

Semester 4

Course Code	Course Title	Course ID	L	T	P	L	T	P	Total Credits	MARKS				
			(Hrs)			Credits				TI	TE	PI	PE	Total
Core Course(s)														
24COM - MCCC-A10	Strategic Management		3	1		3	1		4	30	70			100
24COM - MCCC-A11	Risk Management		3	1		3	1		4	30	70			100
Discipline Specific Elective Courses														
24COM - MCDS E-04	Corporate Finance OR Advertising Management OR Knowledge Management		2	1		2	1		3	25	50			75
Multidisciplinary Course(s)														
24COM - MCMD C-04	To be selected from the pool		2	1		2	1		3	25	50			75
Ability Enhancement Course(s)														
24COM - MCAE C-03	To be selected from the pool								2					50
Community Engagement/Field Work/Survey/Seminar														
Any activity									6			45	105	150
Total Credits									22					550

SEMESTER 4

Name of Subject: Strategic Management	Maximum Theory Marks: 100 (70+ 30) (TE+TI+PE+PI=70+30+0+0)
Course Code: 24COM-MCCC-A10	Time Allowed: 3 hours
Credits: 04 (L-T-P=3-1-0)	Course Type: Core Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section 'A'** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question. The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: After completion of the course, learners will be able to:

1. Describe the role of Strategic Management
2. Understand various levels at which Strategy exist namely Corporate, Business and Functional level
3. Help students learn strategic management models
4. Analyze how organizations make decisions in response to rapid changes that occur due to environmental changes.

Course Content:

Unit 1: Introduction: Role and concept of strategy: Strategic management process; Approaches to strategic decision making; Components of business policy; Strategic role of board of directors & top management. Strategic intent; Environmental Analysis: Analysis of broad environment: Environmental profile: Constructing scenarios; Environmental scanning techniques- ETOP, PEST and SWOT (TOWS) Matrix; Michael Porter's Diamond framework; Analysis of operating environment - Michael Porters model of industry analysis; Strategic group analysis; Analysis of internal environment- Resource audit; Resource Based View (RBV); Core and distinctive competencies; Sustainable competitive advantage and transient competitive advantage.

Unit 2: Strategic Choices: Strategic options at corporate level: Growth, stability and retrenchment strategies; Corporate restructuring; Strategic options at business level- Michael porters' competitive strategies and cooperative strategies; Evaluation of strategic alternatives – Product portfolio models (BCG matrix, GE Matrix, etc.)

Unit 3: Situation Specific Strategies: Strategies for situation like competing in emerging industries, maturing and declining industries, fragmented industries, hyper –competitive industries and turbulent industries; Strategies for industry leaders, runner -up firms and weak businesses.

Unit 4: Strategic Issues and Alternatives in Globally Competitive Markets: Why & how firms internationalize; International entry options; Outsourcing strategies; Strategy implementation and control:

3. Ratna Sen, 'Industrial Relations in India', Shifting Paradigms, Macmillan India Ltd., New Delhi, 2003.
4. Srivastava, 'Industrial Relations and Labour laws', Vikas, 4th edition, 2000.
5. C.S.Venkata Ratnam, 'Globalisation and Labour Management Relations', Response Books, 2001

241/COM/CC402

Name of Subject: Risk Management	Maximum Theory Marks: 100 (70+ 30) (TE+TI+PE+PI=70+30+0+0)
Course Code: 24COM-MCCC-A11	Time Allowed: 3 hours
Credits: 04 (L-T-P=3-1-0)	Course Type: Core Course

Instructions for Paper Setter: The question paper shall be divided into two sections. Section 'A' shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question. The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: After completion of the course, learners will be able to:

1. Explain the types of risk in business;
2. Identify and evaluate business risk;
3. Evaluate various techniques of managing business risk;
4. Perform quantitative analysis of business risk;

Course Content:

Unit 1: Introduction Concept and meaning of Risk, Risk and Uncertainty, Classification of Risks, Dynamic Nature of Risks, Types of Risk: Systematic and Unsystematic Risk, Strategic and Operational Risks, Business Risk, Financial Risk, Information Risk, Liquidity Risk.
Unit 2: Business Risks and Measurement Identification and Sources of Risk, Various methodologies for measuring Business Risk, Impact of Business Risk on different stakeholders of business concern, Role of Risk Manager and Risk Committee in identifying and diversifying risk.
Unit 3: Risk Management: concept, objectives and importance; Process of Risk Management, Risk Management techniques, managing risk through diversification, Strategy of transferring the risk through re-insurance, underwriting and factoring etc.
Unit 4: Quantitative Analysis Population and Sample Analysis, Bayesian analysis, Statistical inference and hypothesis testing, EWMA and GARCH Model, Volatility, Artificial Intelligence and Business Analytics, Risk model- VAR, Stress Testing, Scenario Analysis, Analysis with the help of relevant software.

Suggested Readings:

1. Crouhy, M., Galai, D., & Mark, R. (2013). The Essentials of Risk Management. New York: McGraw-Hill Education.
2. Hopkin, P. (2018). Fundamentals of Risk Management: Understanding, Evaluating and Implementing Effective Risk Management. London: Kogan Page.

Name of Subject: Corporate Finance	Maximum Theory Marks: 75 (50+ 25) (TE+TI+PE+PI=50+25+0+0)
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Course Code: 24COM-MCDSE-04	Time Allowed: 2 hours
Credits: 03 (L-T-P=2-1-0)	Course Type: Discipline Specific Elective Courses

Instructions for Paper Setter: The question paper shall be divided into two sections. Section 'A' shall comprise six short answer type questions from the whole of the syllabus carrying one mark each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question. The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: After completion of the course, learners will be able to:

1. To introduce the functions of finance management
2. To imbibe basic concepts which enable the financial decision making
3. To analyse capital structure decisions
4. To analyse investment decisions

Course Content:

Unit I- Financial Goals of the Firm: Financial Management- Introduction to finance, objectives of financial management; Firm Value and equity value: profit maximization and wealth maximization; Changing role of finance managers; Organization of finance function, Agency model; problem and agency cost; Stockholders and Managers; bondholders and society - Disciplining management through corporate governance; Sustainability model.

Unit II- Time Value of Money: Present and future value of single payments, annuities, annuities due, and perpetuities; Growth in annuities and perpetuities; Compound interest and continuous compounding - Annual percentage rates and effective annual rates; Risk & Return: Concepts of Risk and Return, Diversifiable and Non-Diversifiable risk, Risk & return of single asset, risk and Return of a portfolio.

Unit III- Capital Budgeting: Investment Rules- Capital budgeting methods and their limitations, Comparing projects with varying lives with varying cash flows; Capital budgeting decision rules, Financing Decision: Sources of long term funds Cost of capital- basic concepts, Cost of debenture capital, cost of preferential capital, cost of term loans, cost of equity capital, Cost of retained earnings, Determination of Weighted average cost of capital (WACC) and Marginal cost of capital.

Unit IV- Capital Structure: Capital structure decisions- Overview of financing choices, The financing process: internal and external financing, Operational and financial leverage, Business risk and its effect on the use of financial leverage, Determination of the optimal capital structure, Modigliani and Miller Propositions I and II, Theories for determining optimal capital structure: Static theory, Signalling theory, Pecking order theory, Other factors affecting capital structure, Corporate finance in practice-Planning the capital structure: EBIT and EPS analysis, ROI & ROE analysis, Capital structure policy.

Suggested Readings:

1. Prasanna Chandra: Financial Management Theory and Practice: Tata McGraw Hill; 7th Edition
2. I.M. Pandey – Financial Management (Vikas), 9/e,

3. Brigham & Houston – Fundamentals of Financial Management, Thomson Cengage Learning, 1/e,
4. M.Y. Khan & P.K. Jain – Financial Management (TMH), 5/e
5. Damodaran, Corporate Finance – John Wiley & Co., 2/e, 2004
6. Vanhorne, Financial Management & Policy, Pearson / PHI, 11/e, 2002.

241/COM/DS402

Name of Subject: Advertising Management	Maximum Theory Marks: 75 (50+ 25) (TE+TI+PE+PI=50+25+0+0)
Course Code: 24COM-MCDSE-04	Time Allowed: 2 hours
Credits: 03 (L-T-P=2-1-0)	Course Type: Discipline Specific Elective Courses

Instructions for Paper Setter: The question paper shall be divided into two sections. Section 'A' shall comprise six short answer type questions from the whole of the syllabus carrying one mark each, which shall be compulsory. The answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question. The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: After completion of the course, learners will be able to:

5. Determine an understanding of the overall role advertising plays in the business
6. Demonstrate an understanding of advertising Media Plan.
7. Identify and understand the various advertising media.
8. Establish an understanding of how an advertising agency operates.

Course Content:

Unit 1: Concept and definition of advertisement, Social, Economic and Legal Implications of Advertisements, setting advertisement objectives, Advertising Agencies, selection and remuneration, advertisement campaign.
Unit 2: Media plan, type and choice criteria, reach and frequency of advertisements, cost of advertisements related to sales, media strategy and scheduling.
Unit 3: Message development, different types of advertisements, layout, design appeal, copy structure, advertisement production, print, Radio, T.V. and web advertisements, Media Research, testing validity and reliability of ads, measuring impact of advertisements.
Unit 4: Testing for advertising effectiveness: Preparation and choice of methods of advertising budget: Ethical and social issues in advertising: Management of advertising agencies: Role of advertising in national development, Role of social media in advertisement.

Suggested Readings:

1. Kenneth Clow, Donald Baack, "Integrated Advertisements, Promotion and Marketing communication", Prentice Hall of India, New Delhi, 2003.
2. S.H.H.Kazmi, Satish K Batra, "Advertising & Sales Promotion", Excel Books, New Delhi, 2001.
3. George E Belch, Michel A Belch, "Advertising & Promotion", McGraw Hill, Singapore, 1998.
4. Belch M.A and Belch G.E-Advertising and Promotion –An Integrated Marketing Communication Perspective (Tata McGraw-Hill) 2003. 6th edition.

Name of Subject: Knowledge Management	Maximum Theory Marks: 75 (50+ 25) (TE+TI+PE+PI=50+25+0+0)
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Course Code: 24COM-MCDSE-04	Time Allowed: 2 hours
Credits: 03 (L-T-P=2-1-0)	Course Type: Discipline Specific Elective Courses

Course Outcomes: After completion of the course, learners will be able to:

1. Develop a basic understanding of the importance of knowledge as a resource in knowledge-based economies.
2. Apply knowledge management models and technologies to business situations.
3. Identify and apply approaches to managing individual, group and organizational knowledge processes.
4. Create a knowledge management plan to leverage opportunities to create, capture, represent and share knowledge within an organization.

Course content:

Unit 1: Introduction to KM, History of KM, Importance of KM, Information Management to Knowledge Management, K M Cycle, Industrial Economy to Knowledge Economy
Unit 2: Mechanics of Knowledge Management–Tools and Technologies, Communities of Practice and Knowledge conversion; the knowledge Management Matrix
Unit 3: Social Nature of Knowledge, Social Network Analysis, Obstacles to knowledge sharing, Organizational learning & Social Capital. Knowledge Application – Individual level, Group level & Organization Level
Unit 4: KM Strategy, Knowledge audit, GAP Analysis, Road Map, KM Metrics, Balance Score Card.KM Tools – Knowledge Capture & Creation tools, Knowledge sharing & Dissemination Tools, Knowledge Acquisition & Application tools, Km Team–Roles & Responsibilities, Political issues in KM, Ethics in KM, Strategies issues in Knowledge Management, Future of Knowledge Management.

Suggested Readings:

1. Awad, E.M (2007). Knowledge Management. Pearson India, Delhi.
2. Fernandez I. B. and Sabherwal, R. (2010). Knowledge Management: System and Resources. PHI Delhi.
3. Kimiz Dalkir (2005). Knowledge Management in Theory and Practice. Elsevier.