

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

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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:

1. Ranjana Mittal, Leadership Personal Effectiveness and Team building, Vikas Publications, 2015
2. Mark Hughes, Managing Change, Universities Press, 2011.
3. 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- CRMA/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.



ENTREPRENEURIAL FINANCE(E4)

Course Objective: To understand the role of Entrepreneurial Finance, Planning and valuation of an Enterprise.

Course Outcomes: Students will be able to understand

- a) Financing through venture life cycle
- b) Organizing and operating the enterprise
- c) Financial Planning of an enterprise
- d) Valuation of an enterprise
- e) Financing for growing enterprises.

UNIT - I: Finance for Entrepreneurs: Principles of Entrepreneurial Finance- Role of Entrepreneurial Finance- The successful venture life cycle- Financing through venture lifecycle- Life Cycle approach for teaching - Entrepreneurial finance. Developing Business Idea, Business Model. Screening venture opportunities: Pricing / Profitability considerations, Financial, / harvest Considerations. Financial Plans and Projections.

UNIT- II: Organizing and Operating the Venture: Financing a New venture, Seed, Startup and First Round Financing Sources- Financial Boot Strapping, Business Angel Funding, First Round Financing Opportunities. Preparing and Using Financial Statements: Obtaining and Recording the resources to start and Build a new venture, Asset and Liabilities and Owners Equity in Business, Sale expenses and profits Internal Operating Schedules, Statement of cash flows, Operating Break even Analysis. Evaluating operating and financial performance using ratio analysis.

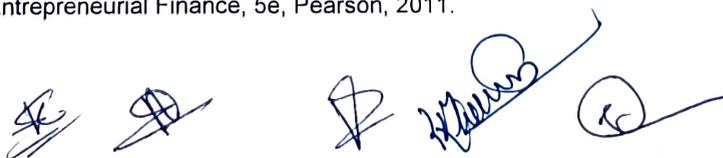
UNIT - III: Financial Planning: Financial Planning throughout the Venture's life cycle, Short Term cash planning tools, projected monthly financial statements. Types and costs of Financial Capital: Implicit and Explicit financial capital costs, Financial Markets, Determining the cost of Debt Capital, Investment Risk, Estimating the cost of Equity Capital, Weighted average cost of capital.

UNIT - IV: Venture Valuation: Valuing Early stage Ventures, Venture Worth, Basic Mechanics of valuation, developing the projected financial statements for a discounted Cash Flow Valuation, Accounting Vs Equity Valuation Cash Flow. Venture Capital Valuation Methods: Basic Venture Capital Valuation Method, Earnings Multiplier, and Discounted Dividends.

UNIT - V: Financing for the Growing Venture: Professional Venture Capital, Venture Investing Cycle, Determining the fund objectives and policies, Organizing the new fund, Soliciting investments in the new fund, Capital Call, Conducting due diligence and actively investing, arranging harvest or liquidation, Other financing alternatives: Facilitators, Consultants and Intermediaries, Banking and Financial Institutions, Foreign Investors, State and Central Government Financing Programmes. Receivables Lending and Factoring, Mortgage Lending, Venture Leasing.

Suggested Readings:

- Steven Rogers, Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur 3e, Tata Mc Graw Hill, 2014.
- Douglas Cumming, Entrepreneurial Finance, Oxford University Press, 2012.
- M J Alhabeeb, Entrepreneurial Finance: Fundamentals of Financial Planning and Management for Small Business, Wiley, 2015.
- Philip J. Adelman, Alan M. Marks, Entrepreneurial Finance, 5e, Pearson, 2011.



ENTREPRENEURIAL MARKETING(E5)

Course Objective: To understand the marketing challenges and to apply marketing tools and models for entrepreneurial marketing.

Course Outcomes: Students will be able to understand

- a) Marketing mix of an enterprise
- b) Growth and marketing strategies
- c) Market Development strategies
- d) Contemporary issues in Entrepreneurial marketing.

UNIT – I: Introduction to Entrepreneurial Marketing – Meaning, Characteristics, Functions, Marketing Challenges, Marketing Mix (6P's). Identifying entrepreneurial marketing opportunities, market research, demand forecasting.

UNIT – II: Enterprise Growth: Concept of Enterprise Growth, forms, types, structures of organizational growth, Gazelles and Mice, Growth Objectives – operative and strategic targets, Growth Analysis – Portfolio analysis, ERRC Grid, SWOT-analysis, and raising entrepreneurial finance.

UNIT – III: Growth Strategies and Models: Growth Strategies – concept and forms, Internal, External, and Cooperative growth strategies. Growth models - Life-cycle and Phase model, integrated life-cycle model (evolutionary), Greiner's growth model (revolutionary), and Complexity management (process) model.

UNIT– IV: Entrepreneurial Market Development Strategies: Positioning, Segmentation, targeting, entrepreneurial communication strategy, entrepreneurial pricing strategy, entrepreneurial distribution strategy, building customer relationships, marketing plans.

UNIT – V: Entrepreneurial Marketing Tools: Concept, Guerrilla Marketing, Ambush / Free ride Marketing. Tools of entrepreneurial marketing – Buzz, Social Media, Viral Marketing.

Suggested Readings:

- Zubin Sethna, Paul Harrigan, Rosalind Jones, Entrepreneurial Marketing: Global Perspectives, Emerald Group Publishing, 2013.
- Bruce D. Buskirk, Molly Lavik, Entrepreneurial Marketing: Real Stories and Survival Strategies, Thomson, 2004.
- Ian Chaston, Entrepreneurial Marketing: Sustaining Growth in All Organisations, Palgrave Macmillan, 2016.

CREATIVITY, INNOVATION AND ENTREPRENEURSHIP(E6)

Course Objective: To understand the creativity and innovations management aspects in an enterprise.

Course Outcome: Students will be able to understand

- a) basics of Creativity
- b) Creative Problem solving
- c) Creative Intelligence
- d) Perspectives of Innovation

UNIT - I: The Creativity Phenomenon: Creative Cerebration- Creative Personality and Motivation –Creative Environment- Creative Technology- Creativity Training- Puzzles of Creativity- Spiritual and social roots of creativity- Essence, Elaborative and Expressive Creativities- Quality of Creativity- Existential, Entrepreneurial and Empowerment Creativities – Criteria for evaluating Creativity- Credible Evaluation- Improving the quality of our creativity.

UNIT - II: Mastering Creative Problem Solving: Structuring of ill- defined problems- Creative Problem solving- Models of Creative problem solving- Mechanisms of Divergent thinking- Useful mechanisms of convergent thinking- Techniques of Creativity Problem solving-

UNIT - III: Creative Intelligence: Creative Intelligence abilities - A model of Creative Intelligence – Convergent thinking ability - Traits Congenial to creativity - Creative Personality and forms of creativity- Motivation and Creativity- Blocks to creativity- fears and Disabilities- Strategies for Unblocking- Energy for your creativity- Designing Creativogenic Environment.

UNIT - IV: Innovation Management: Concept of Innovation- Levels of Innovation- Incremental Vs Radical Innovation-Inbound and Outbound Ideation- Open and Other Innovative Ideation Methods- Theories of outsourcing New Product Development: Transaction Cost, Resource Based, Resource, Dependence, Knowledge Based Theories.

UNIT - V: Micro and Macro Perspectives of Innovation: Systems Approach to Innovation- Innovation in the context of Emerging Economies- Organizational factors affecting innovation at the firm level-Leadership and Innovations- Open Innovation- Innovation Framework- Innovations developed by Open Technology Communities.

Suggested Readings:

- Pradip N Khandwalla, Lifelong Creativity, An Unending Quest, Tata McGraw Hill, 2004.
- Vinnie Jauhari, Sudanshu Bhushan, Innovation Management, Oxford Higher Education, 2014.
- Innovation Management, C. S. G. Krishnamacharyulu, R. Lalitha, Himalaya Publishing House, 2010.
- P. N. Rastogi, Managing Creativity for Corporate Excellence, Macmillan 2009.

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INVENTORY AND WAREHOUSING MANAGEMENT(O4)

Course Objective: To understand the inventory and warehousing management aspects in an enterprise.

Course Outcome: Students will be able to understand

- a) basics of inventory and warehousing management
- b) Creative Problem solving
- c) Perspectives of inventory and warehousing management

Unit – I Introduction to Inventory – Definition, principles, role, functions and importance of Inventory, Types of Inventory, Inventory Policy, Costs Associated with Inventory, Inventory and Profitability, Impact of Inventory on total logical cost – Inventory management – objectives / importance, symptoms of poor inventory management, Improving effectiveness of inventory management.

Unit – II Inventory Control and models – Importance and scope of Inventory control, Selective Inventory control, Inventory Models – Economic Lot size, EOQ, Economic Batch Quantity [EBQ], ROL – reorder level, P model, Q model, two bin system, fair share allocation model, MRP, ABC analysis, Just in Time (JIT). Modern methods, Kanban, DRP and ERP.

Unit – III Inventory Methods – Inventory ranking methods and Quadrant technique, FIFO, LIFO, Weighted average method, Inventory under certainty and uncertainty, Risk Management, Work in progress inventories, Finished Goods Inventories, Spare parts inventories, Use of Computers in Inventory Management – RFID, EDI, Satellite tracking system.

Unit – IV Warehouse Management – Definition, Principles, Roles, Importance of Warehouses, Need for Warehousing, Warehouse selection and planning, functions and operations of a warehouse, Warehouse location, Area of Warehouse, Factors affecting warehousing cost, Warehouse layout, Design principles.

Unit – V Planning – codification and standardisation of the Materials, Incoming Materials Receipts, Retrieval and Transaction Processing System, Security and Loss Prevention, Consumption Based Planning – MRP and lot sizing procedure, Forecasting parameter and result, planned order planning file consolidation, Breakbulk, Crossdocking, Mixing, Assembly – competitive advantage, production support warehouse – ERP, Role of IT in warehousing.

Suggested Readings:

1. Tony wild – Best Practice in Inventory Management – John wiley and sons
2. Hadley G and Whitin T. M. : Analysis of Inventory systems, Prentice Hall
3. Naddor E, Inventory system, John Wiley



DOMESTIC AND INTERNATIONAL LOGISTICS(O5)

Course Objective: To understand domestic and international logistics aspects in an enterprise.

Course Outcome: Students will be able to understand

- a) basics of domestic and international logistics
- b) Creative Problem solving
- c) Perspectives of domestic and international logistics

Unit – I Vehicle Selection – Types of Vehicles – Types of Operations – Load types and characteristics – main types of vehicle body – Implications of vehicle selection – vehicle acquisition.

Unit – II Need for planning – fleet management – main types of road freight transport – transport resource requirements – vehicle routing and scheduling issues – data requirements – computer routing and scheduling – information system applications – GPS – RFID

Unit – III Legislation – Operator licensing – Driver licensing – Driver's Hours regulations – Road transport directive – tachographs – vehicle dimensions.

Unit – IV Introduction to Air Cargo: Aviation and airline terminology – IATA areas – Country – Currency – Airlines – Aircraft layout – different types of aircraft – aircraft manufacturers – ULD – International Air Routes – Airports – codes – Consortium – Hub and spoke – Process Flow.

Unit – V Air freight forwarding: Air Freight Exports and Imports – Special Cargoes – Consolidation – Documentation – Air way Bill (AWB) – Communications – Handling COD Shipments – POD – conditions of contract – Dangerous (DGR) or Hazardous goods.

Suggested Readings:

1. Air transport Logistics by Simon Taylor (Hampton)
2. Air Cargo distributions: a management analysis of its economic and marketing benefits by Paul Jackson and William Brackenridge (Gower Press)
3. Fundamentals of air transport management by P.S. Senguttuvan
4. Aviation century : wings of change – a global survey – Ratandeep Singh – Jain book

The bottom of the page contains four handwritten signatures or initials in blue ink. From left to right: a stylized signature, a signature that appears to be 'D', a signature that appears to be 'R', and a signature that appears to be 'S'.

SALES AND OPERATIONS PLANNING(O6)

Course Objective: To understand sales and operations planning aspects in an enterprise.

Course Outcome: Students will be able to understand

- a) basics of sales and operations planning
- b) Creative Problem solving
- c) Perspectives of sales and operations planning

UNIT I – Operations Planning Introduction – Relationship between Sales and Operations Planning – Need for operation planning and control – Functions of operation planning and control – Different phases of operation planning and control – Comparison of operations planning and control activities in manufacturing and service organizations

UNIT II – Demand Forecasting Objective of Forecasting in operations – Elements of a good forecast – Major Factors that Influence the Demand Forecast – Classification of Forecasting Methods (Qualitative Methods, Time series and Quantitative Models) – Forecasting Accuracy and its measures: Mean Absolute Deviation, Mean Square Error (MSE), Mean Forecast Error (MFE).

UNIT III – Capacity Planning Capacity Planning Classification – Measuring Capacity, Determining Capacity Requirements – Forecasting v/s Capacity Planning – Aggregate Operations planning– Concept of aggregation – Factors Affecting Aggregate Planning, Aggregate Planning Goals – Forecasts of Aggregate Demand – Aggregate Planning Techniques, Materials Requirement Planning (MRP) Elements and Methods

UNIT IV – Operations Scheduling: Master Production Scheduling (MPS) – Meaning and Concepts – MPS Model – Purpose of Scheduling – Scheduling Methods: Forward Scheduling, Backward Scheduling, Scheduling Activities: Routing, Loading, Dispatching – Scheduling by Type of Operations: Job Operations Repetitive Operations, Labor-Intensive Operations, Service Operations

UNIT V – Enterprise Resource Planning: Introduction, Evolution of ERP, need for ERP, ERP Implementation methodology, Benefits of an ERP System, Factors affecting ERP Implementation – Role of ERP in Operations planning and control – Operations planning Insights from the TOC school of thought

Suggested Readings:

1. Ajay K Garg, Production and Operations Management, McGraw Hill Education (India) Pvt. Ltd., 2012, Reprint 2017.
2. William J Stevenson, Operations Management, Twelfth Edition, McGraw Hill Education (India) Pvt. Ltd., 2017, Reprint 2018.
3. R. Panneerselvam, Production & operations management, Prentice Hall India private limited, 2017.
4. Aswathappa, K., ShridharaBhat, K., Production and Operations Management , Himalaya Publishing House, 2014

