



RASHTREEYA SIKSHANA SAMITHI TRUST

R V INSTITUTE OF MANAGEMENT

Department of Finance



International Financial Management (4.2.2)

Course Facilitators

Prof. Dileep , Assistant Professor, R V Institute of Management

The articles and the reading materials contained in this docket are for classroom discussions only

The art is not in making money, but how best earned money we keep it and utilize for Better Cause –
Dileep



RASHTREEYA SIKSHANA SAMITHI TRUST

R V INSTITUTE OF MANAGEMENT

Department of Finance

Course Outline

| | |
|---------------------|------------------------------------|
| Programme: | MBA |
| Batch: | 2017-2019 |
| Term: | 4 |
| Subject Name: | INTERNATIONAL FINANCIAL MANAGEMENT |
| Subject Code: | 4.2.2 |
| Credits: | 4 (40 sessions) |
| Course Instructors: | Mr. Dileep, (IV semester Sec D) |

PART A

INTRODUCTION:

The International Financial Management subject is deals with the basic framework of International Monetary System in the world and finding the financial healthiness of the country by using Balance of Payment. This subject includes both theory and calculations. This subject covers broad area of International Financial Management like; monetary system, BOP, International Financial Market along with Market instruments, Exchange Rate determination, hedging the risk with different strategies and interest rate currency risk management.

After the end course students will able to understand the points

- Fixing the Exchange rates of the currency and the original concept of International Monetary System.
- Students could able to analyze financial healthiness of the country
- Able to find different financial instruments, which can be used as sources of finance.
- Able to understand Purchasing Power Parity, Interest Rate Parity and International Fisher Effect.
- Able to solve the problems related to cross rates.

- Able to hedge the business risk by using different hedging tools.
- Also able to manage the Interest Risks by using different hedging techniques.

| POs | Program Outcomes |
|------------|--|
| 1 | Apply knowledge of management theories and practices to solve business problems |
| 2 | Foster Analytical and critical thinking abilities for data-based decision making |
| 3 | Ability to develop Value based Leadership |
| 4 | Ability to understand, analyze and communicate global, economic, societal, cultural, legal and ethical aspects of business |
| 5 | Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment |
| 6 | Ability to identify business opportunities, frame innovative solutions and launch new business ventures or be an intrapreneur |
| 7 | Ability to deal with contemporary issues using multi-disciplinary approach with the help of advanced Management and IT tools and techniques |
| 8 | Ability to apply domain specific knowledge and skills to build competencies in their respective functional area |
| 9 | Ability to engage in research and development work with cognitive flexibility to create new knowledge and be a lifelong learner |
| 10 | Ability to understand social responsibility and contribute to the community for inclusive growth and sustainable development of society through ethical behavior |
| 11 | Ability to function effectively as individuals and in teams through effective communication and Negotiation skills |

COURSE OUTCOMES (CO):

At the successful completion of this course the students should be able to;

| | |
|------------|---|
| CO1 | Understand the International Financial systems and its impact on international business |
| CO2 | Analyze Balance of Payment Statement and its impact on inflow and outflow of funds |
| CO3 | Classify the various sources of International Financial Markets and Instruments |
| CO4 | Analyze various foreign exchange rate forecasting techniques |
| CO5 | Evaluate the Foreign Exchange Risk and Risk Hedging Strategies |

Mapping of Course Outcomes to Program Outcomes:

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PO10 | PO11 |
|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|
| CO1 | 2 | 1 | 2 | | 2 | 1 | 1 | 1 | 1 | 2 | 1 |
| CO2 | 2 | 2 | 1 | 2 | 1 | 1 | 1 | 2 | 1 | 1 | |
| CO3 | 1 | | | 2 | | 1 | | 1 | 1 | 1 | 1 |
| CO4 | 2 | 2 | 1 | 2 | 1 | 1 | 2 | 3 | 2 | 2 | 1 |
| CO5 | 3 | 3 | 2 | 2 | 1 | 1 | 1 | 3 | 2 | 2 | 1 |

KEY CONCEPTS:

MODULE 1: GLOBAL FINANCIAL MANAGEMENT

- ▶ Evolution of International Monetary System.
- ▶ Bimetallism, Classical Gold Standard, Interwar Period, Bretton Woods System, Flexible Exchange Rate Regime, The current Exchange Rate Agreements
- ▶ European Monetary System
- ▶ Fixed vs. Flexible Exchange Rate Regime

MODULE 2: BALANCE OF PAYMENTS

- ▶ Introduction, Accounting Principles in Balance of Payments
- ▶ Valuation and Timing, Components of the Balance of Payments
- ▶ Surplus' and 'Deficit' in Balance of Payments
- ▶ Importance and limitations of BOP Statistics, Relationship of BOP with other economic variables

MODULE 3: INTERNATIONAL FINANCIAL MARKETS

- ▶ Motives for using International Financial Markets. Foreign Exchange Market – History and Transactions, interpreting Foreign Exchange Quotations.
- ▶ International Money Markets, International Credit Markets and International Bond Markets
- ▶ Comparison of International Financial Markets.

MODULE 4: EXCHANGE RATE DETERMINATION

- ▶ Purchasing Power Parity Theory,
- ▶ Interest Rate Parity Theory
- ▶ International Fischer's Effect
- ▶ Pure Expectations Theory

MODULE 5: FOREIGN EXCHANGE RISK AND RISK HEDGING STRATEGIES

- ▶ Transaction Risk, Translation Risk, Economic Risk
- ▶ Risk Hedging Strategies: Internal – Netting, Leads and Lags
- ▶ External – Forwards, Futures, Options, Money-market Hedging, Currency Swaps

MODULE 6: INTEREST RATE RISK AND RISK HEDGING STRATEGIES

- ▶ Interest Rate Swaps, Forward Rate Agreements
- ▶ Interest Rate Futures, Interest Rate Options
- ▶ Caps, Floors and Collars, Swaption

MODULE WISE OUTCOMES:

MODULE 1: GLOBAL FINANCIAL MANAGEMENT

Post completion of this module, students should be able to attain the following module outcomes;

MO1: Understand the Evolution of International Monetary System

MO2: Recognize the current Exchange Rate Agreements,

MO3: Ascertain the impact of international financial system to the business

MODULE 2: BALANCE OF PAYMENTS

After completion of module 2, students should be able to attain the following module outcomes;

MO 4: Analyze Accounting principles in Balance of Payments

MO 5: Understand the different components of the Balance of Payments statement

MO 6: Find the BOP's impact on inflow and outflow of funds.

MODULE 3: INTERNATIONAL FINANCIAL MARKETS

Post completion of module 3, students should be able to attain the following module outcomes;

MO 7: Realize the concept of Foreign Exchange Market and its instruments

MO 8: Discuss the sources of international instrument and its importance in the business.

MODULE 4: EXCHANGE RATE DETERMINATION

Post completion of Exchange rate determination, students should be able to attain the following module outcomes;

MO 9: Identify the exchange rates based on Purchasing Power Parity

MO 10: Compute the forward rates by using interest rate and international fisher effects.

MODULE 5: FOREIGN EXCHANGE RISK AND RISK HEDGING STRATEGIES

Post completion of Foreign Exchange risk and risk hedging strategies, students should be able to attain the following module outcomes;

MO 11: Know the different exposure which associates in the business.

MO 12: Formulate the different methods of risk hedging tools in the stock market.

MODULE 6: INTEREST RATE RISK AND RISK HEDGING STRATEGIES

Post completion of module 6, students should be able to attain the following module outcomes;

MO 13: Construct the hedging technics to minimize the interest rate & currency risks.

COURSE EVALUATION PLAN:

(a) END - TERM

| Evaluation | Weightage (%) | Duration (in Minutes) | Open / Close Book | CLO Tested |
|----------------------|----------------------|------------------------------|--------------------------|-------------------|
| End Term Exam | 70 | 180 | Close book | All |

(b) OTHER ASSESSMENT:

| Sl. No. | Evaluation Item* | Unit of Evaluation | Marks Allotted | TIME | CO |
|----------------|--|---------------------------|-----------------------|---|-----------|
| 1 | Attendance | Individual | 5 | Every session | None |
| 2 | One Internal | Individual | 5 | Once in the semester | All |
| 3 | Case Study Students are exposed to calculate the different hedging technics related to cover the Receipts and Payments of the Business transactions. | Individual | 10 | During the discussion of different hedging techniques in the module 4 and 5 | CO5 |

| | | | | | |
|---|---|------------|----|--------------------------|------|
| 4 | <p>Mini Project</p> <p>Students will expose to</p> <p>1. Triangular arbitrage opportunities based on current exchange rates between Rs/\$, Rs/£ and \$/£.</p> <p>2. Identifying the correlation between the exchange rates, specifically INR, USD, GBP and JPY</p> | Individual | 10 | Before the Internal Test | CO 4 |
|---|---|------------|----|--------------------------|------|

PRESCRIBED TEXT BOOK:

1. Alan Shapiro: Multinational Financial Management , Prentice Hall, New Delhi.
2. Apte, Prakash, “International Finance – A Business Perspective”, Tata McGraw Hill.
3. David B. Zenoff& Jack Zwick: International Financial Management.
4. Rita M. Rodriguez L. Bigame Carter: International Financial Management.
5. V. A. Avadhani: International Finance- Theory and Practice, Himalaya Publishing House.

References

1. Madura, Jeff, “International Corporate Finance”, Thomson South-Western.
2. Sharan, Vyuptakesh, “International Financial Management”, Prentice Hall of India.
3. Jain, Peyrard, and Yadav’ “International Financial Management”, MacMillan
4. J. Fred Weston, Bart: Guide to International Financial Management.
5. Robery O. Edmister: Financial Institutions - markets and Management.
6. A.V. Rajwade: Foreign Exchange International Finance and Risk Management, Prentice Hall.

COURSE FACILITATORS:

Mr. Dileep

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COURSE DOCKET FOR IV SEMESTER



Rashtreeya Sikshana Samithi Trust

R V Institute of Management

Bengaluru, Karnataka

MBA Programme

International Human Resource Management

February 2019 - June 2019

Dr. A.Narasima Venkatesh

Associate Professor

The articles and reading materials contained in this docket are for classroom discussion only

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PART - A

Introduction

This course deals with management of human resources in multinational organizations with a focus on multicultural nature of workforce operating in a global working environment. The aim of this course will be to increase the awareness about the challenges associated with managing human resources in the workplace in a multinational environment. Issues related to managing human resources in the workplace in a multinational environment are very complex in nature and therefore, managers' should be able to understand and analyze those issues from different perspectives. As part of this endeavor, key concepts, in-class exercises, case discussions and skill-oriented activities are blended within the course.

It is expected that, by the end of the course, students would be able to understand the various aspects related to managing human resources in a multinational environment and to effectively carry out different recruitment approaches, designing appropriate compensation packages, formulate & implement expatriate training programmes in based on respective policies and procedures followed in multinational companies.

| | |
|--------------------|--|
| Course | MBA |
| Semester | IV |
| Batch | 2017-19 |
| Title | International Human Resource Management (4.4.2) |
| Credits | 4 |
| Course Facilitator | Prof.A.Narasima Venkatesh |

Course Outcomes

Post completion of the course students should be able to:

CO1: Recall and explain various concepts of International HRM

CO2: Implement various concepts of IHRM in an multinational organizational context

CO3: Formulate and execute appropriate HR strategies from a Global perspective when they work in multinational companies

C04: Compare and contrast various HR issues in virtual organizations and traditional organizations in order to appropriately manage both types of organizations

C05: Evaluate various socio-cultural factors and ethical issues in order to formulate & implement suitable HR policies to effectively manage Multinational Organizations

C06: Design and implement appropriate HR strategies in alignment with contemporary issues in International HRM

Module wise Key Concepts

Module: 1

- Domestic HRM
- International HRM
- International Recruitment and Selection
- Expatriate Training and Development
- Mergers & Acquisitions

Module: 2

- Expatriation
- Process of Repatriation
- International Compensation

Module: 3

- Virtual Organizations
- International Performance Management
- Career Management

Module: 4

- Knowledge Management
- Knowledge Transfer
- International Management Development

Module: 5

- TQM and HRM
- Scope of TQM
- Computerized Information System
- Conflict Management

Module: 6

- Issues and challenges in BPO
- Women Expatriates
- Ethics in IHRM

Module Wise Outcomes

Post completion of the course students should be able to:

Module: 1

MO1: Differentiate DHRM and IHRM

MO2: Distinguish Recruitment and Selection practices of DHRM and IHRM and to select suitable recruitment approaches

Module: 2

MO3: Execute various criteria for expatriate selection

MO4: Design appropriate international compensation policies with regard to expatriate salaries

Module: 3

MO5: Classify various types of virtual organizations

MO6: Evaluate employees' performance in multinational organizations

Module: 4

MO7: Formulate effective knowledge transfer practices in multinational organizations

MO8: Implement various International Management Development programmes to potential employees

Module: 5

MO9: Demonstrate TQM in all HR activities implemented in multinational organizations

MO10: Implement computerized information system using advanced IT tools and techniques to effectively manage various data related to employee life-cycle management in multinational organizations

Module: 6

MO11: Design and implement suitable HR policies for BPO Industry

MO12: Construct appropriate HR policies to safeguard the interests of women expatriates in multinational companies

Mapping of Course Outcomes with Programme Outcomes:

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PO10 | PO11 |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|-------------|
| C01 | 1 | 1 | 2 | 3 | 2 | 1 | 1 | 2 | 1 | 1 | - |
| C02 | 3 | 2 | 2 | 3 | 3 | 2 | 2 | 2 | 2 | 3 | 2 |
| C03 | 3 | 2 | 3 | 3 |
| C04 | 2 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 |
| C05 | 2 | 3 | 3 |
| C06 | 3 | 3 |

Level 3 – High 2- Medium 1- Low “-“ No correlation

Instructional/Pedagogical Methods/Tools Used

1. Lecturing method using PPT coupled with class room discussions
2. Story telling method using PPT coupled with class room discussions
3. Interaction with Industry Experts
4. Review of Articles
5. Multimedia Cases
6. Case study discussion
7. Assignments
8. Activities (Individual and Group)
9. Live Project

Course Evaluation

| Criteria | Marks |
|--------------------------------------|----------|
| Bangalore University Examination | 70 Marks |
| Internal Assessment Test 30 Marks | |
| Attendance and Class participation | 5 Marks |
| Preparatory Test | 10 Marks |
| Presentations | 5 Marks |
| Assignments | 5 Marks |
| Live Project | 5 Marks |

Essential Readings

1. International Human Resource Management, Peter J. Dowling and Denice E. Welch, CENGAGE Learning, 4th Edition, India Edition
2. Dr.Nilanjan Sengupta and Dr.Mousumi S Bhattacharya, International HRM, Excel Books
3. R.V. Badi and S.G.Hundekar, International Human Resource Management, Vrinda Publications
4. Tony Edwards, Chris Rees: International Human Resource Management, Pearson, Latest edition

References

1. Indrani Mutsuddi: Managing Human Resources in the Global Context, New age International Publishers, latest edition
2. P.Subbarao: International Human Resource Management, HPH, latest edition

Articles

1. The Right Way to Manage Expats by J. Stewart Black and Hal Gregersen, Harvard Business Review
2. A Successful M&A Considers the Human Element, by Ron Ashkenas, Harvard Business Review
3. A Successful International Assignment Depends on These Factors, by Boris Groysberg and Robin Abrahams, Harvard Business Review
4. How to Build Trust in a Virtual Workplace by Keith Ferrazzi, Harvard Business Review
5. Global Mobility and International Postings- 2017-Trends

Cases

1. Ethics in IHRM
2. UNO and IHRM
3. Issues and Challenges of BPO
4. Problems of Women Expatriates
5. Vani Iyer in US
6. Adventurous Training
7. IKEA – Managing Cultural Differences
8. Volkswagen - Skoda Joint Venture
9. Philips Develops an International Culture

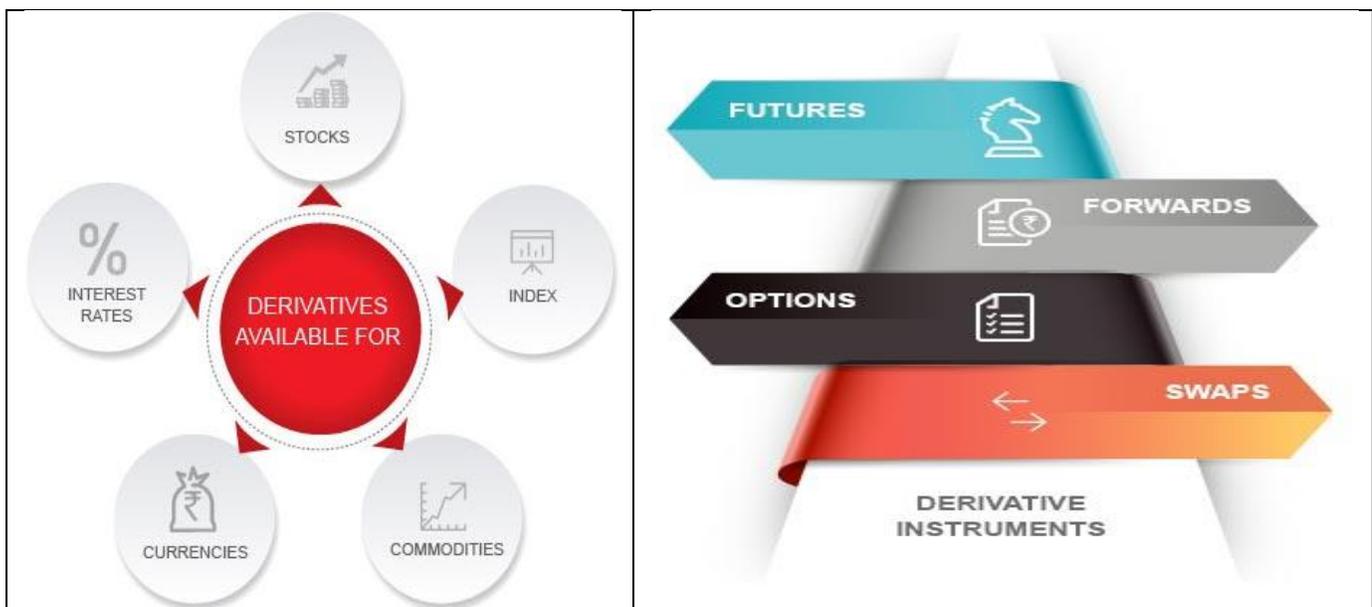
Course Facilitator

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E-mail: dr.a.narasimavenkatesh@gmail.com



RISK MANAGEMENT AND DERIVATIVES (4.2.3)



Course Facilitators

Prof. Dileep , Assistant Professor, R V Institute of Management

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RashtreeyaSikshanaSamithi Trust

R. V. Institute of Management

Course Outline

| | |
|----------------------------|--|
| Programme: | MBA |
| Batch: | 2017-2019 |
| Term: | 4 |
| Subject Name: | RISK MANAGEMENT AND DERIVATIVES |
| Subject Code: | 4.2.3 |
| Credits: | 4 (40 sessions) |
| Course Instructors: | Mr. Dileep, (IV semester Sec D) |

PART A

INTRODUCTION:

This subject affords both introductory theory and a working knowledge of current financial derivatives as investment point of view and risk management in capital budgeting, with an importance on the use of derivatives in financial risk management. The theory component covers some fundamental pricing principles that apply to various derivative contracts in financial markets for derivatives and different types of risks and its measuring and evaluation techniques in capital budgeting decisions. The working knowledge component will cover the main types of derivatives contracts and valuation techniques. The course includes an Options Market Making Simulation which aims to help students to gain more practical knowledge about the sophisticated future and options market. This subject is both theoretical and practical and emphasis will be on problem-solving and analytical skills.

After introducing the main institutions and instruments in financial markets, the course discusses the principles of finance and risk management and then illustrates how the main risk management tools can be applied to the management of financial portfolios. Students will analyse the use of financial derivatives for hedging and speculation in financial markets.

Upon completion of the course, the students will have basic theoretical knowledge in risk management in capital budgeting and option strategies. And also will have knowledge of a variety of option pricing models such as binomial, analytical solutions such as the Black-Scholes model and

Monte Carlo simulation. They will know how to apply derivatives as risk management tools for hedging market risk exposure (i.e. how to hedge the price of stock, index or commodity) and they know how to apply empirical research tools to investigate topics related to pricing and use of derivatives.

| POs | Program Outcomes |
|------------|--|
| 1 | Apply knowledge of management theories and practices to solve business problems |
| 2 | Foster Analytical and critical thinking abilities for data-based decision making |
| 3 | Ability to develop Value based Leadership |
| 4 | Ability to understand, analyze and communicate global, economic, societal, cultural, legal and ethical aspects of business |
| 5 | Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment |
| 6 | Ability to identify business opportunities, frame innovative solutions and launch new business ventures or be an intrapreneur |
| 7 | Ability to deal with contemporary issues using multi-disciplinary approach with the help of advanced Management and IT tools and techniques |
| 8 | Ability to apply domain specific knowledge and skills to build competencies in their respective functional area |
| 9 | Ability to engage in research and development work with cognitive flexibility to create new knowledge and be a lifelong learner |
| 10 | Ability to understand social responsibility and contribute to the community for inclusive growth and sustainable development of society through ethical behavior |
| 11 | Ability to function effectively as individuals and in teams through effective communication and Negotiation skills |

COURSE OUTCOMES (CO):

At the successful completion of this course the students should be able to;

| (CO) | COURSE OUTCOMES |
|-------------|--|
| 1 | Analyze the risks in capital budgeting for the business enterprises |
| 2 | Discuss the Options and Futures contracts for hedging and trading purpose. |
| 3 | Estimate the risk in stock market and adopt different strategies to hedge the same with future contract. |
| 4 | Apply the different option strategy to protect the risks in the stock market. |
| 5 | Examine the option price in the derivative market. |
| 6 | Understand commodity market and commodity derivatives. |

Mapping of Course Outcomes to Program Outcomes:

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PO10 | PO11 |
|------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|
| CO1 | 3 | 3 | 2 | 2 | 2 | 2 | 3 | 3 | 2 | 1 | 2 |
| CO2 | 2 | 3 | 1 | 2 | 1 | 1 | 2 | 3 | 2 | 1 | 2 |
| CO3 | 2 | 2 | 1 | 1 | | 1 | 2 | 3 | 2 | 1 | 2 |
| CO4 | 3 | 3 | 1 | 1 | 1 | 1 | 3 | 3 | 2 | 1 | 2 |
| CO5 | 3 | 3 | | 2 | 1 | 1 | 2 | 2 | 2 | 1 | 2 |
| CO6 | 1 | 1 | | 1 | | | 1 | 1 | 1 | 1 | 1 |

KEY CONCEPTS:

- **MODULE 1: RISK ANALYSIS IN CAPITAL BUDGETING**

- Meaning of Risk and types of Risks of a Business Enterprise.
- Risk Analysis in Capital Budgeting – Measuring and Managing Capital Budgeting Risks
- Risk measurement : Sensitivity Analysis, Scenario Analysis, Simulation, Standard Deviation and Co-efficient of Variation,
- Risk Evaluation - Adjusted Discount Rate Method, Certainty Equivalent Co-efficient Method, Decision Tree Analysis and Probability Distribution Method

- **MODULE2: INVESTMENT RISK AND DERIVATIVES**

- Meaning of Derivatives.
- Types of Derivatives – Forward Agreements, Future Contracts
- Terms associated with Futures
- Stock Futures and Index Futures
- Differences between Forwards and Futures
- Margin and Settlement Mechanism of Futures

- **MODULE 3:FUTURE CONTRACT HEDGING AND TRADING**

- Hedging with Futures – Stock Hedging
- When there is a future contract available on the stock and when there is no future contract available on the stock.
- Portfolio Hedging: Adjusting Portfolio Risk,
- Pricing of Futures

- **MODULE 4: OPTIONS- BASICS AND STRATEGIES**

- Option Contracts – Meaning,

- Types – Call, Put, American, European.
- Pay-off and Pay-off Diagrams.
- Hedging Strategies – Protective Put Strategy and Covered Call Strategy.
- Trading Strategies with Options – Straddle, Strip, Strap, Strangle, Spreads

- **MODULE 5: OPTION PRICING**

- Put-Call Parity Theory,
- Portfolio Replication Method,
- Risk Neutralization Method,
- Binomial Method and Black-Scholes Method.
- Option Greeks

- **MODULE 6: COMMODITY RISK AND COMMODITY DERIVATIVES**

- Commodity Markets,
- Commodity Exchanges.
- Commodity Derivatives.

MODULE WISE OUTCOMES:

- **MODULE 1: RISK ANALYSIS IN CAPITAL BUDGETING**

- MO 1: Understand the Risk in capital budgeting.
- MO 2 Identifying the Risk in Capital Budget Decision.
- MO 3 Estimate and Measure the risk in capital budgeting.

- **MODULE2: INVESTMENT RISK AND DERIVATIVES**

- MO 4: Understand the meaning of Derivatives and its types.
- MO 5: Recognize the differences between Forwards and Futures.
- MO 6: Calculate the Margin and Settlement Mechanism of Futures.

- **MODULE 3:FUTURE CONTRACT HEDGING AND TRADING**

- MO 7: Identify the risk in stock market
- MO 8: Find the different strategies toHedgethe risk with Futures contracts
- MO 9: Calculatethe pricing of Futures.

Apply the different option strategy to protect the risks in the stock market

- **MODULE 4: OPTIONS- BASICS AND STRATEGIES**

- MO 10: Understand Option Contracts
- MO 11: Calculate the Pay-off by using different option strategy

MO 12: Cover the risk using different option strategy

- **MODULE 5: OPTION PRICING**

MO 13: Identify the Option price and calculate true price for the same.

MO 14: Calculate Option Greeks to identify the factors influence the option price

- **MODULE 6: COMMODITY RISK AND COMMODITY DERIVATIVES**

- MO 15: Understanding the concept of Commodity Markets, Exchanges and Derivatives.

COURSE EVALUATION PLAN:**(a) END - TERM**

| Evaluation | Weightage (%) | Duration (in Minutes) | Open / Close Book | CLO Tested |
|----------------------|----------------------|------------------------------|--------------------------|-------------------|
| End Term Exam | 70 | 180 | Close book | All |

(b) OTHER ASSESSMENT:

| Sl. No. | Evaluation Item* | Unit of Evaluation | Marks Allotted | TIME | CO |
|----------------|---|---------------------------|-----------------------|----------------------------|---------------|
| 1 | Attendance | Individual | 5 | Every session | None |
| 2 | One Internal | Individual | 5 | Once in the semester | All |
| 3 | Case Study Students are exposed to calculate the different hedging technics in the option and future contract. | Individual | 10 | During one of the sessions | CO4 |
| 4 | Mini Project Students will expose to do the research on identifying the Greek Options for listed stocks in the derivative market. | Individual | 10 | Before the Internal Test | CO 3, CO 4 |

PRESCRIBED TEXT BOOK:

**Robert D. Hisrich and Michael P. Peters, 'Entrepreneurship '. McGraw – HillTEACHING/
LEARNING RESOURCES:**

Students can also refer to other books to supplement their study:

1. Damodaran, Aswath, "Corporate Finance", John Wiley & Sons Inc.
2. Damodaran Aswath, "Applied Corporate Finance", John Wiley & Sons Inc.
3. Chandra, Prasanna, "Financial Management – Theory and Practice", Tata McGraw-Hill Publishing Company Limited.
4. Pandey, I M, "Financial Management", Vikas Publications.
5. Khan, M.Y., and Jain, P.K., "Financial Management – Text, Problems and Cases", Tata McGraw-Hill Publishing Company Limited.
6. Chance/Brooks, An Introduction to Derivatives & Risk Management, Thomson.
7. Hull J, Options, Futures and Other Derivatives, 6 ed., Prentice Hall.
8. Dubosky and Miller, "Derivatives – Valuation and Risk Management", Oxford University Press.
9. Kumar, SSS, "Financial Derivatives", Prentice Hall of India.
10. Parasuraman, N.R; "Fundamentals of Financial Derivatives", Wiley India.
11. Vohra, and Bagri, "Futures and Options", Tata McGraw Hill.
12. Chatnani, Niti, "Commodity Markets – Operations, Instruments and Applications", Tata McGraw Hill

COURSE FACILITATORS:

Mr.Dileep S

Email ID:dileep.rvim@rvei.edu.in

COURSE DOCKET FOR IV SEMESTER



Rashtreeya Sikshana Samithi Trust
R V Institute of Management

Bengaluru, Karnataka

MBA Programme
Talent and Knowledge Management

February 2019 - June 2019

Dr. A.Narasima Venkatesh

Associate Professor

The articles and reading materials contained in this docket are for classroom discussion only

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| | 4.1 Bangalore University Previous Years Question Papers |
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PART - A

Introduction

The explosion of interest in talent and knowledge management among academics, public policy makers, consultants, and business people began as recently as the mid-1990s. The level of interest in Talent & Knowledge management since then visible in a number of ways. It is growing rapidly more and more companies have built talent and knowledge repositories. Even new job titles have appeared from knowledge edge developer, to knowledge facilitator, to corporate knowledge officer.

| | |
|--------------------|---|
| Course | MBA |
| Semester | III |
| Batch | 2017-19 |
| Title | Talent and Knowledge Management (4.4.3) |
| Credits | 4 |
| Course Facilitator | Prof.A.Narasima Venkatesh |

Course Outcomes

Post completion of the course students should be able to:

CO1: Recall and explain various concepts of talent management and knowledge management

CO2: Implement various concepts of talent management and knowledge management in an organizational context to seize business opportunities in the global business environment

CO3: Design and implement appropriate talent management system using multi-disciplinary approach to various employees at different levels for inclusive growth and sustainable development of an organization

CO4: Formulate and implement appropriate talent planning with cognitive flexibility by critically analyzing the talent requirement in the organization using appropriate IT tools or talent management software

C05: Examine existing knowledge management strategies in the organization and to implement ethical and contemporary knowledge management practices in an organization using appropriate IT tools and software

C06: Design and implement appropriate talent management strategies to build leadership capabilities of potential talent in alignment with contemporary practices of talent management

Module wise Key Concepts

Module: 1

- Talent as Engine of New Economy
- Difference between Talent and Knowledge Workers
- Talent Value Chain

Module: 2

- Talent Management System
- Building Blocks of Talent Management
- Talent Management and Social Media

Module: 3

- Talent Planning
- Cross functional capabilities and fusion of talents
- Talent Development Budget
- Building Talent

Module: 4

- Return on Talent
- Talent Management Information System
- Pschyometrics for Talent Management

Module: 5

- Knowledge Management
- Types of Knowledge
- Knowledge Management Framework
- Issues and Challenges in Knowledge Management

Module: 6

- Contemporary Talent and Knowledge Management Practices in Organizations

Module Wise Outcomes

Post completion of the course students should be able to:

Module: 1

MO1: Recognize talent as an Engine of New Economy

MO2: Differentiate talent and knowledge workers

MO3: Classify various elements of talent friendly organizations

Module: 2

MO4: Discuss the benefits and challenges of talent management systems

MO5: Implement various building blocks of talent management systems in organizations effectively

MO6: Select appropriate social media channels for talent attraction and recruitment

Module: 3

MO7: Demonstrate succession management with the help of effective talent planning

MO8: Execute talent development budget to build talent in the organization

Module: 4

MO9: Appraise return on talent in an organization

MO10: Use Pshycometrics to evaluate talent in the organization

Module: 5

MO11: Classify different types of knowledge

MO12: Examine various issues and challenges in implementing knowledge management system

Module: 6

MO13: Implement contemporary talent and knowledge management practices for the growth of an organization

Mapping of Course Outcomes with Programme Outcomes:

| | P01 | P02 | P03 | P04 | P05 | P06 | P07 | P08 | P09 | P010 | P011 |
|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|
| C01 | 2 | 1 | 3 | 2 | 3 | 2 | 2 | 3 | 2 | 3 | 3 |
| C02 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| C03 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| C04 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 |
| C05 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 |
| C06 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |

Instructional/Pedagogical Methods/Tools Used

1. Lecturing method using PPT coupled with class room discussions
2. Interaction with Industry Experts
3. Review of Articles
4. Multimedia Cases
5. Case Study discussion
6. Activities(Individual/Group)
7. Live Project

Course Evaluation

| Criteria | Marks |
|--------------------------------------|----------|
| Bangalore University Examination | 70 Marks |
| Internal Assessment Test 30 Marks | |
| Attendance and Class participation | 5 Marks |
| Preparatory Test | 10 Marks |
| Presentations | 5 Marks |
| Assignments | 5 Marks |
| Live Project | 5 Marks |

Essential Readings

1. Berger, Lance A and Dorothy Berger (Eds.) The Talent Management Handbook, Tata McGraw Hill, New Delhi
2. Chowdhary, Subir, The Talent Era, Financial Times/Prentice Hall International
3. Chowdhary, Subir, Organization 2IC, Pearson Education, New Delhi
4. Masood, Anilkumarsingh and Somesh Dhamija, Talent management in India challenges and opportunities, Atlantic publisher, New Delhi.
5. Elais M Awad, Hassan M Ghaziri, Knowledge management: Pearson
6. Sanjay Mahaopatra, Knowledge Management, Mcmillan
7. Waman s Jawadekar, Knowledge Management text and cases, Mcgraw Hill

Review of Articles

1. Book Review, Harvard Business Review on Talent Management (Boston: Harvard Business Press, 2008), by Shiva Kumar Srinivasan, IIM Kozhikode
2. A 5-Part Process for Using Technology to Improve Your Talent Management-HBR
3. Talent management for the twenty-first century-HBR
4. The five biggest talent management challenges in 2018, randstad
5. Transforming Talent Management: The Impact of Social and Digital Tech, <https://www.socialmediatoday.com/>

Case Study

1. Difficult Transitions
2. Psychometrics For Talent Management
3. Cambridge Healthcare Management
4. Valuing Your Talent
5. Managing Talent for Competitive Advantage

Multi-Media Cases

1. Driving Apple's Talent Engine
2. 70_20_10 Development Plans
3. How Google Keeps the Best and Brightest Employees

4. Learn about the Merchant Talent Programs here at Walmart
5. PwC's perspective on finding and harnessing talent
6. What CEOs have to say about talent management
7. Why Succession Planning is essential_ The Case of the Runaway Talent
8. Trends in Talent Management
9. 15 Recruiting Trends to Implement in 2019
10. Future of Working_ The Future of Talent Management

Course Facilitator

Dr.A.Narasima Venkatesh, Associate Professor, Department of Human Resources,
R V Institute of Management

E-mail: dr.a.narasimavenkatesh@gmail.com

R.V. INSTITUTION OF MANAGEMENT

MBA PROGRAMME

Course Plan
Fourth Semester-2019
Marketing-Elective
4.3.1 Strategic Brand Management

4.3.1 Strategic Brand Management

Part A

1.1 Introduction

Strategic Brand Management course emphasizes on providing the basic knowledge of managing brands.

This includes creating of brands followed by building, measuring, developing and growing the brand, with an aim that each brand should be a revenue generator. The process of creating the brand and building it into a revenue generator is known as brand management. Role which takes the responsibility of implementing this process in an organization is brand manager. Dealing with all functions of developing a brand at one go is not viable and has proven to be unsuccessful. As brand building is an ongoing process in every organization this requires year over year planning and devising a sustainable growth plan for their brands. Brand management is a specified area of study that broadly consists of defining brand, developing brand as per the requirements of the market. Brand nurturing and developing and managing portfolio to create it as a revenue point and not as a cost point.

| | |
|--------------------|----------------------------|
| Course | MBA |
| Semester | IV Semester Sec A and B |
| Batch | 2019-20 |
| Title | Strategic Brand Management |
| Credits | 4 |
| Course Facilitator | Prof. Uma Sharma |

1.2 Course Outcomes:

On the successful completion of this course the students will have demonstrated the ability to:

| Course Outcome(CO's) | |
|-----------------------------|---|
| CO-01 | To understand the concepts and theory of brands management |
| CO-02 | To gain clear understanding of principles of branding |
| CO-03 | To understand on the perspective of positioning and brand building strategy |
| CO-04 | To ensure students has better insight in understanding the practical needs of the market. |
| CO-05 | To familiarize students the importance of Strategic Brand Management as a major course in enhancing their decision making skills. |
| CO-06 | To gain clear understanding of the concept Brand Equity – planning/ building brand |

1.3 Key Concepts:

Module1:

- Product Management
- New Product Management
- Product Portfolio Analysis
- Components of Market Competitiveness
- Corresponding strategies Competitor Analysis

Module 2:

- Introduction to Brand Management: Brands Vs Products
- Brand Management - Brand Components & Attributes- Significance Of Branding To Consumers & Firms - Selecting
- Brand Names- Brand Identity – Kepferer Brand Identity Prizm Model - Branding Challenges & Opportunities

Module 3:

- Brand Equity: Concept – Types Of Brands
- Strategic Brand Management Process – Brand Attribute Management & Architecture
- Brand Portfolio Strategy
- Brand Equity-The 4 Steps Of Strong Brand Building-
- Aaker Brand Equity Model – Customer Based Brand Equity
- Brand Leveraging, Brand Loyalty

Module 4:

- Brand Positioning: Types Of Positioning- Over, Under & Repositioning-
- Differentiation – Identifying Gaps Using Perceptual Maps
- Co-Branding –Licensing – Celebrity Endorsement
- Positioning Guidelines

Module 5:

- Brand Audit and Valuation: Brand Audit
- Internal Branding- Introduction to Brand Valuation
- Components & Types Of Valuation

Module 6:

- ❖ Building Online Brands: Integrated Marketing Communication
- ❖ The New Media Environment
- ❖ Building and managing online Brands
- ❖ Marketing Communication Options
- ❖ Using Social Media to Build Brands – E-Commerce & Brands.

1.4 Module Outcome: On the successful completion of each module the students should have the following subject knowledge;

| MODULE OUTCOME | |
|-----------------------|---|
| MODULE-01 | |
| MO1: | To understand basics of Strategic Brand Management |
| MO2: | To understand the challenges faced by managers while they implement the brand strategy |
| MODULE 2 | |
| MO3: | To evaluate tools that can help better implement the brand strategy |
| MO4: | To apply knowledge gained in class to maintain brand portfolios. |
| MODULE 3 | |
| MO5: | To analyze different types method of Brand Equity |
| MO6: | To apply to varied project situation and identify the key decision making process. |
| MODULE-04 | |
| MO7: | To facilitate use of tools of measuring brand |
| MO8: | To apply knowledge of building brand equity within an organization |
| MODULE-05 | |
| MO9: | To analyze and apply brand equity measures to each companies brands |
| MO10: | To understand importance of measuring and assessing Brand Equity |
| MODULE-06 | |
| MO11: | To understand the importance of assessing Brand Equity |
| MO12: | To apply the knowledge gained in assessing Brand Equity into t enhancing Market performance of the brand. |

1.5 Pedagogy Tools used

1. Class Room teaching aided with PPT:

The PPT will include author guided PPT's and mainly PPT's devised by me – These will include module –wise concepts as per university guidelines and relevant industry trend as an application value for each module.

2. Class room teaching and discussion:

Every module teaching will consists of lecturing and class room lead discussion. Class discussion will involve that day's lecture guided discussions.

3. Case Study with discussions:

Case study as per syllabus will be discussed as also the case that is currently relevant will be discussed. (Details of case provided in the case study section).

4. Live Projects to be completed and presented in class –a team activity.

Live projects will provide students conduct it in two primary ways:

1. Pick an industry relevant branding topic and identify and the extent of acceptability in the Industry.
2. Specific brand can be identified by the student and study the brand's journey from inception to the current position. These points will discussed and presented to the class with firsthand information collected by the student from company about the brand strategies and figures of the brands market performance.

5. Interaction with Industry experts:

Industry experts will provide insight into the recent topics /or trends in the industry will be narrated with their experience.

1.6 Course Evaluation Plan

| Evaluation Pattern | Maximum Marks |
|----------------------------------|---------------|
| University Examination | 70 Marks |
| Internal Assessment Marks | 30 Marks |
| Attendance | 5 marks |
| Surprise Test: | 10 marks |
| Assignments: | 5 marks |
| Live Projects | 5 marks |
| Individual / Group Presentation: | 5 marks |

1.7 Text Book References:

PRESCRIBED TEXT BOOK:

1. Kevin Lane Keller M. G. Parameswaran and Isaac Jacob, Strategic Brand Management, Pearson Education India, 3rd Edition, 2010
2. J.N. Kapferer , The New Strategic Brand Management (Creating And Sustaining Brand Equity Long Term) , Kogan Page Publishers India, 2008..

3. . KirtiDutta, Brand Management, Principles and Practices ,Oxford University Press, Ist Edition, 2012

OTHER READINGS AND REFERENCES:

Students can also refer to the following suggested source for extra reading:

Book:

- S.A. Chunawalla , Compendium of Brand Management, Himalaya Publishing House , 2011
- 6. David A Aaker , Managing Brand Equity, Free Press, 1991

Journals:

- Journal of Marketing/AMA
- Journal of Advertising/AMA
- Journal of Brand management, Springner, Emerald Insight

Web Source:

www.brandequityfoundation.org

www.agencyfaq.com

www.brandequityfoundation.org

Course Facilitator:

Prof.Uma Sharma

Asst. Professor- E-mail uma.sharma34@gmail.com Mob 9380778046

Course Docket for IV Semester



**R V Institute of
Management
Bangalore**

Digital Marketing (4.3.3)

Course Facilitators

Prof. Rashmi Shetty, Assistant Professor, R V Institute of Management

The articles and the reading materials contained in this docket are for classroom discussions only



Rashtreeya Sikshana Samithi Trust

R. V. Institute of Management

Digital Marketing Course Outline

| | |
|----------------------------|---|
| Programme: | MBA |
| Batch: | 2017-2019 |
| Term: | 2 |
| Subject Name: | Digital Marketing |
| Subject Code: | 4.3.3 |
| Credits: | 4 (40 sessions) |
| Course Instructors: | Ms. Rashmi Shetty, (IV semester Sec B) |

PART A

INTRODUCTION:

Today for business promotions and advertising, it is no longer sufficient to just resort to traditional marketing. A blend of both digital and conventional marketing is necessary to achieve business goals. The Digital Marketing Course enables the students to learn and adopt all the marketing practices associated with the digital space.

This empowers students who may be the future marketers or may run their own businesses to build marketing campaigns that can widen business-reach, target more audiences, generate better leads and offer more conversions.

Digital Marketing campaigns are powerful, cost-effective, and measurable and can optimize the business of any niche easily and emphatically. This Course will enable the students to learn and master the complete landscape of online marketing and associated channels.

According to Salesforce, 75% of Total Marketing Budget goes to Digital Marketing.

Taking the above statistic into consideration, it is clear that Digital Marketing is dominating the marketing landscape. It is not only benefits the businesses but also provides promising career opportunities to the students aspiring to become digital marketers. So, when it comes to understanding what should be your Digital Marketing Course Content, you have to keep in mind that this form of marketing is actually the amalgamation of various digital channels and related activities which when implemented can show why Digital Marketing is important in growth and success for a business.

The course shall introduce the student to social media platforms. Market research forms the backbone of digital marketing. Reputation of entities can be altered within minutes, which is of high risk. Use of social media effectively produces engaged customers and their posts are brand advertisements which spread through word of mouth. Digital marketing can be successful only if an organized plan has been drawn. Social relation building helps in increasing Customer Loyalty. Hence, it is not just online presence but also its maximum utilization that is important. There is a huge inflow of new digital marketing technology and tools. Choosing the right tool is essential for customer delight and deriving results. Most of the business have digital presence but lack a strategy to tackle the digital competition.

COURSE OUTCOMES (CO):

At the successful completion of this course the students will have demonstrated the ability to:

- CO1:** Understand the basics of digital marketing and develop a comprehensive digital marketing strategy.
- CO2:** Use new media such as search engine and social networking.
- CO3:** Explain the role and importance of digital marketing in a rapidly changing business landscape.
- CO4:** Discuss the key elements of a digital marketing strategy.
- CO5:** Illustrate how the effectiveness of a digital marketing campaign can be measured
- CO6:** Demonstrate advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs.

PROGRAM OUTCOMES (POS)

| | |
|-----|--|
| PO1 | Apply knowledge of management theories and practices to solve business problems |
| PO2 | Foster Analytical and critical thinking abilities for data-based decision making |
| PO3 | Ability to develop Value based Leadership |
| PO4 | Ability to understand, analyze and communicate global, economic, societal, cultural, legal and ethical aspects of business |
| PO5 | Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment |
| PO6 | Ability to identify business opportunities, frame innovative solutions and launch new business ventures or be an intrapreneur |
| PO7 | Ability to deal with contemporary issues using multi-disciplinary approach with the |

| | |
|-----|--|
| | help of advanced Management and IT tools and techniques |
| PO8 | Ability to apply domain specific knowledge and skills to build competencies in their respective functional area |
| PO9 | Ability to engage in research and development work with cognitive flexibility to create new knowledge and be a lifelong learner |
| P10 | Ability to understand social responsibility and contribute to the community for inclusive growth and sustainable development of society through ethical behavior |
| P11 | Ability to function effectively as individuals and in teams through effective communication and negotiation skills |

PO & CO -MAPPING

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | P10 | P11 |
|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| C01 | 3 | 0 | 0 | 3 | 1 | 1 | 0 | 1 | 0 | 0 | 1 |
| C02 | 0 | 3 | 0 | 0 | 1 | 3 | 3 | 2 | 1 | 0 | 1 |
| C03 | 3 | 3 | 2 | 1 | 2 | 3 | 3 | 1 | 1 | 2 | 1 |
| C04 | 0 | 2 | 0 | 1 | 3 | 3 | 3 | 3 | 2 | 1 | 2 |
| C05 | 1 | 2 | 0 | 3 | 2 | 3 | 3 | 2 | 2 | 1 | 1 |
| C06 | 3 | 3 | 0 | 1 | 2 | 2 | 3 | 3 | 2 | 0 | 2 |
| C07 | 3 | 3 | 2 | 1 | 1 | 1 | 3 | 3 | 1 | 0 | 2 |

LEVEL: 3- Substantial, 2- Moderate, 1-Slight, 0-No Co-relation.

KEY CONCEPTS:

- **MODULE 1:**

- Types of Web Presence
- E-Commerce Business Models.
- Online Media Options
- Payment Gateways.

- **MODULE 2:**

- Online audience profiling and segmentation
- Internet usage patterns
- Understanding the online Consumer Behaviour
- Online Behaviour tracking methods
- Online Market Research
- Online competitive analysis

- **MODULE 3:**

- Email Marketing
- Search Engine Optimisation
- On Page and Off Page tools
- Keywords research and Selection
- Semantic Keywords
- Head terms and Long Tails
- HTML
- Google Adwords
- Tools for SEO
- SERP
- Black Hat, White Hat and Gray Hat,
- Paid and Organic SEO
- Search Engines Comparison
- SEM Landscape
- Conversion Analysis

- **MODULE 4:**

- Social Media Content
- Content Writing and Management
- Content Seeding
- Content Measuring, Monitoring and tracking

- **MODULE 5:**

- Online reputation Management
- Negative Comments

- **MODULE 6:**

- Mobile marketing
- Digital revolution in the Indian Banking Industry
- Online Consumer Engagement methods

MODULE WISE OUTCOMES:

At the end of each module the students should be able to:

- **MODULE 1:**

MO 1: Understand the various e-commerce business models and the revenue models.

MO 2: Understand the different online media options and the payment gateways.

- **MODULE 2:**
 - MO 3:* Understand how to use the different audience profiling and behavior tracking techniques.
 - MO 4:* Verify online competitor analysis strategies, cons & best practices.
- **MODULE 3:**
 - MO 5:* Prepare different on page and off page SEO management campaigns, using long tail, head terms and semantic key word
 - MO 6:* Understand the working, cost and tactics of using Google Ads for online retention.
- **MODULE 4:**
 - MO 7:* Analyse the try strategies involved in social media platforms like Facebook, Twitter, LinkedIn, and Youtube for marketing.
 - MO 8:* Evaluate the various online stakeholders and ways to establish a good relationship with them.
- **MODULE 5:**
 - MO 9:* Understand importance of managing online reputation for any business.
 - MO 10:* Understand various tools and strategies for online reputation and to handle negative comments.
- **MODULE 6:**
 - MO 11:* Understand dynamic of mobile marketing and the evolution of banking in terms of mobile banking.
 - MO 12:* Realize the various online customer engagement methods

INSTRUCTIONAL METHODS/ANDRAGOGY/TOOLS USED:

The best known theory of adult learning is Knowles' andragogy. As a teacher, writer, and leader in the field of adult education, Knowles was an innovator, responding to the needs of the field as he perceived them and, as such, he was a key figure in the growth and practice of adult education throughout the Western world. Knowles' theory of andragogy was an attempt to create a theory to differentiate learning in childhood from learning in adulthood. Andragogy as "the art and science of helping adults learn" is contrast to pedagogy, the art and science of helping children learn. Based on humanistic psychology, Knowles' concept of andragogy presents the individual learner as one who is autonomous, free, and growth-oriented.

The two dimensions of andragogy as elaborated by Knowles are its assumptions about the characteristics of adult learners and the process elements of adult education that stem from these characteristics.

Here are eight adult learning principles grounded in neuroscience and andragogy, the study of how adults learn, to help guide your presentation.

1. Principle of Active Learning Active participation through discussion, feedback and activities creates more learning than passive listening or reading. As a presenter, find ways to reduce the amount of content covered and allow the participants to discuss the content with each other.

2. Principle of Problem-Centric Adults come to your presentation expecting to get their problems solved. They are not there just to get more information. If your presentation does not help them solve their pressing issues, it will be forgotten. Adults are problem-centric, not content-centric.

3. Principle of Previous Experience New information has to be linked to previous knowledge and experience or it will not be remembered. Allow participants time to discuss with each other

how the new information connects with what they already know. As a speaker, sometimes you may need to help them see the connections.

4. Principle of Relevance If the information being presented is not relevant to the listener’s life and work, it will not get their attention. As a speaker, your content must have meaning and immediate relevance. If your concepts are complicated or difficult to understand, the listeners will lose attention.

5. Principle of Emotional Connection Presentations that connect with a learner’s emotions are more likely to be remembered, recalled and learned. Fear is not a good motivating factor for learning as it causes the brain to react in a fight or flight syndrome. Fear actually hampers real learning. As a speaker, debrief participants after emotional stories or experiences so that they can reflect and learn from their feelings.

6. Principle of Self-Learning Adult learners have some strong beliefs about how they learn. These beliefs, whether accurate or not, can interfere or enhance their learning. As a speaker, always explain why the audience should participate in specific activity and how the process as well as content benefits their learning.

7. Principle of Alignment Adults expect that a presenter’s content, learning outcomes and activities be aligned together. If the learning outcomes do not match the content, the learner feels disconnected and learning is hampered. If the learning activity seems childish or forced, learning is lost.

8. Principle of Fun Learning should be fun! As a presenter, if you are not having fun presenting your information and facilitating learning, then you should stop. By all means, make learning fun, enjoyable and filled with laughter!

Androgical Tools used for Teaching

| S.No | Androgical Principles | Androgical Tools |
|------|------------------------------|--|
| 1 | Principle of Active Learning | Body Voting, Module Sylloge |
| 2 | Problem Centric | Case Study panel discussion, Fish Bowls |
| 3 | Previous Experience | Webinars, Case Videos, Guest Lectures |
| 4 | Relevance | Poster making on content development, Skype mock interview for digital manager, Lab Sessions |
| 5 | Emotional Connection | Story Telling |
| 6 | Self Learning | Lecturette |
| 7 | Alignment | Mind maps |
| 8 | Fun | Quiz |

TOTAL NUMBER OF PRACTICAL LAB SESSIONS: 17

TOTAL NUMBER OF HOURS OF LAB SESSION: 21 HOURS

COURSE EVALUATION PLAN:

(a) END - TERM

| Evaluation | Weightage (%) | Duration (in Minutes) | Open / Close Book | CLO Tested |
|------------|---------------|-----------------------|-------------------|------------|
| | | | | |

| | | | | |
|---------------|----|-----|------------|-----|
| End Term Exam | 70 | 180 | Close book | All |
|---------------|----|-----|------------|-----|

(b) OTHER ASSESSMENT:

| Sl. No. | Evaluation Item* | Unit of Evaluation | Marks Allotted | TIME | CO |
|---------|---|--------------------|----------------|-----------------------|------|
| 1. | 1 Internal 1 Preparatory | Individual | 5 | Twice in the semester | All |
| 1 | Attendance | Individual | 5 | Every session | None |
| 2 | Poster Making + Content writing* <i>(Also considered as mini project)</i> | Individual | 10 | End of semester | All |
| 3 | Case (Digital Strategies to one org in the allotted sector)** | Individual | 10 | End of Semester | CO6 |

***Module Sylloge**

The students will be divided into multiple groups and given certain domains to work on content. They all will undergo the basic session on content writing. After the development of the content they have to design the poster which will be subjective to judgment and reward. They will be directed to present poster in A3 size and printed format. Submission is to be done both in hard and soft copies.

****Digital marketing strategies**

The students will be allotted the various sectors for which they have to develop digital marketing strategies. They can take the existing player or a new entrant. The coverage of the case study will include the following:

1. Background
2. Introduction
3. Anticipated outcome
4. Strategies used
5. Challenges expected

PRESCRIBED TEXT BOOK:

Strauss.J and Frost . R , “E- Marketing”, Pearson Education, 5th Edition, 2009

OTHER READINGS AND REFERENCES:

Students can also refer to other books to supplement their study:

1. Deepak Bansal , A Complete Guide To Search Engine Optimization , B.R Publishing Corporation, 1st Edition, 2009
2. Grienstein and Feinman- E-commerce –Security, Risk Management and Control (TMH,The Consumer Decision Journey, McKinsey Quarterly, No3, 2009
3. Ramsey , Seven Guidelines for Achieving ROI from Social Media, eMarketer , 2010
4. Godfrey Parkin, Digital Marketing: Strategies for Online Success, New Holland Publishers Ltd, 2009.

COURSE FACILITATORS:

Ms. Rashmi Shetty

Email ID: rashmi.rvim@gmail.com

RV INSTITUTE OF MANAGEMENT, BANGALORE



| | |
|---|--|
| Course: INTERNATIONAL MARKETING STRATEGY | Class: 4 rd Sem Section B (Marketing) |
| Faculty: Gurudutt Shenoy (Adjunct Faculty) | Academic year: 2018-19 |

Part A

1.1 Introduction

This course emphasizes on gaining competitive advantage in the global marketplace by providing in-depth understanding of the competitive implications affecting global marketing strategies. It covers the factors that govern the decision to enter export markets and analyzes planning, organizing, and managing an international marketing strategy.

Organizations are becoming increasingly aware of the importance of understanding what their customers want and therefore the necessity to develop products and services that meet their needs and aspirations. Organizations which place the customers at the forefront of all decision-making and take a marketing-led approach are able to create competitive advantage and build brand loyalty.

| | |
|---------------------------|---|
| Course | MBA |
| Semester | 4TH Semester Sec B (Marketing) |
| Batch | 2017-19 |
| Title | International Marketing Strategy (4.3.2) |
| Credits | 4 |
| Course Facilitator | Gurudutt Shenoy (Adjunct Faculty) |

1.2 Course Outcomes:

- CO1 To acquaint students with International Marketing knowledge and strategies.
- CO2 To help the students to solve problems of International Marketing and sales practice.
- CO3 To assist the students to specialize in marketing within an international context.
- CO4 To guide the students on International Documentation
- CO5 To help the students to channelize the fruits of Emerging Markets from an opportunity perspective

1.3 Key Concepts:

Module1: Global Marketing – An overview

- International/Multinational/Multiregional/Global Marketing
- Challenges and opportunities in International Marketing
- Quality considerations in International Marketing
- Major Participants in International Marketing
- Negotiating with International Customers, Partners & Regulators, Global marketing environment
- Economic Environment, Socio-cultural Environment
- Legal and Statutory Framework.

Module 2: Information System and Research

- Definition and Meaning of Global Marketing Information System,
- Process of Marketing Research, Analyzing Global Opportunities: Screening International Marketing Opportunities
- Criteria for Selecting Target Countries – Grouping International Markets – Analyzing International Buyers/Business Markets & Government Markets
- International Marketing Research Process.

Module 3: Market Selection and Entry Strategies

- Global Market Entry & Exit Strategies: Exporting – Licensing – Local Manufacturing Joint Ventures- Merger & Acquisition - Strategic Alliances
- Preparing For Exit Strategy Analysis – Exit Strategies
- Analyzing Opportunities Using Trade Map

Module 4: Global Marketing Mix

- International Product & Promotion Strategy:
- Adjusting Quality to Global requirements,
- International & Global Branding Decisions – Brand Name Selection Procedure – Global/Pan Regional Brands
- Exploiting Product Life Cycles In International Marketing – New Product Development in Global Markets – Global Advertising – Creative Challenges – Media Planning and Analysis

Module 5: Pricing and Distribution Strategy

- Selection of International Channels
- Managing Distribution Systems- Global Trends in Distribution Systems
- Pricing – Price Escalation – Dumping – Countertrade as a Pricing Tool – Intra-company Pricing

Module 6: Documentation and Emerging Markets

- Documentation and procedural complexities- Registration with various agencies– Compulsory Quality Control - Processing Export Orders.

- Newly Industrialized Countries– Developing Countries & Emerging Markets – European Community – CIS – CEFTA – NAFTA-ASEAN – Africa – Middle East – BRICS- Regional Trade Blocks & Impact on Marketing

1.4 Module Outcomes

Module 1

MO 1.1: To understand basics of International Marketing strategy

MO 1.2: To understand the challenges faced by Managers when they implement the International Marketing Strategy.

MO 1.3: To understand the framework of International Marketing Strategy – the Controllable Marketing factors and the Uncontrollable Environmental factors for each Nation/Market.

Module 2

MO 2.1: To understand the process of International Marketing Strategy and evaluate tools that can help in better implementation.

MO 2.2: To apply knowledge gained in class to identify and plan for the International Market.

Module 3

MO 3.1: To understand the various Entry and Exit strategies for International Markets.

MO 3.2: To analyse international market opportunities using Trade map.

Module 4

MO 4.1: To understand the application of Marketing Mix in International Markets

MO 4.2: To be able to develop International Marketing Plans and implement them

Module 5

MO 5.1: To understand , select and manage the various channels of International Distribution.

MO 5.1: To understand the various pricing strategies in International market.

Module 6

MO 6.1: To develop an awareness and understanding of the various Documentation and procedural complexities in International Marketing.

MO 6.2: To understand the newly industrialized, developing and emerging countries, as well as the Regional Trade Blocks and their impact on Marketing.

1.5 Pedagogy Tools used

1. Lecture using PPT and class room discussions
2. Case Study with discussions
3. Videos
4. Live Projects

1.6 Course Evaluation Plan

| | |
|-----------------------------------|-----------------|
| University Examination: | 70 Marks |
| Internal Assessment Marks: | 30 Marks |
| Attendance | 5 marks |
| Case Study & Presentation | 10 marks |
| Mini Project | 10 marks |
| Internal Test | 5 marks |

1.7 Text Book References:

ESSENTIAL READINGS

1. Rakesh Mohan Joshi , International Marketing , Oxford University Press, 1st Edition, 2009
2. Phillip Cateora, John Graham, Mary Gilly, International Marketing , McGraw-Hill/Irwin, 16th Edition, 2012

REFERENCES

1. Svend Hollensen , Global Marketing – A Decision Oriented Approach, ,Prentice Hall, 6th Edition, 2013
3. Frank Bradley. International Marketing Strategy, Pearson Education, 5th Edition, 2004
4. Johansson, J. K. Global Marketing: Foreign Entry, Local Marketing, and Global Management, McGraw-Hill, 5th Edition, 2008

Web Source:

- www.ibef.org
- www.eximbankindia.in
- www.rbi.org.in
- www.indiantradeportal.in

1.8 Course Facilitator:

Gurudutt Shenoy

Adjunct Faculty

E-mail: guruduttshenoy@gmail.com

Mob: 9591722825



RV Institute of Management
Bangalore

Course Docket
4th Semester MBA

INTERNATIONAL BUSINESS DYNAMICS

Affiliated to
Bangalore University

Dr Anupama K Malagi

Professor

Department of HR

Feb 2019 – June 2019

The articles and reading materials contained in this docket are for class room discussions only.

Rastreeya Sikshana Samithi Trust

R V Institute of Management

MBA Programme

Session Plan

March-April 2019

| | |
|----------------------|--|
| Subject code | 4.1 |
| Subject | International Business Dynamics |
| Semester | IV A, D |
| Total No.of sessions | 40 |
| Each session | 75 minutes |
| Name of the faculty | Dr Anupama K Malagi |

Part A

Introduction

International Business concerns those firms that do not restrict their processes to a single state or populace. International business dissects the reasons for the existence of firms engaged in International business, how they flourish in the intricate and unpredictable international environment, and what their undertakings mean for the countries in which they do business. Culture, language, political systems, geography, and socio-economic factors all influence a company's business practices. Therefore, expanses of study comprise of the challenges of managing international companies, whether enormous or diminutive; the rudiments of strategic management; cross-cultural management; globalization; and the regulation and politics of international business.

Students who aspire to intensify their understanding of global markets need to study international business, since it delivers insights into the global economic and business climates. International business studies encompass topics across

Objectives: 1) To make the students identify the difference between Domestic Business & International Business

- 2) To make the students understand how business organizations operate in the international environment
- 3) To make the students aware about the structure of Indian Business Industry
- 4) To make the students aware about the importance of cross-cultural management for the success of the organization
- 5) To help the students to plan a career in international business.

COURSE OUTCOMES (CO):

Having successfully completed this course students will be able to:

CO 1: Describe the relationships between international business and the political, economic, legal and social policies of countries, regions and international institutions.

CO 2: Comprehends the complexities of international business both home and host country.

CO 3: Understand the impact of functioning of international organisations and trading blocs in the global economy

CO 4: Analyse the impact of changes in the global economy on India’s economic performance in terms of Exports, Imports, FDI and BoP etc.

CO 5: Illustrate the various ethical issues involved in international business along with outlining the role of E-Commerce in international business

CO 6: Compare and contrast the strategic issues involved in various functions of Management

PROGRAM OUTCOMES (POS)

| | |
|------------|--|
| PO1 | Apply knowledge of management theories and practices to solve business problems |
| PO2 | Foster Analytical and critical thinking abilities for data-based decision making |
| PO3 | Ability to develop Value based Leadership |
| PO4 | Ability to understand, analyze and communicate global, economic, societal, cultural, legal and ethical aspects of business |
| PO5 | Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment |

| | |
|------------|--|
| PO6 | Ability to identify business opportunities, frame innovative solutions and launch new business ventures or be an intrapreneur |
| PO7 | Ability to deal with contemporary issues using multi-disciplinary approach with the help of advanced Management and IT tools and techniques |
| PO8 | Ability to apply domain specific knowledge and skills to build competencies in their respective functional area. |
| PO9 | Ability to engage in research and development work with cognitive flexibility to create new knowledge and be a lifelong learner |
| P10 | Ability to understand social responsibility and contribute to the community for inclusive growth and sustainable development of society through ethical behavior |
| P11 | Ability to function effectively as individuals and in teams through effective communication and Negotiation skills. |

PO& CO -MAPPING

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | P10 | P11 |
|------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| C01 | 3 | 1 | 1 | 3 | 0 | 0 | 1 | 3 | 3 | 1 | 1 |
| C02 | 2 | 3 | 1 | 3 | 1 | 1 | 1 | 2 | 3 | 1 | 1 |
| C03 | 1 | 1 | 1 | 2 | 0 | 0 | 1 | 1 | 2 | 1 | 1 |
| C04 | 1 | 3 | 1 | 1 | 0 | 1 | 2 | 3 | 2 | 2 | 1 |
| C05 | 2 | 2 | 1 | 2 | 2 | 1 | 1 | 1 | 2 | 3 | 1 |
| C06 | 3 | 2 | 3 | 3 | 3 | 1 | 3 | 3 | 3 | 3 | 3 |

LEVEL

3- Substantial

2- Moderate

1- Slight

“- “ No Coordination

Module wise key concepts:

Module - 1

- Key drivers of International Business
- Evolution of International Business
- International Business environment
- Cross cultural management

Module – 2

- Choice of design in international Business structure
- Factors influencing organizational structure
- Conflict Management
- Centralization Vs Decentralization

Module – 3

- WTO and its functions
- Difference between GATT & WTO
- Dispute Settlement
- International Strategic alliance
- Advantages & Disadvantages of Strategic Alliance

Module – 4

- Forms of FDI
- Acquisitions Vs Greenfield investments
- Benefits to Host Country and Home Country
- Comparative advantages
- FDI in world economy

Module – 5

- Corporate Social responsibility
- Code of conduct for an MNC
- Ethical Relativism & Ethical Universalism
- Global Ethics

Module -6

- Global Operations management
- Technology transfers
- International Marketing
- International HRM

Module wise outcomes:

Post completion of the modules, students will be able to-

Module 1

MO1: Understand the key drivers in international business

MO2: Formulate innovative strategies for effective cross -cultural management

MO3: Critically examine the international environment in order to analyse the functioning of organizations

Module 2

MO1: Understand the key drivers for Globalization

MO2: Identify and evaluate innovative strategies for Globalization

MO3: Critically examine the international environment in order to analyse the functioning of organizations

Module 3

- Understand the role of WTO in International Trade and Commerce
- Know objectives and functioning of the trade blocks and their advantages to the participating nations.
- Debate and deliberate on International strategic alliances

Module 4

- Understand the various theories of Global trade and Investment
- Critically analyse the Trade Theories
- Evaluate the relevance and applicability of FDI and EXIM Trade.

Module 5

- Understand and apply issues pertaining to social responsibility and ethical issues in International Business
- Gain the competency to critically evaluate the code of conduct for the MNCs.

- Understand the advantages and disadvantages of Global E-Business

Module 6

- Understand the importance of strategic issues involved in operations management
- Evaluate the benefits of international markets
- Evaluate the contemporary approaches in Human Resource Management

Pedagogical Methods and Tools

- Classroom interaction guided by PPT
- Multimedia cases
- Interaction with Industry speakers/experts
- Industrial Visits
- Live projects

Course Evaluation Plan

| | | |
|------------------------------|--|----------------|
| After Completion of Module 1 | Assignment | Individual |
| After Completion of Module 2 | Presentations by students | Group activity |
| After Completion of Module 3 | Preparation of Case Study | Group activity |
| After Completion of Module 4 | Live project | Individual |
| Module 6 | Presentations on contemporary issues in IB | Group |

Internal Assessment

| Sl.No. | Criteria | Weightage |
|--------|----------|-----------|
|--------|----------|-----------|

| | | |
|----------|------------------------------|-----------|
| 1 | Attendance | 5 |
| 2 | Internal Exam | 5 |
| 3 | Assignment/Case study | 10 |
| 4 | Mini Project | 10 |

Text Books

1. International Business- K Aswathappa, Tata McGraw Hill publication, 5th Edition
2. Francis Cherunilam; International Business, Prentice Hall Of India, 5th Edition,
3. Charles Hill, International Business, McGraw-Hill-Irwin, 9th Edition, 2012.
4. P. Subba Rao , International Business, Himalaya Publications, 2nd Edition
5. John Daniels, Lee Radebaugh and Daniel Sullivan, —International Business, Prentice Hall, 13th Edition, 2010
6. International Business -Competing in the Global Marketplace, Charles Hill & Arun Kumar Jain, McGraw Hill Publications

Course facilitator details

Name: Dr. Anupama K Malagi

Designation: Associate Professor

Mobile No.: 9448079735

E-Mail ID: anupama.rvim@rvei.edu.in

Course Docket

4.2.1: INVESTMENT ANALYSIS AND MANAGEMENT

Term – IV Semester

Batch - 2017-19

February 2019 – June 2019

Course Facilitator

Prof. Priya Jain



R V INSTITUTE OF MANAGEMENT BANGALORE

(The articles and other reading material used in this docket if for classroom discussions only.)

COURSE OUTLINE

| | |
|--------------------|---|
| Programme | Master of Business Administration |
| Batch | 2017 – 2019 |
| Semester | IV |
| Course Title | Investment Analysis and Management |
| Course Code | 4.2.1 |
| Credits | 4 |
| Sessions | 1.25 Hours per session (45 Sessions - 56 Hours) |
| Course facilitator | Prof. Priya Jain |

PART A

INTRODUCTION

Investing surplus funds for generating some returns is common among individuals and organizations. When a business enterprise has idle funds for a certain period of time, it is prudent on the part of the enterprise to invest it wisely and generate decent returns, the onus of which lies on finance manager. Hence, it is essential for finance professional to have knowledge on the process of making and managing investments. This course entitled “Investment Analysis and Management” is introduced to orient a finance professional regarding the process of making and managing investments.

COURSE OUTCOMES

Post completion of the course student should be able to:-

CO1. Understand the various concepts of investment and important factors to be consider before investing money in any of the investment avenue.

CO2. Identify and assess attributes of different investment alternatives with suitable criteria

CO3. Understand market dynamics, stock trading and application of security analysis tools and techniques

CO4. Measure the risk and return of individual security and portfolio

CO5. Apply different theories, tools and techniques of portfolio construction, evaluation and revision

CO6. Able to acquire portfolio management knowledge and skill sets to apply in real world.

PROGRAM OUTCOMES

PO1: Apply knowledge of management theories and practices to solve business problems.

PO2: Foster Analytical and critical thinking abilities for data-based decision making

PO3: Ability to develop Value based Leadership

PO4: Ability to understand, analyze and communicate global, economic, societal, cultural, legal and ethical aspects of business

PO5: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

PO6: Ability to identify business opportunities, frame innovative solutions and launch new business ventures or be an entrepreneur

PO7: Ability to deal with contemporary issues using multi-disciplinary approach with the help of advanced Management and IT tools and techniques

PO8: Ability to apply domain specific knowledge and skills to build competencies in their respective functional area

PO9: Ability to engage in research and development work with cognitive flexibility to create new knowledge and be a lifelong learner

PO10: Ability to understand social responsibility and contribute to the community for inclusive growth and sustainable development of society through ethical behavior

PO11: Ability to function effectively as individuals and in teams through effective communication and Negotiation skills

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | P10 | P11 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| CO1 | 2 | 1 | | | 1 | 1 | 1 | 2 | 1 | 1 | |
| CO2 | 2 | 2 | 1 | | 1 | 2 | 1 | 2 | 2 | | |
| CO3 | 1 | 3 | 1 | 1 | | 1 | 1 | 2 | 1 | | 1 |
| CO4 | 2 | 3 | 1 | 1 | 1 | 2 | 2 | 2 | 2 | 1 | 2 |
| CO5 | 2 | 1 | | 1 | 1 | 1 | | 1 | 2 | 1 | 1 |
| CO6 | 1 | 2 | | 1 | 1 | 1 | 1 | 2 | 1 | 1 | 1 |

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

KEY CONCEPTS

MODULE 1: BASICS OF INVESTMENTS

1. Understanding of investment – Economic meaning, Financial meaning; Differences between Investment, Speculation, Gambling and Arbitrage;
2. Investment objectives, constraints; Investment process
3. Forms of Investment - investment in physical and financial assets; Investment alternatives – Marketable securities, Non-marketable securities, Fixed income securities, Equity, Mutual fund, Life insurance, Gold, Real Estate
4. Macroeconomic factors influencing investment

MODULE 2: RISK AND RETURN

1. Return – Current return, Capital gain; Measurement of Return - Relative Return, Expected value and measuring Return over multiple periods
2. Risk - Types of Risk: Systematic - Market Risk, Interest Rate Risk, Purchasing Power Risk; Unsystematic Risk – Business Risk, Financial Risk; Risk Aversion;
3. Measurement of Risk - Standard Deviation, Coefficient of variation; Beta as a measure of Risk

MODULE 3: SECURITY ANALYSIS

1. Fundamental Analysis: Economic, Industry and Company analysis;
2. Technical Analysis: Dow theory – major trend, secondary trend, minor trend; Elliott wave theory; Price-volume analysis, Charts and Patterns, Market indicators, Shortcomings of Technical Analysis
3. Efficient Market Hypothesis: Forms of Market Efficiency – strong, semi-strong, weak form of market efficiency

MODULE 4: PORTFOLIO ANALYSIS AND MANAGEMENT

1. Diversification and Portfolio Risk; Measurement of Portfolio Risk and Return
2. Portfolio Models: Markowitz Model - Diversification, Markowitz Portfolio Risk and Return, Efficient Frontier and construction of efficient Portfolio, Utility theory and indifference curve
3. Sharpe Single Index Model- Alpha and Beta- Corner Portfolio, Sharpe's Portfolio Risk and Return, Portfolio optimization and selection

MODULE 5: CAPITAL MARKET THEORY

1. Capital Asset Pricing Model: Capital Market Line, Security Market Line; Risk free rate of return, over and underpriced stocks
2. Arbitrage Pricing Theory: Building of Arbitrage Portfolio, Return generating process, Factor Model

MODULE 6: Performance Evaluation and Revision of Portfolios

1. Performance Evaluation - Sharpe's Performance Index, Treynor's Performance Index and Jensen's Measure to identify the predictive ability; Evaluation of Mutual Fund – NAV method
2. Portfolio Revision Methods - Investment Timing, Formula Plans - Constant Dollar Value Plan, Constant Ratio Plan, Variable Ratio Plan

MODULE WISE OUTCOMES

Post completion of the module student should be able to:

Module 1:

MO1: Understand the concept and process of investment

MO2: Identify and asses various Investment Alternatives

MO3: briefly evaluate the Investment environment in India

Module 2:

MO4: Understand the concept of Risk, Types of Risk and Return

MO5: Measuring the risk and return of stocks

MO6: Understand the stock market operations, listing, issue of shares and trading

Module 3:

MO7: Identify sources of information and application of fundamental analysis in stock selection.

MO8: Understand the trends, patterns and application of technical analysis with technical indicators and charts.

MO9: Application and implications of Efficient Market Hypothesis in real world.

Module 4:

MO10: Understand the concept of risk diversification and measuring portfolio risk and return

MO11: Application of Markowitz Model for construction of efficient portfolio

MO12: Application of Sharpe's Single Index Model for construction of optimum portfolio

Module 5:

MO13: Understand the concept of asset pricing and Application of CAPM in real world

MO14: Understand and Application of Arbitrage Pricing Theory

Module 6:

MO15: Calculation and application of Portfolio Evaluation techniques which includes Sharpe's Performance Index, Treynor's Performance Index and Jensen's Measure

MO16: Understand the portfolio revision methods

TEACHING PEDAGOGY

- Power point presentations
- Numerical through board
- Projects and assignments on various topics
- Opening demat account for all students
- Mock trading
- Discussion on real time cases and articles.
- Multimedia cases
- Group discussions and debate on Investment environment in India.

TEXT BOOKS AND REFERENCE MATERIALS

ESSENTIAL READINGS

1. M.R Agrawal, "Security Analysis and Portfolio Management", Garima Publications.
2. Punithavathy Pandian, "Security Analysis and Portfolio Management", Vikas Publishing House Private Limited.
3. Chandra, Prasanna, "Investment Analysis and Portfolio Management", Tata McGraw Hill Publishing Limited.
4. Reily and Brown, "Investment Analysis and Portfolio Management", Thomson South Western.

REFERENCES

- Fischer, E Donald & Jordan, J Ronald, “Security Analysis and Portfolio Management”, Prentice Hall of India Pvt. Ltd.
- Haugen Robert (2003); “Modern Investment Theory”, Pearson Education, 5th Edition.
- Bhalla, V.K. (2006); “Investment Management”, S. Chand; 12th Edition.
- Hirschey and Nofsinger (2008); “Investments – Analysis and Behaviour”, Tata McGraw Hill Publishing Company Limited, Special Indian Edition.
- Avadhani V.A (2006), “Securities Analysis and Portfolio Management”, Himalaya Publishing House, Eighth Revised Edition.
- Sharpe, Alexander and Bailey (1996); “Investments”, Prentice Hall of India Private Limited, 5th Edition.
- Kevin (2008); “Security Analysis and Portfolio Management”, Prentice Hall of India Private Limited, First Reprint Edition.
- Maheshwari, Yogesh (2008); “Investment Management”, PHI Learning Private Limited, First Edition.
- Indian Institute of Banking and Finance (2004); “Technical and Fundamental Analysis of Companies”, Taxmann Publications, First Edition.
- “Stock Market Book” (2005); Dalal Street Journal.

CASES AND ARTICLES

- Article on “Investment environment best in India, says Modi”, By The Hindu, 7 October 2018. (<https://www.thehindubusinessline.com/economy/investment-environment-best-in-india-says-modi/article25150179.ece>)
- Investment Climate 2018: An Article by Mr Mradul Mishra.
- World Investment Report 2018 by UNCTAD (United Nations Conference on Trade and Development)
- Case Study: When risk isn't bad?

- Portfolio Construction: A Case Study on High Market Capitalization Stocks in Bangladesh
- Performance Evaluation of Mutual Fund in India (A Case Study on SBI Mutual Fund)
- Application of Markowitz Model in analyzing risk and return : A Case Study on BSE Stock
- A Critical Analysis of Indian Mutual Funds Sector: A Case Study of Unit Trust of India (UTI) Mutual Fund, Bank of India (BOI) Mutual Fund and Tata Mutual Fund "
- Fundamental versus technical analysis of investment: case study of investors decision in Indonesia stock exchange

SUPPORTING READINGS

- Economic Times
- Business Line
- Business Standard
- Capital Line
- Dalal Street

MUST VISIT WEBSITES:

- www.bseindia.com
- www.investopedia.com
- www.nseindia.com
- www.capitalmarket.com
- www.amfiindia.com
- www.morningstar.in
- www.equitymaster.com
- www.tradingeconomy.com
- www.ibef.org
- www.financeprofessor.com
- www.moneycontrol.com
- www.rbi.gov.in
- www.sebi.gov.in

- finance.yahoo.com
- www.capitaline.com

COURSE FACILITATOR

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Rashtrveeya Sikshana Samithi Trust
R. V. Institute of Management

IV SEMESTER MBA

COURSE DOCKET

STRATEGIC HUMAN RESOURCE MANAGEMENT

February 2019 - June 2019

Course Instructor

Prof. Sowmya D S
Assistant Professor, RVIM

All articles contained in this docket are for classroom discussions only.



Rashtreeya Sikshana Samithi Trust
R.V. Institute of Management

COURSE OUTLINE

| | |
|--------------|--|
| Course Title | Strategic Human Resource Management |
| Batch | 2018-2019 |
| Term | 4 |
| Course ID | 4.4.1 |
| Credits | 4 (40 sessions - 60 hours) |

PART A

I] Introduction:

In the advent of increasing competition, the technological, socio-cultural and economic changes have triggered the need for constantly developing the human resources. The need to survive in the ever changing business world demands a well - developed human resources with strategies. High performing organizations are increasingly realizing that, of the varied factors that contribute to performance, the activities it undertakes, and the environment in which it operates, its success is determined by the decisions its employees make and the behaviours in which they engage.

This course will enable the students to develop the perspective of strategic human resource management, distinguish the strategic approach to human resources from the traditional functional approach and appreciate SHRM in the context of changing environment of the organisation.

II] Program Outcomes

PO1: Apply knowledge of management theories and practices to solve business problems

PO2: Foster Analytical and critical thinking abilities for data-based decision making

PO3: Ability to develop Value based Leadership

PO4: Ability to understand, analyze and communicate global, economic, societal, cultural, legal and ethical aspects of business

PO5: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

PO6: Ability to identify business opportunities, frame innovative solutions and launch new business ventures or be an intrapreneur

PO7: Ability to deal with contemporary issues using multi-disciplinary approach with the help of advanced Management and IT tools and techniques

PO8: Ability to apply domain specific knowledge and skills to build competencies in their respective functional area

PO9: Ability to engage in research and development work with cognitive flexibility to create new knowledge and be a lifelong learner

PO10: Ability to understand social responsibility and contribute to the community for inclusive growth and sustainable development of society through ethical behavior

PO11: Ability to function effectively as individuals and in teams through effective communication and Negotiation skills

III] Course Outcomes:

On successful completion of the course, the student will be able to

CO1: Analyze the perspectives of strategic human resource management and its practices in organizations

CO2: Apply various tools and techniques aimed at formulation, implementation and evaluation of various human resource strategies.

CO3: Appraise the impact of mergers and acquisitions in formulating strategic Human Resource strategies

CO4: Develop the desired mindset and qualities to think from the strategic perspective.

CO5: Discuss concepts relevant to SHRM and identify which SHRM techniques are appropriate in which situations.

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PO10 | PO11 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|
| CO1 | 3 | 1 | 3 | 3 | 2 | 2 | 2 | 1 | 2 | - | 2 |
| CO2 | 3 | 3 | 2 | 3 | 1 | 1 | 3 | 1 | 2 | - | 1 |
| CO3 | 3 | 1 | 1 | 3 | 3 | 1 | 3 | 2 | 2 | 2 | 2 |
| CO4 | 2 | 3 | 3 | 3 | 3 | 3 | 2 | 1 | 2 | 2 | 3 |
| CO5 | 2 | 3 | 3 | 2 | 2 | 2 | 3 | 1 | 2 | 1 | 2 |

LEVEL 3-Substantial 2-Moderate 1-Slight "-" No Co-relation

IV] KEY CONCEPTS

Module 1:

HR Environment in knowledge economy,
Evolution of SHRM, Strategic HR and Traditional HR,
Role of HR in Strategic Planning

Module 2:

Strategic fit frameworks, linking HR strategy with business strategy,
HR Bundles approach,
Measures of HRM performance, sustainability,
Competitive advantage through unique practices

Module 3:

HR systems- staffing systems,
Reward and compensation systems,
Employee and career development systems
Performance management systems

Module 4:

Strategic options and HR decisions,
Downsizing and Restructuring,
Domestic and International Labour Market
Outsourcing & offshoring

Module 5:

Strategic role of HR in Mergers & Acquisitions
Portfolio, Process, Strategic responses

Module 6:

Interview with CEO on strategic responses of organizations to changing environment
Data collection and analysis on strategic responses of organizations

VJ MODULE-WISE OUTCOMES:

Post completion of the module, the student should be able to:

Module 1:

MO1: To understand the HR environment and the knowledge economy

MO2: To appreciate the evolving role of Strategic HR vs. Traditional HR

Module 2:

MO3: To apply the concept of linking HR strategy with business strategy

MO4: To understand the various approaches in HR strategy

Module 3:

MO5: To define the contemporary practices in recruitment & selection

MO6: To analyse the strategic HR decisions in performance management system

Module 4:

MO7: To examine the strategic role of HR in Mergers & Acquisitions

MO8: To analyse the contemporary practices in real life scenario

Module 5:

MO9: To facilitate the application of knowledge regarding Portfolio Process and Structure related strategic response

MO10: To apply the knowledge regarding strategic role of HR in M&A

Module 6:

MO11: To study (using primary data) and validate the strategic role of HR in Organizations.

MO12: To analyse the strategic responses of the organisation in the changing environment.

VI] INSTRUCTIONAL / PEDAGOGICAL METHODS / TOOLS USED:

- 1] Lecturing using PPT and Classroom discussions
- 2] Case studies and discussion (Caselets - written and video)
- 3] Interview with Strategic Decision Chief of the company [Team Exercise & Mini-project Report Preparation]
- 4] Industrial Visits
- 5] Workshop & Guest lectures

VII] COURSE EVALUATION PLAN

Details of Evaluation components

| | Weightage (%) | Duration (Minutes) | Open / Close Book |
|----------------------------|----------------------|---------------------------|--------------------------|
| Internal Assessment | 30% | - | - |
| End Term Exam | 70% | 180 | Close Book |

A] Details of Evaluation Components

Details of Evaluation components of Internal Assessment

| SI No. | Type of Assessment | Weightage | Schedule in the session plan |
|---------------|----------------------------------|------------------|--|
| 1 | Preparatory Exam | 5% | [Announced test - Preparatory Exam] will be in the end of the semester |
| 2 | Mini Project | 10% | At the end of 20th session |
| 3 | Assignment/ Case study | 10% | One will be in the end of the semester |
| 4 | Attendance & Class Participation | 5% | At the end of the semester |

VIII] REFERENCE BOOKS / ARTICLES / TEACHING RESOURCES TO BE REFERRED

REFERENCE BOOK:

| SI No | Name of the Book | Name of the Author/s | Name of the Publisher |
|--------------|--------------------------------------|----------------------------------|-------------------------------------|
| 1 | Strategic HRM | S P Mathur | New Age International Publishers |
| 2 | Human Resource Management | Uday Kumar Haldar& Jutika Sarkar | Oxford University Press |
| 3 | Strategic Management: Text and cases | Prasad, Kesho | PHI Learning |
| 4 | Strategic Human Resource Management | Mello- Jeffrey | Cengage Learning Inc. India Edition |
| 5 | Strategic Human Resource | Agarwala, Tanuja | Oxford University Press |

| | | | |
|---|-------------------------------------|----------------|-------------------|
| | Management | | |
| 6 | Strategic Human Resource Management | Greer, Charles | Pearson Education |

COURSE FACILITATOR

Prof. Sowmya D S

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R V Institute of Management,
Bangalore

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