

## **241 Global Strategic Management**

### **Course Overview**

The objective of the subject is to make students conversant with a set of management guidelines which specify the firm's product-market position, the directions in which the firm seeks to grow and change the competitive tools it will employ, the strengths it will seek to exploit and the weaknesses it will seek to avoid. Strategy is a concept of the firm's business which provides a unifying theme for all its activities.

### **Course Syllabus**

#### **Group I:**

Defining Strategic Management, Characteristics of Strategic Management, Types and Hierarchy, The Strategic Management Model and process. Vision and Mission- Importance of Mission and Vision statements, Writing a mission statement. Environmental Scanning: Internal & External environment. External Audit- Economic, Socio-Cultural, Demographic, Political, Legal and Technological Forces. Competitive Analysis-Porter's Five Forces Model. The External Factor Evaluation (EFE) Matrix, The Competitive Profile (CPM) Matrix. Internal Audit- Integrating Strategy and Culture, Management, Marketing, Finance/Accounting, Operations, Research & Development, Management Information System. Mc Kinsey's 7s Framework. The Internal Factor Evaluation (IFE) Matrix.

#### **Group II:**

Strategies in Action- Setting Organizational Objectives. Types of Strategies- Integration, Intensive, Diversification and Defensive Strategies. Porter's Generic Strategies. Strategy Analysis and Choice- Strategy – Formulation Framework- The Input Stage, The Matching Stage - Environmental Threat and Opportunity Profile (ETOP) Matrix, SWOT Analysis, GE 9 Cell Model, SPACE Matrix, BCG Matrix, The Internal External Matrix, The Grand Strategy Matrix. The Decision Stage – The Quantitative Strategy Planning Matrix (QSPM). Implementing Strategies- Annual Objectives, Policies, Resource Allocation, Managing Conflict, Matching Structure with Strategy. Managing Resistance to Change, Creating strategy supportive culture. Marketing, Finance, R & D, MIS Issues in Strategy Implementation. Strategy Review and Control.

### **Recommended Texts**

- Lawrence R. Jauch, William F. Glueck, Business Policy and Strategic Management, McGraw-Hill, 5th Edition.
- John A. Pearce II, R.B. Robinson, Jr., Strategic Management, 3rd Edition, A.I.T.B.S. Publications, Delhi.
- Fred R. David, Strategic Management - Concepts and Cases PHI Learning, 2012.

### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these group. The III group shall be a case study of 10 marks and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks (Total 20 marks)

Two written Assignments/ Project work each carrying 10 marks (Total 20 marks)

Class Participation and Attendance to be of 10 marks

## 242 Project Management

### Course Overview

The subject emphasizes on imparting the knowledge, skills, tools and techniques involved in carrying out project activities so as to ensure that projects are delivered within budget and schedule.

### Course Syllabus

#### **Group I:**

Concepts of Project Management: Meaning and Definition of Project, Characteristics of a project, Project Life Cycle Phases, Role of a Project Manager, The Planning Process: Work Breakdown Structure, Cost Planning – tools & techniques, cost estimation, Time Planning – tools & techniques. Project Appraisal: Technical Feasibility, Economic Feasibility, Financial Evaluation, Appraisal Under Risk and Uncertainty, Sensitivity Analysis.

#### **Group II:**

Social Cost Benefit Analysis: Rationale, Fundamentals of Shadow Pricing, Basic approaches to Social Cost Benefit Analysis

Scheduling: Graphic representation of project activities, Network Analysis, Network Techniques: PERT and CPM. Resource Allocation. Control of Projects: control systems, control of constraints – cost and time.

### Recommended Texts

- Harvey Maylor, *Project Management*, Pearson Education, New Delhi, 2<sup>nd</sup> Edition.
- Prasanna Chandra, *Projects: Planning, Analysis, Selection, Implementation & Review*, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 6<sup>th</sup> Edition.
- United Nations Industrial Development Organisation, *Guide to Practical Project Appraisal – Social Benefit Cost Analysis in Developing Countries*, Oxford & IBH.
- Jack R. Meredith, *Project Management: A Managerial Approach*, Wiley Publications, 1<sup>st</sup> Edition.

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Class Participation and Attendance to be of 10 marks

## **243 Organizational Psychology in Global Context**

### **Course Syllabus**

#### **Group I:**

Psychology: Nature and Scope, Psychology and Management, Organizational/Industrial Psychology nature and scope. Individual differences and behaviour: Personality differences. Human needs and their implications for an organization. Personnel Selection in MNCs, importance of testing techniques, Psychological and Projective tests. Employee Training & Development, Performance Management and feedback. Job Satisfaction: importance and measurement. Leadership Development: Transformational. Authentic, By walking around and Level five leadership. Human side of mergers & acquisitions, Employee Attrition issues and strategies.

#### **Group II:**

Psychological Contract: breach of psychological contract, its implications. Expatriate management: adjustment issues of expatriates. Psychological Labour: implications for employees. Occupational Stress. Work-life balance. Occupational health and well being. Organizational Justice: aggression at workplace, bullying. Diversity and discrimination issues at workplace: managing diversity. Gender issues: glass ceiling and its implications and remedies Frustration: symptoms, causes and remedies.

### **Recommended Texts**

- Michael G. Aamodt, Industrial / Organizational Psychology, Cengage Learning, 2008.
- H.L. Kalia, Industrial Psychology, The Associated Publishers, 1st Edition, 2006.
- Cary L. Cooper and Edwin A. Locke, Industrial and Organizational Psychology, Blackwell Publishing, 2000.
- Joseph Tiffin, Ernest J. McCormick, and Daniel R. Ilgen, Industrial Psychology, Prentice hall of India Pvt. Ltd., New Delhi, 1987.
- Wayne Weiten and Margaret A. Lloyd, Psychology Applied to Modern Life, Thomson Learning 8th Edition, 2007.

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Class Participation and Attendance to be of 10 marks

## 244 Consumer Behavior

### Course Overview

Upon the satisfactory completion of this course the students will be able to:

1. understand the theory of consumer and industrial buyer behavior;
2. be able to recognize and apply appropriate theory in order to solve practical marketing and product management problems;
3. understand how information and communication flows, and external influences can affect purchasing decisions;
4. be able to analyze general marketing strategy and provide advice on basic consumer/industrial buyer behavior issues.

### Course Syllabus

#### **Group I:**

Macro and micro aspects of consumer Behavior and their relevance to Indian economy. Consumer Behavior and Marketing Strategy, External Influences: cross- cultural variations in Consumer Behavior, Social class and its influence on Consumer Behavior, group dynamics and consumer reference groups, the household life cycle, Family decision making. Internal Influences: consumer needs and motives, personality and Consumer Behavior, consumer perception and marketing strategy, learning, memory and product positioning.

#### **Group II:**

Consumer Attitude: Attitude formation and change, communication, self-concept and its applications, psychographics and life style. Personal influence and opinion leadership–diffusion of innovations: the diffusion process, the adoption process – consumer decision making process–levels, models, information search, evaluation criteria, post-purchase Behavior–Consumer expectation and satisfaction–managing dissonance.

### Recommended Texts

- Schiffman, L. G. and Kanuk, L. L., *Consumer Behaviour*, Prentice-Hall of India, New Delhi, 2006.
- Hawkins, D., I., *Consumer Behaviour: Building Marketing Strategy*, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2007.
- Blackwell, Roger D., Miniard, Paul W., and Engel, James F., *Consumer Behaviour*, South-Western, 9th Edition, 2001.

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Class Participation and Attendance to be of 10 marks

## **245 Financial Engineering**

### **Course Overview**

Main objective the paper is to give advanced level inputs to the students of finance. After the study of the paper, students should be able to design, develop and implement innovations in instruments and processes .The subject will also help formulate creative solutions to problem in finance

### **Course Syllabus**

#### **Group I:**

An introduction to financial Engineering; Conceptual tools of financial engineer; Valuation relationships and applications, measuring returns, Risk: Portfolio considerations, investment horizons, leverage; Measuring risk; understanding interest rates and exchange rates; Speculation, Arbitrage and market efficiency. Physical tools of financial engineer: product development, future and forwards, swaps, single period options: calls and puts; Multiperiod options: caps, Floors, collars, Captions, Swaptions, and Compound Options.

#### **Group II:**

Fixed income securities ,debt market innovations, Equity and equity related instruments, Hybrid securities; Financial Engineering processes and strategies: Asset /Liability management, hedging and related management techniques, Corporate restructuring, future directions in financial engineering, legal Protections for innovative Financial Products and Services.

### **Recommended Texts**

- John F.Marshall: Financial Engineering,Prentice Hall ,New Delhi-2009
- Salih N. Neftci :Principles of Financial Engineering, Second Edition
- Tanya S. Beder, Cara M. Marshall Financial Engineering: The Evolution of a Profession, May 2011

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Two written Assignments/ Project work each carrying 10 marks (Total 20 marks)

Class Participation and Attendance to be of 10 marks

## **246 Foreign Language - II (French/German/Chinese/ Spanish)**

### **Course Overview**

The objective of this course is to acquaint students with fundamentals of a foreign language.

### **Course Syllabus**

Written expression, Grammar and Comprehension of French-II

### **Recommended Texts**

- Connexions-I

### **Instructions**

Paper would be of 100 marks:

50 marks: MST and Assignment

50 marks: Internal Practical and Viva-Voce