2022) Publisher: Pearson Education</p> <p>Reference book for the topic “status”& “Skills Used...” : Organizational behaviour Authors: Keith Davis & Newstrom-11th edition Publisher: Tata McGraw</p>	
4	<p><u>FOUNDATIONS OF ORGANIZATIONAL BEHAVIOUR:</u></p> <ul style="list-style-type: none"> • Power: meaning and definition Bases of power Power tactics • Change: Managing change Levin’s three step model of change Types and reasons for resistance to change Implementing change successfully (building support for change) • Dynamics of embracing change from Mahabharat and Ramayana. • Role challenges faced by Arjun in Mahabharat war. • Krishna as a Spiritual guide and mentor • Destructive uses of power by Ravan, Duryodhan. • Constructive use of power by Bharat, Ram in Ramayana. <p>Reference book: Organizational Behaviour Authors: Stephen Robbins, Timothy A. Judge, Neharika Vohra, 18th Updated edition(2022) Publisher: Pearson Education</p> <p>Reference book: Organizational Behaviour Authors: Keith Davis & Newstrom-11th edition, Publisher: Tata McGraw</p>	25%

	<p>Reference Books:</p> <ul style="list-style-type: none"> • Leadership lessons from the Bhagavad Gita- By B.Mahadevan • Shrimad Bhagavad Gita and management concept made easy-Diwakar Mishra • The Problem of Power by: Dilip Goswami • Time less wisdom for modern leaders by-Dr. Amit Singh Thakur 	
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Pedagogical tools:

- Lecture sessions
- Group discussion
- Seminars
- Tutorial
- Case study discussion

Mode of Evaluation:

Evaluation shall be divided in two parts.

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- Internal: Internal Evaluation of 50 marks will be decided by the colleges/ Institutes/ University departments as per the instructions given by the University from time to time.

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- Online mode can be SWAYAM/MOOC course or any other suggested by the UGC or Gujarat University.



GUJARAT UNIVERSITY

Syllabus for Bachelor of Business Administration (Honours) Semester-V

Skill Enhancement Courses (SEC)

Based on National Education Policy – 2020

**As per NEP 2020 CURRICULUM AND CREDIT FRAMEWORK
FOR UNDERGRADUATE PROGRAMMES, UGC**

To be Effective from Academic Year 2025-26

BBA (Honours) SEMESTER – V

GUJARAT UNIVERSITY
B. B. A. (Hons.)
SEMESTER – V
Skill Enhancement Courses
Subject Name: STRESS MANAGEMENT
Course Code: SEC - 356
Credit Mark Distribution – 02
(As per NEP 2020)

COURSE OBJECTIVES

- 'STRESS' is a much discussed problem nowadays. It is causing physical and mental problems to people from all walks of life. Stress is the body's reaction to a change that requires a physical, mental or emotional adjustment or response. Stress can come from any situation or thought that makes you feel frustrated, angry, nervous, or anxious. All individuals' experiences stress in some form and hence it is essential to understand stress and also learn to manage it.

PRE – REQUISITE

- Nil

CO – REQUISITE

- To understand the nature and consequences of stress
- To understand the impact of stress on work
- To recognize the stressors, Adaptive and Maladaptive behavior

COURSE OUTCOMES

- Understand the cognitive variables of stress
- Learn Managing Work-Life Balance
- Preparing for better future by reducing the stress.

UNIT	CONTENT	WEIGHTAGE
1	<ul style="list-style-type: none"> • Meaning and nature of stress • Difference between eustress and distress • Meaning of stressors: <ul style="list-style-type: none"> • Common stressors at work: Frustration, conflict, and pressure and others. • Cognitive and Behavioral aspect of stress: <ul style="list-style-type: none"> • General adaptation to stress; Consequences of stress; Physiological and psychological problems, Stress and Memory • Basis and Adaptive and Maladaptive Behavior; Behavioral Symptoms of Stress, Sources of Stress. 	50%
2	<ul style="list-style-type: none"> • Stress and Work performance: <ul style="list-style-type: none"> • Role of communication in managing stress and work performance: Emotional regulation and coping; Emotional intelligence and conflict management: Emotional Stress; Stress and Conflict in Relationships. • Strategies of Stress Management: Art of Stress Management; leading a stress free life; Meditation and Yoga, Novel ways of Managing stress. Prevention of stress, Problem Solving; Optimal functioning; Making changes last; Small changes and large rewards. • Preparing for the Future: Stress reduction practices: Time management. 	50%

PEDAGOGICAL TOOLS

- Class-Room Teaching
- Seminar
- Presentation
- Assignments

MODE OF EVALUATION

Evaluation will be divided in two parts.

- **External:** Semester end Examination will be conducted by the Gujarat University of 25 Marks
- **Internal:** Internal Evaluation of 25 marks will be decided by the colleges/Institutes/University departments as per the instruction given by the University time to time.

FBLD (Flip Blended Learning Design Template)

- Any One Unit from the above syllabus can be discussed by the faculty through online mode.
- Online mode can be SWAYAM MOOC Course or any other suggested by the UGC or Gujarat University.

REFERENCE BOOKS:

1. Cooper, C, & Palmer, S, (2000)Conquer Your Stress, London: Institute of personal development Universities Press
2. Dutta, P,K, (2010) Stress management Himalaya, Himalaya Publishing House
3. Lee, K. (2014). Reset: Make the Most of Your Stress: Your 24-7 Plan for Well-being. Universe Publishing.
4. Ogden. J (2000) Health Psychology 2nd edition Philadelphia, Open university press
5. Taylor S.E (1998) Health Psychology 3rd edition, New York. Mc Graw Hill