Semester III

Strategic Analysis and Choice

Project Code: MGM301   Credits: 04

Objectives: The course aims to develop an integrated perspective about an organization. It builds upon the integrative nature of organization and strategic decision making explain the competitive and the internal environment of business. This paper will develop skills to analyse the competitive and internal environment and to analyse the different strategies within a given context.

Contents

Strategic Decisions- Nature, impact and Risk, The external context of strategic decision making- nal factors and uncertainties. PEST Analysis

The internal context of Strategic Decision Making- Resources bases view VRIO framework, Concept of competitive Advantage, Measurement of competitive advantage.

The Strategy Hierarchy - Corporate level Strategies-functional level strategies, corporate strategies-growth (expansion/diversification) strategy and retrenchment, BCG Matrix, Experience Curve, Mergers and Acquisitions

Business Strategies: Generic   Cost, Differentiation and Focus Strategies, Competitors and complementors in business strategy

Strategy in Global Context- Internationalization process, subsidiary level strategy, Headquarter level strategy.

Cases

References

1. Saloner, Garth Andrea Shepard and Joel Podolny, Strategic Management(2001), John Wiley: New York

2. Gupta Vipin, Kamala Gollakota and R Srinivasan, Business Policy and Strategic Management: Concepts and Applications, Prentice Hall India

3. Barney and William, Strategic Management and Competitive Advantage, 4th Ed., Prentice Hall India

4. Wheelan, Thomas and J David Hunger, Concepts in Strategic Management and Business Policy, Pearson India

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Project Formulation and Implementation

Subject Code: MGM302   **Credits: 04**

Objective: The course has been designed keeping in mind the specific need of managers to understand and appreciate the concept of Project Formulation and Implementation. It will also deal with various dimensions related to the managerial decision making regarding managerial projects. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Course Contents

Concepts, Characteristics, Life Cycle. Identification of Project Opportunities, Market, Technical and Financial Feasibility Analysis, NPV, IRR and Payback.

Sensitivity Analysis, Social Cost Benefit Analysis- rationale, Concept of Shadow Pricing, Value of Foreign Exchange, Shadow Price of Investment, Social Rate of Discount, Role of Development Financial Institutions.

Work Breakdown Structure (WBS), Contractor Schedule, Accomplishment Cost Procedure (ACP), Project Training and Control, Project Management Information Systems (PMIS), Project Audit, Ex-Post Evaluation.

Cases

References:

1. Matto P.K.; *Project Formulation in Developing Countries.*
2. *Little I.M.D. and J.A. Mirrless; Project Appraisal and Planning for Developing Countries.*
3. Mishan E.J.; *Cost Benefit Analysis.*
4. Cleland D.I. and W.R. King ; *System Analysis and Project Management.*
5. Dasgupta, P.S. Marglin and A. Sen: *Guidelines for Project Evaluation (UNIDO).*
6. Sudgen R. and A. Williams; *The Principles of Cost Benefit Analysis.*
7. Little I.M.D. and J.A. Mirrless; *Manual of Industrial Project Analysis in Developing Contries (OECD).*
8. Chitale V.P.: *Project Viability in Inflationary Conditions.*
9. Chandra, Prasanna : *Project: Preparation, Appraisal, Budgeting and Implementation.* 3rd ed., New Delhi, Tata McGraw Hill, 1987.

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Summer Internship Project

Subject Code: MGM303   **Credits: 04**

Objective: The Summer Internship has been designed keeping in mind the specific need of managers to appreciate the practical on hand experience and exposure of corporate working. It will facilitate students to correlate the theory with practice in a real time world. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

At the completion of the first two semesters of the first year and before the commencement of the third semester in the second year the student is required to undergo summer training in an organization. A report based on the summer training shall be submitted within four weeks from the commencement of the third semester as approved by the Institute. Report must be an original work. Each student will be attached with one internal project guide, with whom they shall be in continuous touch during the training period.

Evaluation

The project report will be evaluated by an external examiner appointed by the University. The evaluation will be through Viva Voce on components like Content, Presentation, Analysis and Feedback from the Organization.

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Performance Appraisal Summer Training

Student's Name: _____

You are requested to provide your opinion on the following parameters:

Outstanding	Good	Satisfactory	Unsatisfactory
A	B	C	D

1. Technical knowledge gathered about the industry and the job he/she was involved.
2. Communication Skills : Oral / Written / Listening skills
3. Ability to work in a team
4. Ability to take initiative
5. Ability to relate theoretical learning to the practical training
6. Creativity and ability to innovate with respect to work methods & procedures
7. Ability to grasp new ideas and knowledge
8. Presentations skills
9. Documentation skills
10. Sense of Responsibility
11. Acceptability (patience, pleasing manners, the ability to instill trust, etc.)
12. His/her ability and willingness to put in hard work
13. In what ways do you consider the student to be valuable to the organization?
    Consider the student's value in term of:
    a. Qualification
    b. Skills and Abilities
    c. Activities/ Roles performed
14. Punctuality

Any other comment

_____

_____
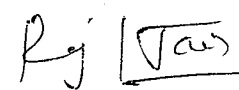
Assessor's Overall Rating: _____

Assessor's Name: _____

Designation: _____

Organization Name and Address:

_____

_____

Email id: _____
Contact No: _____

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Global Business Management

Subject Code: MGM304   **Credits: 04**

Objective: The course has been designed keeping in mind the specific need of managers to understand and appreciate the concept of Global Business and various dimensions related to managing cross border businesses. It also aims to equip students with knowledge, skill and competencies to manage efficiently and effectively.

Contents

Introduction to Global Business - Globalization (Concept, Evolution, Drivers, Challenges, Opportunities, Stages of Global Involvement- EPRG framework, Guarded Globalization), International Trade Theories, Global Business (Meaning, Difference from Domestic Business)

Global Business Environment - Socio-Cultural Environment, Political Environment and Systems, Technological, Demographic, Natural, Legal Environment, Impact on Business

Global Economic Environment - Economic Systems, Global Financial Institution (WTO, World Bank, IMF, UNCTAD, Asian Development Bank, New Development Bank), Global Monetary System (Foreign Exchange Market, Foreign Investment, Balance of Payment and Balance of Trade), Economic Integrations (ASEAN, SAARC, BRICS, OPEC, EU, NAFTA)
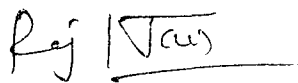
Management of Global Business - Global Market Selection and Entry Strategies, Issues in Global Financial Management, Issues in Global Marketing, Issues in Global Human Resource Management, Global Operations and Logistics

Contemporary Trends in GBM – India an emerging market, Global Trade in Pre-liberalization and liberalization Era, Export Performance and Direction of India, Brief of Indian Trade Policy, Brief of Export Import Documentation

Cases

References

1. Charles Hill and Arun Jain, *International Business*, McGraw-Hill.
2. John D. Daniels and Lee H. Radebaugh, *International Business*, Pearson.
3. Rakesh Mohan Joshi, *Global Business Management*, Oxford Press.
4. Francis Cherunilam, *International Business*, PHI.
5. Warren J Keegan, *Global Marketing*, Pearson.
6. Cateora, Graham and Salwan, *International Marketing Management*, McGraw Hill.

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