

Veer Narmad South Gujarat University

Advance Financial Management

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

Effective from December 2012

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

- 1. VALUATION OF SECURITIES** **10%**
 - Importance of Valuation , Concept of value ,
 - Bond Valuation :- Basic bond valuation, semi-annual interest payment, effect of relation between required rate of return & coupon rate on bond values, effect of years to maturity on bond values, yield to maturity, perpetual bonds.
 - Preference valuation : Perpetual/redeemable,
 - Equity valuation : Divided capitalization (Single period/ Multi period) , Earnings capitalization

- 2. COST OF CAPITAL** **15%**
 - Meaning & significance, explicit & implicit cost,
 - Cost of Debt, preference & equity retained earnings,
 - Cost of equity through dividend capitalization approach, realized yield method, CAPM & earning price method,
 - Weighted average cost of capital

- 3. CAPITAL STRUCTURE** **10%**
 - Meaning & significance,
 - Net income, Net operating income, Traditional & MM theory (Arbitrage mechanism to be excluded)

- 4. INVESTMENT DECISION UNDER RISK & UNCERTAINTY** **15%**
 - Significance, Measurement of risk,
 - Sensitivity Analysis, Simulation Analysis ,
 - Risk Evaluation :- Risk-adjusted Discount R-4 method , Certainty equivalent method, Decision- tree approach

- 5. DIVIDEND DECISION** **10%**
 - Importance,
 - Traditional Position , Walter Model , Gordon Model , M & M model,
 - Factors affecting dividend decision incl. Provisions in Companies Act.

- 6. CORPORATE GOVERNANCE** **10%**
 - Meaning and Introduction, Nature, Need,
 - Factors affecting corporate governance,
 - Corporate Governance in India

- 7. CORPORATE RESTRUCTURING** **15%**

- 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

8. INTERNATIONAL FINANCE

15%

- 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
T.Y. B.B.A., Semester VI Effective from December 2012

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 organizations can be developed in dynamic conditions

Pedagogic Tools:

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

COURSE CONTENT:

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|---|-----|
| Chapter 1: Human Resource Development | 20% |
| a) Introduction (Definition, strategic HRD, features, benefits, scope, need & objectives) | |
| b) HRD Process | |
| c) HRD methods, techniques, mechanisms, instruments, subsystems | |
| d) Operating Mode | |
| e) Principles in designing HRD system | |
| f) Attributes of HRD manager | |
| g) Current scenario of HRD in India | |
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| Chapter 2: Employee Training | 10% |
| a) Introduction (Meaning , importance, need, objectives) | |
| b) Training Need Identification | |
| c) Designing the training programme (Learning principles, Instructional objectives) | |
| d) Skills of trainer | |
| e) Training Evaluation | |
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| Chapter 3: Management Development Programmes | 20% |
| a) Introduction | |
| b) Objectives | |
| c) Executive Development Process | |
| d) Techniques of MDP (on the job and off the job techniques) | |
| e) Evaluation of MDP | |
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| Chapter 4: Organisation Development | 10% |
| a) Definition | |
| b) History of OD | |
| c) Managing the OD process | |
| d) OD interventions, techniques | |
| e) Action Research | |
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| Chapter 5: Organisation Change | 10% |

- a) Meaning & Types
- b) Technology & change
- c) Resistance to change
- d) Approaches to organization change
- e) Planning & implementing change

Chapter 6: Organisational Power & Politics 10%

- 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 7: Organisation Culture 10%

- a) Meaning & Dimension
- b) Creation of culture
- c) Sustaining culture
- d) Effects of culture
- e) Changing organization culture

Chapter 8: Empowerment 10%

- 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

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

Effective from December 2012

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 Brand and Brand Management (15)**
Meaning of Brand and Brand management, Importance, Scope, Challenges, Brand Management Process
- 2. Building brand and Brand Equity (15)**
Customer based brand equity, Source of brand equity, Building a strong brand, Criteria for choosing brand elements, Options and tactics for brand elements
- 3. Managing brand over time (15)**
Reinforcing brands, Revitalizing brands, Adjustment to brand portfolio
- 4. Introduction to Sales Management (15)**
Introduction to sales management, Nature and scope of sales management, Types of sales man, Sales forecasting and budgeting decisions
- 5. Personal Selling (10)**
Personal selling objectives, Personal selling process, Prospecting, Sales presentations, Objection handling, Closing the sales and post sales activities, Relationship selling
- 6. 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

7. 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

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

Effective from December 2012

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,

Course Content: PART A:

Chapter 1: Human Resource Management & Economic Liberalization 10%

- a) Evolution & development of HRM
- b) Meaning of LPG
- c) Impact of LPG on employment, HRD, wages, trade unions, collective bargaining, diversity management , participative management and quality circles
- d) Challenges faced by HRM
- e) HRM in India

Chapter 2: E- HRM & Recent trends in HRM 10%

- a) Introduction to E-HRM
- b) Aspects of E-HRM (E- Job design & analysis, e-recruitment, e-selection, e-performance appraisal, e- hr records, e-compensation management, e- training & development)
- c) Recent trends in HRM (employer branding, BPO, Dual career couples, flexi time, talent management, learning organization, knowledge management)

Chapter 3: HR Practices At International Level 10%

- a) Domestic vs. international HRM
- b) HR functions at International Level (Recruitment & Selection, Performance Management, Compensation, T&D, Repatriation)

- Chapter 4: Exit Policy 10%
- a) Voluntary Retirement Scheme
 - b) Effects of excess manpower
 - c) Exit policy as given by Govt. Of India
 - d) Procedure for VRS
 - e) Challenges in implementing VRS
 - f) Merits & Demerits of VRS
 - g) Case Study of any two Indian Companies
- Chapter 5: HR Records, Audit, Research & Information Systems 10%
- a) HR records – importance, essentials, purpose & principles
 - b) HR Audit - objectives, need, areas of audit; audit report
 - c) HR Research – characteristics, objectives, need, approaches, process
 - d) HRIS - Need, advantages, uses, design, computerization, limitations
- Chapter 6: 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
- Chapter 7 : 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
- Chapter 8: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 9: 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 10: 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	

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- 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
Export Management
T.Y. B.B.A., Semester VI Effective from Dec 2012

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. Globalization and Growth of International Business (15)**
Evolution of International Business, Drivers of Globalization and International Business, Advantages and Problems of International Business, Stages of internationalization and approaches to Internationalization, Difference between Domestic Business and International Business, International Business Decisions
- 2. Foreign Direct Investment (10)**
Meaning, Types of FDI, Factors affecting FDI, Merits and Demerits of FDI, FDI Trends in India
- 3. International Finance (10)**
Need for export finance, Payment terms, Institutional finance (Pre Shipment, Post Shipment), Exim Bank: objectives & Functions, ECGC: Role & Policy, Marine Insurance
- 4. Trade Policy and Export Promotion (15)**
Introduction, Trade Barriers: Tariffs & Non Tariff, Export Promotion: Organizational set up, Incentives, production Assistance/facilities, Marketing Assistance, Special Economic Zones, Export Houses, Evaluation of Export Promotion Measures
- 5. Export Procedure and Documentation (15)**
Export Import Procedure, Export Documentation
- 6. International Marketing (35)**
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.

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
Stock Exchange and Portfolio Management

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

Effective from December 2012

Objective: To orient students with basic knowledge of capital market and investment management.

1. INTRODUCTION TO CAPITAL MARKET 15%

- Meaning, structure of Indian capital market, importance of capital market, Recent trend & reforms in capital market.
- Primary market: meaning, kinds of issues (IPO,FPO, Right issues, preferential issues), functions of primary market, market capitalization, process of IPO, book building process, foreign capital issuance : ADR, GDR.
- Secondary Market: stock exchanges (NSE,BSE,OTCEI), stock indices, difference between primary market & secondary market, bid & ask price.

2. SECONDARY MARKET OPERATIONS FOR EQUITY SEGMENT 20%

- Classification of securities : Group A, Group B, Group Z, Group TTT, , types of order, order management, Basic types of transactions : Long purchase, margin trading, short selling, current clearing & rolling settlement procedure, basket trading, circuit breakers & price band, margin : Value at risk (VaR), extreme loss margin , Mark-to-market margin, insider trading.
- Brief idea about Merchant Banking, SEBI & Listing procedure of shares
- Demat service : NSDL, CDSL, International securities identification number(ISIN), Depository process : Dematerialize process , rematerialize process , market transfer process, Advantages & drawback of depository system
- Credit rating system : concept & name of agencies
- Mutual Fund : Meaning & types of mutual fund (on the basis of objective, on the basis of flexibility), benefits of mutual fund, NAV, Entry load & exit load, Risk in mutual fund, ETF(Exchange traded fund)

3. INTRODUCTION OF DERIVATIVE MARKET 15%

- Meaning of derivative, Growth of Derivative Markets in India- History & background,
- products of derivative market : forward, future, options, LEAPS, Swaps,
- Types of Traders – Hedger, arbitrageur & speculator
- Standardization of Derivative contracts
- Spot V/s future market

4. PORTFOLIO MANAGEMENT 25%

- 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)

5. FUTURE AND OPTION MARKETS 25%

- 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. E. Gordon K. Natarajan, Capital Market In India, Himalaya Publication
3. V. A. Avadhani, Investment Management – V.A. AVADHANI
4. V. K. Bhalla, Security Analysis And Portfolio Management, S. Chand
5. Vohra & Bagri, Futures and Options, Tata McGraw hill Latest Edition

Veer Narmad South Gujarat University
Elements of Strategic Management
T.Y. B.B.A., Semester VI Effective from December 2012

OBJECTIVES: -

- To orient students with those aspects of external and internal environment which are important for organizations in formulating and implementing workable strategies for achieving organizational 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 :-

Weight age

- | | | |
|-----|---|--------------|
| (1) | Conceptual Framework for Strategic Management
Concept, Meaning and Definition
(Strategy, Policy, Tactics, Strategic Management, Business, Stakeholders, SBU,)
Strategic Management Process and its implications
Strategic Intent
Organisational Vision, Mission, Goals and Objectives. Their formulation, and role in strategic management. | (15%) |
| (2) | Environmental Analysis
Concept and Role of Environmental Analysis,
Concept, Nature and Impact of Environment ETOP,

Industry and Competition Analysis
Industry Setting, Structure, Attractiveness, Performance and Practices.
Forces shaping competition, Experience curve and its limitations.
Competitor Analysis

Organisational Appraisal
Concept, Role and Process
Approaches for organizational analysis – Value chain approach and Functional approach
Conceptual Understanding of Core competence, Distinctive Competence, and Competitive Advantage, OCP, SAP | (20%) |
| (3) | Grand Strategies
Grand Strategies and their variants. Why and when Corporate pursue Stability, Growth, Retrenchment and Combination Strategy.
Business level Strategies
Generic Business Level strategies (Cost Leadership, Differentiation, and Focus) | (20%) |
| (4) | Choice of Strategy
Concept and Process | (10%) |

Evaluation of Strategic Alternatives (Corporate Portfolio Analysis,(BCG, GE, SPACE)
Corporate Parenting Analysis, Decision Factors for Implementation

- (5) **Framework of Strategy Implementation** (15%)
 Concept of Strategy Implementation, Mc Kinsey 7-S Framework, AtE Kearney's
 Growth drivers, Interdependence of Strategy Formulation and Implementation
 Basic understanding of meaning of Activating Strategy, Structural implementation,
 Behavioural Implementation, Functional and Operational Implementation

Framework for Strategic Evaluation and Control

Concept, Barriers,
 Stages of Control and Control Process
 Evaluation and Control Criteria

- (6) **Strategic Issues in specified areas** (20%)
 Strategic issues in Managing Technology and Innovation,
 Organizational adaptation and change, family and Business

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

Text Book :-

- Business Policy : Strategic Management L.M.Prasad SultanChand & Sons

Reference Books :-

- | | | |
|---|--|---------------------------------|
| - Business Policy and Strategic Management | Azhar Kazmi | Tata McGraw Hill Publishing Co |
| - Concepts in strategic Mngt and Busi Policy | T.Wheelen, D. Hunger | Pearson Education |
| - Strategic Management, Text and Cases | V.S.P.Rao & Krishna | Excel Books |
| - Strategic Management, Competitiveness and Globalisation | Hitt, Ireland, & Hoskisson | South -Western Thomson Learning |
| - Business Policy and Strategic Management | Francis Cherunilam | Himalaya Publishing House |
| - Business Policy and Strategic Management | Jauch, Gupta, Glueck | Frank Bros. & Co. |
| - Strategic Management, an integrated approach | Hill, Charles W.L. Jones, Gareth. R. | Biztantra |
| - Exploring Corporate Strategies-Text and Cases | Johnson Scholes | Prentice Hall India |
| - Strategic Management – Concepts and Cases | Thomson Arther, A Streckland III A.J. | Tata McGraw Hill Publishing Co |
| - Strategic Management – Text and Cases | Dess, Gregory, G. Lumpkin, G.T. Taylor, Marilyn, L | McGraw Hill / Irwin |
| - Strategic Management – Concepts and Cases | David, Fred, R. | PHI Learning |
| - Competitive Advantage- Creating and sustaining superior performance | Michael Porter | Free Press, NY |
| - Related Articles from Journals, Websites and Periodicals. | | |
| - Competitive Strategy | Michael Porter | Free Press, NY- |
| - Business Policy and Strategic Mgt | P. Subba Rao | Himalaya Publishing House |
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