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,

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.

4. INTERNATIONAL FINANCE  30%
   - 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

Reference Books
2. I. M. Pandey, Financial management, Vikas Publication
4. Alan Shapiro, Multinational Financial Management, John Wiley Publication
5. V. V. Sharan, International Financial Management, PHI EEE
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
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.
5. Organisational Behaviour – Stephen Robbins, Timothy Judge and Seema Sanghi, Pearson education (For chapter on Negotiation)
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

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

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
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

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)
   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
5. *International Marketing* – Rajendra Nargunkar, Tata Mcgrow Hill.
8. *International Marketing management: An Indian Perspective* - R. L. Varshney, B. Bhattacharya, Sultan Chand & sons.
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
5. Purposes of statistical analysis.
6. 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 %)

2. Format & Contents of a research report.
3. Different types of audiences of a research report.
5. Various types of graphs & guidelines for graphs.
6. Qualities of a good research report
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)
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), contact 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)

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


2. Services Marketing - Govind Apte, Oxford University Press.

3. Services Marketing: Text and cases - Rajendra Nargundkar, Tata Mcgrow Hill.


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.

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.

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<th>COURSE CONTENT: -</th>
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(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

(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

**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.

**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  
  Sultan Chand & Sons

**Reference Books :-**

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