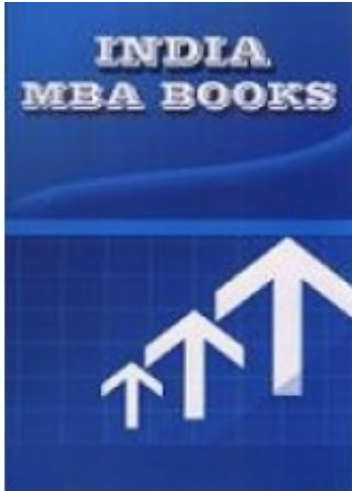


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4.1 STRATEGIC MANAGEMENT : INDIAN AND GLOBAL CONTEXT

Objectives : Students are expected to integrate their knowledge gained in various functional

areas to make business decisions, from the general manager's point of view in the global and

Indian context.

Teaching and Examination: Students are expected to keep abreast of the contemporary

business practices by reading the business practices by reading the business magazines and

management journals.

Case studies, application project Seminars and group exercises will supplement the class lectures.

Unit I

Corporate Strategic Planning - Mission - Vision of the firm - Development, maintenance and

the role of leader - Hierarchical levels of planning - Strategic planning process. Strategic

management Practice in India. Competitive advantage of Nations and its implication on Indian Business.

Unit II

Environment Analysis & Internal Analysis of Firm:

General environment scanning, competitive & environment analysis - to identify opportunities

& threat - Assessing internal environment through functional approach and value chain - identifying critical success factors - to identify the strength & weakness - SWOT audit - core

competence - Stockholders' expectations, Scenario-planning - industry analysis.

Unit III

Strategy Formulation

Generic strategies - Grand strategies - Strategies of leading Indian companies - The role of

diversification - limits - means and forms. Strategic management for small organisations, nonprofit organisations and large multi product and multiple market organisations.

Unit IV

Tools of Strategy : Planning and evaluation :

Competitive cost dynamics - experience curve - BCG approach - cash flow implication
-IA-BS

matrix - A.D.Littles Life-cycle approach to strategic planning - Business portfolio
balancing -

Assessment of economic contribution of strategy - Strategic funds programming.

Unit V

Strategy implication & Control :

Various approaches to implementation of strategy - Matching organisation structure with
strategy - 7S model - Strategic control process - Du Pont's control model and other

Quantitative and Qualitative tools - Balanced score card - M.Porter's approach for

Globalisation - Future of Strategic Management.

4.2 INTERNATIONAL BUSINESS

UNIT - I

Introduction and Overview

Introduction and Overview : Introduction - The Globalization of the World Economy -
The Changing Nature of International Business - Differences in International Business.

UNIT - II

Country Factors, National Differences in Political Economy : Introduction - Political
Systems - Economic Systems - Legal Systems - The Determinants of Economic
Development - States in Transition.

Differences in Culture : Introduction - Social Structure - Religion - Language - Education
- Culture and the Workplace - Cultural Change - Cross-Cultural Literacy - Culture and
competitive Advantage.

UNIT - III

The Global Trade and Investment Environment, International trade Theory : Introduction - An Overview of Trade Theory - Mercantilism - Absolute Advantage - Comparative Advantage - Heckscher-Ohlin Theory - The New Trade Theory - National Competitive Advantage - Porter's Diamond. The Revised Case for Free Trade - Development of the World - Trading System - WTO & development of World trade - Regional grouping of countries and its impact.

UNIT - IV

Foreign Direct Investment : Introduction - Foreign Direct Investment in the World Economy - Horizontal Foreign Direct Investment - Vertical Foreign Direct Investment. Benefits and advantages to host and home countries.

The Global Monetary System The Foreign Exchange Market : Introduction - The Functions of the Foreign Exchange Market.

UNIT - V

The Strategy and Structure of International Business

The Strategy of International Business : Introduction - Strategy and the Firm - Profiting from Global Expansion - Pressures for Cost Reductions and Local Responsiveness - Strategic Choice.

Mode of Entry and Strategic Alliances : Introduction - Entry Modes - Selecting and Entry Mode - Strategic Alliances - Making Alliances Work.

Exporting, Importing and Counter trade : Introduction - The Promise and Pitfalls of Exporting - Improving Export Performance - Export and Import Financing - Export Assistance - Counter trade.

4.3. RISK MANAGEMENT AND INSURANCE

OBJECTIVE :

To provide the basics of insurance contracts and to explain the various types of insurance

policies.

UNIT I

Introduction to risk management: The Concept of Risk – Risk Vs. Uncertainty – types of Risks : Market Risk, Credit Risk, Operational Risk , interest risk, business risk , systematic risk -- Classifying pure risks – methods of handling pure risks – risk management process – Risk financing techniques – Risk management objectives – Risk Management Information Systems (RMIS) – Risk Control

UNIT II

Risk Management by Individuals: Factors effecting individual demands for insurance - Risk Management by Corporations: Corporate Risk management process – Types of Risk managing firms.

UNIT III:

Growth & Development of Indian Insurance Industry - Regulations of Insurance Business and The Emerging Scenario - Introduction to Life & General Insurance - Life Insurance: Features of Life Insurance - Essentials of Life Insurance Contract - Kinds of Insurance Policies - Premium determination - Life Policy Conditions

UNIT IV:

Fire Insurance: Fire Insurance Contracts – Fire Insurance Coverage — Policies for stocks — Rate Fixation in Fire Insurance – Settlement of Claims. Marine Insurance: Marine Insurance Contract — Types of Marine Insurance— Marine Cargo Losses and Frauds–Settlementofclaims.

UNIT V:

Miscellaneous Insurance: Motor Insurance – Employer's Liability Insurance – Personal Accident and sickness Insurance – Aviation Insurance – Burglary Insurance – Fidelity Guarantee Insurance – Engineering Insurance – Cattle Insurance – Crop Insurance.

4.4. SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

OBJECTIVE :

To expose the students to the concepts of investment Risks and securities. To enable them to understand and utilize the tools available for analysis. To stress the need of portfolio

management and its application.

UNIT I

Investment _ Meaning and process of Investment Management – Speculation Investment Avenues in India.

UNIT II

Risk and Return – Historical and Expected return – Measurement – Risk and its measurement – Systematic and Unsystematic risk – Types – Measurement and significance of Beta.

UNIT III

Security Valuation – Bond, Equity and preference share valuation – Yield to maturity- Bond value theorems.

UNIT IV

Fundamental and Technical Analysis – Economy, Industry and Company analysis – Tools for technical analysis.

UNIT V

Portfolio Selection, performance evaluation and portfolio revision- Formula plans. – Capital Asset Pricing Model (CAPM)

4.5. INTERNATIONAL FINANCIAL MANAGEMENT

OBJECTIVE :

To provide a clear understanding of IFM. To emphasize on the International Monetary system. To provide knowledge on Foreign exchange and its significance in a developing

economy.

UNIT I

IFM- Nature and Scope, IFM and Domestic financial management- Balance Of payments – significance- preparation of BOP statement – Link between BOP and the economy.

UNIT II

International Monetary System – Gold standard – IMF and World Bank Exchange Rate mechanism – factors influencing exchange rate – Purchasing power parity and Interest Rate parity theorems.

UNIT III

Foreign Exchange Market – Transactions – Spot, Forward, Futures, Options And Swaps – Arbitrage and speculation in Foreign exchange market.- Exchange arithmetic, Spread, premium and Discount.

UNIT IV

Foreign Exchange Exposure – managing transaction, translation and operating Exposure – Techniques for covering the foreign exchange risk - Internal and external techniques of risk.

UNIT V

International financial market instruments – International Equities – ADR and GDR – Foreign Bond and euro-bond- Short-term and medium term instruments.

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