

Veer Narmad South Gujarat University

Advance Financial Management II (FIN)

T.Y. B.B.A., Semester VI

Effective from December 2013

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

- 1. DIVIDEND DECISION** **20%**
 - Importance,
 - Traditional Position , Walter Model , Gordon Model , M & M model,
 - Factors affecting dividend decision incl. Provisions in Companies Act.

- 2. CORPORATE GOVERNANCE** **20%**
 - Meaning and Introduction, Nature, Need,
 - Factors affecting corporate governance,
 - Corporate Governance in India

- 3. CORPORATE RESTRUCTURING** **30%**
 - Fundamental concept of corporate restructuring, different forms, motives & applications of corporate restructuring, Mergers & acquisitions concept, process.
 - Fundamental and methods of valuation, Calculations of financial synergy and return, Corporate Restructuring & Divestiture, Financial Restructuring, Alliances & Joint Ventures, Employee Stock Ownership, Going Private & Leveraged Buyouts

- 4. INTERNATIONAL FINANCE** **30%**
 - International Finance – Overview Globalization and the Multinational Firm International Monetary System, Balance of Payments, The Market for Foreign Exchange, International Parity Relationship and Forecasting, Foreign Exchange Rate
 - Forward Exchange Arithmetic, Forward Exchange contracts, Forward Exchange Rates based on cross rates, Inter-bank deals, Execution of forward contract, Cancellation/Extension of forward contract
 - International Financial Markets & Cash Mgt. International Banking and Money Market, International Bond Market, LIBOR (Concept only), International Equity Markets, ADR, GDR, EURO, Multinational Cash Management

Reference Books

1. M. Y. Khan and P. K. Jain, Financial management-theory and Practice, Tata McGraw Hill Publication
2. I. M. Pandey, Financial management, Vikas Publication
3. Prasanna Chandra, Financial Management-Theory Practice, Tata McGraw Hill Publication
4. Alan Shapiro, Multinational Financial Management, John Wiley Publication
5. V. V. Sharan, International Financial Management, PHI EEE

Veer Narmad South Gujarat University
Advance Human Resource Management II (HRM)
T.Y. B.B.A., Semester VI **Effective from December 2013**

Objectives:

- 1) To provide insights into various methods for developing human resources in organizations
- 2) To explain various techniques for developing people in organizations
- 3) To understand how organisations can be developed in dynamic conditions

Pedagogic Tools:

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

COURSE CONTENT:

Chapter 1: Organisation Development	20%
a) Definition	
b) History of OD	
c) Managing the OD process	
d) OD interventions, techniques	
e) Action Research	
Chapter 2: Organisation Change	20%
a) Meaning & Types	
b) Technology & change	
c) Resistance to change	
d) Approaches to organization change	
e) Planning & implementing change	
Chapter 3: Organisational Power & Politics	20%
a) Power	
b) Sources of Power	
c) Effective uses of power	
d) Power tactics	
e) Essence of politics	
f) Types of political activity	
g) Ethics of power and politics	
Chapter 4: Organisation Culture	20%
a) Meaning & Dimension	
b) Creation of culture	
c) Sustaining culture	
d) Effects of culture	
e) Changing organization culture	
Chapter 5: Empowerment	20%
a) Definition & Meaning	
b) Conditions necessary for empowerment	
c) Forms of empowerment	

- d) Empowerment in India
- e) Barriers to empowerment

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

Reference Books

- 1) Human Resource Management by C. B. Gupta
- 2) Human Resource Management by Dr. S.S. Khankha
- 3) Human Resource & Personnel Management by K. Ashwathappa
- 4) Human Resource Management by Biswajeet Pattanayak
- 5) Essentials of Human Resource Management and Industrial Relations by P. Subba Rao
- 6) Organisation Behaviour by K. Ashwathappa

Veer Narmad South Gujarat University
Advance Marketing Management II (MKT)

T.Y. B.B.A., Semester VI

Effective from December 2013

Objectives:

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

Pedagogic Tools:

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

Contents

- 1. Introduction to Sales Management (15)**
Introduction to sales management, Nature and scope of sales management, Types of sales man, Sales forecasting and budgeting decisions
- 2. Personal Selling (10)**
Personal selling objectives, Personal selling process, Prospecting, Sales presentations, Objection handling, Closing the sales and post sales activities, Relationship selling
- 3. Sales Force Management (15)**
Recruitment and selection of sales force, Training of sales force, Motivating and compensating sales force, controlling the sales force, Designing sales territories, Sales quotas, Sales organization structure
- 4. Negotiation (15)**
Bargaining strategies (Distributive Bargaining, Interactive bargaining), Negotiation process, Individual differences in negotiation effectiveness, Third party Negotiation, Global Implications, Cultural Differences in Negotiations

Books for References

- 1. *Strategic Brand Management: Building, Measuring and Managing Brand Equity – Kevin Keller, PHI.***
- 2. *Sales Management: Decisions, Strategies and Cases – Still, Cundiff, Govoni, PHI.***
- 3. *Sales Force Management - Johnston Marshal, Tata Mcgrow Hill, New Delhi.***
- 4. *Sales and Distribution Management – S. L. Gupta, Excel Books.***
- 5. *Organisational Behaviour – Stephen Robbins, Timothy Judge and Seema Sanghi, Pearson education (For chapter on Negotiation)***

Veer Narmad South Gujarat University
Advance Personnel Management II (HRM)
T.Y. B.B.A., Semester VI Effective from December 2013

Objectives:

To enable students to comprehend the key and vital issues of HRM in a dynamic environment both from Indian and international perspective. To introduce students to theory, contemporary issues and practical examples from the corporate world for effective study of HRM.

To acquaint students to develop an understanding of the legal framework of industrial and labour laws. To impart in the students knowledge of laws and help them appreciate how laws affect the industry and the labour.

Pedagogic Tools:

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

- | | |
|---|-----|
| Chapter 1: Industrial Relations | 10% |
| a) Meaning, Parties to IR | |
| b) Importance of IR | |
| c) Objectives of IR | |
| d) Approaches to IR | |
| e) Conditions for good IR | |
| f) International Labour Organisation | |
| g) IR in India | |
| h) Workers Participation In Management | |
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| Chapter 2 : Trade Unions | 10% |
| a) Meaning | |
| b) Functions | |
| c) Objectives of important trade unions | |
| d) Union Structure | |
| e) Trade Unions Act 1926 & Trade Union Amendment Act,2001 | |
| f) Recognition of trade unions | |
| g) Problems of trade unions | |
| h) Measures to strengthen Trade union movement in India | |
| i) Recent trends in Trade Unions in India | |
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| Chapter 3:Industrial Conflicts | 10% |
| a) Introduction, definition, features | |
| b) Causes of industrial conflicts | |
| c) Types of industrial conflicts | |

- d) Prevention of industrial conflicts
- e) Settlement of industrial conflicts

Chapter 4: Industrial Health & Safety 10%

- a) Industrial Health
- b) Occupational Hazards
- c) Occupational Diseases
- d) Safety & Safety organisation
- e) Accidents
- f) Alcoholism & Drug Abuse
- g) Absenteeism & Turnover

Chapter 5: Collective Bargaining 10%

- a) Meaning
- b) Objectives
- c) Importance
- d) Bargaining strategies
- e) Bargaining process
- f) Essential conditions for success in collective bargaining
- g) Functions of collective bargaining
- h) Collective Bargaining in India

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

Reference Books

- 1) Human Resource Management by C. B. Gupta
- 2) Human Resource Management by Dr. S.S. Khankha
- 3) Human Resource & Personnel Management by K. Ashwathappa
- 4) Human Resource Management by Biswajeet Pattanayak
- 5) Essentials of Human Resource Management and Industrial Relations by P. Subba Rao
- 6) Industrial Relations by Arun Monappa
- 7) Industrial Relations By Mamoria

Veer Narmad South Gujarat University

Business Environment II

T.Y. B.B.A., Semester VI

Effective from Dec 2013

Objectives-

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

Contents

- 1. Technological Environment (30%)**
Meaning and Features, Impact of Technology on Society, Economy, Organization, Management of Technology, Transfer of Technology.
- 2. Social Environment (40%)**
Concept and significance of Socio-cultural Environment, Social responsibility concept and stake holder approach, For Social Responsibilities models- Ackerman's Model, Carroll's Four Part model, Arguments for and against social responsibility, Limits of Social Responsibility, Business Ethics, Consumerism, Consumer Protection Act:1986
- 3. International Environment (30%)**
Globalization of World Economy, Drivers and Hurdles of globalization, Advantages and Disadvantages of Globalization, Policy issues in Globalization, WTO-Functions, Final Act, Implications (For and Against)

Books for Reference

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

Veer Narmad South Gujarat University
Export Management II (MKT)
T.Y. B.B.A., Semester VI Effective from Dec 2013

Objectives:

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

Pedagogic Tools:

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

1. International Marketing

(70)

Market Selection: Process, Determinants, Evaluation, Market Entry Strategies, International Marketing Environment

- a. **International Product Decisions** - International Product: Advantages and Disadvantages of Standardization VS Adaptation, Branding Decisions in International Marketing, Packaging and labelling in International Marketing
- b. **International Pricing** - Objectives, Factors affecting pricing, Pricing methods, Transfer Pricing, Steps in Pricing
- c. **International Distribution** - International channel system, Types of foreign intermediaries, Factors influencing channel selection
- d. **International Promotion** - Major Decisions in International Marketing Communication, Communication mix decisions, Role of Trade fairs and exhibitions in international promotion.

2. Export Procedure and Documentation

(30)

Export Import Procedure, Export Documentation

List of references

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

Veer Narmad South Gujarat University

Research Methodology II

T.Y. B.B.A., Semester VI

Effective from Dec 2013

Objectives:

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

Pedagogic Tools:

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

Course Content:

Chapter 1. Observation and Experiment as Primary data collection techniques. (30 %)

1. Three methods viz. observation, survey & experiments.
2. Observation as a method of primary data collection. Definition of observation
3. When observation is suitable?
4. Advantages & limitations of observation methods
5. Different classifications of observation methods:
 - Structured v/s unstructured observation
 - Disguised v/s undisguised observation
 - Natural v/s laboratory observation
 - Direct v/s indirect observation
 - Human observation v/s mechanical observation
 - Participative v/s non-participative observation
6. Definition of Experiment.
7. Types of experiments: Field v/s laboratory experiments. Their comparison on various parameters.
8. Various survey methods (Just names)

Chapter 2. Sampling & Sampling Techniques (15 %)

1. Objectives of sampling.
2. Difference between sample survey and census survey.
3. Meaning & definition of various terms related to samplings. Process of sampling

4. Factors affecting sample size decision.
5. Various probabilistic sampling plans.
6. Various non-probabilistic sampling plans.

Chapter 3. Fieldwork & data preparation (15 %)

1. Field work to collect data. Activities or process of field work.
2. Data editing & preparation cycle
3. Checking of Questionnaire.
4. Editing
5. Coding & code-book construction
6. Tabulation. Idea of cross-tabulation
7. Transcribing
8. Data Cleaning
9. Statistical Adjustment of data
10. Selection of data analysis strategy.

Chapter 4. Data analysis & scaling (20 %)

1. Definition & General meaning of scaling.
2. Definition of attitude & limitations of attitude measurement
3. Discussion on Reliability, Validity & sensitivity of scales
4. Idea of various comparative & Non-comparative scales. Examples of attitude scales & perception scales.
- 5.
6. Purposes of statistical analysis.
7. Revision of statistical tools of analysis, like Frequency counting & Percentage, Mean, Median, Mode, Standard Deviation, Co-Relation, Regression, Frequency distribution & concepts of probability.

Chapter 5. Report preparation & presentation of research findings (20 %)

1. Objectives & importance of Report preparation.
2. Format & Contents of a research report.
3. Different types of audiences of a research report.
4. Various types of research reports. Idea of multi-media presentations.
5. Various types of graphs & guidelines for graphs.
6. Qualities of a good research report
7. Guidelines for preparing tables.
8. Ethics in Business Research.

Text Books & Reference Books:

1. Business Research Methods: Donald Cooper & Schindler, Tata McGraw Hill (Main Text)
2. Marketing Research : Naresh Malhotra, Pearson Publications (Second Text)
3. Marketing Research: Churchill, Dryden Press, Harcourt Publications
4. Business Research Methods: Zikmund , Cengage Publishing
5. Business Research Methods : Saunders, Pearson Publications.

Veer Narmad South Gujarat University
Stock Exchange and Portfolio Management II (FIN)
T.Y. B.B.A., Semester VI Effective from December 2013

Objective: To orient students with basic knowledge of capital market and Investment Management.

1. PORTFOLIO MANAGEMENT **50%**

- Definition : risk, return, portfolio, portfolio management
- Risk- calculation of risk, Alpha(unsystematic risk) , Beta(systematic risk)
- concept of diversification, portfolio management process,
- Portfolio Evaluation – Markowitz model(theory & Example), Sharp model(theory & Example), CAPM Model(theory & Example)

2. FUTURE AND OPTION MARKETS **50%**

- Introduction
- In the money, At the Money, Out the money, intrinsic value (Example for understanding concept)
- Future contract: meaning, contract specification for index future , stock future, pay off, settlement procedure.
- Option contract : Meaning, European & American option contract, open interest in relation to price & volume (concept), contract specification for index option, stock option, pay off, settlement procedure, factors determining option price.
- Future & option trading strategies : Arbitrage, Hedging, Speculation

Reference Books

1. S. Kevin, Security Analysis and Portfolio Management, PHI EEE
2. V. A. Avadhani, Investment Management – V.A. AVADHANI
3. V. K. Bhalla, Security Analysis And Portfolio Management, S. Chand
4. Vohra & Bagri, Futures and Options, Tata McGraw hill Latest Editio

Veer Narmad South Gujarat University

Services Management II

T.Y. B.B.A., Semester VI

Effective from Dec 2013

Objectives:

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

Pedagogic Tools:

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

- 1. Introduction to Service Industry (15)**
Introduction to Services, Unique characteristics of Services, Classification of Services, Challenges confronted by Service sector, Factors responsible for growth of Service Economy, Service Management.
- 2. Service Marketing Mix (15)**
Product: Core and supplementary Elements, Branding service Products, Price: Role of Non monetary costs, Pricing strategy, Pricing and Revenue Management, Yield Management, Place: Service Distribution, Role of Customers in Service Delivery, delivery through intermediaries, Franchising, Electronic Channels, Self Service Technologies, Promotion: Role of Marketing Communication, Marketing Communication Mix, Integrated Services Marketing Communication
- 3. Extended Marketing Mix (15)**
People: Employee's role in Service Delivery, Service Leadership and culture, Process: Service Blueprinting, Service Process Redesign, Physical Evidence: Servicescape, Service Environments
- 4. Service Quality and Measurement (15)**
What is Service Quality, The Gaps Model, Measuring and Improving Service Quality, Defining and Measuring Service Productivity, Improving Service Productivity.
- 5. Managing Service Demand and capacity (20)**
Demand patterns and managing fluctuations in Service demand, Constraints in service capacity and capacity management, Yield management, Managing waiting lines.
- 6. Introduction to Different Services (Through case discussions and student assignments) (20)**
Retailing, Hospitality - Travelling and Tourism, IT Enabled Services, Consultancy Services, Transportation Services, Banking Services, Insurance Services, Healthcare and Hospital Management etc.

List of references

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

Veer Narmad South Gujarat University

Elements of Strategic Management II

T.Y. B.B.A., Semester VI

Effective from December 2013

OBJECTIVES: -

- To acquaint students with the process of developing alternative strategies and methods for successful implementation and evaluation of formulated strategies.
- To acquaint students about the strategic issues in specified areas.

PADAGOGIC TOOLS:- Lectures, Case study, Presentation, Group Discussion, Seminar, Role Play, Practical exercises.

-: C O U R S E C O N T E N T :-

- | | | |
|-----|---|--------------|
| (1) | Choice of Strategy
Concept and Process
Evaluation of Strategic Alternatives (Corporate Portfolio Analysis,(BCG, GE, SPACE, Product Market Evaluation Matrix, Directional Policy Matrix)
Corporate Parenting Analysis, Decision Factors for Implementation | (30%) |
| (2) | Framework of Strategy Implementation
Concept of Strategy Implementation, Mc Kinsey 7-S Framework, AT Kearney's Growth drivers, Interdependence of Strategy Formulation and Implementation
Basic understanding of meaning of Activating Strategy (Institutionalization, Translation of Gen Objectives to specific objectives, Resource mobilization and allocation, Procedural and project implementation), Structural implementation,
Behavioural Implementation, Functional and Operational Implementation | (35%) |
| | Framework for Strategic Evaluation and Control
Concept, Barriers,
Stages of Control and Control Process
Evaluation and Control Criteria | |
| (3) | Strategic Issues in specified areas
Strategic issues in, Global Business, Managing Technology
Innovation, Organizational adaptation and change, Small business, family and Business. | (35%) |

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