

## **SEMESTER – IV**

### **401: STRATEGIC MANAGEMENT**

**Objective:** to enlighten the students with the Concepts and Practical applications of Business Policy and the Process of the Strategic Management

Unit-1: Overview of Strategic Management – Evaluation- Modes & Strategic planning Management - Business Policy and Strategic Management - Strategic Management Model.

Unit-II: Business Vision, Mission, Objectives – Characteristics of Mission Statement Environmental Analysis – External and industry analysis – Internal analysis – Strategic analysis and choice – Input stage – Matching stage – decision stage – Cultural aspects of strategy choice.

Unit-III: Strategic formulation: Types of Strategies – Integration strategies – Intensive strategies – Diversification strategies- Diversification strategies- Michael Porter Generic Strategies

Unit-IV: Strategic Implementation: The nature of strategic implementation resource allocation – Strategy and structure – Creating – Supportive culture – Implementing strategies in functional areas.

Unit – V: Strategy Evaluation: The nature of strategy evaluation – Review and Control – Characteristics of effective evaluation systems – Criteria for strategy control – Mechanism for strategic control.

(Case Study is compulsory in all Units)

#### **Suggested Books**

1. Hill & Jones, An Integrated Approach to Strategic Management, Cengage, ND
2. Glueck, William F. Strategic Management and Business Policy, New York McGraw Hill.
3. Sukul Lamesh, Business Policy and Strategic Management, Vikas, ND
4. Hugh McMillan- Strategic Management, Oxford University Press.
5. Budhiraja, S.B. and Athereya, MB. Cases in Strategic Management, Tata McGraw-Hill, ND
6. Hax A.C and Majluf, N.S. Strategic Management, Englewood Cliffs, New Jersey, Prentice Hall of India.
7. Mathur U.C. Strategic Management, Macmillan.
8. Gupta, Strategic Management, Prentice Hall of India.
9. PS Rao, Business Policy & Strategic Management, Himalaya, Mumbai

## **FM 402: FINANCIAL DERIVATIVES**

**Objective:** to enlighten the students with the Concepts and Practical applications of derivatives in the Security markets

Unit – I : Introduction to Financial Derivatives – Meaning and Need – Growth of Financial Derivatives in India – Derivative Markets – Participants – Functions – Types of Derivatives – Forwards – Futures – Options – Swaps – The Regulatory Framework of Derivatives Trading in India.

Unit – II : Features of Futures – Differences Between Forwards and Futures – Financial Futures – Trading – Currency Future – Interest Rate Futures – Pricing of Future Contracts – Value At Risk (VAR) – Hedging Strategies – Hedging with Stock Index Futures – Types of Members and Margining System in India – Futures Trading on BSE & NSE.

Unit – III : Options Market – Meaning & Need – Options Vs futures – Types of Options Contracts – Call Options – Put Options – Trading Strategies Involving Options – Basic Option Positions – Margins – Options on stock Indices – Option Markets in India on NSE and BSE.

Unit – IV : Option Pricing – Intrinsic Value and Time Value - Pricing at Expiration – Factors Affecting Options pricing – Put-Call Parity Pricing Relationship – Pricing Models – Introduction to Binominal Option Pricing Model – Black Scholes Option Pricing Model.

Unit – V: Swaps – Meaning – Overview – The Structure of Swaps – Interest Rate Swaps – Currency Swaps – Commodity Swaps – Swap Variant – Swap Dealer Role – Equity Swaps – Economic Functions of Swap Transactions – FRAs and Swaps. (Case Studies are Compulsory)

### **Suggested Books:**

1. Rene M Stulz, Risk Management and Derivatives, Cengage, New Delhi
2. David Thomas. W & Dubofsky Miller. Jr., Derivatives Valuation and Risk Management, Oxford University, Indian Edition.
3. N.D.Vohra & B.R.Baghi, Futures and Options, Tata McGraw-Hill Publishing Company Ltd.
4. Red Head: Financial Derivatives: An Introduction to Futures, Forward, Options” Prentice Hall of India.
5. David A. Dubofsky, Thomas W.Miller, Jr.: Derivatives: Valuation and Risk Management, Oxford University Press.
6. Sunil K.Parameswaran, “Futures Markets: Theory and Practice” Tata-McGraw-Hill Publishing Company Ltd.
7. D.C.Parwari, Financial Futures and Options, Jaico Publishing House
8. T.V.Somanathan, Derivatives, Tata McGraw-Hill Publishing Company Ltd.
9. NSE manual of Indian Futures & Options & [www.Sebi.com](http://www.Sebi.com)

## **FM 403: BEHAVIORAL FINANCE**

### **UNIT – 1**

Introduction to Behavioral finance – Nature, scope, objectives and application; Investment Decision Cycle: Judgment under Uncertainty :Cognitive information perception - Peculiarities (biases) of quantitative and numerical information perception - Representativeness – Anchoring - Exponential discounting - Hyperbolic discounting (Theory Only)

### **UNIT – 2**

Utility/ Preference Functions: Expected Utility Theory [EUT] and Rational Thought: Decision making under risk and uncertainty - Expected utility as a basis for decision-making – Theories based on Expected Utility Concept - Investor rationality and market efficiency. Prospects Theory V/S EUT. (Theory & Problems)

### **UNIT – 3**

Behavioral Factors and Financial Markets: The Efficient Markets Hypothesis – Fundamental Information and Financial Markets - Information available for Market Participants and Market Efficiency -Market Predictability –The Concept of limits of Arbitrage Model - Asset management and behavioral factors - Active Portfolio Management: return statistics and sources of systematic underperformance. - Fundamental information and technical analysis – the case for psychological influence. (Theory Only)

### **UNIT – 4**

Behavioral Corporate Finance: Behavioral factors and Corporate Decisions on Capital Structure and Dividend Policy - Capital Structure dependence on Market Timing -. Systematic approach to using behavioral factors in corporate decisionmaking. External Factors and Investor Behavior: Mechanisms of the External Factor influence on risk perception and attitudes - Connection to human psychophysiology and emotional regulation Active portfolio management – the source of the systematic underperformance. (Theory Only)

### **UNIT – 5**

Emotions and Decision – Making: Experimental measurement of risk-related - Measuring Risk - Emotional mechanisms in modulating risk-taking attitude - Neurophysiology of risk taking. Personality traits and risk attitudes in different domains. (Theory Only)

### **Reference Books**

- Behavioral Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves.
- Understanding Behavioral Finance by Ackert→ The Psychology of Investing by John R. Nofsinger, Pearson Prentice Hall, (4th Edition)
- What Investors Really Want - Learn the lessons of behavioral Finance, Meir Statman, McGraw-Hill

- Handbook of Behavioral Finance – Brian R. Bruce
- Behavioral finance - Wiley Finance - Joachim Goldberg, Rüdiger von Nitzsch
- Plous, Scott, 1993, The Psychology of Judgment and Decision Making, Ch 10-15
- Shleifer, Andrei, 2000, Are Financial Markets Efficient?, Chapter 1 in Inefficient Markets, Oxford University Press.
- Ackert, L., and R. Deaves, 2010, Behavioral Finance: Psychology, Decision-Making and Markets, South-Western Cengage Learning, Mason, Ohio.
- Nofsinger, J. R., 2001, Investment Madness, Prentice Hall.
- Mitchell, O. S., and S. P. Utkus, eds., 2004. Pension Design and Structure: New Lessons from Behavioral Finance (Oxford University Press, New York, New York).
- Shleifer, Andrei (2000): Inefficient Markets: An Introduction to Behavioral Finance, Oxford University Press, Oxford.
- Montier, James (2002): Behavioural Finance, John Wiley & Sons, New York.
- Plous, S. (1993). The psychology of judgment and decision-making NY: McGrawHill.

## **FM 404: INTERNATIONAL FINANCIAL MANAGEMENT**

**Objective:** to enlighten the students with the Concepts and Practical applications of International Financial Management.

Unit I : International Monetary and Financial System: Evolution; Breton Woods Conference and Other Exchange Rate Regimes; European Monetary System, South East Asia Crisis and Current Trends.

Unit II : Foreign Exchange Risk: Transaction Exposure; Accounting Exposure and Operating Exposure – Management of Exposures – Internal Techniques, Management of Risk in Foreign Exchange Markets: Forex Derivatives – Swaps, futures and Options and Forward Contracts (Cases).

Unit III : Features of Different International Markets: Euro Loans, CPs, Floating Rate Instruments, Loan Syndication, Euro Deposits, International Bonds, Euro Bonds and Process of Issue of GDRs and ADRs.

Unit IV : Foreign Investment Decisions : Corporate Strategy and Foreign Direct Investment; Multinational Capital Budgeting; International Acquisition and Valuation, Adjusting for Risk in Foreign Investment.

Unit V : International Accounting and Reporting; Foreign Currency Transactions, Multinational Transfer Pricing and Performance Measurement; Consolidated Financial Reporting.

(Case Studies are Compulsory)

### **Suggested Books:**

1. Buckley Adrin, Multinational Finance, 3<sup>rd</sup> Edition, Engle Wood Cliffs, Prentice Hall of India.
2. S.P.Srinivasan, B.Janakiram, International Financial Management, Wiley India, New Delhi.
3. Clark, International Financial Management, Cengage, ND
4. V.Sharan, International Financial Management, 3<sup>rd</sup> Edition, Prentice Hall of India.
5. A.K.Seth, International Financial Management, Galgothia Publishing Company.
6. P.G.Apte, International Financial Management, Tata McGrw Hill, 3<sup>rd</sup> Edition.
7. Bhalla, V.K., International Financial Management, 2<sup>nd</sup> Edition, New Delhi, Anmol, 2001.
8. V.A.Avadhani, International Financial Management, Himalaya Publishing House.
9. Bhalla, V.K., Managing International Investment and Finance, New Delhi, Anmol, 1997.

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## **MM – 403: ADVERTISING AND BRAND MANAGEMENT**

**Objective:** to enlighten the students with the Concepts and Practical applications of advertising and brand management.

Unit I: Role of Advertising in Promotional Mix – Introduction to Advertising – Advertising and Communication – Integrated Marketing (IMC) – Challenges and Opportunities in Advertising – Economic, Social and Ethical Aspects of Advertising.

Unit II : Audience Analysis in Advertising – Media Planning – Media Mix Decisions – Developing Media Strategy – Creative Strategy and Copy Writing – Different Types of Appeals – Layout Design.

Unit III: Advertising Budgets – Methods of Formulating Advertising Budgets – Evaluating of Advertising Effectiveness – Advertising Agencies.

Unit IV: Direct Response Advertising – Home Shopping – Direct Mail – Catalogs – Telemarketing – Internet Advertising – International Advertising – Impact of Culture – Customs – Law and Regulations.

Unit V: Brand Management: Brand Building and Positioning – Measuring Brand Performance – Designing Brand Marketing Programmes – Evaluating Brand Performance – Branding in Retail Business – Role of Own Label – Emerging trends in Brand Management.

(Case Studies are Compulsory)

### **Suggested Books:**

1. William Wills, John Burnett and Sandra Mriarty – Advertising Principles and Practice – Pearson,ND
2. YLR Murthy, Brand Management: Indian Cases . Vikas, ND
3. John. S. Wright Wills. L.Winter, Jr. and Sherliyer K.Leigler, Advertising – Tata McGraw Hill.
4. Manendra Mohan – Advertising Management Concepts and Cases – Tata McGraw Hill.
5. Percy & Elliot – Strategic Advertising Management, Oxford University Press.
6. AK.S.A.Chunnawala and K.C.Sethia – Foundations of Advertising Theory and Practice – Himalaya
7. George E.Belch and Michael A.Belch – Advertising and Promotion and Integrated Marketing Communication Perspective – Tata McGraw Hill.
8. Chunnawala, S.A., Compendium of Brand Management, Himalaya Publications House, 2004.
9. Mathur, U.G. Brand Management – Text and Cases, Macmillan India Ltd. 2006.

## **MM 404: RETAIL MARKETING MANAGEMENT**

**Objective:** to enlighten the students with the Concepts and Strategies of Retailing

### **UNIT-I**

Concept of retailing – retail development – types and functions of retailers – multi channel retailing – organized retailing in India – special characteristics of retailing services retailing Global retailing

### **UNIT -II**

Retail strategy: market strategy – retail formats and target market selection – building sustainable competitive advantage – growth strategies – strategic retail planning process-retail life cycle.

### **UNIT-III**

Retail location – types, location opportunities – selection of location and Site analysis - financial strategy – strategic profit model – setting and measuring performance objectives- retail service quality.

### **UNIT-IV**

Store layout and design, store operations and inventory management merchandise planning and control, buying merchandise – developing assortment plan.

### **UNIT -V**

Retail pricing strategy, category management, customer services – retail branding- promotional strategies – advertising, sales promotion, store atmosphere.

## **REFERENCES**

1. Sheikh and Kaneez Fatima, “**Retail Management**”, Himalaya Publishing House, Mumbai, 2012
2. A.J. Lamba:”**The Art of Retailing**”, Tata McGraw Hill Education Pvt. Ltd. New Delhi.2011
3. Sivakumar, A, “**Retail Marketing**”, Excel Books, New Delhi, 2007
4. Swapna Pradhan, “**Retail management**”, Tata McGraw Hill Education Pvt. Ltd. New Delhi, 2012
5. Berman Barry, Joel R. Evans and Mini Mathur, “**Retail Management-A Strategic Approach**”, Pearson Education, New Delhi, 2011.
6. Chetan Bajaj RajnishTuli, Nidhivarma Srivastava:”**Retail Management**”, Oxford University Press, New Delhi, 2012.
7. Gibson G Vedamani, “**Retail Management**”, Jaico Publishing House, New Delhi.

8. Dunne: “**Introduction to Retailing**”, Cengage Learning, New Delhi, 2013 (Case Studies are Compulsory)

**Suggested Books:**

1. Wareen J.Keegan : Global Marketing Management
2. Keifer Lee, Steve Carter, Global Marketing Management, Oxford University Press.
3. Gillispe, International Marketing, Cengage, ND
4. Jean-Pierre Jennet & H. David Hennessey, Global Marketing Strategies, Wiley India, Delhi.
5. Vasudeva: International Marketing, Excel Publications.
6. Dana-Nicoleta Lascu, International Marketing, Wiley India, New Delhi.
7. Varshney R.L. & Bhattacharya : International Marketing Management
8. Subhash C.Jain : International Marketing Management
9. Saravanaue. P : International Marketing.



## **HRM 402: PERFORMANCE MANAGEMENT AND COUNSELLING**

**Objective:** to enlighten the students with the Concepts and strategies of Performance Management and Counselling

Unit – I: Introduction: Definition and Dimensions of Performance Management; Clarity of Roles and Functions; Performance Targets;

Unit – II: Performance Analysis; Objectives, Factors Influencing Performance Analysis; Methods of Appraisal Systems.

Unit – III: Performance Review Counselling (PRC); Objectives; Process; Conditions for Effective PRC.

Unit – IV: HRM and Performance Management – Need Identification for Training and Development; Rewards and Recognition; Team Performance.

Unit – V: Performance Management Practices; 360-Degree Appraisal; Assessment Centre; Potential Appraisal.

(Case Studies are Compulsory)

### **Suggested Books:**

1. TV Rao, Performance Management and Appraisal Systems, Sage Response Books.
2. G.K.Suri: Performance Measurement and Management, Excel Publications.
3. Michael Armstrong, Employee Reward, Universities Press (India) Ltd.
4. Cynthia D. Fisher, Lyle F. Schoenfeldt and James B.Shaw, “Human Resource Management”, Biztantra, New Delhi.
5. D.K.Srivastava: Strategies for Performance Management, Excel Publications.
6. R.K. Sahu: Performance Management System, Excel Publications.
7. Chadha-Performance Management, MacMillan.
8. Kanishka Bedi – Quality Management, Oxford.

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### **403: STRATEGIC HUMAN RESOURCE MANAGEMENT**

**Objective:** to enlighten the students with the Concepts and systems of Strategic Human Resource Management.

Unit-I: The Human Resource Environment – Technology and Organization Structure – Management of Diversity – HR Outsourcing – Global Competition – Global Sourcing of Labour.

Unit – II: Strategic Perspective of HRM – HR for Competitive Advantage – Business Strategy and HR Strategy – HR and Business Policy Linkages – Organizational Performance.

Unit – III: Strategic Responses of Organizations – Strategic Role of HR Planning – Selection of Employees – Career Paths for Technical Professionals – Strategically Oriented Performance Measurement Systems.

Unit – IV: Compensation Systems –Strategic Requirements – High Performance Practices Rewarding Individual and Team Contribution and Organization Performance.

Unit – V: Strategic Approach to Industrial Relations – Social Dialogue, Negotiation Skills, Dealing with Unions for Working towards Harmonious Relations.

(Case Studies are Compulsory)

#### **Suggested Books:**

1. Anuradha Sharma, Strategic Human Resource Management: An Indian perspective, Sage Response Books.
2. Nadler – competing by Design, Oxford University Press.
3. Mello, Strategic HR Management, Cengage, ND
4. Ramaswamy – Managing Human Resources – A Contemporary, Oxford University Press.
5. Charles R.Greer, “Strategic Human Resource Management”, Pearson Education, New Delhi.
6. Srinivas R.Kandula, “Strategic Human Resource Development”, Prentice Hall of India, New Delhi.
7. Freed R.David, Strategic Management, Prentice Hall of India.
8. Kandula Srinivas, Strategic Human Resource Development, Prentice Hall of India.
9. Agarwal – Strategic Human Resource Management, Oxford Press.
10. Prasad – Strategic Human Resource Management. MacMillan.

## **HRM 404: INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**Objective:** to enlighten the students with the Concepts and strategies of International Human Resource Management.

Unit – I : Introduction to International HRM – Concept, HRM at International Perspective – Distinction between Domestic and International HRM – HR Challenges at International Level.

Unit – II: Cross Cultural Theories – International Recruitment and Selection Process, Culture and Values.

Unit – III: Expatriate Training – Developing Global Managers – Negotiations.

Unit – IV: Compensation Management: International Compensation – Objectives, Components – Approaches of Compensation in Global Assignments – Culture and Compensation.

Unit – V: Industrial Relations at Global Level: IR Scenario in Global Organizations – Trade Unions at International Level – Unions and International Industrial Relations.

(Case Studies are Compulsory)

### **Suggested Books:**

1. Anne-Wil Harzing & Joris Van Ruyssseveldt (eds.), International Human Resource Management – Sage Publications, New Delhi.
2. Dowling, International HR Management, Cengage, ND
3. SPS Bedi, & M.Kishore, Global HRM, Widom, Delhi
4. Peter J.Dowling: International Human Resource Management, Excel Publications.
5. Tayeb – International HRM, Oxford University Press
6. C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Sage, New Delhi.
7. PS Rao, International HRM, Himalaya, Mumbai
8. Lawrence Kleiman, Human Resource Management, Wiley India, New Delhi.

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## **MM 402: SALES AND DISTRIBUTION MANAGEMENT**

Objective: to enlighten the students with the Concepts and Practical applications of Sales and Distribution Management.

Unit I: Modern Trends in Sales Management – Inter Departmental Relations – Organization of Sales Department – Different Types of Sales Organizations.

Unit II : Analysis of Market Potential – Sales Potential – Sales Volume – Forecasting Sales – Different Techniques of Forecasting Sales – Sales Budgets – time and Territory Management – Sales Quotas.

Unit III : Recruitment – Selection and Training of Salesmen – Salesmen's Compensation Plans – Evaluation of Salesmen's Performance – Sales Control Research.

Unit IV: Marketing Channels – Structure and Functions – Channel Design – Selecting Channel Members – Motivating Channel Members.

Unit V: Channel Conflicts – Reasons – Managing Channel Conflicts Evaluating Channel Member Performance – Supply Chain Management – Managing Logistics.

(Case Studies are Compulsory)

### **Suggested Books:**

1. Pingali Venugopal, Sales and Distribution Management: An Indian Perspective, Response Books, New Delhi.
2. Aftab Alam Sales and Distribution Management, Wisdom Publication
3. Richard R.Stire, Edward W.Candiff and Norman, A.P.Gavani, Sales Management Decisions, Policies and Cases – Prentice Hall.
4. Arun Mittal, Advertising & Sales Promotion, Wisdom, Delhi
5. Eugene. M.Johnson, David L.Kurty and Enirhard. E.Scheuing – Sales Management, Concepts, Practices and Cases by McGraw Hill International.
6. S.L.Gupta, Sales and Distribution Management: Text and Cases, Excel Publishers.
7. Berg Rosenbloom – Marketing Channels – a Management View – by the Dryden Press, Hinsdale, Illinois.
8. Aune T.Coughlan, Stern E.Ansary – Marketing Channels, Prentice Hall of India.
9. Panda – Sales & Distribution Management, Oxford University Press.
10. Matin Khan: Sales and Distribution Management, Excel Publishers.