

VEER NARMAD SOUTH GUJARAT UNIVERSITY

T.Y.B.B.A.

Semester – VI

(2003)

- 1) Paper – XXI - Elements of Strategic Management
- 2) Paper – XXII - Project

Elective Groups :

Group - A

- Paper – XXIII A - Advanced Marketing Management
- Paper – XXIV A - Export Management

Group – B

- Paper – XXIII B Quantitative Methods-III
- Paper – XXIV B - Material Management

Group – C

- Paper – XXIII C - Advanced Financial Management
- Paper – XXIV C - Stock Exchange & Portfolio Management

Group – D

- Paper – XXIII D - Advance Personnel Management
- Paper – XXIV D - Personality Development

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Semester – VI

Paper – XXI

Elements of Strategic Management

Objective:

To orient the student with those aspects of internal and external 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.

1. Conceptual framework for Strategic Management : (20%)

- (a) Concept, Meaning & Definition
(Strategy, Policy ,Tactics, Strategic Management. Program, Procedure, Business , Stakeholders, SBU,ETOP,OCP, SAP)
- (b) Strategic Management Process & its implications
- (c) Strategic Intent :
Organisational Vision, Mission ,Goals and Objectives. Their formulation, and role in strategic management.

2. Environmental Analysis (25%)

Concept and Role of Environmental Analysis, Concept , Nature and Impact of Environment, Environment Factors (Economic, Political, Legal, Technological, Socio-Cultural, International)

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 organization analysis – Value chain approach and Functional approach. Conceptual Understanding of Core competence, Distinctive Competence and competitive Advantage.

3. Grand Strategies : (15%)

Why and when corporate pursue stability, Growth, Retrenchment and Combination Strategy.

Business Level Strategies :

Generic Business Level Strategies : Cost – Leadership, Differentiation and Focus.

4. Choice of Strategy : (10%)

Concept and process, Evaluation of Strategic Alternatives (Corporate Portfolio analysis, Corporate Parenting Analysis, Business Level Strategic Analysis) Decision Factors for Implementation.

5. Framework of Strategy implementation :

(15%)

Concept of Strategic Implementation, Interdependence of Strategy Formulation and Implementation, Basic understanding of Activating Strategy, Structural implementation, Behavioural Implementation, Functional and Operational Implementation.

Framework for strategic evaluation & control :

Concept, Barriers, Role and Participants, Stages of Control & Control Process, Evaluation and control Criteria

6. Relevant cases for the above topic should be covered in the Class discussion

(15%)

Text book:

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

Reference Book :

1. Business policy & Strategic Management: Kazmi, Azhar - Tata McGraw Hill Publishing co. Ltd., Delhi.

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Paper – XXII

Compulsory Group

GUIDE LINES FOR THE PROJECT REPORT

1.OBJECTIVE:

The objective of the study paper is to help the students to develop ability to apply multi-disciplinary concepts, tools & techniques to analyse various situations pertaining to the area of the study evaluate alternative solutions and suggest appropriate ways to achieve organization specific objectives.

2.TYPE OF PROJECT REPORT:

The project report may be any one of the following types:

- Comprehensive case study (covering single organization/multifunctional area, problem formulation, analysis and recommendations)
- single organizational/inter- organizational study aimed at organizational comparisons of various practices adopted / to be adopted for growth in market place/for organizational efficiency.
- Field study for functional/behavioural findings based on data collection and data analysis.

3.SYNOPSIS:

Synopsis of the project should be prepared in consultation with the project guide from organization and institution submitted to the Director/BBA programme co-ordinator.The synopsis should clearly state the brief description of the organization objectives and research methodology of the proposed project to be undertaken. It should have full details of the rationale sampling instruments to be used, limitations if any and future directions for further research etc.

4.ELIGIBLE GUIDES:

- Faculty of the college.
- Professionals in the relevant area holding degree/diploma in management and allied discipline.
- Educationists teaching in recognized college/university
- Scientists employed in recognized research organizations.

5.SYNOPSIS SUBMISSION:

Students are advised to submit their synopsis within 7 days of the starting the project in any organization to their respective guides in organization and institute.Students are also advised to submit the bio data of their guide in case the proposed guide does not belong to the category (1).

6.APPROVAL OF THE SYNOPSIS:

The synopsis shall be discussed with both the guides in details and necessary corrections be made before start of the project. This exercise should not take more than 2 days.

7.PROJECT REPORT:

The project report should include

- Acknowledgements , • Index , • List of tables , • List of figures , •Introduction of company ,
- Introduction /Preface of the text , • Main body (tables, drawings, graphs etc.) , •Conclusions
- Recommendations , •Reference Material – (i) Bibliography (ii) Appendices

The title page should include - •Title of the project , •Name of the organization/Institution , •Degree for which the report is presented , •Name of the candidate/class , • Month & Year of submission

1.The length of report may be about 25 to 30(3000-4000 words).1.5 spaced typed A4 sized pages. (excluding appendices and exhibits.)However 10% variation is permissible.

2.The report must adequately explain the research methodology adopted and the directions for future research.

3.The report should also contain - •Approved synopsis , •Certificate of originality of the work by the guide.

8.SUBMISSION OF THE REPORT:

Two typed original copies of the report are to be submitted to Principal/Director in the first week of resuming the college. Failing which the students shall not be Allowed to appear for the forthcoming annual/viva examinations.

9. PROJECT REPORT EVALUATION:

Project report shall be evaluated by the panel of members duly constituted by the Authority concerned.

10.Viva-voce:

Students shall be required to appear for a viva-voce. The students shall be duly intimated about it through the notice board. The project study + Viva Voce shall be equivalent to one paper i.e. of 100 marks.

11.FINAL DECISION:

The decision of the principal/director shall be the final in all respect which shall be bindings to all concerned.

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Semester – VI

Elective Group-A

Paper – XXIII A

Advance Marketing Management

- 1. Marketing Information System & measuring market demand 15%**
Meaning , Need and importance of MIS , Components of MIS (Internal Record System, Marketing Intelligence, Marketing , Decision Support System & Marketing Research) , Concept of measurement of Market potential & sales potential.
- 2. Marketing Management Process 5%**
Value delivery process , Marketing Management process , Factors influencing company-marketing strategy
- 3. Segmentation, Targeting and Positioning 15%**
(A) Segmentation : Meaning, Levels of marketing segmentation, Procedure of market Segmentation
Bases of segmenting consumer & Industrial market
(B) Targeting : Market targeting (Evaluating & selecting the market segment) ,
Segment-by-segment invasion plan
(C) Positioning : Definition ,
Differentiation variables (Product, Service, Personnel, Channel, Image)
- 4. Developing Product Strategy 10%**
New Product Development , PLC strategy
- 5. Marketing of Services 10%**
Definition & characteristics of service, Marketing strategies for service firm
- 6. Principles of Personal Selling 10%**
Sales professionalism , Negotiation , Relationship marketing
- 7. Rural Marketing 10%**
Meaning & importance of rural marketing , Features of rural marketing , Difficulties in rural marketing , Strategies for rural marketing
- 8. International Marketing 10%**
Meaning , Domestic Vs International marketing , Problems & risk , Orientation towards international market (Ethnocentric, Polycentric, Geocentric)
- 9. Direct Marketing 5%**
Meaning , Advantages & Disadvantages , Concept of database , Concept of direct mail , Concept of catalog Market , Concept of on-line Marketing , Concept of face-to-face selling , Concept of telemarketing
- 10. Latest Trends in Marketing(only concepts) 10%**
Reengineering , Out sourcing , Customer share , Benchmarking , Marketspace , Metamarkets , Multi-attribute segmentation , Maximarketing (Integrated marketing)

References:

1. Marketing Management - By: Philip kotler (Prentice Hall)
2. Modern Marketing Management - By: K.C.Nair, Paul and others (Himalaya)
3. Modern Marketing Management - By: R.S.N. Bhagavati and Pillai (S. Chard)
4. Marketing book (for demand forecasting topic) from Sheralaker OR P.K.Gupta

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Elective Group-A

Paper – XXIV-A

Export Management

Objective:

To orient the students with basic concepts of International Business which are important in current era of globalization. To acquaint the students with latest development including WTO, Information technology Vis-a-Vis International Business.

1.Introduction: (15%)

International trade: Introduction, Evaluation, Nature, Approaches, Problems. Competitive Advantages in International Business, Regulations for International Trade (Tariff /Non-tariff barriers, Trade blocks-EU, EEC, SAARC, ASEAN, NAFTA-A brief study and its implication on business, Trade agreements-WTO.)

2.Export Marketing: (10%)

International Marketing: Objectives, Problems, Environment, Strategies, Decision Process. International marketing mix strategies.

3. Export Pricing: (10%)

Objectives, Factors affecting Export Pricing, Steps in Export Pricing.

4. Export Finance: (15%)

Payment Terms, Institutional Finance (Pre Shipment/Post Shipment), EXIM Bank-Objectives & Functions, Role of ECGC & its Policies, Marine Insurance.

5. Export Promotion: (10%)

Objectives, Brief Study of Incentives/Assistance/Facilities available to Exporter, Export Promotion Council, EPZs, SEZs, IFT, FIEO, Export Houses.

6.Export Procedure And Documentation: (15%)

Procedure of Processing Export Order, A Study of Export Documents in detail.

7. E-Business Vis-a-Vis International Business: (15%)

Introduction, New Information Technology, Reengineering the International Business Process. E-Business: Introduction, Operation, Advantages, Disadvantages, Internet and E-Commerce In India.

8. Cases :

(10%)

Discussion of 4-5 Cases

Text books:

International Trade and Export Management

: Cherunilam Francis -

: Himalaya Publishing House, New Delhi

International Business

: Rao, P Subba

: Himalaya Publishing House, New Delhi

Reference Books:

1. Export Management

: Balagopal, T.A.S.

: Himalaya Publishing House, New Delhi

2. International Marketing

: Cherunilam, Francis

: Himalaya Publishing House, New Delhi

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Semester – VI

Elective Group - B

Paper – XXIII-B

Quantitative Methods-III (Operation Research)

	(In force from July 2003)
1. Introduction- Use of Models, Probability Concepts, Linear Combinations of a random variable.	15%
2. Decision Strategies- Game Theory, Integer Programming	15%
3. Inventory Control- Meaning, Objectives, Functions and Importance, Costs involved in Inventory Problems, EOQ Models with and without Shortage.	20%
4. PERT & C.P.M	15%
5. Evaluation of Capital Investment Methods, Discounted cash flow analysis on Investment payback, Average rate of return, current replacement value, measurement and analysis of Risk.	20%
6. Forecasting- Multivariate Models, Regression and Input/ Output Analysis.	15%

Books For Reference:

1. Operation Research – S.D. Sharma
2. Operation Research - H.A. Taha
3. Management Accounting – R.S.N. Pillai, V.Bhagvati
4. Management Accounting- Paul
5. Programming in COBOL – Roy and Dastidar
6. Programming in Basic – Bala Gurusami

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Semester – VI

Paper – XXIV-B

Elective Group - B

Materials Management

- 1. INTRODUCTION :** (20%)
 - Material Management : Definition, Scope and Importance
 - Integrated materials management : Concept need and advantages
 - Material Planning : Definition, Need, Factors affecting material planning
 - Techniques of material planning

- 2. INDUSTRIAL PURCHASING** (25%)
 - Meaning and Importance
 - Principles of right purchasing
 - Purchase procedure
 - Centralised Vs. Decentralised purchasing
 - Purchase Systems
 - Vendor Selection

- 3. STORES MANAGEMENT** (25%)
 - Store Keeping : Meaning, Objectives , Importance and Functions
 - Store room location and layout
 - Receipt, Inspection and Issue procedure
 - Stores record
 - Selection of material handling systems

- 4. INVENTORY MANAGEMENT** (20%)
 - Inventory Control : Meaning, Objectives, Functions and Importance
 - Procurement and Carrying cost
 - Applications of Industrial Engg./Management Techniques for improvement of material utilization
 - Probabilistic Inventory Models

- 5. COMPUTER APPLICATIONS IN MATERIALS** (10%)
 - Integrated Computer System for Materials Management
 - Materials Planning
 - Purchasing and Inventory Management
 - Operational and Exceptional Reports

List of reference books :

1. Materials Management – an integrated approach : P.Gopalkrishnan & M.Sundaresan
(Prentice Hall of India Pvt. Ltd., New Delhi)
2. Materials Management : M. M. Varma (Sultan Chand & Sons, New Delhi)
3. Stores Management : K S Menon (Macmillan India Ltd., New Delhi)

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Semester – VI

Elective Group - C

Paper – XXIII - C

Advanced Financial Management

- 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 earning, 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. DIVIDEND DECISION** 10%
Importance , Traditional Position , Walter Model , Gordon Model , M & M model , Factors affecting dividend decision incl. Provisions in Companies Act.
- 5. 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
- 6. LEASING & HIRE PURCHASE (Theory)** 10%
Concept of lease , Types of lease , Consideration in leasing , Advantages & disadvantages of leasing , Financial evaluation of lease , Hire-purchase , Differences between lease & hire purchase
- 7. RAISING LONG TERM FUNDS** 10%
Public, Rights, Private Placement-Management, Venture Capital : Concept , History of venture , Capital in India , Institutions providing venture capital in India , Regulations related to venture capital
- 8. CORPORATE RESTRUCTURING (Theory)** 10%
Mergers & acquisition –Reasons for mergers, types of mergers, procedures of mergers incl. Legal aspects, negotiations, financing techniques , Leveraged Buy-outs , Divestitures , Spin-offs / Splitups , Joint Ventures
- 9. FOREIGN EXCHANGE** 10%
Introduction, Factors affecting forex rates. , Risk Management tools (Forwards, Futures, Options, swaps)- Definition, Mechanism , Bank Finance- Tandon & Chore committee, calculation of Maximum Permissible Bank Finance as per these committees.

List of Reference Books

1. financial management-Theory Practice by Prasanna Chandra -(Tata McGraw Hill Publication)
2. Financial management-theory and Practice by Khan & Jain (Tata McGraw Hill Publication)
3. Financial management by I.M.Pandey (Vikas Publication)

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Elective Group - C

Paper – XXIV-C

Stock Exchange And Portfolio Management

CHAPTER – 1. CAPITAL MARKET	10%
Meaning, Importance of Capital Market , Structure of Indian Capital Market Recent Trend in Indian Capital Market	
CHAPTER – 2 NEW ISSUE MARKET	10%
Meaning of New Issue Market & Stock Exchange ,Distinctions between New Issue Market & Stock Exchange , Functions of New Issue Market	
CHAPTER – 3 NSE & OTCEI	10%
National Stock Exchange , Over The Counter Exchange Of India , Meaning, Features, Promoters, Participants, Trading Procedure, Advantages	
CHAPTER – 4 STOCK MARKET OPERATIONS	25%
Group A, Group B, Group C Shares , Execution of Orders, Types Of Orders, Kinds of Delivery , Mechanism for share trading (Buying/selling of shares), Basic types of Transactions: Long Purchase, Margin Trading, Short selling , Carry forward Facilities & Badla Charges , Settlement Procedure for Specified & Non- Specified list ,Clearing procedure , Kinds of Speculators: Client Brokers, Floor brokers, Jobbers, Badla Financiers, Arbitragers. , Speculative Transactions : Option Dealing, Wash Sales, Arbitrage, Cornering, Rigging the Market, Blank transfers.	
CHAPTER – 5 FINANCIAL DERIVATIVES	10%
Meaning, Types of Derivatives : Option, Forward, Futures, Swap (Definition only) , Option Trading : Meaning, Types of Option , Factors Determining Option price , Option Vs Badla , The profit potential of option trading in comparison with cash Market	
CHAPTER – 6 DEPOSITORY SYSTEM IN INDIA	10%
National Securities Depository Ltd. (NSDL) , Depository process, Advantages & Drawbacks of Depository System	
CHAPTER – 7 PORTFOLIO MANAGEMENT	25%
Definition of Portfolio, Portfolio Management, Beta, Alpha. , Meaning of Risk, Types of Risk – Systematic Risk, Unsystematic Risk , Meaning of Diversification , Markowitz Model (Theory & Example) , Sharp Model (Theory & Example) , Portfolio Selection	

BOOKS FOR REFERENCE :

- Capital Market In India - E.Gordon K. Natarajan
- Investment Management – V.A. AVADHANI
- Security Analysis And Portfolio Management – V.K.BHALLA

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Semester – VI

Elective Group - D

Paper – XXIII-D

Advance Personnel Management

1. Human Resource Mgt. And Economic Liberalisation (10%)
-Economic liberation: Definition, Scope and objectives of HRM.,-Functions of Human Resource Department- A challenging task
2. Human Resource Audit (5%)
-Objectives-Area of H.R. audit-Benefits accruing from H.R.Audit.
3. Human Resource Research (10%)
-The Meaning of research characteristics of Human Resource Research, -Objectives of HR Research
-Desirability of HR Research , -The method of HR Research
4. Human Resource Development (15%)
-Definition , -HRD Methods , -HRD Processes , -HRD Outcomes , -Operating mode , -Tasks of HRD Department , -Designing a HRD System , -Attributes of HRD Manager , -HRD in Indian Industry ,
-Suggestions to make HRD effective in Indian organization
5. Exit Policy-Its Effects (10%)
-Voluntary Retirement , -Schemes (VRS) , -Effects of excess manpower , -Exit policy
-Procedure for VRS. , -Challenges in implementing employees exit , -Merits & Demerits of VRS.
6. Industrial Health and Safety (15%)
-Industrial Health , -Occupational hazards , -Occupational diseases , -Alcoholism and Drug abuses
-Absenteeism and turn over , -Accidents , -Safety organization , -Statutory provisions on safety
-Works Stress , -Executive Stress , -Personal Research on Industrial Health
7. Empowerment (15%)
-Basic Concepts , -Power and Behaviour , -Organisation Politics , -Organational Climate and Culture
-Innovation and Creativity , -Empowering Leaderships , -Holistic view of Human Behaviour
-Human Capital , -Corporate vitality , -Future of HRM
8. The Job and the Challenges (10%)
-The new concern of Human Resource Management , -The new Professional approach
-The Challenges Ahead , -Tomorrow's Manger and management
9. Case Study (10%)

TextBook:

Personnel Management –text & Cases: C.B.Mamoriya & S.V.Gankar
(Himalaya Publishing House, New Delhi)

Reference Books:

1. Personnel Management And Industrial Relations: N.G.Nair & Latha Nair
(S. Chand, Delhi)
2. Personnel Management and Human Resources: C S Venkata Ratnam &
B.K.Srivastava
(Tata McGraw Hill, New Delhi)

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Semester – VI

Elective Group - D

Paper – XXIV-D

Personality Development

The course outline is suggested as below.

A. Objective:

To enable students to develop personal qualities which will help them use the Management principles.(which they have learnt in 1st semester in subject namely POM), for better application in functional areas.

B. Contents:

20%

1.

- Definition & meaning of personality, Importance in Business
- Discovering individuals' own strengths & weakness (art & practice of introspection)- Johari's Window. (10% each)
- Developing clarity about ones ambitions & goals. (Learning to identify alternatives and evaluating the same)-goal setting exercise.

2.

35%

- Decision making skills & exercises.
- Time Management skills & exercises.
- Communication –types-Business - Social, Counseling, Rapport building, Telephone Handling
- Developing leadership traits.

3.

10%

- Need of systems approach in every activity. How to develop system.

4.

35%

- Ownership- What it means and how to develop the same. (Sense of responsibility)
- Interpersonal skills- its importance, factors leading to good interpersonal skills.
- Team building-which factors characterize effective teamwork, how to build effective teams.
- Overcoming mental blocks- readiness to change.
- Being confident.
- Creativity.

C. Examination Perspective:

Externals: Half the paper may contain specific factors that lead to development of these personality traits and the remaining half should be comprehension type of questions (based on management or social situation). Where a management / social situation is described and questions pertaining to personality traits are asked to be analyzed & answered.

Text Book:

1. Hurlock, Personality Development, Tata Mcgraw Hill.
2. Biswajeet Pattnayak(1999), Good Me and Bad Me, Wheeler Pub.
3. Stephen Covey (2001), Personal & Professional Effectiveness, Dorling Kindersley Books, USA.

Reference Books:

1. C. Northcote Parkinson & M K Rushtomji(2002), Excellence in Managent, Vision Books Pvt. Ltd.
2. Pramod Batra & Vijay Batra (1999), Simple ways to make your Boss succeed, UBS Publishers & Distributor.
3. Pramod Batra & Vijay Batra, Brainstorming for creativity & innovation, UBS Publishers & Distributors.
4. Pramod Batra & Deepak Mahendru, Management Ideas in action.
5. Jon Ferguson, Perfect Assertiveness, Random House Business Books, London.
6. Creativity, Innovation & Quality PHI.
7. Urmila Rai & S. M. Rai, Effective Communication, Himalaya Publishers .
8. Joe Folkman, Turning Feedback into change, Publishers Press.
9. Stephen R Covey, 7 Habits of Highly effective people, Simmons & Schster, A Viva-com co. Allahabad.
10. Development Psychology, Juhai & Bapat, Himalaya Pub.
11. Hurlock, Developmental Psychology, Tata Mcgraw Hill.