



ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

RAJAMPET, Annamaya District, A.P – 516126, INDIA.

DEPARTMENT OF MANAGEMENT

PART 3

Course Code	Title of the Course
24CMGTF1T	EQUITY RESEARCH
24CMGTH1T	ADVANCED HUMAN RESOURCE MANAGEMENT
24CMGTM1T	ADVANCED MARKETING THEORY

PART 4

Course Code	Title of the Course
24CMGTF2T	STRATEGIC FINANCIAL MANAGEMNT
24CMGTH2T	DIVERSITY, EQUITY, AND INCLUSION (DEI) IN HUMAN RESOURCES
24CMGTM2T	INNOVATION AND DIFFUSION OF INNOVATIONS



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EQUITY RESEARCH (24CMGTF1T)

Unit 1: INTRODUCTION EQUITY RESEARCH

Overview of equity research, the role of equity analysts, and the research process - Concept and types of value, Applications of equity valuation, Valuation process, Reporting valuation results: Content of Research Report, Research Reporting Responsibilities. Selecting equity candidates for analysis and valuation, Major categories of equity valuation models

Unit 2: DISCOUNTED DIVIDEND MODELS OF VALUATION

Underlying principle of dividend discount models: Single and multiple holding period valuations, Gordon growth model, Multistage dividend discount models: Two-stage, H-Model and Three-stage model, Estimation of growth rates, Estimating expected rate of return for discounting, Using spreadsheet applications for building DDM valuation models

Unit 3: FREE CASH FLOW MODELS OF VALUATION

Concept of free cash flow, Measuring cash flows, Categories of free cash flows: FCFF and FCFE, Present value of free cash flows, Constant growth FCFF and FCFE models, Computing and Forecasting FCFF and FCFE, Single stage and Multi stage free cash flow models.

Unit 4: MARKET BASED AND ASSET BASED VALUATION APPROACHES

Market based approach - Price multiples: P/E, P/B. Price to Sales, Price to Cash Flow models- Enterprise value multiples – Asset based approach: Intrinsic value – Case studies in valuation approaches adopted by investment bankers

Unit 5: EQUITY RESEARCH REPORT WRITING AND ETHICS

Importance of Equity research report in financial market- structuring of research report – Best Practice in research report and Ethics in equity research.

Prescribed Textbooks:

1. Pinto, J., Henry, E., Robinson, T., Stowe, J. (2010). Equity Asset Valuation. Wiley.
2. Damodaran, A. (2006). Damodaran on Valuation: Security Analysis for Investment and Corporate Finance, Wiley

Reference Books:

1. McMillan, M., Pinto, J., Pirie, W., Venter, G. (2011). Investments: Principles of Portfolio and Equity Analysis. Wiley
2. Veibig Jan, Poddig, T. and Varmaz, A. (2008). Equity Valuation: Models from Leading Investment Bankers. John Wiley and Sons
3. Kelleher, J. (2010). Equity Valuation for Analysts and Investors: A Unique Stock Valuation Tool for Financial Statement Analysis and Model Building, McGraw Hill.



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ADVANCED HUMAN RESOURCE MANAGEMENT (24CMGTH1T)

Unit 1: STRATEGIC HUMAN RESOURCE MANAGEMENT

Introduction to Strategic HRM - Evolution of HRM into a Strategic Function - Aligning HR Strategy with Business Strategy - HRM Models and Frameworks- Role of HR in Organizational Effectiveness.

Unit 2: TALENT ACQUISITION AND WORKFORCE PLANNING

Strategic Talent Acquisition-Workforce Planning and Analytics-Employer Branding and Recruitment Marketing -Selection Methods and Tools-Onboarding and Employee Assimilation.

Unit 3: PERFORMANCE MANAGEMENT AND EMPLOYEE DEVELOPMENT

Designing Effective Performance Management Systems-Performance Appraisals and Feedback Mechanisms -Linking Performance to Compensation and Rewards-Leadership Development and Succession Planning -Employee Training and Development Programs

Unit 4: ORGANIZATIONAL CULTURE, DIVERSITY, AND INCLUSION

The Role of HR in Shaping Organizational Culture-Managing Cultural Change and Transformation-Building and Sustaining a Diverse and Inclusive Workforce-Addressing Bias and Promoting Equity in the Workplace-Legal and Ethical Considerations in Diversity and Inclusion

Unit 5: GLOBALIZATION, TECHNOLOGY, AND HR ANALYTICS

Impact of Globalization on HRM-Cross-Cultural HR Management-Integration of HR Technology and Information Systems-HR Analytics: Data-Driven Decision Making-The Future of HR: AI, Automation, and Digital Transformation

Prescribed Textbooks:

1. Dessler, Gary. (2023). Human Resource Management (17th Edition). Pearson.
2. Noe, Raymond A., Hollenbeck, John R., Gerhart, Barry, & Wright, Patrick M. (2021). Fundamentals of Human Resource Management (9th Edition). McGraw-Hill Education.
3. Armstrong, Michael, & Taylor, Stephen. (2020). Armstrong's Handbook of Human Resource Management Practice (15th Edition). Kogan Page

Reference Books:

1. Boxall, Peter, Purcell, John, & Wright, Patrick. (2007). The Oxford Handbook of Human Resource Management. Oxford University Press.



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2. Bamberger, Peter A., Biron, Michal, & Meshoulam, Ilan. (2014). Human Resource Strategy: Formulation, Implementation, and Impact (2nd Edition). Routledge.
3. Lepak, David P., & Gowan, Mary. (2019). Human Resource Management: Strategic and International Perspectives (3rd Edition). SAGE Publications.
4. Bratton, John, & Gold, Jeffrey. (2017). Human Resource Management: Theory and Practice (6th Edition). Palgrave Macmillan.
5. Ulrich, Dave, & Brockbank, Wayne. (2005). The HR Value Proposition. Harvard Business Review Press.



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ADVANCED MARKETING THEORY (24CMGMT1T)

Unit 1: INTRODUCTION TO MARKETING THEORY

Overview and evolution of Marketing thought, Major paradigms in marketing research, Key theoretical frameworks in marketing – consumer behavioral theories – Psychological and sociological influences on consumer behavior – Behavioral economics and its impact on consumer behavior.

Unit 2: BRAND THEORY AND STRATEGIC MARKETING MANAGEMENT

Theories of Brand Theory and identity – Brand Positioning and differentiation strategies – Role of Branding in consumer loyalty and company value; Theoretical foundations of Marketing Strategy – competitive advantage and market orientation - Strategic market planning and resource allocation.

Unit 3: CUSTOMER REALTIONSHIP MARKETING AND MARKETING DYNAMICS

Theoretical perspectives on Relationship Marketing – CRM Systems – Impact of Digital Transformation on Relationship Marketing; Theories of Market dynamics and change – Diffusion of Innovations – Impact of technological innovation on market structure.

Unit 4: SOCIAL RESPONSIBILITY AND DIGITAL MARKETING THEORY

Theoretical approaches to marketing ethics – CSR in marketing – role of ethics in consumer trust and Brand reputation; Digital marketing theories – Impact of social media on consumer behavior – Role of data analytics in modern marketing strategies.

Unit 5: GLOBAL MARKETING THEORY

Theories of Global marketing and international consumer Behavior – Standardization VS adoption in global marketing strategies – The influence of cultural differences on marketing Practices.

Prescribed Textbooks:

1. Keller, K. L., & Kotler, P. (2016). *Marketing Management*.
2. Bagozzi, R. P. (1995). *Principles of Marketing*. Wiley.
3. Rogers, E. M. (2003). Diffusion of innovations. *Free Press*.
4. Smith, N. C. (2001). Ethical guidelines for marketing practice: A critical review. *Journal of Business Ethics*, 29(3), 239-252.
5. Chaffey, D., & Ellis-Chadwick, F. (2019). *Digital marketing: Strategy, implementation, and practice*. Pearson. Levitt, T. (1983). The globalization of markets. *Harvard Business Review*



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Reference Books:

1. Hunt, S. D. (2015). The evolution of marketing theory: A critical review. *Journal of Marketing*, 79(6), 1-20.
2. Bettman, J. R., Luce, M. F., & Payne, J. W. (1998). Constructive consumer choice processes. *Journal of Consumer Research*, 25(3), 187-217.
3. Aaker, D. A. (1991). Managing brand equity. *The Free Press*.
4. Porter, M. E. (1980). Competitive strategy: Techniques for analyzing industries and competitors. *Free Press*.
5. Morgan, R. M., & Hunt, S. D. (1994). The commitment-trust theory of relationship marketing. *Journal of Marketing*, 58(3), 20-38.



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STRATEGIC FINANCIAL MANAGEMENT (24CMGTF2T)

Unit 1: INTRODUCTION TO STRATEGIC FINANCIAL MANAGEMENT

Financial Policy and Strategic Planning - strategic planning process -objectives and Goals -Major kinds of strategies and polices -Corporate Planning - Process of Financial Planning - Types of financial plan - Financial models -Process of financial model development - Tools or techniques of financial modeling - Uses and limitations of Financial Modeling - Types of financial models - Applications of Financial models. (Using Excel for financial modeling.

Unit 2: FINANCIAL PERFORMANCE MEASURES

Shareholder Value Creation (SVC): Ten ways to create shareholder value - Market Value Added (MVA)- Market –to- Book Value (M/BV)- Economic Value Added (EVA) -Managerial Implications of shareholder Value Creation.

Unit 3: STRATEGIC INVESTMENT DECISIONS

Techniques of Investment Appraisal Under Risk and Uncertainty – Risk Adjusted Net Present Value – Risk Adjusted Internal Rate of Return – Capital Rationing – Decision Tree Approach for Investment Decisions – sensitivity analysis and Mote Carlo Approach to Simulation – Evaluation of Lease Vs Borrowing Decision.

Unit 4: MERGER & TAKEOVER STRATEGY

Financial Impact of Merger – Merge and Dilution Effect on Earnings Per Share – Merger and Dilution Effect on Business Control – Problems on mergers – Exchange ratio. Types of Takeovers – Negotiated and Hostile Bids –Takeover Procedure – Takeover Defenses.

Unit 5: CORPORATE VALUATION & RESTRUCTURING

Introduction to Valuation – Approaches to corporate valuation – Estimating Free Cash Flows to equity and firm – Valuation based on – FCE, -FCE, DCF – (Simple Problems) – Corporate Restructuring Strategy – Sell offs – Spin Offs – Leveraged Buyouts.

Prescribed Textbooks:

1. Samuel C. Weaver, John Fred Weston (2019). Strategic Financial Management: Applications of Corporate Finance. Cengage Learning
2. Rajini Sofat, Preeti Hiro (2019). Strategic Financial Management PHI, New Delhi.
3. Ravi M. Kishore (2017). Strategic Financial Management. Taxman Publications



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Reference Books:

1. Coopers & Lybrand, Strategic Financial: Risk Management, Universities Press (India) Ltd.,
2. G.P.Jakhotiya, Strategic Financial Management, Vikas Publications.
3. Van Horn, JC, Financial Management and policy, Prentice Hall India.
4. Prasanna Chandra, Financial Management Theory and Practice, Tata McGraw Hill.



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DIVERSITY, EQUITY, AND INCLUSION (DEI) IN HUMAN RESOURCES (24CMGTH2T)

Unit 1: UNDERSTANDING DIVERSITY, EQUITY, AND INCLUSION

Definitions and Key Concepts: Diversity, Equity, Inclusion, and Belonging - The Evolution of DEI: Historical Context and Social Movements -The Business Case for DEI: Impact on Innovation, Performance, and Employee Engagement. - Dimensions of Diversity: Race, Gender, Age, Disability, LGBTQ+, and Other Factors - Legal and Ethical Considerations in DEI.

Unit 2: ROLE OF HR IN PROMOTING DEI

HR's Role in DEI: From Compliance to Strategic Partner - DEI in Recruitment and Hiring: Bias Reduction, Inclusive Job Descriptions, and Diverse Talent Pipelines - Performance Management and DEI: Fair Evaluation and Promotion Practices - Compensation and Benefits: Ensuring Pay Equity and Inclusive Benefits -DEI in Employee Relations: Addressing Discrimination, Harassment, and Bias.

Unit 3: IMPLEMENTING DEI INITIATIVES

DEI Strategy Development: Assessing Organizational Needs and Setting Goals - Implementing DEI Programs: Training, ERGs (Employee Resource Groups), and Mentorship Programs - Measuring DEI Impact: DEI Metrics, Surveys, and Feedback Mechanisms - Leadership and DEI: The Role of Leaders in Fostering an Inclusive Culture - Case Studies: Successful DEI Initiatives in Organizations.

Unit 4: OVERCOMING CHALLENGES IN DEI

Common Barriers to DEI: Resistance to Change, Unconscious Bias, and Cultural Challenges - Overcoming Resistance: Change Management Strategies and Building Buy-In-Conflict Resolution in DEI: Addressing Tensions and Conflicts Arising from DEI Issues - Navigating Legal Risks and Compliance in DEI Initiatives -Creating Psychological Safety and Inclusive Spaces in the Workplace.

Unit 5: FUTURE TRENDS AND INNOVATIONS IN DEI

Technology and DEI: AI and Bias in HR Tech, Analytics for DEI, and Virtual DEI Initiatives-Inclusive Leadership: The Evolving Role of Leaders in a Diverse Workforce-Global DEI: Cross-Cultural Considerations and International DEI Strategies-The Future of DEI: Trends, Challenges, and Opportunities in a Changing World-Sustainability and DEI: Integrating DEI into Corporate Social Responsibility (CSR).



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Prescribed Textbooks:

1. Clements, Paul. (2020). Diversity, Equity & Inclusion For Dummies. Wiley.
2. Mor Barak, Michàlle E. (2021). Managing Diversity: Toward a Globally Inclusive Workplace. SAGE Publications.
3. Thomas, R. Roosevelt Jr. (2010). World Class Diversity Management: A Strategic Approach. Berrett-Koehler Publishers.

Reference Books:

1. Roberson, Quinetta M. (2020). The Oxford Handbook of Diversity and Work. Oxford University Press.
2. Ferdman, Bernardo M., & Deane, Barbara R. (2014). Diversity at Work: The Practice of Inclusion. Jossey-Bass.
3. Bensimon, Estela Mara, & Malcom-Piqueux, Lindsey E. (2016). Equity and Inclusion in Higher Education: Strategies for Teaching. Jossey-Bass.



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INNOVATION AND DIFFUSION OF INNOVATIONS (24CMGMT2T)

Unit 1: INTRODUCTION TO INNOVATION

Definition – Types of innovation – Importance of Innovation in Business and society – Historical perspectives on Innovation – Theories of Innovation: Incremental Vs Radical innovation – Disruptive Innovation theory – The Innovation Process (from idea generation to commercialization).

Unit 2: INNOVATION ECOSYSTEMS AND NETWORKS

Role of ecosystems in fostering Innovation – open innovation and collaboration networks – innovation clusters and regional development – Diffusion of Innovations: theories - Everett Rogers' Diffusion of Innovations theory - The S-curve and adopter categories - Factors influencing the rate of adoption.

Unit 3: ADOPTION AND RESISTENCE TO INNOVATION

The role of communication channels in diffusion - Social systems and cultural influences - Perceived attributes of innovations - Consumer adoption behavior - Barriers to innovation adoption - Strategies to overcome resistance.

Unit 4: TECHNOLOGY AND INNOVATION

Innovation in technology, healthcare, education, and consumer goods - Sector-specific challenges and opportunities - Metrics for assessing innovation success - Managing the innovation process within organizations - Innovation audits and benchmarking.

Unit 5: GLOBAL DIFFUSION OF INNOVATIONS

The role of government in promoting innovation - Intellectual property rights and innovation - National innovation systems and policy frameworks - International diffusion of innovations - Global markets and innovation transfer - Challenges in diffusing innovations across borders.

Prescribed Textbooks:

1. Schumpeter, J. A. (1942). *Capitalism, Socialism, and Democracy*. Harper & Brothers.
2. Christensen, C. M. (1997). *The Innovator's Dilemma*. Harvard Business Review Press
3. Chesbrough, H. (2003). *Open Innovation: The New Imperative for Creating and Profiting from Technology*. Harvard Business Review Press.
4. Rogers, E. M. (2003). *Diffusion of Innovations* (5th ed.). Free Press
5. Moore, G. A. (1991). *Crossing the Chasm: Marketing and Selling High-Tech Products to Mainstream Customers*. HarperCollins.



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Reference Books:

1. Rogers, E. M., & Shoemaker, F. F. (1971). *Communication of Innovations: A Cross-Cultural Approach*. Free Press.
2. Brynjolfsson, E., & McAfee, A. (2014). *The Second Machine Age: Work, Progress, and Prosperity in a Time of Brilliant Technologies*. W.W. Norton & Company.
3. Tidd, J., & Bessant, J. (2018). *Managing Innovation: Integrating Technological, Market, and Organizational Change* (6th ed.). Wiley.
4. Pisano, G. P. (2015). *You Need an Innovation Strategy*. Harvard Business Review.
5. Mazzucato, M. (2013). *The Entrepreneurial State: Debunking Public vs. Private Sector Myths*. Anthem Press