

STRATEGIC MANAGEMENT

Course Objective: To provide a strategic orientation in conduct of the business.

UNIT – I: Introduction - Concepts in Strategic Management, Strategic Management Process, Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company's strategy, Environmental Scanning: Industry and Competitive Analysis – Methods. Evaluating company resources and competitive capabilities – SWOT Analysis – Value Chain Analysis and Competitive advantage.

UNIT – II: Tools and Techniques for Strategic Analysis - Porter's Five Force Model, BCG Matrix, GE Model, TOWS Matrix, IE Matrix, The Grand Strategy Matrix. Market Life Cycle Model – and Organizational Learning, Impact Matrix and the Experience Curve, Generic Strategies- Strategy Formulation - Types of Strategies – offensive strategy, defensive strategy, Exit and entry barriers - Tailoring strategy to fit specific industry and company situations.

UNIT – III: Strategy Implementation: Strategy and Structure, Strategy and Leadership, Strategy and culture connection - Operationalising and institutionalizing strategy - Strategies for competing in Globalising markets and internet economy - Organizational Values and Their Impact on Strategy – Resource Allocation as a vital part of strategy – Planning systems for implementation.

UNIT – IV: Turnaround and Diversification Strategies: Turnaround strategy - Management of Strategic Change, strategies for Mergers, Acquisitions, Takeovers and Joint Ventures - Diversification Strategy: Why firms diversify, different types of diversification strategies, the concept of core competence, strategies and competitive advantage in diversified companies and its evaluation.

UNIT – V: Strategy Evaluation and control – Establishing strategic controls for Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Guidelines for proper control- Strategic surveillance - strategic audit - Strategy and Corporate Evaluation and feedback in the Indian and international context.

Suggested Readings:

1. Hitt & Ireland et al., Strategic Management: A South Asian Perspective, Cengage Learning, 9e, 2013.
2. V.S.P. Rao, V. Hari Krishna; Strategic Management, 1e, Excel Books, 2012
3. S K Sarangi, Modern Strategic Management, Everest Publishing, 2012.
4. Thompson & Strickland: Strategic Management, Concepts and Cases. TMH, 2009.

DATA ANALYTICS

Course Objective : To understand the importance of ever-increasing volume, variety and velocity Of data in organization and application of data analytical tools for decision making.

UNIT - I: Introduction to Data Analytics: Introduction to Data- Importance of Analytics- Data for Business Analytics –Big Data - Business Analytics in Practice. Data Visualization – Data Visualization tools, Data queries, Statistical methods for Summarizing data, Exploring data using pivot tables.

UNIT - II: Descriptive Statistical Measures – Population and samples, Measures of location, Measures of Dispersion, Measures of variability, measures of Association. Probability distribution and Data Modeling – Discrete Probability distribution, Continuous Probability distribution, Random sampling from Probability Distribution, Data Modeling and Distribution fitting.

UNIT - III: Predictive Analytics: Karl Pearson Correlation Techniques - Multiple Correlation-Spearman's Rank correlation-Simple and Multiple regression-Regression by the method of least squares – Building good regression models – Regression with categorical independent variables - - Linear Discriminant Analysis-One way and Two Way ANOVA

UNIT - IV: Data Mining : Scope of Data Mining, Data Exploration and Reduction, Unsupervised learning – cluster analysis, Association rules, Supervised learning- Partition Data, Classification Accuracy, prediction Accuracy, k-nearest neighbors, Classification and regression trees, Logistics Regression.

UNIT - V: Simulation: Random Number Generation, Monte Carlo Simulation, What if Analysis, Verification and Validation, Advantages and Disadvantages of Simulation, Risk Analysis, Decision Tree Analysis.

Suggested Readings:

1. James Evans, Business Analytics, 2e, Pearson, 2017.
2. Thomas Eri, Wajid Khattack & Paul Buhler : Big Data Fundamentals, Concepts, drivers and Techniques by Prentice Hall of India, New Delhi, 2015
3. Akil Maheswari: Big Data, Upskill ahead by Tata McGraw Hill, New Delhi, 2016

INTERNATIONAL HUMAN RESOURCE MANAGEMENT (H4)

Course Objective:

To understand the growing significance of international Human Relations management in the context of Global workforce.

UNIT - I: Introduction and Overview- Global Market Context-Key Perspective in Global Workforce Management - **Cultural Foundations of International Human resource Management-** Understanding culture-Major models of National Culture- final Caveats on Culture and Global Workforce Management- **Changes and challenges in the Global Labor Market-** Globalization- Technological Advancement- change in labour force Demographics and Migration-Emerging on the contingent workforce- Offshore sourcing- global workforce Management challenges.

UNIT- II: The key role on International HRM in Successful MNC Strategy-Knowledge Transfer-Global Leadership training and Development-Strategic Control Needs-Competitive strategy of Multinational corporations Structuring for Optimal global Performances- Linking Human Resource management practices to Competitive Strategy and Organization Structure-Paradigm Shift of international Human Resource Management form contingency model to Process Development.

UNIT- III: Global Human Resource Planning – From strategy to Decision about work Demand and labour supply External Environment Scanning- Job Design for Meeting global Strategy work demand HR planning for the Long term-**Global Staffing:** General Actors Affecting Global Staffing-Global Recruitment of Human Resources-Global selection of Human Resources.

UNIT - IV: Global Workforce Training and Development : Strategic role of Training and Development in the global Market Place- Fundamental concepts and principles for Guiding global Training and Development- Training imperative for the global workforce- **Managing International Assignments-** Expatriate Preparation, Foreign Assignment an Repatriation-International Assignments considerations for Special Expatriates-New and Flexible International Assignments.

UNIT - V: Global workforce performance Management: Performing Management Process-Important consideration for Global Performance Management-Planning and Implementing Global Performance Appraisal- **Compensation for a Global workforce-** Managing Compensation on a global Scale: Fundamental Practices-Key compensation for Expatriates, HCN's and TNC's – **Global Employee Relations-** current ER issues-Influence of MNC's and Union on Global ER.

Suggested Readings:

1. Nilanjan Sengupta, Mousumi S. Bhattacharya, Excel Books, 2007. Multinational Context, 5e, Thomson, 2008.
2. K. Ashwathappa, Sadhna Dash, International Human Resource Management, Tata Mc Graw Hill, 2008.
3. S. K. Bhatia, International Human Resource Management, Deep & Deep Publications, 2005

LEADERSHIP AND CHANGE MANAGEMENT (H5)

Course Objective:

To understand leadership traits, styles and theories to manage change in the organization.

UNIT - I: Introduction to Leadership – Leadership, role and functions of a Leader, Leadership motives Characteristics of an Effective Leader, Leadership as a process - the complexities of leadership - Effective leadership behaviors and attitudes – Leadership and power, coercion, Management, Trait approach, Leadership Behaviour and styles – Lewin’s Leadership styles, Ohio state Leadership study, The University of Michigan Study, Blake and Mouton’s Managerial Grid.

UNIT - II: Leadership Theories and styles : Contingency theories of Leadership- Fiedler’s Contingency Model, The path-Goal Theory, The Hersey - Balanchard Situational Leadership Theory, Transformational Leadership, Transactional Leadership Style, Charismatic Leadership. Leadership and Empowerment, Servant leadership, Team leadership, Leadership Ethics.

UNIT - III: Organizational Change – Change, Nature of organizational change – Sources of change - Environmental triggers of Change, Organizational responses to change, Impact of change on organizations - Resistance to change. Types of change, changing faces of change, Predictable Change, Diagnosing change situation. Perspectives on change - Contingency Perspective – Resource dependence Perspective - Population ecology Perspective- Institutional perspective.

UNIT - IV: Organizations for Change: Organizational Structure, Models of Structure, Influences on structure, Organizational structure, and change. Organizational Culture, dimensions of organizational culture, sources of organizational culture, Organizational culture and change, Organizational politics, The link between politics, power and conflict, Power and conflict in times of change, Management and leadership, Leadership in times of change. Cultural factors influencing leadership practice.

UNIT - V: Strategies for Managing Change: Systematic approaches to Change, The hard systems model of change, Soft systems models of change – Organizational Development, The OD process, OD-an action –research based model of change, Factors for effective change – Demographic changes, changing lifestyles, occupational changes, Operating Virtually, The multiple paths to change. Developing Leadership Skills.

Suggested Readings:

Ranjana Mittal, Leadership Personal Effectiveness and Team building, Vikas Publications, 2015

Mark Hughes, Managing Change, Universities Press, 2011.

Nic Beech and Robert Macintosh, Managing Change, Cambridge University Press, 2012.

TALENT AND KNOWLEDGE MANAGEMENT (H6)

Course Objective: To understand the importance of nurturing talent and managing knowledge in the organization.

UNIT – I: Talent Management: Meaning, importance, Evolution, Talent Management System, Talent Reservoir – Components, Talent Management Grid, Talent Management Assessment Tools, Process of Talent Management, Competence –Core Competency, Competency Assessment, Competency Modeling – Steps in developing a valid competency model, Potential Forecast.

UNIT – II: Succession and Career Planning: Succession Planning – Traditional Approaches, Contemporary Approaches, Talent Acquisition - Talent Identification & Business Alignment, Recruiting & Assessment, Talent Development – Training & Coaching – Action-Oriented Coaching, Remedial Coaching, Attitude Based Coaching; Performance Based Coaching, Executive Coaching, Talent Management Strategies.

UNIT – III: Knowledge Management: Concept, Forces Driving Knowledge Management, Knowledge Management Systems, Issues in Knowledge Management, Knowledge Management Strategies, Technologies for Knowledge Management, Factors influencing Knowledge Management.

UNIT – IV: Nature of Knowledge: Data, Information, Knowledge, Wisdom, Views of Knowledge – Subjective and Objective, Types of Knowledge – Location of Knowledge – Knowledge in People, Knowledge in Artifacts, Knowledge in Organizational Entities, Knowledge Management Assessment – Types of Assessment, Importance of KM Assessment.

UNIT – V: Knowledge Management Solutions: Knowledge Management Processes – Discovery, Capture, Sharing, Mechanisms, Technologies, Knowledge Management Approaches – Hansen-Earl’s Seven Schools of Knowledge Management, Alversson and Karreman’s knowledge management, Knowledge Management Infrastructure, Organizational Impacts of Knowledge Management – on People, on Processes, on Products, on Organizational Performance.

Suggested Readings:

1. Sudhir Warier, Knowledge Management, Vikas, 2004.
2. Ravinder Shukla, Talent Management: Process of Developing and Integrating Skilled Workers, Global India Publications, 2009.
3. Marshall Goldsmith, Louis Carter, Best Practices in Talent Management: How the World's Leading Corporations, Wiley, 2010.

CUSTOMER RELATIONSHIP MANAGEMENT (M4)

Course Objective: To understand the importance of Customer Relationship Management in Business.

UNIT – I Introduction to CRM: Concepts, Evolution, Need, understanding goals and objectives of CRM, Components of CRM, Benefits, CRM as a strategic marketing tool, CRM significance to the stakeholders, CRM Applications in Consumer and Business Markets, CRM Issues & Problems

UNIT – II Building Customer Relations: Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behaviour in relationship perspectives; individual and group customer's -Customer life time value – Selection of Profitable customer segments - Customer Life Cycle, Business Networks and CRM.

UNIT – III CRM Process: Introduction and Objectives of a CRM Process; an Insight into CRM and e- CRTA/online CRM, The CRM cycle i.e. Assessment Phase; Planning Phase; The Executive Phase; Modules in CRM, 4C's (Elements) of CRM Process, CRM Process for Marketing Organization, CRM Value Chain, CRM Affiliation in Retailing Sector.

UNIT - IV

CRM Structures: Elements of CRM – CRM Process – Strategies for Customer acquisition – Customer Retention and Development – Strategies for Customer Retention, Models of CRM – GSPOT Model, KOEL's Model, WebQual Audit Model, ONYX Model - CRM road map for business applications.

UNIT - V

CRM Planning and Implementation: Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM –Operational CRM – Call centre management – Role of CRM Managers, Trends in CRM- e-CRM Solutions –Features and advantages of e CRM, Functional Components of e CRM- Data Warehousing – Data mining for CRM – an introduction to CRM software packages.

Suggested Readings:

1. Ekta Rastogi, Customer Relation Management: Text and Cases, Excel Books, 2011.
2. Zikmund, Customer Relationship Management, Wiley 2012.
3. Paul Greenberg, CRM at the speed of light, 4e, TMH, 2009.
4. Lakshman Jha, Customer Relationship Management: A Strategic Approach, Global India Pvt. Ltd, 2008.

INTERNATIONAL MARKETING (M5)

Course Objective: To understand the importance of International Marketing.

UNIT – I:

Introduction to International Marketing: Environment and Sustainability, Scope, Importance of World Trade, Features, Opportunities and Challenges in International Marketing, Comparison of Domestic with International Marketing, Stages of International Marketing, Motivating Factors of International Marketing, Internationalization – Reasons and Strategies.

UNIT – II:

Global Environmental Drivers: WTO and Globalization – Issues, Types - Political, Economic, Social, Legal and Technological Environments, EXIM Policy, International Trade and its barriers, trade in Goods & Services, International Trade Agreements.

UNIT – III:

Global Customers: Drivers of Global Consumers, Influences of the Global Consumer -Role of Culture - elements, Social Factors, Situational Factors, Industrial Buyer, Government Buyer, International Marketing Research: Opportunity Analysis, Market Selection, Assessing Market Size and Sales Potential, Government Policies of Target Markets, SWOT Analysis of Target Markets, Global Market Entry Modes – Strategies, Problems and Challenges.

UNIT – IV:

Global Marketing: Globalization Drivers – Market, Cost, Environmental, Competitive Factors, International Marketing Mix, Developing the Global Marketing Program, Segmentation of product & services, Marketing channels and Distribution Promotion Strategies, Pricing strategies – Factors influencing Pricing Decisions, Concept of International Product Life Cycle.

UNIT – V:

Implementing Global marketing strategies: Negotiation with customers and selection method – Cultural and International Negotiations, E-Marketing channels organization & controlling of the global marketing programme, Export Documentation, Export Procedures, Steps in processing an Export Order.

Suggested Readings:

1. Philip R. Cateora John L Graham Prashant Salwan, International Marketing -13th edition, TMH-2011
2. Svend Hollensen, Madhumita Benerjee-Global Marketing-4th Edition- Pearson-2010
3. Rajagopal –International Marketing-2nd Edition –Vikas -2011
4. P.K. Vasudeva, international Marketing-4th edition-Excel Books-2012

MARKETING OF SERVICES (M6)

Course Objective: To understand the importance of Marketing of Services.

UNIT- I: Introduction to Services Marketing: Services – Concepts, Characteristics, Classification of Services, Goods vs. Services, Services Marketing Mix, Service Marketing Triangle, Factors responsible for Growth of Services sector, Challenges faced by the Services Sector, Service and Technology, Impact of Technology on Service Firms, Emerging Service Sectors in India.

UNIT- II: Focusing on Consumer: Consumer Behaviour in services, Relevance of Consumer Behaviour, Consumer Expectations in service, Consumer Perceptions of service, Customer Satisfaction, Understanding Consumer Requirements-listening to customers through research, building customer relationships, Customer Feedback, Service Failure and Service Recovery – Recovery Strategies.

UNIT- III: Innovation and Quality: Service Innovation – Design, Challenges, Mapping Patterns of Service Innovation, Types of Service Innovation, stages in service innovation and development, Service Quality, Gaps model of Service Quality-Customer Gap, Provider Gap and Closing Gap, Service Excellence, Service Standards- factors, types, Physical Evidence – managing Physical Evidence, and the Servicescape – Designing Servicescapes.

UNIT- IV: Managing Service Operations: Service Process, Service Blueprinting, Managing Demand and Supply, Participants in Services - Employee's roles in Service Delivery, Customer's roles in Service Delivery, Mass Production and Delivery, Service Guarantee, Ethics in Service Firms.

UNIT- V: Managing Service Promises: Managing Distribution Channels in Service Industry –Strategies for Distribution, Managing People in Service Industry – Challenges, Pricing Strategies for Services – Methods, Promotion Strategies for Services - Need for Coordination in Marketing Communication, five categories of strategies to match service promises with delivery.

Suggested Readings:

1. John E. G. Bateson, K. Douglas Hoffman: Services Marketing, Cengage Learning, 4e, 2015.
2. Vinnie Jauhari, Kirti Dutta: Services Marketing: Operations and Management, Oxford University Press, 2014.
3. Nimit Chowdhary, Monika Chowdhary, Textbook of Marketing of Services: The Indian Experience, MACMILLAN, 2013.
4. Govind Apte: Services Marketing, Oxford Press, 2011.

INTERNATIONAL FINANCIAL MANAGEMENT (F4)

Course Objective: To give an understanding about MNC Financial Management, Balance of Payments and Forex markets.

UNIT - I: Introduction: An overview, Importance, nature and scope of International Financial Management, Domestic FM Vs. IFM, International Business Methods, Recent changes and challenges in International Financial Management.

UNIT - II: International Flow of Funds: Balance of Payments (BOP), Fundamentals of BOP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows. Indian BOP Trends.

International Monetary System: Evolution, Gold Standard, Bretton Woods's system, the flexible exchange rate regime, evaluation of floating rates, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

UNIT - III: Foreign Exchange Market: Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations. Process of arbitrage, speculation in the forward market. Currency Futures and Options Markets, Overview of the other markets – Euro currency market, Euro credit market, Euro bond market, International Stock market.

UNIT - IV: (a) Exchange Rates: Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates – exchange rate systems. Managing Foreign exchange Risk. International arbitrage and interest rate parity. (b) Relationship between inflation, interest rates and exchange rates – Purchasing Power Parity – International Fisher Effect – Fisher Effect- Interest Rate parity, Expectations theory

UNIT - V: Asset–liability Management: Foreign Direct Investment, International Capital Budgeting, International Capital structure and cost of capital. International Portfolio Management. International Financing: Equity, Bond financing, parallel loans - International Cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, Export – Import bank of India, recent amendments in EXIM policy, regulations and guidelines.

Suggested Readings:

1. Sharan. V, International Financial Management 5e, PHI, 2012
2. P. G. Apte, International Financial Management, TMH 2012.
3. Madhu Vij: International Financial Management, Excel, 2012.

STRATEGIC INVESTMENT AND FINANCING DECISIONS (F5)

Course Objective: To give an understanding about Investment and Financing decisions.

UNIT - I: Investment decisions under conditions of Risk and uncertainty: Concepts of risk and uncertainty. Risk Analysis in Investment Decisions. Risk adjusted rate of return, certainty equivalents, Probability distribution of cash flows, decision trees, sensitivity analysis and Monte Carlo Approach to Simulation. Investment Decisions under capital constraints: Capital Rationing vs. Portfolio. Portfolio Risk and diversified projects.

UNIT - II: Types of Investments and disinvestments: Project abandonment decisions, Evidence of IRR. Multiple IRR, Modified IRR, Pure, simple and mixed investments. Lorie Savage Paradox. Adjusted NPV and impact of inflation on capital budgeting decisions.

UNIT - III: Critical analysis of appraisal techniques: Discounted pay back, post pay back, surplus life and surplus pay back, Bail-out pay back, Return on Investment, Equivalent Annual Cost, Terminal Value, single period constraints, multi-period capital constraint and an unresolved problem, NPV mean variance analysis, Hertz Simulation and Hillier approaches. Significance of information and data bank in project selections.

UNIT - IV: Strategic Analysis of selected investment decisions: Lease Financing, Operating Risk, borrowing vs. procuring. Hire purchase and Installment decisions. Lease Risk Management, Leasing as a Financing Decision, Advantages of Leasing, and Leasing Decision in practice.

UNIT - V: Financing Decisions: Mergers and Acquisitions - need, Strategy, Diversification and Mergers and Acquisitions, Theories of Mergers, Types of Mergers, Cost of Mergers, Government guidelines for Takeover, Problems on Mergers & Acquisitions and cases

Suggested Readings:

1. Ravi M Kishore "Strategic Financial Management, Taxman 2012.
2. Prasanna Chandra: Financial Management, 8/e, TMH, 2012
3. Prasanna Chandra: Projects: Planning, Analysis, Financing Implementation and Review, 6/e, TMH, 2012
4. I. M. Pandey: Financial Management, Vikas 2012.

RISK MANAGEMENT (F6)

Course Objective: To understand the concepts of Risk Management, measurements and risk management strategies using derivatives.

UNIT - I: Introduction to Risk Management: Risk Management Overview - Types of Risks -Impact of risk on organizations- scope of risk management- Risk Management Levels, Risk management process – risk models- Risk identification and measurement.

UNIT - II: Risk Management and Measurement: Risk Management Tools, Regulatory Framework – Capital Adequacy requirements - interest rate risk, liquidity risk, Market risk, credit risk, exchange rate risk, Value at Risk (VaR), Cash Flow at Risk (CaR).

UNIT - III: Risk Management Techniques - Forward and Future Contracts: Pricing Forward Contracts, Foreign Currency Forward Contract, Commodity forward contract, Counterparty risk in the forward contract, Future Contracts, Cash Vs Physical Delivery, Pricing Future contracts, The role of expected future spot price, Impact of Financial market imperfections.

UNIT – IV: Risk Management Techniques - Options: Structure of Option Market, Types of Options, Option Strategies, exercise price and option values, Principles of Call option Pricing and put option pricing, Put - Call parity theorem, Option values and cash payouts, Option pricing, Arbitrage pricing and the Binomial Model, The Black- Scholes and Mertin Model.

UNIT - V: Risk Management Techniques – SWAPS: SWAP Market and its Evolution, Pricing and valuing - Interest rate swap, Pricing and valuing - Currency Swap, Pricing and valuing - Equity Swap, Pricing and valuing – Commodity Swap, Swapations.

Suggested Readings:

1. Don M Chance, Robert Brooks, An Introduction to Derivatives and Risk Management, 9e, 2013.
2. R. Madhumathi & M. Ranganatham, Derivatives and Risk Management, Pearson, 2012.
3. Jayanth Rama Varma, “Derivatives and Risk Management”, TMH.
4. Hull, Risk Management and Financial Institutions, Wiley, 2015.