



**SGT UNIVERSITY**  
SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY  
(UGC Approved University) GURGAON, Delhi-NCR

**SHREE GURU GOBIND SINGH TRICENTENARY  
UNIVERSITY,  
BUDHERA, GURGAON**



**SYLLABI & SCHEME OF EXAMINATION OF  
MASTER OF BUSINESS ADMINISTRATION (INTEGRATED)**

**FOR 1<sup>st</sup> to 8<sup>th</sup> Semester**

**(2022-2026)**



<b>Program Name : IMBA</b>			<b>Semester: I</b>		
<b>Course: Managerial Economics</b>			<b>Code:06110101</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> Students who complete this course will have a fundamental understanding of managerial economics. The choices and judgments we make to manage the limited resources at our disposal are at the heart of economics study. The area focuses on choices made at the individual level, such as those made by customers and businesses after weighing available options, associated costs, and trade-offs.					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>1. To enrich the conceptual as well as practical understanding of Economics tools and application which gives the broad visualization of contemporary economy, state and society.</li><li>2. This course equips the students with the analytical tools of Economics and applies the same to rational managerial decision-making.</li><li>3. It further seeks to develop economic way of thinking in dealing with practical business problems and challenges.</li></ol>					
<b>Learning Outcomes:</b> <ul style="list-style-type: none"><li>• Student is able to analyze consumer behavior</li><li>• Student is able to forecast demand.</li><li>• Students is able to understand various aspects of firm &amp; Industry.</li><li>• Student is able to apply the knowledge gained in problem solving</li></ul>					
<b>Prerequisite(s): Basic knowledge of Micro &amp; Macro Economic Concepts.</b>					
<b>Pedagogy: Lectures: Tutorials: Case studies: Projects: Problem Based Learning</b>					
<b>Syllabus:</b>					



**Unit I:** The Nature and Significance of managerial economics, Microeconomics & Macroeconomics, Law of demand, Demand curve, Law of supply, Supply curve, Market equilibrium, Elasticity of demand and supply: Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, elasticity of supply, Cardinal utility analysis, Indifference curves, budget line, consumer equilibrium, Consumer's Surplus, price effect, substitution effect, income effect for normal, inferior and Giffen goods, Price consumption curve, Income consumption curve, Engels curve

**Unit II:** Production with one variable input, Total, Average and Marginal Product, Law of Diminishing Marginal Returns, Production function with two variable inputs: Isoquant curvess, iso-cost line, producer's equilibrium, Economic region of production, Economies of scale, Expansion path, Economies of scope, Short-run Total, Average and Marginal Cost, Short-Run Cost Curves and their relationships, Long-Run Average and Marginal Cost Curves

**Unit III:** Concept of Total, Average and Marginal Revenue; Nature of Revenue Curves in Various Markets and their Curves; Relationship between Average and Marginal Revenue Curves in different Market Situations, Price determination under different market situations- perfect competition, monopoly, monopolistic competition and oligopoly.

**Unit IV:** Factor market: Marginal productivity theory of distribution, Determination of rent; quasi rent; alternative theories of interest and wages, Uncertainty and Innovation theory of Profits.

**Unit V:** General Equilibrium Analysis, Welfare Economics: An Introduction, Conditions of Pareto Optimality, Market failure, Externalities and Public goods, Market Success.

#### **Text Books:**

1. D.N Diwvedi, Economic Theory and Applications, Pearson Education, Delhi
2. H. L. Ahuja, Business Economics, S. Chand Publication
3. P. C. Paulraj, Managerial Economics, Vikas, New Delhi
4. Chris Lewis and Sudhir K. Jain, Managerial Economics, Pearson Education, Delhi

#### **Reference Books:**

1. Keat, Paul G. and Philip K.Y. Young, Managerial Economics, Economic tools for Today's Decision Makers, Pearson Education, Delhi
2. Mohan Singh, Managerial Economics Theory and Applications, Himalaya Publishing House, Gurgaon
2. Koutsoyiannis, A., Modern Microeconomics, Second International Edition

#### **Journals:**

1. **Managerial Economics (ISSN 1898-1143, e-ISSN 2353-3617)**
2. **American Economic Journal: Applied Economics**

#### **Case Study: Cases in Managerial Economics**

**Ivan Png , National University of Singapore**

#### **Links to websites:**



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- <https://www.edx.org/learn/managerial-economics> (Students can audit courses freely on edx related to managerial economics)

## Evaluation Scheme:

- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**



<b>Program Name : IMBA</b>			<b>Semester: I</b>		
<b>Course: Essentials of Management</b>			<b>Code: 06110102</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> This Course is the basic course for management students to provide them knowledge and evolution of management thought. The units or modules in this subject are designed to deeply impart the understanding of functions of Management along with light on strategic management and contemporary challenges of management field for managers.					
<b>Course Objectives:</b> Students would understand basic concepts of management and gain appreciation for emerging ideas, techniques, procedures and practices in the field of management					
<b>Learning Outcomes:</b> <b>After completion of the course the students would be able to:</b> 1. Understand the Management concepts and its implications. 2. Analyze and comprehend the contemporary challenges confronted by Organizations. 3. Develop the skills to apply management concepts and find out the solutions in organizations.					
<b>Prerequisite(s):</b> 1. Communication skills					
<b>Pedagogy:</b> Discussion, Hands on, Lectures and Case Studies.					
<b>Syllabus:</b> <b>Unit I:</b> Importance, Nature, Process, Functions and Principles of Management. Management V/s					



Administration, Development of Management Thought: Classical, Neo-classical, Systems, contingency and Contemporary Approach to Management. Managerial Roles: Role of a Manager – Levels of Management - Managerial Skills.

**Unit II:** Communication – Formal and Informal Networks, Barriers and Principles. Planning – Concept, Nature, Importance, Steps and Limitations, Types of Plans. Making Planning Effective – Strategic Considerations in Planning - Management by Objectives. Decision Making Concept, Process, Rationality and Techniques.

**Unit III:** Need for Organization - Principles and Process of Organizing - Span of Management - Organization Structure - Variables affecting Structure - Departmentalization - Authority, Delegation and Decentralization - Committees. New Forms of Organization, Staffing - Concept, Nature, Importance and Steps, Motivation – Concept and Theories.

**Unit IV:** Directing – Concept, Nature and Importance. Leadership - Concept and Theories, developing leaders across the organization, Controlling - Concept, Nature, Importance and Process of controlling. Contemporary control Techniques - Stakeholder Approaches (Balanced Score Card), Accounting Measures (Integrated Ratio Analysis), and Economic and Financial Measures (Economic Value added and Market Value added), Behavioral aspect of Management Control.

**Unit V:** Challenges in Management practices: Management of Strategic Change, Culture, Knowledge Management, Learning Organization, Managing Diversity, Corporate Governance and social responsibility of business.

**Text Books:** 1. Harold Koontz & Heinz Weihrich, *Essentials of Management*, Tata Mcgraw Hill.  
 1. Harold Koontz & Heinz Weihrich, *Essentials of Management*, Tata Mcgraw Hill  
 2. Stephen F. Robbins, Mary Coulter, *Management*, Prentice Hall of India, Pvt. Ltd.  
 3. P. C. Tripathi, P. N. Reddy, *Principles of Management*, Tata McGraw Hill.

**Reference Books:**

1. P.C.Tripathi, P.N. Reddy, *Principles of Management*, Tata McGraw-Hill Publishing Company Limited, New Delhi
2. Stephen F. Robbins, *Essentials of Management*, Prentice - Hall of India Private Limited, New Delhi
3. Prasad M. Brin, *Principles and Practice of Management*, Sultan Chand & Sons, New Delhi.
3. D. Chandra Bose, *Principles of Management and Administration*, Prentice-Hall of India Private Limited, New Delhi.

**Journals:**

1. Journal of management Studies
2. Journal of Management Education
3. Journal of management Studies



**Case Study:**

**Links to websites:**

- <https://www.icmrindia.org/>
- <https://www.mbaknol.com/management-concepts/analysis-of-problems-in-management-case-studies/>

**Evaluation Scheme:**

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**



<b>Program Name : IMBA</b>			<b>Semester: I</b>		
<b>Course: Business Statistics</b>			<b>Code: 06110103</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> <ul style="list-style-type: none"><li>The objective of this course is not only to make the students to get a basic understanding of statistical techniques, but also to develop the skill to apply the techniques in practical cases which can be used in their projects and also when the students enter the industry after finishing their courses.</li></ul>					
<b>Course Objectives:</b> <ul style="list-style-type: none"><li>To provide students with the understanding of role of quantitative techniques in business decision making :</li><li>To prepare a common platform for students for better understanding of statistical tools.</li><li>To familiarize the students of different streams about different quantitative techniques.</li></ul>					
<b>Learning Outcomes:</b> <p><b>After completion of the course students would be able to :</b></p> <ul style="list-style-type: none"><li>Understanding the various aspects of statistics including its scope, importance and limitations. Discussing data and its various aspects</li><li>Understanding the basic concept and applications of measures of central tendency and dispersion.</li><li>Determine the procedures to apply correlation and regression methods in order to obtain the relationships between variables and datasets</li><li>Understanding the basic concepts of probability and its related operations</li><li>Acquaintance of selection mechanism of suitable probability distributions to various business management problems.</li></ul>					
<b>Prerequisite(s):</b> <ul style="list-style-type: none"><li>Basic Knowledge of Algebra and Probability.</li></ul>					
<b>Pedagogy:</b> Lectures, presentations and problem solving.					
<b>Syllabus:</b> <b>Unit I</b>					



Data, primary and secondary data, discrete and continuous data. Classification of data, Graphical representation of data. Measurement of Central Tendency- arithmetic Mean: step deviation method for computing arithmetic mean, mathematical properties of arithmetic mean, merits and demerits of arithmetic mean, weighted arithmetic mean; Median: calculation of median, merits and demerits of median; Mode: computation of mode, merits and demerits of mode

### **Unit II**

Measures of dispersion- Range: merits and demerits, uses; Quartile: Quartile deviation, coefficient, merits and demerits; percentile ranges; Average deviation: computation of mean deviation, merits and demerit; Standard deviation: mathematical properties, merits and demerits, variance, coefficient of variation; Skewness and Kurtosis: measures of skewness, Karl Pearson's Coefficient of skewness, kurtosis.

### **Unit III**

Correlation, types of correlation, Karl Pearson's coefficient of correlation, Spearman's rank correlation coefficient, properties of correlation coefficient. Linear regression, lines of regression, regression coefficient, relation between correlation coefficient and regression coefficient.

### **Unit IV**

Meaning and components of time series. Methods of time series- Simple Moving Average – (3yearly, 4 yearly and 5 yearly) and Least Square Method. Calculation of trend values and construction of graph of original values and trend values.

### **Unit V**

**Probability:** Concept, Events, Addition Law, Conditional Probability, Multiplication Law & Baye's Theorem (Simple Numerical). Theoretical distributions- introduction; Binomial Distribution: Probability function of binomial distribution, constants of binomial distribution, mode of binomial distribution, fitting of binomial distribution; Poisson Distribution: utility of Poisson distribution, constants of Poisson distribution, mode of Poisson distribution, fitting of Poisson distribution; Normal distribution: equation of normal probability curve, standard normal distribution, relationship between binomial and normal distribution, relationship between Poisson and normal distribution, properties of normal distribution, area under standard normal probability curve, importance of normal distribution.

### **Textbook:**

1. Sharma, J. K." Business Statistics". New Delhi: Pearson Education (P) Ltd
2. Gupta, S. C., & Kapoor, V. K. (2020). Fundamentals of mathematical statistics. Sultan Chand & Sons.

### **Reference Books:**

1. Bali, N. P., Gupta, P. N., & Gandhi, C. P., "Text Book of Quantitative Techniques." New Delhi: Laxmi Publications (P) Ltd.
2. Bajpai, N. "Business Statistics". New Delhi: Pearson Education (P) Ltd
3. Levin, R. I. "Statistics for Management" New Delhi: Pearson Education (P) Ltd.



**Journals: Communications in Statistics**

2. Journal of Statistical Computation and Simulation
3. Annals of Probability
4. Journal of Business & Economic Statistics

**Case Study:**

**Evaluation Scheme:**

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**



<b>Program Name : IMBA</b>			<b>Semester: I</b>		
<b>Course: Accounting for Managers</b>			<b>Code: 06110104</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> The primary objective of course is to acquaint the students with fundamentals of management accounting. It will equip the students with the concept and methods of various managerial techniques for decision making. It is concerned with the presentation of data to predict inconsistencies in finances that help managers make important decisions.					
<b>Course Objectives:</b> 1. To enhance the abilities of learners to develop the concept of management accounting and its significance in the business. 2. To enhance the abilities of learners to analyze the financial statements 3. To enable the learners to understand, develop and apply the techniques of management accounting in the financial decision making in the business corporates. 4. To make the students develop competence with their usage in managerial decision making and control. 5. To Analyze budgeting and operating budgets concepts.					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: 1. Apply managerial accounting and its objectives in a way that demonstrates a clear understanding of ethical responsibilities. 2. Prepare various costing schedules where an analysis of cost classification, behaviour, and type is completed. 3. Apply and analyze different types of activity-based management tools through the preparation of estimates. 4. Analyze cost-volume-profit techniques to determine optimal managerial decisions. 5. Prepare a master budget and demonstrate an understanding of the relationship between the components. 6. Perform cost variance analysis and demonstrate the use of standard costs in flexible budgeting.					
<b>Prerequisite(s):</b>					



Conceptual knowledge of other branches of accounting

**Pedagogy:**

A mix of pedagogy would be adopted consisting of lecture, discussion, presentation, demonstration and class test. Concept of the topics will be given through short lectures, assignments and Numerical problems. The course is a hands-on course and requires the participant to work out multiple examples to gain confidence.

**Syllabus:**

**Unit I:** Introduction to different types of accounting : Financial Accounting , Cost Accounting and Management Accounting , Management Accounting –evolution, meaning, objectives, nature, scope, functions, techniques and limitations. Financial Accounting vs. Cost Accounting vs. Management Accounting.

**Unit II:** Budgets- meaning, objectives, classification and preparation of budgets: Fixed and flexible, cash budget, importance of budgets. Ratio Analysis – meaning, objectives, significance, limitations, classification and computation of ratios: Liquidity Ratio, Activity ratio, Profitability ratio and Capital structure ratios.

**Unit III:** Standard costing: meaning, concept, objectives, advantages and limitations. Variance analysis: concept, types of variances: material and labour variances and their accounting treatment.

**Unit IV:** Cost Volume Profit Analysis – meaning, objectives, advantages, methods of cost volume profit analysis. Concept of Angle of Incidence.

**Unit V:** Funds Flow Statement: meaning, objectives, limitations, concept of funds from business operations, introduction to schedule of changes in working capital and preparation of funds flow statement. Cash Flow Statement: meaning, objectives, limitations, preparation of cash flow statement (indirect method), difference between cash flow statement and fund flow statement.

**Text Books:** 1. Peter H. Kolm, S. Ginz, Weirich, Essentials of Management Accounting, Tata McGraw Hill.

1) Charles T. Horngern, Gary L. Sundem, Jeff O.Schatzberg, Dave Burgstahler- Introduction to Management Accounting, Pearson.

2) Khan & Jain, Management Accounting, Tata McGraw Hill Publication.

**Reference Books:**

1.) I M Pandey, Management Accounting- Vikas Publishing House Pvt. Ltd.

2.) Kaplan, S. Robert, Anthony A. Atkinson, Management Accounting, Pearson Education. 5.)

Kishore M. Ravi, Cost and Management Accounting, Taxman Publication.

3.) M.S Narasimhan-Management Accounting , Cengage.

4.) Brigham , Ehrhardt, Financial Management, Cengage Learning.

**Journals:**

- Academy of Accounting and financial studies journal



Journal of Business finance and accounting

**Case Study:**

**Links to websites:**

- <https://www.ebooknetworking.net/ebooks/management-accounting.html>
- [https://www.google.co.in/books/edition/Management\\_Accounting\\_4th\\_Edition/\\_lhx69Z3xz8C?hl=en&gbpv=1&dq=management+Accounting&printsec=frontcover](https://www.google.co.in/books/edition/Management_Accounting_4th_Edition/_lhx69Z3xz8C?hl=en&gbpv=1&dq=management+Accounting&printsec=frontcover)

**Evaluation Scheme:**

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**



<b>Program Name : IMBA</b>			<b>Semester: I</b>		
<b>Course: Computer Application in Business</b>			<b>Code: 06110105</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Practical</b>
<b>20</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>20</b>	<b>30</b>

**Course Rationale:** Computer Proficiency is an inevitable part of commerce education. The course is aiming to equip all the commerce aspirants to have basic skills as well as hands on experience on word processing, for creating excel spreadsheets, for building databases and preparing presentations, through the use of Microsoft Office Word, Excel, and PowerPoint programmes. .

**Course Objectives:**

- To give basic information about the computer system.
- To give knowledge about computer hardware and computer software.
- To familiarize students with the use of MS Windows, Internet and E-mail.
- To familiarize students with the use of MS Office-MS Word, MS Excel & MS PowerPoint.

**Learning Outcomes:**

- Apply the basic editing functions, formatting text, copy and moving objects and text, inserting graphics, pictures, and table of contents, Drop Cap.
- Apply the mechanics and uses of Word tables to organize and present data, Word's advanced formatting techniques and presentation styles.
- Identifying the use and utility of functions and formulas on excel spreadsheet. Learning formulas, creating charts and graphs that can easily explain or simplify complex information or data.
- Analyzing data using Pivot Tables and Pivot Charts
- Analyzing formatting techniques and presentation styles and Create slide presentations that include text, graphics, animation, and transitions



**Prerequisite(s):** Student should have basic knowledge of computer.

**Pedagogy:** PBL(Problem Based Learning), PBL(Project Base Learning), Case study, Video, Hands on Exercise, Assignments, Quiz

**Syllabus:**

**Unit I:**

- Edit and proofread text: making text changes, finding and replacing text, correcting spelling and grammatical errors, inserting saved text.
- Change the look of text: quickly formatting text, changing a document's theme, manually changing the look of the characters and paragraphs, creating and modifying the list.
- Organizing information in columns and tables: presenting information in columns, creating table list, presenting information in tables, formatting tables.

**Unit II:**

- Add simple graphic elements: inserting and modifying pictures, changing a document's background, inserting building blocks, adding wordart text.
- Preview and page layout: previewing and adjusting page layout, controlling what appears on each page, printing documents, preparing documents for electronic distribution.

**Unit III:**

- Set up a workbook: creating workbook, modifying workbook, modifying worksheets.
- Work with data and excel tables: entering and revising data, moving data with workbook, finding and replacing data, correcting and expanding upon worksheet data.

**Unit IV:**

- Perform calculations on data: naming groups of data, creating formulas to calculate values, finding and correcting errors in calculations.
- Change workbook appearance: formatting cells, defining styles, applying workbook themes and excel table styles, adding images to worksheets.
- Focus on specific data by using filters: limiting data that appears on screen, manipulating worksheet data, defining unique values for ranges of cells.

**Unit V:**

- Work with slide text: entering text in placeholders, adding text boxes, editing text, correcting and sizing text while typing, checking spelling and choosing the best words, finding and replacing text and fonts.
- Format slides: applying themes, using different color and font schemes, changing the slide background, changing the look of placeholders, changing the alignment, spacing, size, and look of text.



- Add simple visual enhancements: inserting pictures and clip art images, inserting diagrams, inserting charts, drawing shapes, adding transitions.
- Review and deliver presentations: setting up presentations for delivery, previewing and printing presentations, preparing speaker notes and handouts, finalizing presentations.

**Text Books:** 6. ~~Peter Harold Krigeln, DE Ginz Weirich, ESchlink of Ma Mangoni, Tara McGraw Hill.~~  
1. Step by Step Microsoft Office Professional 2010 (Jpyce Cox, Joan Lambert, and Curtis Frye)

**Reference Books:**

1. Microsoft Office 365: Connect and Collaborate Virtually Anywhere, Anytime (Katherine Murray)
2. Microsoft Office 2010 – Tips & Tricks (Vasu Jain)
3. Microsoft Office 2010: Ultimate Tips & Tricks (Matt Smith)

**Evaluation Scheme:**

- Viva-voce 10 marks
- Demonstration/Presentation 20 marks
- Class participation and attendance 5 marks
- Mid Term Exam 10 marks
- Project/Laboratory Work 5 marks

**Total**                      **50 marks**



<b>Program Name : IMBA</b>			<b>Semester: II</b>		
<b>Course: Marketing Management</b>			<b>Code: 06110201</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> The rationale for this course is using different marketing strategies and obtain a better understanding of market needs and to more completely satisfy them. Companies that develop effective marketing strategies achieve high sales volumes at the desired profit margin					
<b>Course Objectives:</b> This course is designed to promote understanding of concepts, philosophies, processes and techniques of managing marketing operation and to develop a feel of the market place.					
<b>Learning Outcomes:</b> After completion of the course, students will be able to: <ol style="list-style-type: none"><li>1. Discuss the core concepts of marketing and related terminologies.</li><li>2. Analyze the application of consumer behaviour in the business industry.</li><li>3. Apply the learnings of the marketing in the product, pricing, distribution and promotion areas.</li></ol>					
<b>Prerequisite(s):</b> Basic understanding of core concepts of management					
<b>Pedagogy:</b> The class may start by the student's Newspaper presentation using the concepts of marketing. A mix of pedagogy would be adopted consisting of lecture, discussion, presentation, demonstration and class test. Concept of the topics will be given through short lectures. The extent & quality of learning will depend on the quality & depth of discussion in the class.					
<b>Syllabus:</b> <b>Unit-I:</b>					



Nature, scope and importance of marketing; Evolution of marketing; Selling vs Marketing; Marketing mix, Marketing environment: concept, importance, and components (Economic, Demographic, Technological, Natural, Socio-Cultural and Legal).

#### **Unit-II**

**Consumer Behaviour:** Nature and Importance, Consumer buying decision process; Factors influencing consumer buying behaviour.

**Market segmentation:** concept, importance and bases; Target market selection; Positioning concept, importance and bases; Product differentiation vs. market segmentation.

#### **Unit-III**

**Product:** Concept and importance, Product classifications; Concept of product mix; Branding, packaging and labeling; Product life- cycle; New Product Development Process; Consumer adoption process.

#### **Unit-IV**

**Pricing:** Significance, Factors affecting price of a product, Pricing policies and strategies.

**Distribution Channels and Physical Distribution:** Channels of distribution - meaning and importance; Types of distribution channels; Functions of middle man; Factors affecting choice of distribution channel, Physical Distribution.

#### **Unit-V**

Promotion: Nature and importance of promotion; Communication process; Types of promotion: advertising, personal selling, public relations & sales promotion, and their distinctive characteristics; Promotion mix and factors affecting promotion mix decisions;

- Text Books:**
1. ~~Philip Kotler, G. Armstrong, Prafulla Agnihotri and Ehsanul Haque. *Principles of Marketing*, 13th edition. Pearson Education.~~
  2. Kotler, Philip, Gary Armstrong, Prafulla Agnihotri and Ehsanul Haque. *Principles of Marketing*, 13th edition. Pearson Education.
  3. Michael, J. Etzel, Bruce J. Walker, William J Stanton and Ajay Pandit. *Marketing: Concepts and Cases*. (Special Indian Edition)., McGraw Hill Education

#### **Reference Books:**

1. Majaro, Simon. *The Essence of Marketing*. Pearson Education, New Delhi.
2. Iacobucci and Kapoor, *Marketing Management: A South Asian Perspective*. Cengage Learning.
4. William D. Perreault, and McCarthy, E. Jerome., *Basic Marketing*. Pearson Education.
5. Dhruv Grewal, Michael Levy, *Marketing*, McGraw Hill Education.
4. Rajendra Maheshwari, *Principles of Marketing*, International Book House

#### **Journals:**

- American Marketing Association: <https://www.ama.org/ama-academic-journals/>
- European Journal of Marketing: <https://www.emerald.com/insight/publication/issn/0309-0566>

#### **Links to websites:**



- Marketing Management: <https://www.pearson.com/en-us/subject-catalog/p/marketing-management/P200000005952/9780137344161>

**Evaluation Scheme:**

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**



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<b>Program Name : IMBA</b>			<b>Semester: II</b>		
<b>Course: Business Law</b>			<b>Code: 06110202</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> The course is designed to provide an understanding of legal processes involved in management of an organization. Here the emphasis will be on the different latest provisions of the law and on how these can be used in the best interest of the organization without violating them rather than Cases.					
<b>Course Objectives:</b> <ul style="list-style-type: none"><li>To demonstrate an understanding of the Legal Environment of Business.</li><li>To communicate effectively using standard business and legal terminology.</li><li>To apply basic legal knowledge to business transactions.</li></ul>					
<b>Learning Outcomes:</b> <b>After completion of the course students would be able to :</b> <ul style="list-style-type: none"><li>Students would learn the basics of Laws governing commercial contracts and nuances of competency to contract. They will learn to handle the execution of special contracts used in different types of business.</li><li>Students would learn the basics of Laws governing a Partnership and a Company.</li><li>Students will learn about Consumer Protection Act which will help them in making sound consumer policies in the business.</li><li>Students will understand the concepts of business laws and learn to apply them to the business environment.</li></ul>					
<b>Prerequisite(s):</b> <ul style="list-style-type: none"><li>Basic understanding of different types of business.</li></ul>					
<b>Pedagogy:</b> <ul style="list-style-type: none"><li>A mix of pedagogy would be adopted consisting of lecture, discussion, presentation, demonstration and class test.</li></ul>					



**Syllabus:**

**Unit I:** The Indian Contract Act,1872: Contract, Essentials of valid Contract, Formation of Valid contract - Offer and Acceptance, Void Agreement Capacity of Parties and Consideration Free consent, Legality of object, Discharge of a Contract, Remedies for breach of contract and Quasi contract, Indemnity and Guarantee, Bailment and Pledge, Contract of Agency

**Unit II:** The Negotiable Instruments Act 1881 – Essentials of a Negotiable instruments, Kinds of Negotiable Instrument Holder and Holder in Due Course, Negotiation by endorsements, crossing of a cheque and Dishonour of a cheque.

**Unit III:** Sale of Goods Act 1930 Meaning of Sale and Goods, Conditions and Warranties, Transfer of Property, Rights of an unpaid seller.  
Consumer Protection Act, 1986: Basic concepts, Rights of Consumers, Redressal Machinery under the act

**Unit IV:** Limited Liability Partnership (LLP), 2008: Salient features of Indian Partnership Act, 1932, Difference between LLP and Partnership; Partners and their relation with LLP; Designated Partners; Extent of LLP Liability; Extent of Partner’s Liability, Unlimited Liability in case of fraud; Winding up and dissolution of LLP.

**Unit V:** The Companies Act, 2013: (Basic elementary knowledge) Essential characteristics of a company, types of companies, memorandum and articles of association, prospectus, shares – kinds, kinds of meetings and resolutions essential conditions for a valid meeting.

**Text Books:** 1. Kuchhal, M.C. and Deepa Parkash, **Business Legislation Management**, Vikas Publication  
2. M.C. Kuchhal, and Vivek Kuchhal, Business Law, Vikas Publishing House, New Delhi

**Reference Books:**

1. Ramaiyam, A., **Guide to the Companies Act**, Wadhwa, Nagpur
2. Shah, S.M., **Business Law for Managers**, Sultan Chand, New Delhi
3. Tulisian P.C., **Busienss Law**, TMH, New Delhi
4. Bulchandani, **Business Law for Management**, Himalaya Publishing House.
5. Kumar, **Legal Aspect of Business** 1<sup>st</sup> Edition, Cengage Learning.
6. Ravinder Kumar, Legal Aspects of Business, Cengage Learning
7. Dr. Singh, Avtar; Company Law, 17th ed, Eastern Book Co. Lucknow, Bharat Law House, Delhi, 2018
8. Kapoor N.D., *Company Law: Incorporating the provisions of the companies Amendment Act*. Sultan Chand and Sons

**Journals:**

- Indian Journal of Law and Legal Research
- Journal of Human Right and Practice



**Links to websites:**

- <https://www.hzu.edu.in/uploads/2020/10/business-law.pdf>
- [https://books.google.co.in/books/about/Business\\_Law.html?id=SrhwCgAAQBAJ&redir\\_esc=y](https://books.google.co.in/books/about/Business_Law.html?id=SrhwCgAAQBAJ&redir_esc=y)

**Evaluation Scheme:**

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**



<b>Program Name : IMBA</b>			<b>Semester: II</b>		
<b>Course: Organizational Behaviour</b>			<b>Code: 06110203</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> Organizations have to manage its tangible and intangible resources. Amongst all resources human resources offer organizations distinct advantage. This course exposes students towards the behavioural aspects of individuals working in an organization.					
<b>Course Objectives:</b> This course aims to provide insights necessary to understand behavioral processes at individual, team and organisational level enable students to learn how to influence the human behaviour in organisations.					
<b>Learning Outcomes:</b> 1. To apply organizational behavioural theories / frameworks /models to business context. 2. To analyze business situation and individual behaviour. 3) To understand Organizational change & Development interventions.					
<b>Prerequisite(s):</b> Understanding of principles of management and basics of human resources and human behavior at work.					
<b>Pedagogy:</b> Case based analysis, group exercises, experiential learning activities, quizzes, role plays, videos, presentations and lecture method.					
<b>Syllabus:</b>					



**Unit I:** Definition and Meaning of OB - Need and Importance of OB - Nature and Scope - OB Models - Historical Evolution of Organizational Behavior.

**Unit II:** Individual Behavior: Personality: Factors Influencing Personality - Theories of Personality - Perception: Factors Influencing Perception - Perception Process - Managing the Perception - Learning: Principles and Theories of Learning - Attitudes and Values.

**Unit III:** Nature and Types of Group - Group Development - Determinants of Groups Behaviour - Group Dynamics - Group Norms - Group Cohesiveness - Group Decision Making Techniques - Conflict: Causes - Types - Conflict Management. Transactional analysis and Johari Window.

**Unit IV:** Motivation: Nature and Importance of Motivation - Theories of Motivation - Leadership: Importance - Leadership Styles and their Implications - Theories of Leadership.

**Unit V:** Organizational Climate - Organization Development (OD) - Pre-requisites - Factors affecting OD - Effectiveness of OD Programming - Organization Change: Importance - Types - Resistance to Change - Managing Change

**Text Books:** 1. ~~Dr. Harold Koza, S.D. Ghislerich, Essentials of Management, Tata McGraw Hill.~~

1. Fred Luthans, *Organizational Behaviour*, McGraw-Hill International Edition.
2. Stephen P. Robbins, *Organizational Behaviour*, Prentice Hall of India Private Ltd., New Delhi.

**Reference Books:**

1. John. W Newstorm and Keith Davis, *Organizational Behaviour*, Human Behaviour at Work, Tata McGraw-Hill Publishing Company Ltd., New Delhi.
2. S.S. Khanka, *Organizational Behaviour*, S.Chand & Company Ltd., New Delhi.
3. K. Aswathappa, *Organizational Behaviour Text, Cases and Games*, Himalaya Publishing House, New Delhi.
4. M.N. Mishra, *Organizational Behaviour*, Vikas Publishing House Pvt. Ltd., Delhi.
5. Griffin, Ricky W, *Organizational Behaviour*, Houghton Mifflin Co., Boston.
6. Hellreigel, Don, John W. Slocum, Jr., and Richards W. Woodman, *Organizational Behavior*, South Western Faculty Publishing, Ohio.
7. Hersey, Paul, Kenneth H. Blanchard and Dewey E Johnson, *Management of Organisational Behaviour, Utilizing Human Resources*, Prentice Hall, New Delhi.

**Journals:**

1. Journal of Organizational Behaviour
2. Journal of Organizational Behaviour Management

**Case Study:**

**Links to websites:**

**Evaluation Scheme:**

- Class participation and attendance 05marks



# SGT UNIVERSITY

SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY

(UGC Approved University)

GURGAON, Delhi-NCR

• Mid Term Exam	20marks	
• Assignment	05marks	
• Team Project Presentation		10marks
• Term-End Exam	60marks	
<b>Total</b>	<b>100marks</b>	

<b>Program Name : IMBA</b>			<b>Semester: II</b>		
<b>Course: Fundamentals of Business Research Methods</b>			<b>Code: 0611204</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>

**Course Rationale:**  
 Understand the concepts and methods of business research. Identify model and solve decision problems in different settings. Interpret results/solutions and identify appropriate courses of action for a given managerial situation whether a problem or an opportunity.

**Course Objectives:** The objective of this paper is to impart knowledge about various stages of the research processes and their application in decision making. The students will be able to plan, design and earn out business research using scientific methods and prepare research report(s).

**Learning Outcomes:**  
 After completion of the course, students would be able to:

1. Define the research problem
2. Perform data collection
3. Perform data preparation and missing value treatment
4. Demonstrate Hypothesis testing Procedure and purify the data
5. Identify the right test
6. Analyze the data by parametric test using SPSS/Excel
7. Analyze the data by Non Parametric test using SPSS/Excel
8. Prepare the report

**Prerequisite(s):**  
 Basic knowledge of Research Methodology, Statistics, Excel



**Pedagogy:**PBL(Problem Based Learning), PBL(Project Base Learning), Case study, Video, Hands on Exercise, Assignments, Quiz

**Syllabus:**

**Unit I:** Business Research: Meaning, Need, Types, Approaches, Research methods vs Research Methodology, Research Process, Role of research in important areas, Identification and Formulation of Research Problem, Variables and Variable type, Hypothesis, Types and Formulation of Hypothesis.

**Unit II:** Research Design: Meaning, Need, and Different research design: Exploratory, Descriptive. Experimental and Diagnostic and Survey Research, Features of a good research design

**Unit III:** Sampling design: Meaning, Need, and Advantages of sampling over census, Probability and Non probability Sampling Methods, Criteria of Selecting a sampling procedure, Factors influencing sample size

**Unit IV:** Data Collection Methods: Questionnaire/schedule; Questionnaire designing, Interview and Observational methods, Measurement Scales, Techniques of Developing Scales, Reliability and Validity of scales

**Unit V:** Data Analysis: Descriptive and Univariate Statistics; Bivariate Analysis: Test of Difference, Measures of Association; Introduction to Multivariate Analysis, Report Writing: Need, Types and Characteristics of a research report.

**Text Books:** 1. Paul H. Kottler, Donald R. Weirich, Essentials of Management Research, McGraw Hill.  
2. William G. Zikmund, Business Research Methods, 7<sup>th</sup> Edition, Cengage Learning, India.  
3. K.N. Krishnaswamy, Appa Iyer Sivakumar, M.Mathirajan, Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson Education

**Reference Books:**

1. J. K. Sachdeva, Business Research Methodology, Himalaya Pub. House
2. Paul E. Green, Donald S. Tull, Research for Marketing Decisions, 5<sup>th</sup> Edition, PHI.
3. Ranjeet Kumar, Research Methods, Pearson Education
4. Donald S. Tull, Del I. Hawkins, Marketing Research, Measurement and Methods, 6<sup>th</sup> Edition, PHI
5. Naresh Malhotra and Satya Bhushan Das, Marketing Research: An applied Orientation, Pearson Education
6. Mcburney, Research Methods, 7<sup>th</sup> Edition, Cengage Learning, India.

**Journals:**

- The Journal of Business Research

**Evaluation Scheme:**

- Class participation and attendance 05marks
- Mid Term Exam 20marks



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(UGC Approved University) GURGAON, Delhi-NCR

• Assignment	05marks	
• Team Project Presentation		10marks
• Term-End Exam	60marks	
<b>Total</b>	<b>100marks</b>	

<b>Program Name : IMBA</b>			<b>Semester: II</b>		
<b>Course: Advanced skills of Spreadsheet</b>			<b>Code: 06110205</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Practical</b>
<b>20</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>20</b>	<b>30</b>

**Course Rationale:** This course is aimed at imparting candidates for Spreadsheet Modelling and aims at building the following key competencies amongst the Student.

- Course Objectives:**
- To familiarize the approaches of information management and its use in Business Informatics.
  - To illustrate the principles of good spreadsheet design.
  - Demonstrate proficiency the acquisition and analysis of organizational data from a variety of data sources common in the business environment
  - To exhibit proficiency in the creation of analyses to aid in data-centric decision making
  - To establish proficiency in creating analysis reports.

**Learning Outcomes:**

Demonstrate the use of basic functions and formulas.

Demonstrate working knowledge of organizing and displaying large amounts and complex data.

Demonstrate formatting techniques and presentation styles

Simplify formatting rules for business requirements.

Analyzing data using Pivot Tables and Pivot Charts.

**Prerequisite(s):** Student should have basic knowledge of computer.



**Pedagogy:** PBL(Problem Based Learning), PBL(Project Base Learning), Case study, Video, Hands on Exercise, Assignments, Quiz

**Syllabus:**

**Unit I:**

Introduction to spreadsheets, reading data, manipulating data. Basic spreadsheet operations and functions.

**Unit II:**

Introduction to some more useful functions such as the IF, nested IF, String Functions, VLOOKUP and HLOOKUP functions in Excel. Introduction to Excel Solver. Using excel solver for business decisions.

**Unit III:**

Using Conditional Formatting; Using Conditional Formatting with Multiple Cell Rules; Using Color Scales and Icon Sets in Conditional Formatting; Creating New Rules and Managing Existing Rules.

**Unit IV:**

Sorting Data A-Z and Z-A; Using Filters to Sort Data; Advance Filtering Options

**Unit V:**

Introduction to the Data filtering capabilities of Excel, the construction of Pivot Tables to organize data and introduction to charts in Excel. Constructing various Lines, Bar and Pie charts. Using the Pivot chart features of Excel. Understanding and constructing Histograms and Scatter plots. Basics

**Text Books:** 1. Peter H. Kohn, Jr. & Dennis Weirich, *Essential Skills of Management Information Systems*, Tata McGraw Hill.  
New Perspectives Microsoft® Office 365 & Excel 2016 : Comprehensive, Cengage, 1<sup>st</sup> Edition(June Jamrich Parsons, Dan Oja, Patrick Carey, Carol DesJardins)

**Reference Books:**

4. Microsoft Excel 2013: Data Analysis and Business Modeling , PHI ( Wayne L Windson )
5. Management Information Systems – A Global Digital Firm Perspective – Tata McGraw-Hill Education, 4th/ 5th Edition ( Waman S Jawadekar )

**Evaluation Scheme:**

- Viva-voce 10 marks
- Demonstration/Presentation 20 marks
- Class participation and attendance 5 marks
- Mid Term Exam 10 marks



# SGT UNIVERSITY

SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY  
(UGC Approved University) GURGAON, Delhi-NCR

- Project/Laboratory Work 5 marks

**Total**                      **50 marks**

<b>Program Name : IMBA</b>			<b>Semester: III</b>		
<b>Course: Human Resource Management</b>			<b>Code: 06110301</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>

**Course Rationale:** This Course is the basic course for Human resource management students to provide them knowledge and evolution of human resources. The units or modules in this subject are designed to deeply impart the understanding of functions of HRM along with light on human resource information system and contemporary challenges of HR field for managers. This course will help the students to realize the human resource management applications in organizations such as training and development activities and international issues.

**Course Objectives:**

1. To prove the understanding of HRM field and activities conducted in that area.
2. To develop competence and problem solving attitude in the HR area.
3. To provide the insights for HR problem solutions in corporates.

**Learning Outcomes: This course would enable the students to learn:**

1. Role of the HRM function,
2. Employee resourcing, performance, appraisal and development of human resource in the organization.
3. Solve HR field problems.

**Prerequisite(s):**

1. Basic management understanding.
2. Communication skills.

**Pedagogy:** Lectures, Discussions, Case studies, Videos, Activities, etc.



**Syllabus:**

**Unit- 1**

Nature of Human Resource Management-Concepts, Objectives and Functions; HRD-Concept and Mechanisms; Role and status of HR Manager; Organization of HR Department; HR Policies; HRM in globally competitive environment; Strategic Human Resource Management.

**Unit- 2**

Acquiring Human Resource: Human Resource Planning, Job analysis and job design, employee involvement, flexible work schedules, Recruitment and Selection-new trends; Placement and induction; Right sizing.

**Unit- 3**

Developing human resource: Employee training, training need assessment, Training methods and evaluation, cross cultural training, Designing executive development programme, Techniques of Executive development, Career planning and development.

**Unit- 4**

Enhancing and rewarding performance: Establishing Performance Management system; Performance Appraisal-Techniques of appraisal; Potential Appraisal and employee counselling; Establishing reward and pay plans-job evaluation, wage and incentive plans, employee benefits, ensuring safety and healthy work environment.

**Project Work:**

1. Recruitment and Selection Policies of known companies in the neighbourhood with special reference to executives at three levels—entry level, middle level and top level, of technical hands, professionals and managerial executives.
2. Training and development programmes in different companies—manufacturing companies, service companies, IT companies etc. for different levels of employees—goals, contents, techniques and renewals.

**Text Books:**

1. Gary Dessler, *Human Resource Management* - 5th edition Pearson Education.
2. Snell and Bolander, *Human Resource Management*, Thomson South-Western.
3. Paul Smilor, *Human Resource Management*, Prentice-Hall.
4. John W. Marsch, *Essentials of Management*, Tata McGraw Hill.

**Reference Books:**

1. M.Saiyadain, *Human Resource Management* - Tata McGraw Hill.
2. Jyothi, P and Venkatesh, D.N, *Human Resource Management* –Oxford University Press
3. R.W. Mondy & R.M.Noel, *Human Resource Management* - Pearson Education
4. B.Pattanayak, *Human Resource Management* – PHI
5. V.S.P.Rao, *Human Resource Management* - Excel Books
6. K Aswathappa, *Human Resource and Personnel Management* - Tata McGraw Hill
7. Gupta, C.B. (2014). *Human Resource Management*. Delhi. Sultan Chand & Sons.
8. Decenzo, A. David & Robbins,



9. Stephen. (2011). *Fundamentals of Human Resource Management*. Wiley India.
10. Werther, William and Davis, Keith. (2000). *Human Resource Management*. Prentice Hall

### Journals:

- Human resource Management: Advancing Human Resource Research and Practice, Wiley.
- South Asian General of Human Resource Management, Sage Publications.
- The International Journal of Human Resource Management, Routledge, Taylor and Francis Group.

### Case Study:

### Links to websites:

- <https://www.youtube.com/watch?v=T7bSMzg7x-s>
- <https://www.icmrindia.org/case%20volumes/Case%20Studies%20in%20Human%20Resource%20Management%20Vol%20I.htm>

### Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**



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<b>Program Name : IMBA</b>			<b>Semester: III</b>		
<b>Course: Application of Business Research Methods</b>			<b>Code: 06110302</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> Understand and critically apply the concepts and methods of business research. Identify, model and solve decision problems in different settings. Interpret results/solutions and identify appropriate courses of action for a given managerial situation whether a problem or an opportunity.					
<b>Course Objectives:</b> The objective of the course is to familiarize students with techniques and practices related to application of business research methods for various research problems.					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ul style="list-style-type: none"><li>• Define the research problem</li><li>• Perform data collection</li><li>• Perform data preparation and missing value treatment</li><li>• Demonstrate Hypothesis testing Procedure and purify the data</li><li>• Identify the right test</li><li>• Analyze the data by parametric test using SPSS/Excel</li><li>• Analyze the data by Non Parametric test using SPSS/Excel</li><li>• Prepare the report</li></ul>					
<b>Prerequisite(s):</b> Basic knowledge of Research Methodology, Statistics, Excel					
<b>Pedagogy:</b> PBL(Problem Based Learning), PBL(Project Base Learning), Case study, Video, Hands on Exercise, Assignments, Quiz					
<b>Unit - I</b>					



### **Introduction to Research**

- Nature and Scope of Business Research
- Information Based Decision Making and Source of Knowledge.
- The Research Process
- Basic approaches and Terminologies used in Research
- Defining Research Problem
- Preparing a Research Plan.

### **Unit - II**

#### **Sampling Technique & Data Preparation**

- Sampling Techniques
- Data types and collection
- Data Preparation concept
- Data Preparation process
  - Preliminary Questionnaire Screening
  - Editing,
  - Coding,
  - Data Entry (in Excel & SPSS)
- Missing value Treatment.

### **Unit - III**

#### **Data Analysis**

- Introduction to Excel & SPSS Software
- Descriptive analysis (Mean, Median, Standard Deviation, Correlation etc.)
- Cross tabulation
- Hypothesis testing procedure
- Bar and charts
- Data Purity test-
  - Normality,
  - Validity
  - Reliability test

### **Unit - IV**

#### **Parametric Test (Manual Calculation & Application of SPSS/Excel)**

- t/z-test (Simple t-test, Independent t-test, Matched paired t-test)
- Measure of Association(Correlation, Coefficient of correlation)
- Simple linear regression analysis
- one- way ANOVA

### **Unit - V**

#### **Non Parametric test (Manual Calculation & Application of SPSS/Excel)**

- Chi-Square test,
- Chi-square test for goodness of fit
- Spearman's correlation coefficients



- Factor analysis
- Report Writing: Types of reports, stages in preparation, Characteristics, layout structures, documentation, footnotes, Bibliography & References- various methods. Editing final report, characteristics of good report.

**Textbook:**

- Business Research methods, William G. Zikmand, Cengage Learning, 8th edition
- Research Methodology, C R Kothari, New Age International Publisher

**Reference Books:**

- Research Methodology, Naval Bajpai, Pearson Publication, Latest Edition
- Statistics For Research, GerogeArgyrous, Sage, South Asia Edition, Latest edition

**Evaluation Scheme:**

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**



<b>Program Name : IMBA</b>			<b>Semester: III</b>		
<b>Course: Financial Management</b>			<b>Code: 06110303</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> The objective of a business enterprise is to generate profits and remain viable and sustainable. Sustainability necessitates value creation by organizations not for just their stakeholders but also for society at large. In the process of value creation, financial managers are increasingly supplementing the traditional metrics of performance with new methods that encourage a greater role for risk assessment and critical analysis of alternatives. The purpose of this course is to enable students to understand the financial decision-making process and to interpret the impact that financial decisions will have on value creation. Thus there are four major decision-making areas in financial management: the financing, investment, liquidity, valuation and asset management decisions.					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>1. To understand the meaning of financial planning.</li><li>2. To determine the cost of capital and to take long-term capital budgeting decisions.</li><li>3. To calculate the amount of dividend and working capital.</li></ol>					
<b>Learning Outcomes:</b> <b>After completion of the course students would be able to :</b> <ol style="list-style-type: none"><li>1. Identify the best source of financing suitable to a business</li><li>2. Review investment decisions on the basis of the associated risk and return based on the concept of Time Value of Money</li><li>3. Calculate the cash flows from complex investment decisions</li><li>4. Calculate the cost of capital under different capital structures and assess the optimal capital structure and value for the firms.</li></ol>					



**Prerequisite(s):**

1. Good Communication skills
2. Basic knowledge of Accounts and Finance.

**Pedagogy:**

Exercises in the text book and Cases would be used for extensive practice both in the class and for self-study.

**Syllabus:**

**Unit-1**

Financial Management: Meaning, concept, significance, objectives and scope; financial decisions. Time value of money, Risk and Return Analysis.

**Unit- 2**

Financial Planning: Concept and theories. Capitalization: meaning, types (over capitalization, undercapitalization and optimum capitalization), Sources of finance- long term and short –term sources of finance.

**Unit-3**

Capital Structure: Concept, patterns, point of indifference, theories, sound capital mix, capital gearing, financial distress and pecking order theory.  
Leverages: Meaning and types (financial leverage, operating leverage, composite leverage and its computation).

**Unit-4**

Cost of Capital: Concept, significance, computation of cost of capital (cost of debt, cost of preference capital, cost of equity share capital, cost of retained earnings and weighted average cost of capital).

Capital Budgeting: Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index Method, RADR (Risk Adjusted Discount Rate).

**Unit V**

Working Capital: Meaning, Objectives. Factors affecting Working Capital Decision. Working Capital Management methods, Dividend Policy- meaning, types of dividend, determinants affecting dividend policy, Dividend models- Walter's model, Gordon's model, MM hypothesis.

**Textbook:**



- Financial Management by IM Pandey, Vikas Publishing (11<sup>th</sup> Edition)
- Khan and Jain. Financial Management, Text, problems & Cases (Eight Edition) McGraw Hill Education

**Reference Books:**

- R.P. Rustagi, Financial Management (14<sup>th</sup> edition), Taxmann Publications
- Chandra, P. Financial Management: theory & Practice. (10<sup>th</sup> edition) McGraw Hill Education
- James C. Van Horne and Sanjay Dhamija, Financial Management and Policy, Pearson Education
- Levy H. and M. Sarnat. Principles of Financial Management. Pearson Education
- Joy, O.M. Introduction to Financial Management. Mc Graw Hill Education.

**Journals:**

1. Journal of International Financial Management and Accounting
2. Journal of Risk and Financial Management.

**Case Study:**

- Managing Non Performing Assets in Indian Banking Industry
- Financial Statement Analysis of Mahindra and Mahindra

**Links to websites:**

<https://www.icai.org>

**Evaluation Scheme:**

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**



<b>Program Name : IMBA</b>			<b>Semester: III</b>		
<b>Course: Productions and Operations Management</b>			<b>Code: 06110304</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> <ul style="list-style-type: none"><li>• Production/Operation is an integral management function, which is instrumental in building of a company's sustainable competitive advantage. It is imperative for a budding manager to understand the theoretical concepts and practical application of production and operation management to develop a holistic approach whilst managing the organizations.</li></ul>					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>1. The course is designed to make the students familiar with different types of Production, plant layout and material handling, operations planning and control, inventory management, quality management etc.</li><li>2. It also seeks to acquaint them with appropriate tools and techniques needed for understanding the operational situation.</li></ol>					
<b>Learning Outcomes:</b> <p><b>After completion of the course students would be able to :</b></p> <ol style="list-style-type: none"><li>1. Understand the significance of operations and its integration with other management functions.</li><li>2. Understand the qualitative factors and quantitative models which can facilitate the facilities location in the context of globalization.</li><li>3. Understand different types of production processes and the respective layouts used for manufacturing different types of products.</li></ol>					



4. Learn about the activities of production planning and control and familiarity with the tools of PPC.
5. Develop an understanding and suitability of the different inventory control models.
6. Develop an understanding of different techniques and tools used in work study.

**Prerequisite(s):**

Basic knowledge of the functions of management.

**Pedagogy:** Lectures, Case Studies & Quiz

**Syllabus:**

**Unit-1**

Production/Operations Management- Introduction, evaluation, objectives, difference between products and services (from POM view point), difference between manufacturing and operation.

Production Systems- Types, production to order and production to stock, role of production manager.

**Unit-2**

Plant location- Factors affecting locations and evaluating different locations.

Plant layout- Meaning, objectives, characteristics and their types, materials handling.

**Unit-3**

Production Planning and Control- Meaning, objectives, advantages and PPC elements, Production planning techniques- sequencing and assignment problems.

Work study- meaning, objectives, prerequisites and procedure and tools of work study, Procedure and techniques of work measurement.

**Unit-4**

Inventory Control- Objective, advantages and techniques (EOQ model and ABC analysis). Quality control - meaning and importance, inspection, quality control charts for variables and attributes and acceptance sampling.

**Textbook:**

1. Bedi, K. (2014). *Production and Operations Management*, Oxford University Press, New Delhi.



2. Aswathappa, K., G. Sudarsana Reddy, B. Krishna Reddy, *Production & Operation Management*, Himalaya Publishing House.

**Reference Books:**

1. Mahadevan, B. (2015). *Operations Management* (3rd edition). Pearson Education, Delhi
2. Chase, R. B., Shankar, R., and Jacobs, R. F. (2019). *Operations and Supply Chain Management (15th ed.)*, Mc Graw Hill, Chennai
3. Samson, D. and Singh (2010), J. P. *Operations Management-An integrated approach*, Cambridge University Press.
4. Evans R. James, Collier A. David (2007). *Operations Management*, Cengage Learning.
5. Everett. Adam, Jr. and Ronald J. Elbert (2003), *Production and Operations Management Concepts, Models and Behaviour*, 5<sup>th</sup> Edition Prentice Hall of India.
6. Gaither, N. and Frazier G. (2011). *Operations Management (9th ed.)*, Cengage Learning, New Delhi.
7. Kachru, U. (2010). *Production and Operations Management: Text and Cases*, Excel Books
8. Singh, S.P. (2014). *Production and Operations Management*. Vikas Publishing.
9. Stevenson J. William (2009), *Operations Management (9<sup>th</sup> Edition)*, Tata McGraw-Hill.

**Links to websites:**

- <https://www.iso.org/standards.html>
- <https://global.toyota/en/company/vision-and-philosophy/production-system/>
- <https://www.qualitygurus.com/performance-excellence-models-quality-awards/>

**Evaluation Scheme:**

• Class participation and attendance	05 marks
• Mid Term Exam	20 marks
• Assignment	05 marks
• Team Project Presentation	10 marks
• Term-End Exam	60 marks
<b>Total</b>	<b>100 marks</b>



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<b>Program Name : IMBA</b>			<b>Semester: III</b>		
<b>Course: Data Analysis Using SPSS</b>			<b>Code: 06110305</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Practical</b>
<b>20</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>20</b>	<b>30</b>
<b>Course Rationale:</b> Understand and critically apply the concepts and methods of business analytics. Identify, model and solve decision problems in different settings. Interpret results/solutions and identify appropriate courses of action for a given managerial situation whether a problem or an opportunity.					
<b>Course Objectives:</b> This course is not based on rote memorization of equations or facts, but focuses on honing the understanding of key concepts, managerial judgment, and ability to apply course concepts to real business problems.					
<b>Learning Outcomes:</b> Demonstrate the data visualization using SPSS Make use of data preparation and missing value treatment Apply the Hypothesis testing Procedure and purify the data Apply the various statistical test using SPSS Apply the regressions Analysis, ANOVA and Factor Analysis using SPSS					



**Prerequisite(s):** Student should have basic knowledge of statistics and mathematics

**Pedagogy:** PBL(Problem Based Learning), PBL(Project Base Learning), Case study, Video, Hands on Exercise, Assignments, Quiz

**Syllabus:**

**Unit I:**

Workshop on Describing and Summarizing Data using statistical tools like SPSS

**Unit II:**

Workshop on Descriptive Statistics, Relationships between Two Variables using business example

**Unit III:**

Workshop on Hypothesis formulation and Testing using SPSS

Designing and Performing Hypothesis Tests using SPSS

**Unit IV:**

Workshop on Simple and Multiple Regression using business case using SPSS

**Unit V:**

Workshop on ANOVA

Workshop on Factor analysis

**Text Books:** 1. Paul H. Kigelitz, Delmar, Weirich, *Essentials of Management*, Tata McGraw Hill.

1. Statistical Techniques in Business and Economics:13th Edition, Lind, Marchal, Wathen, TATA McGraw Hill
2. Statistics for Managers: 1st edition, Chandra sekaran &Umaparvathi, PHI Learning

**Reference Books:**

1. Essentials of Business Analytics: An Introduction to the methodology and its application, Bhima sankaram Pochiraju, Sridhar Seshadri, Springer
2. Research Methodology: C R Kothari, New Age International
3. Data Visualization with R 100 Examples: Thomas Rahlf, Springer
4. Using R for Introductory Statistics: John Verzani, CRC Press

**Evaluation Scheme:**

- Class participation and attendance 10 marks



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• Mid Term Exam	20 marks
• Project/Laboratory Work	20 marks
<b>Total</b>	<b>50 marks</b>

<b>Program Name : IMBA</b>			<b>Semester: IV</b>		
<b>Course: Entrepreneurship Development</b>			<b>Code: 06110401</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	-	-	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> Entrepreneurship plays an influential role in the economic growth and development of the country. As the world economy is changing so is the dynamism of the business world. The aim of this course is to instill and kindle the spirit of Entrepreneurship amongst students. The idea of this course is to create “job providers rather than job seekers”.					
<b>Course Objectives:</b> The aim is to expose the student to the contemporary policies relating to entrepreneurship development in India and the Institutional framework available for the development, training of new and young entrepreneurs. The study will also help the students to understand and learn the process of becoming an entrepreneur and the steps involved in the process of entrepreneurship development.					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ul style="list-style-type: none"> <li>• Apply the acquired knowledge related to the various phases in venture creation process such as the contemporary policies relating to entrepreneurship development, financial assistance by the institutions, methods of taxation and tax benefits, etc.</li> <li>• Understand and implement the process of becoming an entrepreneur and the steps involved in the process of entrepreneurship development.</li> </ul>					
<b>Prerequisite(s):</b> Basic knowledge about business and related legal compliances					
<b>Pedagogy:</b> Videos and quizzes through the on-line Learning Management System (LMS); Classroom learning through an experienced Facilitator/Faculty on campus (Videos, In-class Activities, Outbound					



Activities); Assignments and Projects; and Practical Experiences including challenges, internships and apprenticeships.

### Syllabus:

**Unit I:** Entrepreneur – Types of Entrepreneurs – Difference between Entrepreneur and Intrapreneur –Entrepreneurship in Economic Growth, Factors Affecting Entrepreneurial Growth. Entrepreneur Vs Professional Manager ; Women Entrepreneur; Major Motives Influencing an Entrepreneur – Achievement, Motivation, Training, Entrepreneurship Development Programs – Need, Objectives.

**Unit II:** Medium Enterprises, Small Enterprises – Definition, Classification – Characteristics, Ownership Structures;. Micro, Small & Medium Enterprises (MSMEs)Policy in India; Steps involved in setting up a Business – identifying, selecting a Good Business opportunity, Market Survey and Research, Techno Economic Feasibility Assessment – Preparation of Preliminary Project Reports – Project Appraisal – Sources of Information – Classification of Needs and Agencies.

**Unit III:** Need – Sources of Finance, Term Loans, Capital Structure, Financial Institution, management of working Capital, Costing, Break Even Analysis, Taxation – Income Tax, Excise Duty & Service Tax, Customs Law.

**Unit IV:** Institutions for Entrepreneurial Development; Role of Banks and Financial Institutions and their Assistance to Entrepreneurs; Sickness in small Business – Concept, Magnitude, causes and consequences, Corrective Measures – Government Policy for Small Scale Enterprises.

### Textbook:

1. S.S.KHANKA “Entrepreneurial Development” S.Chand & Co. Ltd. Ram Nagar New Delhi, 1999.

### Reference Books:

1. D.F. Kuratko and T. V. Rao (2016), Entrepreneurship: A South Asian Perspective, Cengage Learning.
2. Dinanath Kaushik (2013) Studies in Indian Entrepreneurship, New Delhi, Cyber Tech Publications
3. Rabindra N. Kanungo “Entrepreneurship and innovation”, Sage Publications, New Delhi, 1998.
4. Kaliyamoorthy and Chandrasekhar (Eds: 2007), Entrepreneurial Training: Theory and Practice, New Delhi, Kanishka Publishers
5. Robert Hisrich, Michael Peters and Dean Shepherd (2009) Entrepreneurship, New Delhi, Tata McGraw-Hill Publishing Company Limited
6. Rajagopalan (Ed: 2006) Promoting Sustainable Livelihoods: Concepts and Approaches, The ICFAI University Press
7. Donald L. Sexton & Raymond W. Smilor, The Art and Science of Entrepreneurship, Ballinger
8. Clifford M. Baumbach & Joseph R. Mancuso, Entrepreneurship and Venture Management, Prentice Hall
9. Gifford Pinchot, Intrapreneuring, Harper & Row

### Journals:

1. Entrepreneurship Theory and Practice
2. International Entrepreneurship and Management Journal
3. Journal of Intellectual Capital
4. Journal of Business Venturing
5. European Journal of Innovation Management

### Links to websites:

1. Entrepreneur Notes and Study Material ([mbaexamnotes.com](http://mbaexamnotes.com))
2. Value Proposition Canvas – Download the Official Template ([strategyzer.com](http://strategyzer.com))
3. Lean Canvas | LEANSTACK



4. Create a new Lean Canvas - Canvanizer	
5. Lean Canvas - Business Model Toolbox (bmttoolbox.net)	
<b>Evaluation Scheme:</b>	
• Class participation and attendance	05marks
• Mid Term Exam	20marks
• Assignment	05marks
• Team Project Presentation	10marks
• Term-End Exam	60marks
<b>Total</b>	<b>100marks</b>

<b>Program Name : IMBA</b>			<b>Semester: IV</b>		
<b>Course: Business Analytics</b>			<b>Code: 06110402</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>

**Course Rationale:**  
 Understand and critically apply the concepts and methods of business analytics. Identify, model and solve decision problems in different settings. Interpret results/solutions and identify appropriate courses of action for a given managerial situation whether a problem or an opportunity.

**Course Objectives:**  
 This course is not based on rote memorization of equations or facts, but focuses on honing the understanding of key concepts, managerial judgment, and ability to apply course concepts to real business problems.

**Learning Outcomes:**  
 Students to be able to –  
 Define the research problem  
 After completion of the course, students would be able to:

1. Create visual representations of data that allow to recognize trends and detect outliers
2. Define and calculate descriptive statistics to summarize data sets concisely
3. Analyze relationships between two variables by creating scatter plots and calculating the correlation coefficient.
4. Determine an adequate sample size, explain the importance of random sampling, and craft sound survey questions to create representative samples.
5. Draw conclusions about the larger population by calculating sample statistics and applying the properties of the normal distribution



6. Estimate the accuracy of statistics by calculating confidence intervals.
7. Develop and test hypotheses to assess the impact of changes on an entire population or estimate differences between populations.
8. Analyze the relationship between two variables and develop forecasts for values outside the data set.
9. Perform a regression analysis using Excel and interpret the output.
10. Identify the best fit line for a data set and interpret its equation.
11. Analyze the relationship between two variables and develop forecasts for values outside the data set.
12. Perform a regression analysis using Excel/SPSS/E-Views etc. and interpret the output
- 13.

**Prerequisite(s):** Basic knowledge of Research Methodology, Statistics, Excel

**Pedagogy:** PBL(Problem Based Learning), PBL(Project Base Learning), Case study, Video, Hands on Exercise, Assignments, Quiz

**Syllabus:**

**Unit I:**

Describing and Summarizing Data (Using Excel/SPSS/E-Views & R-Programming):  
Visualizing Data, Descriptive Statistics, Relationships between Two Variables

**Unit II:**

Sampling and Estimation (Using Excel/SPSS/E-Views & R-Programming):  
Creating Representative and Unbiased Samples, The Normal Distribution, Confidence Intervals, XYZ's Inventory Sampling

**Unit III:**

Hypothesis Testing (Using Excel/SPSS/E-Views & R-Programming):  
Designing and Performing Hypothesis Tests (i.e. improving the Customer Experience)  
Single Variable Linear Regression (Using Excel/SPSS/E-Views & R-Programming)

**Unit IV:**

The Regression Line, Forecasting, Interpreting the Regression Output, Performing Regression Analysis  
One- way ANOVA  
Factor analysis

**Unit V:**

Multiple Regression (Using Excel/SPSS/E-Views & R-Programming)  
The Multiple Regression Equation, Adapting Concepts from Single Regression, Performing Multiple, Regression Analysis, New Concepts in Multiple Regression



<b>Text Books:</b> 1. Paul H. Kottler, Dennis Weirich, Essentials of Management, Tata McGraw Hill. 2. Statistical Techniques in Business and Economics:13th Edition, Lind, Marchal, Wathen, TATA McGrawHill 3. Statistics for Managers: 1st edition, Chandrasekaran&Umaparvathi, PHI Learning
<b>Reference Books:</b> 1. Essentials of Business Analytics: An Introduction to the methodology and its application, BhimasankaramPochiraju, SridharSeshadri, Springer 2. Research Methodology: C R Kothari, New Age International 3. Data Visualization with R 100 Examples: Thomas Rahlf, Springer 4. Using R for Introductory Statistics: John Verzani, CRC Press
<b>Journals:</b>
<b>Case Study:</b>
<b>Links to websites:</b> •
<b>Evaluation Scheme:</b> <ul style="list-style-type: none"><li>• Class participation and attendance 05marks</li><li>• Mid Term Exam20marks</li><li>• Assignment05marks</li><li>• Team Project Presentation 10marks</li><li>• Term-End Exam60marks</li></ul> <b>Total 100marks</b>



<b>Program Name : IMBA</b>			<b>Semester: IV</b>		
<b>Course: Business Analytics Lab</b>			<b>Code: 0611403</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>40</b>	<b>60</b>
<p><b>Course Rationale:</b> Understand and critically apply the concepts and methods of business analytics. Identify, model and solve decision problems in different settings. Interpret results/solutions and identify appropriate courses of action for a given managerial situation whether a problem or an opportunity.</p>					
<p><b>Course Objectives:</b> This course is not based on rote memorization of equations or facts, but focuses on honing the understanding of key concepts, managerial judgment, and ability to apply course concepts to real business problems.</p>					
<p><b>Learning Outcomes:</b></p> <p>Students to be able to –</p> <p>Define the research problem</p> <ul style="list-style-type: none"><li>• Perform data visualization</li><li>• Perform data preparation and missing value treatment</li><li>• Demonstrate Hypothesis testing Procedure and purify the data</li><li>• Identify the right test</li><li>• Analyze the data by parametric test using Excel/SPSS/E-Views &amp; R-Programming</li><li>• Analyze the data by Non Parametric test using Excel/SPSS/E-Views &amp; R-Programming</li></ul>					



- Perform Multiple regressions Analysis.

**Prerequisite(s):** Student should have basic knowledge of statistics and mathematics

**Pedagogy:** PBL(Problem Based Learning), PBL(Project Base Learning), Case study, Video, Hands on Exercise, Assignments, Quiz

**Syllabus:**

**Unit I:**

Workshop on Describing and Summarizing Data using statistical tools like MS Excel/SPSS/E-Views & R-Programming

Descriptive Statistics, Relationships between Two Variables using business example

**Unit II:**

Workshop on Sampling and Estimation using Excel/SPSS/E-Views & R-Programming

The Normal Distribution, Creating Representative and Unbiased Samples, Confidence Intervals, XYZ's Inventory Sampling

**Unit III:**

Workshop on Hypothesis formulation and Testing using Excel/SPSS/E-Views & R-Programming

Designing and Performing Hypothesis Tests i.e. improving the Customer Experience

Single Variable Linear Regression using Excel/SPSS/E-Views & R-Programming

Simple Regression, Interpreting the Regression Output, Performing Regression Analysis

**Unit IV:**

Workshop on Multiple Regression using business case using Excel/SPSS/E-Views & R-Programming

Multiple Regression Equation, Adapting Concepts from Single Regression, Performing Multiple, Regression Analysis.

**Unit V:**

Workshop on ANOVA

Workshop on Factor analysis

**Text Books:** 1. Pearson Education, Delhi, W. G. Brainerd, *Essentials of Management Statistics*, Tata McGraw Hill.

3. Statistical Techniques in Business and Economics:13th Edition, Lind, Marchal, Wathen, TATA McGraw Hill

4. Statistics for Managers: 1st edition, Chandra sekaran &Umaparvathi, PHI Learning



**Reference Books:**

5. Essentials of Business Analytics: An Introduction to the methodology and its application, Bhima sankaram Pochiraju, Sridhar Seshadri, Springer
6. Research Methodology: C R Kothari, New Age International
7. Data Visualization with R 100 Examples: Thomas Rahlf, Springer
8. Using R for Introductory Statistics: John Verzani, CRC Press

**Journals:**

**Case Study:**

**Links to websites:**

- 

**Evaluation Scheme:**

- Class participation and attendance 10 marks
- Mid Term Exam 20 marks
- Project/Laboratory Work 20 marks

**Total**                      **50 marks**



<b>Program Name : IMBA</b>			<b>Semester: IV</b>		
<b>Course: Operation Research</b>			<b>Code: 0611404</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> <ul style="list-style-type: none"><li>Operations research helps in solving problems in different environments that needs decisions. The module cover topics that include: linear programming, Transportation, Assignment, and CPM/ PERT techniques. Analytic techniques will be used to solve problems facing business managers in decision environments.</li></ul>					
<b>Course Objectives:</b> <ul style="list-style-type: none"><li>To enable in understanding the role and relevance of operations research in management.</li><li>To enable them to use these techniques optimizing the profitability and solving the business problems of the organization.</li></ul>					
<b>Learning Outcomes:</b> <b>After completion of the course students would be able to :</b> <ul style="list-style-type: none"><li>Develop mathematical model for transportation and assignment problems to optimize resources</li><li>Solve Linear Programming problems model for managerial, social and Scientifics problems using graphical and simplex method.</li><li>Use CPM and PERT techniques, to plan, schedule, and control project activities</li><li>Solve sequencing problems for n jobs and m machines using Johnsons algorithm</li></ul>					
<b>Prerequisite(s):</b> <ol style="list-style-type: none"><li>3. Knowledge of mathematics at high school level</li><li>4. Knowledge of probability distributions and statistics, and preferably basic calculus.</li></ol>					
<b>Pedagogy:</b>					



**Syllabus:**

**Unit I**

Operations Research: Evolution, methodology and role in managerial decision making. Linear programming: Terminology; Properties and assumptions; Formulation of LP problems; Graphical method; Simplex method (Upto three variables), special cases in LPP, concept of duality.

**Unit II**

Assignment problems: Concept, Hungarian method, Special cases in assignment problems: unbalanced problems, maximization objective and multiple optimal solutions.

**Unit III**

Transportation problems: Concept, Methods of Initial Solution (NW Corner, Least Cost, and VAM) Optimal solution by MODI method. Special cases in transportation problems: unbalanced problems, degeneracy, maximization objective and multiple optimal solutions.

**Unit IV**

PERT/CPM: Network construction, Difference between PERT and CPM, calculating Floats, probability considerations in PERT.

**Unit V**

Job sequencing, Processing time, Idle Time, Johnson's Method, Processing of n job - 2 machine, Processing of n job - 3 machine.

**Textbook:**

- Swarup, K., Gupta, P.K. and Man Mohan, Operations Research, Sultan Chand & Sons, New Delhi.
- Taha, Operations Research: An Introduction, Prentice Hall of India, N. Delhi.

**Reference Books:**

- Kapoor, V.K., Operations Research, Sultan Chand & Sons, New Delhi.
- Sharma, J.K., Operations Research: Theory and Applications, Macmillan India Ltd, New Delhi.
- S. Kalavathy, Operations Research, Vikas Publishing House, New Delhi.
- Vohra, N.D.; Quantitative Techniques in Management; Tata McGraw Hill Publishing Company Ltd., New Delhi.

**Journals:**



5. European Journal of Operational Research
6. Annals of Operations Research
7. Production and Operations Management
8. Transportation Research Part E
9. Operations Research Letters

**Case Study:**

**Links to websites:**

**Evaluation Scheme:**

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**



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<b>Program Name: MBA (Integrated)</b>			<b>Semester: IV</b>		
<b>Course: Principles of Marketing</b>			<b>Code: 06110405</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> The rationale for this course is using different marketing strategies and obtain a better understanding of market needs and to satisfy them more completely. Companies that develop effective marketing strategies achieve high sales volumes at the desired profit margin					
<b>Course Objectives:</b> This course is designed to promote understanding of concepts, philosophies, processes and techniques of managing marketing operation and to develop a feel of the market place.					
<b>Course Outcomes:</b> After completion of the course, students will be able to: <ol style="list-style-type: none"><li>1. Discuss the core concepts of marketing and related terminologies.</li><li>2. Apply various concept of marketing with the real-world problems.</li><li>3. Analyze the application of consumer behaviour in the business industry.</li><li>4. Decide upon various strategies for a successful marketing campaign.</li><li>5. Evaluate successful campaigns based on marketing mix.</li></ol>					
<b>Prerequisite(s):</b> Basic understanding of core concepts of management					
<b>Pedagogy:</b> The class may start by the student's Newspaper presentation using the concepts of marketing. A mix of pedagogy would be adopted consisting of lecture, discussion, presentation, demonstration and class test. Concept of the topics will be given through short lectures. The extent & quality of learning will depend on the quality & depth of discussion in the class.					



**Syllabus:**

**Unit-I:**

Nature, scope and importance of marketing; Evolution of marketing; Selling vs Marketing; Marketing mix, Marketing environment: concept, importance, and components (Economic, Demographic, Technological, Natural, Socio-Cultural and Legal).

**Unit-II**

**Consumer Behaviour:** Nature and Importance, Consumer buying decision process; Factors influencing consumer buying behaviour.

**Market segmentation:** concept, importance and bases; Target market selection; Positioning concept, importance and bases; Product differentiation vs. market segmentation.

**Unit-III**

**Product:** Concept and importance, Product classifications; Concept of product mix; Branding, packaging and labeling; Product life- cycle; New Product Development Process; Consumer adoption process.

**Unit-IV**

**Pricing:** Significance, Factors affecting price of a product, Pricing policies and strategies.

**Distribution Channels and Physical Distribution:** Channels of distribution - meaning and importance; Types of distribution channels; Functions of middle man; Factors affecting choice of distribution channel, Physical Distribution.

**Unit-V**

**Promotion:** Nature and importance of promotion; Communication process; Types of promotion: advertising, personal selling, public relations & sales promotion, and their distinctive characteristics; Promotion mix and factors affecting promotion mix decisions.



**Textbooks:**

1. D.N Diwvedi, Economic Theory and Applications, Pearson Education, Delhi
2. Harold Koontz & Heinz Wehrich, *Essentials of Management*, Tata Mcgraw Hill.
3. Stephen F.Robbins Mary Coulter– *Management* – Prentice Hall of India Pvt. Ltd
4. Petersen, Craig H., W. Chris Lewis and Sudhir K. Jain, Managerial Economics, Pearson Education, Delhi
5. Kotler, Philip, Gary Armstrong, Prafulla Agnihotri and Ehsanul Haque. *Principles of Marketing*, 13th edition. Pearson Education.
6. Michael, J. Etzel, Bruce J. Walker, William J Stanton and Ajay Pandit. *Marketing: Concepts and Cases*. (Special Indian Edition)., McGraw Hill Education

**Reference Books:**

1. William D. Perreault, and McCarthy, E. Jerome., *Basic Marketing*. Pearson Education.
2. Majaro, Simon. *The Essence of Marketing*. Pearson Education, New Delhi.
3. Iacobucci and Kapoor, *Marketing Management: A South Asian Perspective*. Cengage Learning.
4. William D. Perreault, and McCarthy, E. Jerome., *Basic Marketing*. Pearson Education.

**Journals:**

- American Marketing Association: <https://www.ama.org/ama-academic-journals/>
- European Journal of Marketing: <https://www.emerald.com/insight/publication/issn/0309-0566>

**Links to websites:**

- Marketing Management: <https://www.pearson.com/en-us/subject-catalog/p/marketing-management/P200000005952/9780137344161>

**Evaluation Scheme:**

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Professional Activities 10marks
- Term-End Exam 60marks

**Total 100marks**



<b>Program Name : IMBA</b>			<b>Semester: V</b>		
<b>Course: Strategic Management</b>			<b>Code: 06110501</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>

**Course Rationale:**

Strategic Management is the study of achieving short and long-term business objectives through the effective use of a company's physical, intellectual, financial, and human resources.

**Course Objectives:** The objective of this course is to enable students integrate knowledge of various functional areas and other aspects of management, required to develop strategies based on organizational perceived opportunities and threats.

**Learning Outcomes:**

**After completion of the course students would be able to :**

- 1) Effectively develop and implement corporate strategies. Set up realistic business objectives. Perform daily tasks efficiently.
- 2) Formulate the vision, mission, objectives and goals.
- 3) Implement and evaluate the various business and corporate level strategies.

**Prerequisite(s):**

10. The student should have gone through all the core courses of management.

**Pedagogy:** A mix of case studies, whiteboard, PowerPoint presentation, and business news paper strategy may be used for teaching this course.

**Syllabus:**

**Unit I:** Historical perspective of Strategic management, Conceptual framework for strategic management, the Concept of Strategy, Strategy formulation: Company's vision, mission and objectives.

**Unit II:** External Environment- PESTEL Analysis, SWOT Analysis, Porter's Five Forces Model, Business ethics and corporate strategy, Concept of value chain, Core competencies.

**Unit III:** Corporate Level Strategies: Stability, Expansion, Retrenchment and Combination strategies; Corporate Strategy- Vertical Integration, Diversification and Strategic Alliances; Business level strategies: Cost, Differentiation, and Focus Strategies; Strategic analysis and choice: Environmental Threat and Opportunity Profile (ETOP), Mc Kinsey's 7s Framework, BCG Matrix.

**Unit IV:** Strategy implementation: Structural, Behavioral and Functional implementation. Strategy Evaluation: Strategic and Operational Control; Techniques of evaluation and control.



**Unit V:** Definition of global strategy, Phases of global strategy, International strategy vs. global strategy, Drivers of global strategy

**Text Books:**

1. Kazmi, Azhar, Business Policy and Strategic Management, TMGH, New Delhi
2. Gerry Johnson, Kevan Scholes, Richard Whittington, Exploring Corporate Strategy, Pearson Education, London, UK
3. P. Subba Rao, Business Policy and Strategic Management (Text and Cases), Himalaya Publishing House, Hyderabad
4. Jauch and Glueck, Business Policy and Strategic Management, McGraw-Hill Publications.
5. Thompson A.A. and Stickland A.J, Strategic Management- Concept and cases, Pearson
6. Michael Porter, Competitive Advantage of Nations, Free Press.
7. Kenneth, A. Andrews, Concepts of corporate Strategy, Irwin/McGraw-Hill
8. Melvin J. Stanford, Management Policy, Prentice-Hall

**Reference Books:**

1. Executing Strategy - The Quest for Competitive Advantage - Concepts and Cases, TMGH, New Delhi.
2. Fred R. David, Strategic Management- Concepts and Cases, PHI Learning, New Delhi.
3. Subba Rao, P, Business Policy and Strategic Management (Text and Cases), Himalaya Publishing House, Hyderabad
4. Jauch and Glueck, Business Policy and Strategic Management, McGraw-Hill Publications.
5. Thompson A.A. and Stickland A.J, Strategic Management- Concept and cases, Pearson
6. Michael Porter, Competitive Advantage of Nations, Free Press.
7. Kenneth, A. Andrews, Concepts of corporate Strategy, Irwin/McGraw-Hill
8. Melvin J. Stanford, Management Policy, Prentice-Hall

**Journals:**

- Strategic management Journal: <https://onlinelibrary.wiley.com/journal/10970266>
- Journal of Strategy and Management: <https://www.emerald.com/insight/publication/issn/1755-425X>

**Case Study:**

**Links to websites:**

- Strategic Management Insight: <https://strategicmanagementinsight.com/>

**Evaluation Scheme:**

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**



<b>Program Name : IMBA</b>			<b>Semester: VI</b>		
<b>Course: Banking ,Financial Services and Insurance</b>			<b>Code:06110502</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>cal/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>		
<b>40</b>	-	-	<b>4</b>		

**Course Rationale:**

Banks, Financial Services and Insurance play an important role in the efficient functioning of a market economy. Financial Institutions are any establishments that make these markets function efficiently. The course studies the fundamental principles that govern Banks, Financial Services and Insurance.

**Course Objectives:**

After the completion of the course the student will be able to:

1. Explain the fundamentals of the functions, and operations of the Banks and Financial Services in India
2. Illustrate the various types of risk embedded in the nature of business and managing the risk.
3. Develop the capability to understand life insurance and method of calculation of insurance premium.
4. Develop the capability to understand general insurance and method of calculation of insurance premium.
5. Discover the new concepts introduced in the banking system, financial services and insurance

**Course Outcomes:**

- Explain the basic concepts of banking, functions, negotiable instruments for effective business decision making.
- Demonstrate the different types of risk and insurance and their significance in business
- Utilize the concept of life insurance policies to calculate the insurance premium.
- Apply the concept of general insurance policies to calculate the insurance premium.
- Analyze banking risks and recent banking development to make informed decisions

**Prerequisite(s):**

The student must have studied financial management and must be aware about financial terminologies.



**Pedagogy:**

Course delivery will focus on lectures, presentation and case study.

**Syllabus:**

Unit I

OVERVIEW OF BANKING INDUSTRY: - Banking structure in India- RBI, Commercial, Rural and Cooperative banks their role and significance, functions, SLR, CRR: Concepts, Negotiable Instruments

UNIT – II

RISK AND INSURANCE — Defining risk, nature and types of risk, risk management process, Risk and its relation with insurance. Concept and significance of insurance, classification of insurance life and non life, general principles of insurance.

UNIT – III

LIFE INSURANCE — Life - principles, products term insurance endowment, insurance, pensions, Group Insurance, IRDA.

UNIT – IV. GENERAL INSURANCE: principles, products fire, marine, motor vehicles, public utility, third party insurance, group insurance, burglary insurance. Claims Settlements

UNIT – V BANKING RISKS AND RECENT DEVELOPMENTS —Credit, liquidity, market, operation, interest rate solvency, Universal Banking, E-banking, Mobile banking. ALM Process. BASEL I & 2.

**Textbook:**

1. Gordon E., Natrajan K., “Banking Law Theory and Practices”,Himalaya Publishing House, Mumbai
2. Jain P.C. &Verma.S.S. “Money & Financial System”, Sahitya Publications, Agra
3. Mittal A., Gupta S. L., “Principles of Insurance and Risk Management”, Sultan Chand & Sons, New Delhi.
4. Gupta P. K., “Insurance and Risk Management”, Himalaya Publishing House, Mumbai

**Reference Books:**

- Kandasami K.P, Parameswaran.R&Natrajan. “Banking Law and Practices”, S.Chand Publishers, New Delhi.
- Sundharam K.P.M. ,Varshney P.N., “Banking Theory Law and Practice”, Sultan Chand Publishers, New Delhi.
- Kapoor N. D., “Mercantile Law”, Sultan Chand and Sons, New Delhi .
- Periyasamy P., “Insurance Principle and Practices”, Himalaya Publishing House, Mumbai

**Journals:**



- *The Journal of Financial Markets*
- The Journal of Emerging Market Finance

**Case Study:**

- The US Housing Market and Subprime Mortgage Crisis
- SEBI and its role in preventing insider trading

**Links to websites:**

- [www.moneycontrol.com](http://www.moneycontrol.com)
- [www.bseindia.com](http://www.bseindia.com)

**Assessment Scheme:**

- |                                      |          |
|--------------------------------------|----------|
| • Class participation and attendance | 05 marks |
| • Mid Term Exam                      | 20 marks |
| • Assignment                         | 05 marks |
| • Team Project Presentation          | 10 marks |
| • Term-End Exam                      | 60 marks |

**Total** **100 marks**



<b>Program Name : IMBA</b>			<b>Semester: V</b>		
<b>Course: Consumer Behaviour</b>			<b>Code: 06110503</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> This elective course introduces concepts and tools that help marketing majoring students to understand consumer behavior and encourage them to apply them in marketing decision making.					
<b>Course Objectives:</b> To understand the concepts and frameworks relevant to marketing decision making. To introduce the tools and techniques in consumer research and insight gathering.					
<b>Learning Outcomes: After completion of the course the student would be able to</b> 1) Appreciate variations in consumer choice and usage phenomena and its impact on marketing strategy. 2) Understand Psychological and Socio-Cultural Factors influencing consumer behavior. 3) Analyze influence of these factors on choice, usage and adoption of brands. 4) Formulate Marketing Programs in the light of the above understanding and analysis.					
<b>Prerequisite(s):</b> Marketing Management (Core Course)					
<b>Pedagogy:</b> Student's Seminar, Student's Interactive Session, Case Studies					
<b>Unit I</b> Introduction to Consumer Behavior and Consumer Research: Nature, Scope and application of Consumer Behavior and Consumer Research.					
<b>Unit II</b> Consumer Decision-making Process – Problem Recognition, Information Search and Evaluation of Alternatives: Introduction, Problem Recognition, Information Search, Evaluation of Alternatives.					
<b>Unit III</b> Consumer Motivation: Introduction, Needs and Goals, motivational Conflict, Defense Mechanisms, Motive Arousal, Motivational Theories, Maslow's hierarchy of needs, Motivation Research.					
<b>Unit IV</b> Individual Determinants of Consumer Behavior: Demographics Psychographics, Environmental Influences on Consumer Behavior: Culture, Cross cultural understanding,					



social class, family, Family life-cycle group and personal influence, word of mouth communication, opinion leadership.

### Unit V

Organizational Buying Behaviour: Introduction, Organizational Buyer Characteristics, Purchase and Demand Patterns, Factors Influencing Organizational Buyer Behaviour, organizational Buyer Decision Process, Organizational Buying Roles.

### Text Books:

1. Blackwell, Roger, Miniard, Paul & Engel, James; **Consumer Behaviour**; Thomson Learning; New Delhi
2. Loudon, David J. & DellaBitta, Albert; **Consumer Behaviour**; Tata McGraw Hill; New Delhi

17. ~~Patil, Hemal K. & D. G. Sinz, Weirich, Essentials of Management, Tata McGraw Hill.~~

### Reference Books:

1. Schiffman, Leon G. & Kanuk, Leslie Lazar; **Consumer Behaviour**; Pearson Education; New Delhi
2. Soloman, Michael R.; **Consumer Behaviour - Buying, Having and Being**; Pearson Education; New Delhi
3. Nair, Suja R.; **Consumer Behaviour in Indian Perspective** ; Himalaya Publishing House; New Delhi
4. Assael, H. **Consumer Behaviour and marketing Action**, Ohio, South Western, 1995
5. Engle, J F etc. **Consumer Behaviour**, Chicago, Dryden Press, 1993 Electives (Mktg)
6. Howard, John A etc. **Consumer Behaviour in marketing** Englewood Cliffs, New Jersey, Prentice Hall Inc.1989
7. Hawkins, D I etc. **Consumer Behaviour Implications for Marketing Strategy**. Texas, Business, 1995
8. Mowen, John C. **Consumer Behaviour** , New York, MacMillan, 1993

### Journals:

- Journal of Consumer Research
- Journal of Marketing
- Harvard Business Review

### Case Study:

### Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**



<b>Program Name : IMBA</b>			<b>Semester: V</b>		
<b>Course: Sales &amp; Distribution Management</b>			<b>Code: 06110504</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> <p>This course is meant to make students understand fundamentals of Sales Management and Distribution Management. Since many students with Marketing Specialization start their career in sales, business development, retailers, wholesalers and distributors handling, it is essential to study basics of personal selling, sales management, distribution dynamics, various channels of distribution etc. Through this course, students will be equipped with basic skills required in sales and distribution management.</p>					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>1. To provide conceptual understanding of cross functional integration in areas of Sales and Distribution Management with progression &amp; customer orientation focus.</li><li>2. To relate this understanding in dissimilar business situations and support in solving business (territory/quota/ budgeting) problems in the field of Sales &amp; Distribution.</li><li>3. To understand the Managerial aspects as Sales Manager.</li></ol>					
<b>Learning Outcomes:</b> After completion of the course students would be able to: <ol style="list-style-type: none"><li>1. Comprehend the management functions that go into sales management.</li><li>2. Learn how to sell effectively along with designing territories and quotas.</li><li>3. Understand the distribution channels and how to manage channel members.</li></ol>					
<b>Prerequisite(s):</b> The students should be equipped with the basic terms used in Marketing Management					
<b>Pedagogy:</b> Lecture, Lab Practical, Exercise, Case Study, SIS					
<b>Syllabus:</b> Unit 1:					



Introduction to Sales Management: The Sales Management Function – Scope and Importance; Personal Selling Process and Approaches; The Evolving Face of Personal Selling; Sales Organization Structure; Sales Forecasting; Sales Territory Design.

Unit 2:

Sales Force Management: Sales Force Job Analysis and Description; Recruiting and Selecting Sales Personnel; Training Sales Personnel; Motivating the Sales Force; Sales Force Compensation;

Unit 3:

Evaluating Sales Performance: Control of sales expenses, Marketing and sales audit process, Evaluation of the effectiveness of sales organization, Sales analysis framework, Marketing cost and profitability analysis, productivity analysis and Sales force automation. Ethical and Legal Issues in Sales Management.

Unit 4:

Distribution Planning and Control: Role and Function of Intermediaries; Selection and Motivation of Intermediaries; Distribution Analysis; Control and Management; Channel Dynamics – Vertical Marketing Systems; Horizontal Marketing Systems; Multichannel Marketing Systems; Channel Conflict and Management.

Unit 5:

Distribution System and Logistics: Physical Distribution System – Decision Areas; Different Modes of Transport in India; Their Characteristics; Logistics Introduction – Functional Areas of Logistics; Logistics Integration for Customer Satisfaction; Distribution Costs; Control and Customer Service; Supply Chain Management (SCM); Integration of Sales and Distribution Strategy.

**Textbook:**

1. Sales & Distribution Management (Latest Edition), Panda Tapan K., Sahadev Sunil, Oxford University Press
2. Sales & Distribution Management – Text & Cases (2nd Edition), Krishna K. Havaladar, Vasant M. Cavale, Tata McGraw-Hill

**Reference Books:**

1. Sales Management: Decisions, Strategies & Cases, Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Pearson Education, Latest Edition
2. Sales Management: Concepts Practice, and Cases, Johnson F.M., Kurtz D.L., Scheuing E.E., Tata McGraw- Hill, Latest Edition



3. Selling & Sales Management, David Jobber, Geoffrey Lancaster, Pearson Education, Latest Edition
4. Sales Management, Tanner, Honeycutt, Erffmeyer, Pearson Education, Latest Edition
5. Sales Force Management, Mark W. Johnston, Greg W. Marshall, Tata McGraw-Hill, Latest Edition
6. Sales Management, William L. Cron, Thomas E. DeCarlo, Wiley, Latest Edition
7. Sales & Distribution Management, Dr. S. L. Gupta, Excel, Latest Edition

**Journals:**

**Case Study:**

**Links to websites:**

- 

**Evaluation Scheme:**

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**



<b>Program Name : IMBA</b>			<b>Semester: V</b>		
<b>Course: Marketing of Financial Services/Products</b>			<b>Code: 0611506</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> <ul style="list-style-type: none"><li>This course is an amalgamation of basic concepts of marketing and finance. The inputs from marketing management attempt to equip the finance students with the required skills to market the financial services. The course imparts knowledge about the framework of various financial services. The course will acquaint students with the fundamental concepts of 7 P's of marketing, consumer behavior and marketing strategies. The course will help the students to develop an analytical understanding to apply marketing techniques to evaluate and market the financial services to potential customers.</li></ul>					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>To provide a broad understanding of Marketing concepts as applicable to financial services</li><li>Analyze the framework of various financial services in India</li><li>To impart knowledge about formulation of marketing strategies with respect to various financial services.</li></ol>					
<b>Learning Outcomes:</b> <p><b>After completion of the course students would be able to :</b></p> <ul style="list-style-type: none"><li>Comprehend and evaluate financial environment for making informed decisions on financial services.</li><li>Understand and develop skills for execution of effective marketing strategies and programs for financial services.</li><li>Analyze and comprehend strategic market analysis into marketing programs that integrate product/service, pricing, communications and channel decisions.</li></ul>					
<b>Prerequisite(s):</b> <ol style="list-style-type: none"><li>Good Communication skills</li><li>Basic knowledge of marketing and financial management.</li></ol>					



**Pedagogy:** A mix of case studies, whiteboard, PowerPoint presentation, and business news paper strategy may be used for teaching this course.

## **Syllabus**

### **Unit I**

Introduction to Marketing of Financial Services: Introduction and Concept, Evolution and Trends of Financial Services, Current Scenario of Marketing of Financial Services, Difference between Marketing of Financial Products & Marketing of Financial Services, Introduction to 7Ps.

### **Unit II**

Product Mix of Financial Services: Banking and Insurance Products, Wealth Management Products, Third Party Insurance, Various forms of General Insurance, Various Forms of Bank Accounts, Credit cards, Public Provident Fund, Reinsurance, Mutual Funds, Post Office Deposits, Sukanya Samriddhi account.

### **Unit III**

Segmenting, Targeting and Positioning of Financial Services/Products: Various factors of Marketing Segmentation, Segmentation of Financial Market, Segmentation Strategies, Application of Market Segmentation, Targeting of Financial Services, Positioning of Financial Services

### **Unit IV**

Distribution and Pricing of Financial Services/Product: Distribution Channels of Banks, MFs, and Insurance Companies, Key Roles of Distribution Channels, Bancassurance, Distribution Channels of Financial Products for Rural Markets, Pricing Objectives, Promotional Pricing, Pricing Decisions in Financial Services

### **Unit V**

Promotional Mix & Ethical Issues in Financial Services: Roles and responsibilities of Reserve Bank of India, Roles and responsibilities of IRDA and SEBI, Ethical issues in marketing of financial services, Advertising of Financial Products, Sales promotion tools. Consumer Behaviour and Rights: Consumer Behaviour related to Financial Services, Introduction to Consumer Rights for Financial Services, Mis-Selling of Financial Products.

## **Textbook:**

3. Marketing of Financial Services by Dr. Dhananjay Bapat, Biztantra
4. Marketing of Financial Products and Services by Prof(Dr) R B Solanki, Dr Rajeshwari Malik

## **Reference Books:**

- 2 Marketing of Financial Services by V.A. Avadhani , Himalaya Publishing House
- 3 Financial Services Marketing: An International Guide to Principles and Practice by



by Christine Ennew , Nigel Waite , Roisin Waite

**Journals:**

- 1) Journal of Financial services marketing
- 2) Journal of Finance and Marketing
- 3) International Journal of management of financial services
- 4) Journal of Personal Selling and Sales Management
- 5) Journal of Consumer Behavior
- 6) Journal of marketing

Case Study:

**Links to websites:**

- **Marketing of Financial Services:** <https://link.springer.com/book/10.1007/978-1-349-24475-1>

**Evaluation Scheme:**

- |                                      |                  |
|--------------------------------------|------------------|
| • Class participation and attendance | 05 marks         |
| • Mid Term Exam                      | 20 marks         |
| • Assignment                         | 05 marks         |
| • Team Project Presentation          | 10 marks         |
| • Term-End Exam                      | 60 marks         |
| <b>Total</b>                         | <b>100 marks</b> |



<b>Program Name : IMBA</b>			<b>Semester: V</b>		
<b>Course: Income Tax</b>			<b>Code: 06110505</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> The course aims to help students to gain basic understanding of principles and law governing the taxation statute. It will provide them knowledge of structure of direct tax, system, procedure and functioning of income tax related matters.					
<b>Course Objectives:</b> The Course aims to: <ol style="list-style-type: none"><li>1. Provide the participants a broad understanding of direct tax law as applicable in India.</li><li>2. Provide practical knowledge of computation of total income, assessable value, tax liability, assessment procedures and functioning of taxation related matters</li></ol>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ol style="list-style-type: none"><li>1. Understand the provision of Income Tax law as applicable in India</li><li>2. Apply their understanding about income tax in business related decisions</li><li>3. Compute the different sources of income with respect to specific heads of earning</li><li>4. Compute the total income earned and tax liability arising there on</li><li>5. Make the tax management and tax planning.</li></ol>					
<b>Prerequisite(s):</b>					



Working knowledge of Microsoft excel for computing total income and tax liability, and payment there of

**Pedagogy:**

A mix of pedagogy would be adopted;

- Conceptual inputs will be given through the short lectures and problem solving method
- Wherever applicable “real life” cases will be used for providing the base for application of concepts.
- Projects/Assignments will be used for experiential learning.

**Syllabus:**

**Unit-I:**

Basic concepts of income tax, Definitions: Person, Assessee, Previous year, Assessment year, Finance bill, Finance Act, Residential status and tax incidence of an individual, scope of total income, income exempted from tax under section 10.

**Unit-II:**

Income from salaries: Basic salary, allowances, perquisites, provident funds, retirement benefits,, income from house property: GAV, NAV, Deductions, profits and gains of business and profession: Expenses allowed as deduction, Inadmissible expenses

**Unit-III:**

Income from capital gains: Capital assets, Transfer, STCG, LTCG, Exemption under section 54/54B/54EC/54F, income from other sources, set off and carry forward of losses, clubbing of income

**Unit-IV:**

Provisions of deductions under chapter VI-A, meaning of gross total income, total taxable income, assessment of individuals & Hindu Undivided Family

**Unit- V:**

Deduction of tax at source, Collection of tax at source, advanced payment of tax

**Text Books:**

1. Dr. Vinod Kumar Singhania, Corporate Tax Planning, Taxmann’s Publication
2. Dr. Girish Ahuja & Dr. Ravi Gupta, Simplified approach to Corporate Tax Planning & Management, Wolters Kluwer

18. ~~Benjamin Klein, Dr. Girish Weirich and Esaltia K of Manu Manuial The Manu Hill~~

**Reference Books:**



1. Dr. H.C. Mehrotra, Corporate Tax Planning and Management, Sahitya Bhawan Publication, Agra
2. Mr. Sandeep K Sahu, A summarised notes on income tax law
3. CA Raj kumar Agarwal, Handbook on income tax, Bharat's Publication
4. Dr. Yogendra Bangar, a comprehensive guide to Taxation, Bangar's Publication
5. Dr. Girish Ahuja & Dr. Ravi Gupta, Systematic approach to income tax, Wolters Kluwer

**Links to websites:**

- [www.incometax.gov.in](http://www.incometax.gov.in)

**Evaluation Scheme:**

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**



<b>Program Name : IMBA</b>			<b>Semester: V</b>		
<b>Course: Legal Dimensions of International Business</b>			<b>Code: 06110507</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> The paper is to acquaint students with the legal dimensions of international business and enable them to formulate strategies as compatible with laws and treaties governing international business operations.					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>1. To make students able to frame business opportunities as per the legal framework.</li><li>2. To introduce various legal agencies across the world engaged into business conduct.</li></ol>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ol style="list-style-type: none"><li>1. Manage the business internationally within the legal framework.</li><li>2. Evaluate the right mode of entering in to international market.</li><li>3. Formulate the business practices which are in line with the legal expectations.</li></ol>					
<b>Prerequisite(s):</b> The students should be equipped with the basic terms used in business law along with the background knowledge of various agreements in the business.					
<b>Pedagogy: SIS, SS, Case study, Video, Assignments, Quiz</b>					
<b>Syllabus:</b> <b>Unit-I</b> Legal Framework of International Business: Nature and complexities; International conventions and trade law; Code and common laws and their implications to business; International Business contract – Legal provisions; Payment terms; International sales agreements; Rights and duties of agents and distributors <b>Unit-II</b> Contract of Enforcement and Dispute Settlement; International Commercial Arbitration and Enforcement of Foreign Awards. Regulatory Frame work of WTO: Basic principles and charter of GATT/WTO; GATT/WTO; provisions relating to preferential treatment to developing countries, regional grouping, subsidies, technical standards, antidumping duties, and other NTBs, Customs Valuation; Dispute settlement; Implications of WTO to important sector – GATS, TRIP and TRIMs.					



**Unit-III**

Regulations and Treaties Relating to Licensing, Franchising, Joint Ventures, Patents and Trade Marks, Technology Transfer and Telecommunications; Restrictions on trade in endangered species and other commodities as based on international conventions; Taxations Treaties.

**Unit-IV**

Regulatory Framework Relating to Electronic Commerce. India Laws and Regulations Governing International Business Transactions –FERA/FEMA, Taxation of foreign income; Foreign investment; Setting up offices and branches abroad.

**Unit-V**

Competition Law: National and International Dimensions. Consumer Law; National and International Dimensions.

**Textbook:**

- Bansal. A.K., Law of Commercial Arbitration, Universal law House, Delhi.
- Chuah; J., International Trade Law: Questions and Answer Series, Cavendish. London.
- Chush, J. C. T., Law of International Trade. Sweet and Maxwell, London.
- Indian Council of Arbitration Case Law on UNCITRAL Model Laws on International Commercial Arbitration. New Delhi.

**Reference Books:**

- Jain, R., Foreign Exchange Management Law and Practice, Vidhi, New Delhi.
- Pam borides, G.P., International Shipping Law: Legislation and Enforcement, Kluwer Law International. London.
- Petersmann, E. Ed., International Trade Law and GATT/WTO Dispute Settlement System. Kluwer Law International London.
- Trebilcock, M. and Robert Hawse, Regulation of International Trade, Rout ledge, London.
- Wadhwa, B.C., Relating To Patents, Trademarks, Copyrights and Design Universal Law House, New Delhi.

**Note: All the books should be of latest edition.**

**Journals:**

**Links to websites:**

**Evaluation Scheme:**

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks



# SGT UNIVERSITY

SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY  
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• Term-End Exam	60marks
<b>Total</b>	<b>100marks</b>

<b>Program Name : IMBA</b>			<b>Semester: V</b>		
<b>Course: International Human Resource Management</b>			<b>Code: 06110508</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>

**Course Rationale:** This paper intends to acquaint the students with the concepts and strategies of international human resource management and to enhance their skill to effectively manage human resource in international perspective.

### Course Objectives:

1. To understand the concept of HRM at international level.
2. To manage the Human Resource across the globe with best of the practices.
3. To Design and manage the training and Development programs across the borders.

### Learning Outcomes:

After completion of the course, students would be able to:

1. Practice the HR practices across the national boundaries.
2. Recommend the best of the strategies of HRM for expatriate staff.
3. Develop the need based training programs for the international employees.

**Prerequisite(s):**The students should be equipped with the basic terms used Human Resource Management along with the background knowledge of various tasks of HR Manager.

**Pedagogy:**SIS, SS, Case study, Video, Assignments, Quiz

### Syllabus:

#### Unit I:



**Introduction and International Context of HRM:** Concept and objectives of human resource management; Traditional and modern perspectives in HRM; Themes in HRM; Contemporary global trends in HRM. Cross national differences in personnel and organisations: Cultural Factor in human resource policies; Complexities and issues in managing human resource across countries; International HRM department and functions; Models of international HRM.

**Unit II:**

**International Staffing and Compensation :** Recruitment – sources of international human resource power; selection strategies for overseas assignments; International transfers; Problems of repatriation of overseas expatriates and strategies to tackle these problems. Factors, package, methods and trends ; Motivation in cross-cultural context.

**Unit III:**

**Training and Development:** Training and development for expatriates; training and development for international staff.

**Unit IV:**

**Direction, Supervision and Control:** Issues and strategies for directing and supervising in international context; Enhancing interpersonal communication; Performance appraisal – Criteria and process; international control mechanism.

**Unit V:**

**International HRM and industrial Relations:** A framework for international industrial relations; Employees participation – Practices in various countries.

**Designing Organizations:** for Dynamic International Environment; Human resource aspects in acquisitions and mergers; Challenges to international human resource managers.

**Text Books:**

- Black, J.S. and M. Mendaenhall, Readings and Cases in International Human Resource Management PWS-Kent, Boston.
- Dowling, Peter J. Denise E. Welch and Randall S. Schuler, International Human Resource Management : Managing People in a Multiple Context, South Western College Publishing, Cincinnati.

19. Pearson Education, Delh

**Reference Books:**

- Beumont, P. B., Human Resource Management, : Key Concepts and Skills, Sage,London.
- Harzing, Ann wil and Joris Van Ruysseveldt, International Human Resource Management: An Integrated Approach, Sage Publication, London.
- Hollinshead, G. and Mike Leat, Human resource Management – An International and Comparative Perspective on the Employee Relationship, Pitman Publishing, London.
- Mabey, Christopher, Graeme Salaman and John Storey, Human Resource Management : A Strategic Introduction, Blackwell, Oxford.

Note: All the books should be of latest edition

**Journals:**



**Case Study:**

**Links to websites:**

- 

**Evaluation Scheme:**

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**



<b>Program Name : IMBA</b>			<b>Semester: V</b>		
<b>Course: Entrepreneurial Strategy</b>			<b>Code: 06110509</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> Entrepreneurship plays an influential role in the economic growth and development of the country. As the world economy is changing so is the dynamism of the business world. The aim of this course is to instill and kindle the spirit of Entrepreneurship amongst students. The idea of this course is to create “job providers rather than job seekers”					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>1. The objective of this paper is to impart knowledge about various stages of the research processes and their application in decision making.</li><li>2. The students will be able to plan, design and earn out business research using scientific methods and prepare research report(s).</li></ol>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ol style="list-style-type: none"><li>3. Appreciate the differences between methods of research and research designs</li><li>4. Apply various research methods and designs for different research designs</li><li>5. Design the research plan for topic of student’s choice</li></ol>					
<b>Prerequisite(s):</b> The students should be equipped with the basic terms used in statistics					
<b>Pedagogy: Case study, Video, Assignments, Quiz, formative assessment</b>					
<b>Syllabus:</b> <b>Unit I</b> Business Research: Meaning, Need, Types, Approaches, Research methods vs Research Methodology, Research Process, Role of research in important areas, Identification and Formulation of Research Problem, Variables and Variable type, Hypothesis, Types and Formulation of Hypothesis <b>Unit II</b> Research Design: Meaning, Need, and Different research design: Exploratory, Descriptive. Experimental and Diagnostic and Survey Research, Features of a good research design					



**Unit III**

Sampling design: Meaning, Need, and Advantages of sampling over census, Probability and Non probability Sampling Methods, Criteria of Selecting a sampling procedure, Factors influencing sample size

**Unit IV**

DataCollection Methods: Questionnaire/schedule; Questionnaire designing, Interview and Observational methods, Measurement Scales, Techniques of Developing Scales, Reliability and Validityof scales

**Unit V**

Data Analysis: Descriptive and Univariate Statistics; Bivariate Analysis: Test of Difference, Measures of Association; Introduction to Multivariate Analysis, Report Writing: Need, Types and Characteristics of a research report.

**Textbook:**

- *William G. Zikmund, Business Research Methods, 7th Edition, Cengage Learning, India.*
- *K.N. Krishnaswamy, Appa lyer Sivakumar, M.Mathirajan, Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson Education*
- *Ranjeet Kumar, Research Methods, Pearson Education*
- *Donald S. Tull, Del I. Hawkins, Marketing Research, Measurement and Methods, 6th Edition, PHI*
- *Naresh Malhotra and Satya Bhushan Das, Marketing Research: An applied Orientation, Pearson Education*
- *Mcburney, Research Methods, 7th Edition, Cengage Learning, India.*

**Reference Books:**

- *J. K. Sachdeva, Business Research Methodology, Himalaya Pub. House*
- *Paul E. Green, Donald S. Tull, Research for Marketing Decisions, 5th Edition, PHI.*

**Journals:**

- Journal of Consumer Research
- Journal of Marketing Research

**Evaluation Scheme:**

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

**Cases:** The Faculty should discuss at least one case per unit.



<b>Program Name : IMBA</b>			<b>Semester: V</b>		
<b>Course: Lean Start-Up</b>			<b>Code: 06110510</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> Entrepreneurship plays an influential role in the economic growth and development of the country. As the world economy is changing so is the dynamism of the business world. The aim of this course is to instill and kindle the spirit of Entrepreneurship amongst students. The idea of this course is to create “job providers rather than job seekers”.					
<b>Course Objectives:</b> The Lean Startup Entrepreneurship course will help students learn how to develop your own business idea and turn it into a successful startup. The course will also give students the opportunity to gain unique insights in entrepreneurship.					
<b>Learning Outcomes:</b> <ul style="list-style-type: none"><li>• Recognize the fundamental principles of lean startup and Describe how the lean cycle works</li><li>• Increase the velocity of learning in your organization</li><li>• Design an experiment and Choose appropriate measurement techniques</li></ul>					
<b>Prerequisite(s):</b> Basic knowledge about business and related legal compliances					
<b>Pedagogy:</b> The course will include a mix of lecture, case studies, exercises, role play, corporate visits, and guest speakers.					
<b>Syllabus:</b> <b>Unit-I: Introduction to Lean Start Up</b> Meaning, definition, role of Len Start ups, Origin of Lean Start up, Principles of Lean Start ups, Overview to Len Start up, Basics of Lean Canvas, Components in Lean Canvas. <b>Unit-II: Blueprint to Lean Start up</b> Developing the Vision, Measuring productivity, developing feedback loop, developing a system of disruptive innovation, validating Learning, Experimenting phase of Start up <b>Unit-III: Managing &amp; Controlling Lean Start up</b> Evaluating the feedback loop, minimizing the overall cost and maximizing the returns, Formulating Lean start up strategy, Customer discovery and archetype, Testing phase through MVP, Innovation accounting, Pivot- Meaning, types. <b>Unit-IV: Growth of Start up</b> Value in start up, Just in time, Sustainable growth, Small batch vs Large batch, Customer drive in sustainable growth, Product/ Market Fit, Adaptation and Innovation. <b>Unit-V: Start Ups in Indian Economy</b>					



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Overview, Meaning, definitions of Start Ups, Role of Start ups in Developing economy of the country, Start ups in Social development, Government support for start ups in India, Growth of Start ups in India, Issues and Challenges associated with Startup development.

### Textbook:

D.F. Kuratko and T. V. Rao (2016), Entrepreneurship: A South Asian Perspective, Cengage Learning.

### Reference Books:

1. Eric Ries., **The Lean Strt up**, Crown Publishing Group, USA, 2011.
2. Alistair Croll and Benjamin Yoskovitz., **Lean Analytics**, 2013.
3. Ash Maurya., **Scaling Lean: Mastering the Key Metrics for Startup Growth**, 2016.
4. Michel Gelobter, **Lean Startups for Social Change: The Revolutionary Path to Big Impact**, 2015

### Journals:

1. Entrepreneurship Theory and Practice
2. International Entrepreneurship and Management Journal
3. Journal of Intellectual Capital
4. Journal of Business Venturing
5. European Journal of Innovation Management

### Case Study: NA

### Links to websites:

1. [www.mooc-list.com/tags/entrepreneurship](http://www.mooc-list.com/tags/entrepreneurship) ONLINE RESOURCES
2. [https://www.startupindiahub.org.in/content/sih/en/learning-and-development\\_v2.html](https://www.startupindiahub.org.in/content/sih/en/learning-and-development_v2.html)
3. <http://nptel.ac.in/courses/110105067/>
4. <http://nptel.ac.in/courses/109105098/>
5. <https://lmswise.wfglobal.org/>
6. <http://blogs.hbr.org/>

### Evaluation Scheme:

- |                                      |         |
|--------------------------------------|---------|
| • Class participation and attendance | 05marks |
| • Mid Term Exam                      | 20marks |
| • Assignment                         | 05marks |
| • Team Project Presentation          | 10marks |
| • Term-End Exam                      | 60marks |

**Total 100marks**



<b>Program Name : IMBA</b>			<b>Semester: V</b>		
<b>Course: Industrial Relations &amp; Labour Law</b>			<b>Code: 06110511</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> This course is structured to provide students with the opportunity to explore a basic theoretical approach to industrial relations with the dominant objective of the course being to develop a practical understanding of the dynamics of industrial relations in India.					
<b>Course Objectives:</b> 1. To Provide conceptual framework of Industrial Relation. 2. To make students aware with the Indian Labour legislation. 3. To make students aware with the basic requirements and mandate of labour legislations. 4. To help the students to understand the existing framework of Industrial Relation and Labour legislation.					
<b>Learning Outcomes:</b> 1. Student will be able to get knowledge of Industrial Relation framework. 2. Course will help student to develop competency to understand the importance of Employee Relation within the perspective of Industrial Relation. 3. Complete knowledge about relevant Laws of HR management. 4. Development of student's competency to interpreted and implements the Labour Laws within organization.					
<b>Prerequisite(s):</b> Knowledge of Basics of Human Resources Management					
<b>Pedagogy:</b> Case based analysis, group exercises, quizzes, videos, presentations and lectures					
<b>Syllabus:</b> <b>Unit I:</b> Aspects of Industrial Relations, Objectives & Importance of industrial Relations, Emerging challenges of IR in India, Linking Industrial Relations with economic growth of a country, Trade					



Unionism: Development of trade unionism, functions, type and structure, problems & suggestive remedial measures of trade unions.

**Unit II:** Collective Bargaining: Significance, types & procedure of Collective bargaining Discipline, Misconduct, Disciplinary Action, Types of Punishments, Code of Discipline, Domestic Enquiry. Grievance Handling in IR: Grievance Settlement Procedure, Employee Participation and Empowerment: Objectives, Employee Participation, Advantages of Employee Participation, Employee Participation in India, Methods of Participation, Employee Empowerment.

**Unit III:** The Factories Act, 1948 &  
The shop & Establishment Act 1948,  
The Payment of Wages Act, 1923,  
The Workmen's compensation Act, 1972  
The Industrial Disputes Act, 1947

**Unit IV:** The Payment of Minimum wages act 1936,  
The Contract Labor (Abolition & regulative) act  
The ESI Act, 1948,  
Child Labour (Prohibition & Regulation) Act, 1986 and its latest amendment,

**Unit V:** The payment of Bonus Act, 1965,  
The payment of Gratuity Act, 1972,  
The Maternity Benefit Act, 1961.

**Text Books:** Taxmann (2014) Labour Laws", Taxmann Allied Services Pvt. Ltd. Tata McGraw Hill.  
2. P. R. N. Sinha, Indu Bala and Shekhar, Seema Priyadarshini (2004) Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, New Delhi.

**Reference Books:**

1. Srivastava SC - Industrial Relations and Labour Laws (Vikas, 2000, 4th Ed.)
2. Monappa Arun, "Industrial Relations and Labor laws", Tata McGraw Hill Edition, New Delhi, 2007.
3. Taxmann (2009) Labour Laws", Taxmann Allied Services Pvt. Ltd.
4. Sinha, P.R.N., Sinha, InduBala and Shekhar, SeemaPriyadarshini (2004) Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, New Delhi.
5. Mamoria, Mamoria and Gankar, "Dynamics of Industrial Relations", Himalaya Publishing House, New Delhi, 2007.
6. D. P Sahoo: Employee RELations Management - Texts and Cases (Sage Publication)

**Journals:**

- *The Journal of Industrial Relations-Sage Pubblication*
- *Industrial Relation journal- Wiley*
- *Indian Journal of Industrial Relations*

**Case Study:**

1. SAIL's Voluntary Retirement Scheme
2. BATA India's HR problems
3. The Indian Call Centre Journey



4. State Bank of India – The VRS Story
5. Philips India – Labor Problems at Salt Lake

**Links to websites:**

- [www.http://publishingindia.com/ijir](http://publishingindia.com/ijir)
- <https://onlinelibrary.wiley.com/journal>
- <https://www.jstor.org/journal/indijindurela>
- <https://www.emerald.com/>

**Evaluation Scheme:**

• Class participation and attendance	05 marks
• Mid Term Exam	20 marks
• Assignment	05 marks
• Presentation	10 marks
• Term-End Exam	60 marks
<b>Total</b>	<b>100marks</b>

**Session Plan:**



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<b>Program Name : IMBA</b>			<b>Semester: V</b>		
<b>Course: Strategic Human Resource Management</b>			<b>Code: 06110512</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> The HR managers are expected to contribute to business strategies unlike in the past. The course will enable students to understand and to appreciate various HR strategies that are to be linked/ aligned to business strategies and help the organizations to attain higher level of growth.					
<b>Course Objectives:</b> <ul style="list-style-type: none"><li>To develop and Comprehend the role of HR planning as part of important strategy in linking with business strategy/ goals of organization.</li></ul>					
<b>Learning Outcomes:</b> <ul style="list-style-type: none"><li>To Gain competencies on choosing right outsourcing strategies for better financial and effective performance</li><li>To understand and Comprehend on the requirements of diversity in organization and develop strategies for implementation</li></ul>					
<b>Prerequisite(s):</b> <ul style="list-style-type: none"><li>The students must have studied Human Resource Management earlier.</li><li>The students must have understanding of Strategy and Human Resource Trends</li><li>The students must be willing to have an interactive session with different pedagogy adopted.</li><li>The students must be involved and participative in the classroom.</li></ul>					
<b>Pedagogy:</b>					



The syllabus would be involving a blend of Student seminar, Cases, Discussions; Problem based exercises, and other andragogy according to the topics and students understanding. Excel classes will be conducted for the student under this subject.

**Syllabus:**

**Unit I:**

Introduction to Strategic Human Resource Management , Business/Corporate plan Environmental scanning for framing business plan/strategies, Universal, Contingency, and Configurational views on Strategic Human Resource Management, Linkage with Macro business forecasting process  
- Factors influencing Human Resource planning, Role of Human resource in Organizations

**Unit II:**

Changing Role of Human Resource Professionals, Strategic framework for VUCA environments, Human Resource Management flexibility to manage VUCA environment, Techniques for forecasting demand & Supply of Human Resource for aiding business requirements – competitive edge, Building and sustaining Organizational - Human Resource strategy, Outsourcing Strategy – issues, challenges , Downsizing & Restructuring as strategic options for better growth

**Unit III:**

Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards and how they are different from HR Analytics, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework and (c) Talentship Framework, 5 overarching components of an effective Analytics framework

**Unit IV:**

Retention strategies for organizational growth, Managing Diversity- Diversity as a strategic tool, Applying Balanced Scorecard to Human Resource, Determining person- organization fit & person-job fit, Employee entry & socialization, Local issues in Staffing, Career Planning Systems, Organization Culture Building

**Unit V:**

Social Accountability, Sustainability and Human Resource Management, Human Resource Risk Management, User needs analysis , Technology as an enabler, Internationalization: Context, Strategy, Structure and Processes, Managing an International Staff, Multi Rater Feedback Systems, Employment Relationships in different contexts , Managing Exit, Human Resource Implications in current scenario

**Text Books:**

*Strategic Human Resources Planning*, 6e, Monica Belcourt, Kenneth James McBey, National Education Limited, 2015  
*Essentials of Human Resource Management*, 12th Edition, Stephen P. Robbins & David A. Dechow, Prentice Hall, 2011  
*Essentials of Human Resource Management*, 12th Edition, Stephen P. Robbins & David A. Dechow, Prentice Hall, 2011

**Reference Books:**

- *Aligning Human Resources and Business Strategy*, Linda Holbeche, Routledge, 2001.
- *International Human Resource Management*, 6e, Peter Dowling, Marion Festing & Allen D. Engle, Cengage Learning, 2013.
- *Understanding and Managing Diversity: Readings Cases and Exercises*, 6e, Carol P. Harvey, M. June Allard, Pearson, 2014.



- **Journals:** <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/practicingstrategicichumanresources.aspx>
- <https://www.researchgate.net/publication/237935309> How Executive SHRM System Links to Firm Performance The Perspectives of Upper Echelon and Competitive Dynamics
- <https://journals.indexcopernicus.com/search/details?id=31788>

**Case Study:**

Talent Poaching: How to lure a star employee to work for you. Page: 161-62. (Textbook)

A downsizing decision at the department of public works – page-286-88 (Textbook)

Dell computers ( A) – Field services for corporate clients (HBS, 2007)

Sonoco Products Co (A): Building a world class HR Organization (2005)

Sun Microsystems Page: 135 (Textbook)

Infosys (A): Strategic Human Resource Management (HBS case study, 2006)

Becton Dickinson (E): An Assessment of Strategic Human Resource Management Profiling (HBS case study, 2017)

**Links to websites:**

- <https://www.shrm.org/>
- <http://www.publishingindia.com/jshrm/>

**Evaluation Scheme:**

• Class participation and attendance	05 marks
• Mid Term Exam	20 marks
• Assignment	05 marks
• Team Project Presentation	10 marks
• Term-End Exam	60 marks
<b>Total</b>	<b>100marks</b>



<b>Program Name : IMBA</b>			<b>Semester: V</b>		
<b>Course: Quality Management &amp; Business Excellence</b>			<b>Code: 06110513</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> The course would aim at the conceptualization of Quality from Design to Process to Service assurance. In addition to that, it focuses on Quality Management Systems (QMS). The course would also aim to closely link management of quality with maintenance and environment for total product assurance along with the dimensions of quality in services in the contemporary environment. Organizations aim at achieving maximum customer satisfaction at the lowest overall cost, focus on delivering a quality product or service by improving processes and setting up a world class quality management system.					
<b>Course Objectives:</b> 1. Understand the concepts of Quality & Quality Management 2. Familiarizing the students to diagnosing problems in Quality process & applying various Quality improvement techniques 3. Introduce the system approach to Quality management & explain various Industry Quality System certifications 4. Develop learning & analytical skills to analyze and solve quality problems in an organization 5. Understand the principles of Service quality and ways to improve customer satisfaction					
<b>Prerequisite(s):</b> . Understand the basic concepts of Production and Operations management.					
<b>Pedagogy:</b> The study plan covering readings, classroom lectures, exercises, videos, case studies, group work project and assignments corresponding to each session					



**Syllabus:**

**Unit – 1**

**Overview of Quality**

Introduction to Quality, Definition of Quality, Quality and global competitiveness, Dimensions of Quality, Quality Gurus, Quality organization- roles & responsibilities, Product & Process Quality, Critical-to-Quality Characteristics, Cost of Quality and Customer satisfaction.

**Unit – 2**

**Quality Management**

Overview of Quality Management, Principles of Quality Management, Components of Quality Management, Quality Planning, Quality Control, Quality Assurance, Quality of Design, Taguchi's Loss Function, Quality management in product planning (VOC, QFD), Quality management in product development (FTA, FMEA, Poka-Yoke), Quality Management and Environment and Safety.

**Unit - 3**

**Quality System**

Quality Management System, Quality as a Strategic decision, Quality Policy and Organization Quality Certifications, Introduction to relevant standards-ISO 9000, ISO 14000, QS 9000, CMMI, Lead Assessment, Quality Audits, Quality Awards, Benchmarking

**Unit – 4**

**Service Quality**

Overview of Service Quality, Determinants of Service Quality, Developing Service Quality Culture and Ethics, Design for Quality, Service Quality Deployment, Customer focus, Meeting customer needs and expectations, Customer feedback and Satisfaction, Use of scales like SERVQUAL and LODGSERV, Customer Value Analysis, Human aspects of Service Quality, Service Excellence

**Unit – 5**

**Quality Improvement**

Quality management methods for problem solving, 7 QC Tools, Kaizen, Six Sigma, Lean, PDCA, TPM, Quality Circles, 5S, Process Capability Studies, Business Process Reengineering

**Textbook:**

- Nancy R. Tague. The Quality Toolbox. 2<sup>nd</sup> Edition
- Ross, J. E. (1999). Total Quality Management: Text Cases and Readings. New Delhi: Deep & Deep Publications

**Reference Books:**

1. Antony,J.,(2002).Understanding, managing and implementing quality. London: Routledge
2. Oakland, J. S. (2003). Total quality management: Text and cases (2<sup>nd</sup>ed.). London: Butterworth
3. Stamatis, D. H. (1997). Total Quality Service: Principles, Practices & Implementation.Delhi: Deep & Deep Publications
4. Jerry Banks (2004). Principles of Quality control: John Wiley & Sons



5. Goetsch, D. L., & Davis, S. B. (2016). Quality management for organizational excellence: Introduction to total quality (8th ed.). Upper Saddle River, NJ: Pearson. ISBN: 978-013379185
6. R. Kesavan, C. Elanchezhian, B. Vijaya Ramnath: Total Quality Management 25 Jul 2008
7. Hoyle D: ISO 9000 Quality systems handbook: Butterworth/Heinemann 1997
8. Raghavachari, M. & Ramani, K. V. (Eds.). (2000). *Delivering Service Quality*. New Delhi: Macmillan

**Online Resources:**

1. <https://asq.org/quality-resources>  
This site covers Standards, Articles, Case studies, Monthly e-newsletter, Quarterly Journals on various topics of interest in the field of Quality
2. <https://www.iso.org/standards.html>  
This site has various ISO standards, Newsroom ISOFOCUS
3. Business Process Improvement Resource See the Business Excellence Models  
<https://www.bpir.com/total-quality-management-business-excellence-models-bpir.com.html>  
This site has various Business Excellence models, Newsletter, Resources for reference from self-assessment tools to benchmarks to best practices
4. <https://www.tandfonline.com/toc/ctqm20/current>  
Total Quality Management and Business Excellence Journal Print ISSN: 1478-3363 Online ISSN: 1478-3371  
The journal is designed to encourage interest in all matters relating to total quality management and has articles on various topics related to Quality Management & research matters of Quality

**Evaluation Scheme:**

- |                                      |          |
|--------------------------------------|----------|
| • Class participation and attendance | 05 marks |
| • Mid Term Exam                      | 20 marks |
| • Assignment                         | 05 marks |
| • Team Project Presentation          | 10 marks |
| • Term-End Exam                      | 60 marks |

**Total** **100 marks**



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<b>Program Name: IMBA</b>			<b>Semester: V</b>		
<b>Course: World Class Manufacturing</b>			<b>Code: 06110514</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> In today's competitive environment and increased level of globalization, Indian industries need to adopt World-Class Manufacturing Practices for achieving zero defects in a consistent manner. World Class manufacturing strategies focus on process & product quality for customer satisfaction and reducing the Quality Costs, JIT Production techniques, workforce management, agility in meeting customer requirements and lean cum learning organization. Implementing world class manufacturing practices will enable the company to be one of the best in each field viz. Quality, Price, Delivery reliability and Agility.					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>1. Understand the latest trends &amp; techniques in manufacturing industries</li><li>2. Understand how firms achieve superior production standards</li><li>3. Identify the challenges faced by the organizations in implementation of World-Class manufacturing practices</li><li>4. Develop learning &amp; skills for effective implementation of World-Class manufacturing practices</li><li>5. Familiarizing the students to the impact of World-Class manufacturing practices on cost saving, reduction in rejection &amp; wastes</li></ol>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to:					



1. Learn about the relevance and basics of World Class Manufacturing.
2. Learn about the different models used to incorporate excellence and agility in manufacturing/services.
3. Get through understanding of the concept of Total Quality Management and its associated tools and techniques.
4. Learn about the terminologies and concepts of Total Productive Maintenance and Business Process Re-engineering.
5. Learn about the latest technological advancements which are changing and improving the manufacturing process and delivery of services.

**Prerequisite(s):**

Basic Knowledge of Operations Management & Manufacturing

**Pedagogy:**

The study plan covering readings, classroom lectures, exercises, videos, case studies, group work project and assignments corresponding to each session

**Syllabus:**

**Unit-1**

**World Class Manufacturing (WCM)**

Concepts and Evolution of WCM, Understanding the linkage between Operations Strategy and WCM, Global competitiveness and Manufacturing excellence, WCM & Information Age competition, Manufacturing challenges & problems in manufacturing industry, Benchmarks for excellence in operational performance with global examples, Human resource dimensions in WCM- High employee involvement, morale & team work, cross functional teams.

**Unit- 2**

**Models for manufacturing excellence & Agile Manufacturing**

Schonberger, Halls, Gunn & Maskell models, Distinction between flexibility and agility, Flexible Manufacturing System (FMS), Model for implementing flexible and agile manufacturing, Cellular manufacturing systems.

**Unit-3**

**Total Quality Management (TQM) & Lean**

Concepts and framework of TQM, Roadmap to Implementation of TQM, Quality through design, Six Sigma approach, Statistical Quality Control, 5S, Kaizen, Kanban- A lean production tool, Just-



in-Time (JIT) and Lean Operations, JIT pull system, JIT purchase, Japanese manufacturing techniques particularly Toyota Production System, Critical elements of JIT, Operational Framework for concurrent implementation of TQM and JIT.

#### **Unit-4**

##### **Total Productive Maintenance (TPM) & Business Process Reengineering**

Concepts and Evolution of Total Productive Maintenance, Metrics of TPM, Overall Equipment Effectiveness (OEE), Autonomous Maintenance, Roadmap to TPM implementation, Concepts of Business Process Re-engineering, BPR implementation model.

#### **Unit-5**

##### **Automation & Technology in WCM**

Automation in design & manufacturing, Role of IT in world class manufacturing, Computer Integrated Manufacturing Systems (CIMS), Enterprise Resource Planning (ERP)- Need and Evaluation of ERP for Operations Management.

#### **Textbook:**

- Hall, R. (1987). Attaining Manufacturing Excellence. Irwin: Dow-Jones
- Richard J Schonberger: World Class Manufacturing-The lessons of Simplicity/Free Press

#### **Reference Books:**

1. Evans, J. R., & Collier, D. A. (2007). Operations Management: An Integrated Goods and Services Approach. Cengage Learning
2. Shingo, Shigeo. (1989). A Study of Toyota Production System from Industrial Engineering Viewpoint Tokyo: Japanese Management Association
3. Willmott, Peter.,&Carthy, Mc .(2001). TPM: A Route to World Class Performance (2<sup>nd</sup>ed.). Butterworth-Heinmann
4. Womack, Jones. P., & Jones, Daniel. T. (2003). Lean Thinking: Banish Waste and Creating Wealth in your Organization. UK: Simon & Schuster
5. Ron Moore, Butterworth Heinemann: Making Common sense Common practice- Models for Manufacturing Excellence

#### **Online Resources:**

1. International Journal of Emerging Technologies and Innovative Research  
ISSN: 2349-5162

<http://www.jetir.org/>

It contains advances in research pertaining to applied, theoretical and experimental Technological studies in the areas of Operations Management and Manufacturing Engineering



2. World Class Manufacturing: Further Evidence in the Lean Production Debate Nick Oliver , Rick Delbridge , Dan Jones , Jim Lowe

<https://onlinelibrary.wiley.com/doi/abs/10.1111/j.1467-8551.1994.tb00130.x>

This paper reports the results of a study into the performance and management practices of 18 auto components plants, nine of which were located in the UK and nine in Japan. The study compared the performance of these plants

3. World-class manufacturing by Fiat.

Andrea Chiarini & Emidia Vagnoni

<https://www.tandfonline.com/doi/abs/10.1080/00207543.2014.958596>

It contains comparison of Fiat with Toyota Production System from a Strategic Management, Management Accounting, Operations Management and Performance Measurement dimension

4. "IMPLEMENTATION AND EVALUATION OF WORLD CLASS MANUFACTURING AND 5S ACTIVITIES", International Journal of Emerging Technologies and Innovative Research (www.jetir.org), ISSN:2349-5162, Vol.4, Issue 12, page no.275-279, December-2017, <http://www.jetir.org/papers/JETIR1712052.pdf>

5. De Carlo F, Richardson Simioli G (2018) Lean Production and World Class Manufacturing: A Comparative Study of the Two Most Important Production Strategies of Recent Times. Int J Ind Operations Res 1:001.

<https://www.vibgyorpublishers.org/content/ijior/fulltext.php?aid=ijior-1-001>

This paper provides the tools for a better understanding of Lean and World Class Manufacturing

**Evaluation Scheme:**

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**



<b>Program Name : IMBA</b>			<b>Semester: VI</b>		
<b>Course: International Business</b>			<b>Code: 06110602</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> <ul style="list-style-type: none"><li>The present course aims at familiarizing the participants with various aspects of macro and micro-environments that impacts the business enterprises in India in their global business forays. The objective is also to facilitate students with recent business practices and strategies learnt by the students in international markets.</li></ul>					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>To provide a broad understanding of international business and trade practices with functioning of this practices throughout globe.</li><li>Analyze the framework of various macro and micro environmental factors in Indian business organizations.</li><li>To impart knowledge about actual practices of Indian businesses at play learnt by the students.</li></ol>					
<b>Learning Outcomes:</b> <p><b>After completion of the course students would be able to :</b></p> <ul style="list-style-type: none"><li>Comprehend and evaluate different micro and macro environments for making informed decisions on international business strategies and offerings.</li><li>Understand and develop skills for execution of effective environmental scanning and strategies for new frameworks.</li><li>Analyze and comprehend strategic international business analysis into strategic programs that integrate product/service, pricing, communications and channel decisions in global markets.</li></ul>					
<b>Prerequisite(s):</b>					



3. Good Communication skills
4. Basic knowledge of business and management practices in India.

**Pedagogy:** Course will be taught using classroom teaching, case studies and multiple different tools of education.

**Unit - I**

Growth of international business: Globalisation, its Effects, Benefits & Costs, Multinationals; Firm-specific and location-specific advantages, Role of MNC's & TNCs in the developing countries. Environment of international business: Social, economic, political, legal and cultural environment, Scenario analysis & country-wide-risks of investments decisions.

**Unit - II**

International business Competitive strategies: Porter's model; Prahalad and Do's strategy model, Foreign Direct investment, Joint Ventures, Foreign Institutional Investment.

International organisation and control: Organisational structures; Control procedures; Location of decision-making, Role of Subsidiaries, Organisational Control, Bartlett & Ghoshal's Model of TNCs.

**Unit – III**

International Trade: Theories of International Trade- Absolute Advantage Theory, Comparative Cost Theory, Opportunity Cost Theory, Hecksher-Ohlin Theory., Vernon's Theory of International Product Life Cycle.

**Unit - IV**

Balance of trade and balance of payments: Constituents of Capital Account and Current Account, Reasons and remedies for Adverse BOP, Convertibility of Capital Account, Foreign exchange; Theories of Foreign Exchange rate determination-Mint Parity Theory, Purchasing Power Parity Theory, Balance of Payment Theory, Interest Rate Parity Theory.

**Unit – V**

Role of emerging regional trade association throughout the world in the contemporary times, Role of world bodies like World Bank, IMF, IBRD and WTO in International Trade, Contemporary Critical issues in the international trade.

**Textbook:**

1. Krugman, Paul R., & Obstfeld Maurice – International Economics, 8th Edition 2013 Pearson.
2. Aswathappa- International Business (Tata McGraw-Hill, 2002).

**Reference Books:**

1. Daniels- International Business (Pearson Education) 2004.
2. Paul J- International Business (Prentice-Hall, 2004)
3. Deresky H- International Business (PHI, 2003)
4. Hill C W- International Business (Tata McGraw-Hill,2002.)
5. Varma M L- International Trade (Vikas, 2003)
6. Taggart- The Essence of International Business (PHI)
7. Farooque M U & Et al, International Trade, First Edition December 2013 Alphabet Publication.
8. Amin, Samir – Beyond US Hegemony, Zed Books Ltd. First E-book edition 2013



**Journals:**

1. FIIB Business Review
2. Scholedge International Journal of Business Policy and Governance
3. International Journal of Development and Emerging Economics
4. Journal of Finance and Marketing
5. Journal of marketing
6. Economic Development and Cultural Change

**Case Study:**

**Links to websites:**

- World Bank Publications
- <https://data.worldbank.org/> (World Bank Open Data)
- [https://www.mindtools.com/pages/article/newLDR\\_66.htm](https://www.mindtools.com/pages/article/newLDR_66.htm) (Hofstede Cultural Dimensions)

**Evaluation Scheme:**

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**



<b>Program Name : IMBA</b>			<b>Semester: V</b>		
<b>Course: INTEGRATED MARKETING COMMUNICATION</b>			<b>Code:06110615</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>ClassroomSession / Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> The course seeks to develop campaign development skills on a sound theoretical and conceptual foundation. It provides an insight into global marketing environment and the advertiser decision making in the context of contemporary dynamics of the markets.					
<b>Course Objectives:</b> 1. To introduce the concept of advertising 2. To help students to learn the various strategies used in advertising.					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: 5. Design the strategies related to advertising. 6. Prepare the campaign as per the requirement.					
<b>Prerequisite(s):</b> The students should be equipped with the basic terms used in Marketing Management along with the background knowledge of various modes of communication.					
<b>Pedagogy: SIS, SS, Case study, Video, Assignments, Quiz</b>					
<b>Syllabus:</b> <b>Unit-I</b> Integrated marketing communications- evolution, reasons for growth, Situation analysis: Segmentation, Targeting and Positioning. Promotional objectives, determination, types and approaches, DAGMAR approach, AIDA Model, problems in setting objectives; Advertising budget, establishment and allocation, budgeting approaches. <b>Unit-II</b>					



Advertisement copy, components and types, importance of creativity in advertising, creative strategy and process, implementation and evaluation.

**Unit-III**

Media Planning, Establishing Media objectives, Media strategies, Media mix, Reach Vs. Frequency, Creative aspects, budget considerations, Evaluation of Broadcast media, Print media, Support media, Internet and interactive media etc.; computers in Media planning. Social media marketing.

**Unit-IV**

Measuring the effectiveness of the promotional program, Advertising Research, Market testing, Testing via internet, Pre testing, Post testing, Laboratory Tests, Field tests, PACT (Positioning Advertising Copy Testing).

**Unit-V**

Introduction to Search Marketing: Keyword Analysis, Bidding, Budgeting, Pay Per Click Strategies, monitoring social media campaign and managing brand reputation, Search Engine Optimization, Campaign optimization

**Textbook:**

- *Advertising and Promotion*, George E. Belch, Michael A. Belch and KeyoorPurani, Tata McGraw-Hill Publication Co.
- *Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation*, Damian Ryan, Kogan Page.

**Reference Books:**

- *Principles of Advertising and IMC*, Tom Duncan, Tata McGrawhill
- *Integrated Advertising, Promotion, and Marketing Communication*, Kenneth E. Clow and Donald Black, Prentice Hall India.
- *Advertising Management*, Rajiv Batra, John G Myers and David Aaker, Pearson Education
- *Marketing Communications: An Integrated Approach*, P.R. Smith and Jonathan Taylor, Kogan Page.

\*All books should be of latest edition

**Journals:**

- International Journal of Advertising

**Links to websites:**



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**Evaluation Scheme:**

• Class participation and attendance	05marks
• Mid Term Exam	20marks
• Assignment	05marks
• Team Project Presentation	10marks
• Term-End Exam	60marks
<b>Total</b>	<b>100marks</b>

**Cases:** *The Faculty shall discuss at least one case per unit.*



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<b>Program Name : IMBA</b>			<b>Semester: VI</b>		
<b>Course: Industrial Marketing</b>			<b>Code: 06110616</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> <ul style="list-style-type: none"><li>The present course aims at familiarizing the participants with various aspects of product-market situations related to industrial marketing that impacts the business enterprises in India in their global business forays. The objective is also to facilitate students with recent marketing practices and strategies learnt by the students in industrial markets.</li></ul>					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>The subject will prepare the students for a career in “Industrial Marketing” and expose the students to a variety of product-market situations in the Indian context.</li><li>To share the concepts and frameworks this may be more relevant in industrial marketing situations to develop skills to formulate implementable marketing strategies.</li></ol>					
<b>Learning Outcomes:</b> <p><b>After completion of the course students would be able to :</b></p> <ul style="list-style-type: none"><li>Comprehend and evaluate “Industrial Marketing” and expose the students to a variety of product-market situations in the Indian context.</li><li>To share the concepts and frameworks this may be more relevant in industrial marketing situations to develop skills to formulate implementable marketing strategies.</li></ul>					
<b>Prerequisite(s):</b> <ul style="list-style-type: none"><li>Good Communication skills</li><li>Basic knowledge of business and management practices in India.</li></ul>					
<b>Pedagogy:</b> Course will be taught using classroom teaching, case studies and multiple different tools of education.					
Unit – I					



Introduction and Overview of industrial marketing: Industrial VS Consumer Marketing, Types of Industrial Customers, Classification of Industrial Products and Services, Different Customers and Products of Industrial Marketing

**Unit - II**

Strategies for Managing Industrial Marketing Environment. Industrial Buying and Buying Behaviour: Industrial Buying Decision Process, Differences between Consumer and Organizational Buying Behaviour, Models of Industrial Buying Behaviour, Organizational Buying Process.

**Unit – III**

In-suppliers and Out-Suppliers of Industrial Marketing. Promotion in Industrial Marketing: Advertising Decisions in Industrial Marketing, Sales and Sales Force Promotion, Industrial Marketing Mix Elements, Controlling the Sales Force and Compensation to Sales Persons, Controlling the sales force.

**Unit - IV**

Industrial marketing Research and Demand Forecasting: Industrial vs. Consumer Marketing Research: Issues and Challenges, Industrial Marketing Research Process, Demand Forecasting and Levels of Forecasting, Quantitative and Non-Quantitative Forecasting Methods, Managing Distribution Channels.

**Unit – V**

Segmenting, Targeting and Positioning in Industrial Marketing: Process of STP, Requirements of Effective Segmentation, Selecting the Target Marketing Strategy, Developing a Product Strategy and New Product Development, Marketing of Industrial Services.

**Textbook:**

1. Anderson, Narus, Narayandas, and Seshadri, *Business Market Management: Understanding Creating and Delivering Customer Value*, Pearson
2. Zimmerman and Blythe, *Business to Business Marketing Management*, Routledge

**Reference Books:**

1. Krishna Havaladar, *Business Marketing: Text and Cases*, McGraw Hill
2. Reeder, Brierty, and Reeder, *Industrial Marketing: Analysis, Planning and Control*, PHI

**Journals:**

7. **FIIB Business Review**
8. **Scholedge International Journal of Business Policy and Governance**
9. **International Journal of Development and Emerging Economics**
10. **Journal of Finance and Marketing**
11. **Journal of marketing**
12. **Economic Development and Cultural Change**

**Case Study:**

**Links to websites:**

**Evaluation Scheme:**



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• Class participation and attendance	05marks
• Mid Term Exam	20marks
• Assignment	05marks
• Team Project Presentation	10marks
• Term-End Exam	60marks
<b>Total</b>	<b>100marks</b>

<b>Program Name : IMBA</b>			<b>Semester: VI</b>		
<b>Course: Projects Finance</b>			<b>Code: 06110605</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>

### Course Rationale:

It is important for management students to understand Project financing for its sheer size and its impact on the economic development. Ignited by the changing economic priorities of the country, billions of Rupees are invested in infrastructure every year by the Government and Private Sector. Huge investments are being made in the development of Road and Rail networks, Urban Transportation, Electricity generation and distribution, Energy & Power, Solid Waste management, passenger airlines; waterways, and communication sectors. This course encompasses project planning, project feasibility, network analysis techniques, and Social cost benefit analysis.

### Course Objectives:

1. To acquaint students to the nitty gritty of project management.
2. To make understand students the project feasibility techniques.
3. To make students learn about the network analysis techniques.
4. Provide an overview of contemporary developments, both in India and outside.

### Learning Outcomes:

After completion of the course, students would be able to:

1. Understand the different types of projects, project management process
2. Students will be able to make use of network analysis techniques.
3. Learn about the contemporary project management internationally.

### Prerequisite(s):



Know the concept of Capital Budgeting.

**Pedagogy:**

The pedagogy will be a mix of Lectures, presentations, Class Room Discussion and Projects/Assignments

**Syllabus:**

**Unit- 1**

**Project Planning:** Concept, Characteristics, Types of projects, Stages in Project life cycle ,Project selection process, project family tree, project management process, tools and techniques of project management, importance of project management.

**Unit-2**

**Project Feasibility:** Market analysis, Technical analysis, Financial analysis- financing of projects. Project risk analysis and management, risk analysis techniques.

**Unit-3**

**Overview of Capital budgeting-** meaning, techniques, techniques of capital budgeting: Pay back period method, Post pay back profitability, Average rate of return, Internal rate of return.

**Unit-4**

**Network Analysis:** PERT –Introduction, various types of floats and its application, Construction of networks, Critical path Method-Time cost relationship, Crashing for optimum time and cost.

**Unit -5**

**Project Monitoring:** Earned Value Analysis, Social Cost Benefit analysis, UNIDO approach, shadow pricing, Reasons for project failure.

**Textbook:**

- Prasanna Chandra, Projects: Planning, Analysis, Selection, Financing, Implementation, and Review, 8<sup>th</sup> edition, 2017, Mc Graw Hill Education (India) Private Limited



- Jack R. Meredith, Samuel J. Mantel, Project Management – A Managerial Approach, International Student Version, 8<sup>th</sup> edition, Wiley.
- P Gopalakrishnan, V E Rama Moorthy – Textbook of Project Management, 1<sup>st</sup> edition, 2014, Trinity press.
- Timothy Kloppenborg, Contemporary Project Management, 4<sup>th</sup> edition, 2018, Cengage Learning
- David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, Jeffrey D. Camm, Kipp Martin, Quantitative methods for Business, Cengage, 12<sup>th</sup> edition, 2017.

**Reference Books:**

- Narendra Singh, project management and control, 6<sup>th</sup> revised edition, 2016, Himalaya Publishing house.
- Clifford F. Gray, Erik W. Larson, Gautam V. Desai, Project Management: The Managerial Process, 6<sup>th</sup> edition, 2014, Mc GrawHill Education.
- Jeffery K. Pinto, Project Management- Achieving Competitive Advantage, 5<sup>th</sup> edition, 2019, Pearson.
- David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, Jeffrey D. Camm, Kipp Martin, Quantitative methods for Business, Cengage, 12<sup>th</sup> edition, 2017.

**Journals:**

- International Journal of Project Management
- Project Management Journal

**Links to websites:**

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**Evaluation Scheme:**

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**



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<b>Program Name :IMBA</b>			<b>Semester: VI</b>		
<b>Course: Banking ,Financial Services and Insurance</b>			<b>Code:06040605</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> Banks, Financial Services and Insurance play an important role in the efficient functioning of a market economy. Financial Institutions are any establishments that make these markets function efficiently. The course studies the fundamental principles that govern Banks, Financial Services and Insurance.					
<b>Course Objectives:</b> To acquaint the students with the fundamentals of of the functions, and operations of the Banks, Financial Services and Insurance operating in India <ul style="list-style-type: none"><li>• To develop the capability of students for knowing regulatory bodies of financial markets.</li><li>• To introduce the concepts of Life &amp; General Insurance, Transport Travel &amp; Tourism.</li><li>• To enlighten the students regarding the new concepts introduced in the banking system, financial services and insurance</li></ul>					
<b>Learning Outcomes:</b> Students will be able to: Understand the basic concepts of banking and functions of banking <ul style="list-style-type: none"><li>• Examine the banking scenario in India.</li><li>• Understand the basic concepts of insurance and elaborate the kinds of business risks.</li><li>• Evaluate the insurance business environment in India</li></ul>					



Demonstrate the acquired theoretical knowledge and skills to excel in Banking and Insurance sectors.
<b>Prerequisite(s):</b> The student must have studied financial management and must be aware about financial terminologies
<b>Pedagogy:</b> Course delivery will focus on lectures, presentation and case study.
<b>Syllabus:</b> Unit I OVERVIEW OF BANKING INDUSTRY: - Banking structure in India- RBI, Commercial, Rural and Cooperative banks their role and significance, functions, SLR, CRR: Concepts, Negotiable Instruments UNIT – II RISK AND INSURANCE — Defining risk, nature and types of risk, risk management process, Risk and its relation with insurance. Concept and significance of insurance, classification of insurance life and non life, general principles of insurance. UNIT – III LIFE INSURANCE — Life - principles, products term insurance endowment, insurance, pensions, Group Insurance, IRDA. UNIT – IV. GENERAL INSURANCE: principles, products fire, marine, motor vehicles, public utility, third party insurance, group insurance, burglary insurance. Claims Settlements UNIT – V BANKING RISKS AND RECENT DEVELOPMENTS —Credit, liquidity, market, operation, interest rate solvency, Universal Banking, E-banking, Mobile banking. ALM Process. BASEL I & 2.
<b>Textbook:</b> <ol style="list-style-type: none"><li>1. Gordon E., Natrajan K., “Banking Law Theory and Practices”,Himalaya Publishing House, Mumbai</li><li>2. .Jain P.C. &amp; Verma.S.S. “Money &amp; Financial System”, Sahitya Publications, Agra</li><li>3. Mittal A., Gupta S. L., “Principles of Insurance and Risk Management”, Sultan Chand &amp; Sons, New Delhi.</li><li>4. Gupta P. K., “Insurance and Risk Management”, Himalaya Publishing House, Mumbai</li></ol>
<b>Reference Books:</b>



- Kandasami K.P, Parameswaran.R & Natrajan. “Banking Law and Practices”, S.Chand Publishers, New Delhi.
- Sundharam K.P.M. , Varshney P.N., “Banking Theory Law and Practice”, Sultan Chand Publishers, New Delhi.
- Kapoor N. D., “Mercantile Law”, Sultan Chand and Sons, New Delhi .
- Periyasamy P., “Insurance Principle and Practices”, Himalaya Publishing House, Mumbai

**Journals:**

- *The Journal of Financial Markets*
- The Journal of Emerging Market Finance

**Case Study:**

- The US Housing Market and Subprime Mortgage Crisis
- SEBI and its role in preventing insider trading

**Links to websites:**

- [www.moneycontrol.com](http://www.moneycontrol.com)
- [www.bseindia.com](http://www.bseindia.com)

**Evaluation Scheme:**

• Class participation and attendance	05 marks
• Mid Term Exam	20 marks
• Assignment	05 marks
• Team Project Presentation	10 marks
• Term-End Exam	60 marks
<b>Total</b>	<b>100 marks</b>



<b>Program Name : IMBA</b>			<b>Semester: VI</b>		
<b>Course: International Marketing Research</b>			<b>Code: 06110607</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> The objective of this paper is to acquaint the students with the tools and techniques of international marketing research so as to develop a rational marketing strategy in the area of international trade.					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>1. To provide the insight of tools and techniques of research in international market.</li><li>2. To understand the research report preparation in international market.</li></ol>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ol style="list-style-type: none"><li>1. Compute the market demand of the product in international market.</li><li>2. Design the offerings as per the outcome of research report.</li><li>3. Manage the data collection as per the requirement in international market.</li></ol>					
<b>Prerequisite(s):</b> The students should be equipped with the basic terms used in Marketing Research along with the background knowledge of various techniques of research.					
<b>Pedagogy: SIS, SS, Case study, Video, Assignments, Quiz</b>					
<b>Syllabus:</b> <b>Unit-I</b> <b>Introduction:</b> nature and scope of marketing research; marketing research in international context-importance, complexities and issues; Organizational framework for international marketing research; International Marketing Information System (IMIS). <b>Unit-II</b>					



**Marketing Research Process:** An overview; problem identification and definition; Preparing research proposal; Exploratory, descriptive and experimental research designs; international secondary data sources; Primary data collection methods and complexities of data collection in international marketing research; Online data sources and research.

### Unit-III

**Questionnaire preparation** – etic and emic dilemma; Sample design – sampling methods and sample size determination; Fieldwork and data collection; Sampling and non sampling errors.

### Unit-IV

**Multi – country Data Analysis and Interpretation:** Data editing and coding preliminary data analysis, Univariate and multivariate data analysis techniques- Discriminate analysis, factor and conjoint analysis: (including application software). Issues in multi country data analysis-Data comparability and validity problems; Report preparation and presentation.

### Unit-V

**Cross-cultural Consumer research** – Attitude measurement and scaling techniques; Product research; Advertising research; International market opportunity analysis; Ethical issues in international marketing research.

### Textbook:

- Douglas, S.P. and C.C. Samuel, International Marketing Research, Johan Wiely, New York.
- Kumar, V. International Marketing Research, prentice Hal l.
- Malhortara, Naresh K., International Marketing Research - An Applied Orientation, Person Education Asia.

### Reference Books:

- Aaker, David, George S Day, Marketing Research, John Wiely and Son, New York.
- Boyd, Harper w., et al Marketing Research: Text and Cases, Irwin, Homewood Illinois.
- Green, P.E. et al, Research for marketing Decisions, Prentice Hall of India Ltd., New Delhi.

Note: All the books should be of latest edition

### Journals:

13. FIIB Business Review
14. Scholedge International Journal of Business Policy and Governance
15. International Journal of Development and Emerging Economics
16. Journal of Finance and Marketing
17. Journal of marketing
18. Economic Development and Cultural Change

### Case Study:

### Links to websites:

- World Bank Publications
- <https://data.worldbank.org/> (World Bank Open Data)



- [https://www.mindtools.com/pages/article/newLDR\\_66.htm](https://www.mindtools.com/pages/article/newLDR_66.htm) (Hofstede Cultural Dimensions)

**Evaluation Scheme:**

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**



<b>Program Name : IMBA</b>			<b>Semester: VI</b>		
<b>Course: International Supply Chain Management and Logistics</b>			<b>Code: 06110608</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> The objective of this paper is to acquaint the students with the concepts and tools of supply chain management and logistics as relevant for an international firm.					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>1. To develop an understanding of integrated supply chain management at international level.</li><li>2. To acquaint the students with the role of effective logistics in international business.</li></ol>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ol style="list-style-type: none"><li>1. Estimate and manage the demand of product in international market.</li><li>2. Design the efficient supply chain network for the offerings.</li></ol>					
<b>Prerequisite(s):</b> The students should be equipped with the basic terms used in Supply chain Management along with the background knowledge of various concepts of logistics.					
<b>Pedagogy: SIS, SS, Case study, Video, Assignments, Quiz</b>					
<b>Syllabus:</b> <b>Unit-I</b> <b>Basic Framework and Integrated SCM:</b> Concept of supply chain management (SCM); SCM and trade logistics; Value chain analysis and SCM; Internationalisation of SCM. Concept, span and process of integrated SCM: Supply chain and continuous improvement, Supply Chain performance measurement; Supply chain modeling; Forecasting and financial implications: Supply chain and after –sales service; Creating life-cycle ownership value; Customer service management; Demand management; Product development Process and SCM.					



## **Unit-II**

**Managing Relationship and Purchase Process:** Role of Relationship marketing in SCM; Managing relationships with suppliers and customers; Captive buyers and suppliers; Strategic partnerships; Supplier-retailer collaboration and alliances. Strategic role of purchasing in the supply chain and total customer satisfaction; Types of purchases; Purchasing cycle; Supplier selection and evaluation; Purchase agreement; Purchasing cost management.

Supply Chain and Information Management Systems - Importance of information management IT and business management systems.

## **Unit-III**

**Logistic System and Transport Fundamentals :** Concept, objectives and scope of logistics; System elements; Transportation, warehousing, inventory management, packing and unitisation; Control and communication. Importance of effective transportation system; Service choices and their characteristics; inter-modal services; Transport cost characteristics and rate fixation; In-company management vs. out-sourcing.

## **Unit-IV**

**General Structure of Shipping and International Air transport :** Would sea borne trade; international shipping - characteristics and structure; Liner and tramp operations; Liner freighting; Chartering-Types, principles and practices; Charter, party agreement; Development in sea transportation-Unitization, containersation, inter and multimodal transport; CFC and ICD; Indian shipping – growth, policy and problems; Ports and port trust. International set up for air transport: Freight rates; India's exports and imports by air – Problems and prospects. Carriage of Goods by sea, sea and combined transport; international conventions and Indian law; Maritime frauds and unethical practices –causes and protection; Role and types of cargo intermediaries.

## **Unit-V**

**Warehousing and Inventory Management:** Warehousing and marketing strategy; Objectives and functions of warehousing; Warehousing evaluation and requirements; Warehousing location strategies; Inventory management principles and approaches; Material management systems and techniques – JIT purchasing, manufacturing and in-bound logistics.

### **Textbook:**

- Ballau, R.H., Business Logistics Management, Prentice Hall, Englewood Cliffs
- Christopher., M., Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Services, Pitman, London.

### **Reference Books:**

- James, C.J. and D.F. Wood, Contemporary Logistics, Macmillan, New York.
- Shapiro, R., Logistics Strategy: Cases and Concepts, West Publishing, St. Paul.
- Stern, L.W., et. al., Marketing Channels, Prentice Hall of India private Ltd. New Delhi.

Note: All the books should be of latest edition.

### **Journals:**



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**Links to websites:**

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**Evaluation Scheme:**

- Class participation and attendance 05marks
  - Mid Term Exam 20marks
  - Assignment 05marks
  - Team Project Presentation 10marks
  - Term-End Exam 60marks
- Total 100marks**



# SGT UNIVERSITY

SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY  
(UGC Approved University) GURGAON, Delhi-NCR

<b>Program Name : IMBA</b>			<b>Semester: VI</b>		
<b>Course: Management of Intellectual Property Rights</b>			<b>Code: 06110609</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> Entrepreneurship plays an influential role in the economic growth and development of the country. As the world economy is changing so is the dynamism of the business world. The aim of this course is to instill and kindle the spirit of Entrepreneurship amongst students. The idea of this course is to create “job providers rather than job seekers”.					
<b>Course Objectives:</b> The primary objective of course is to expose the participants to the basic concepts of IPRs and the strategic role of IPRs in the current Indian context					
<b>Learning Outcomes:</b> <ul style="list-style-type: none"><li>• Identify different types of Intellectual Properties (IPs), the right of ownership, scope of protection as well as the ways to create and to extract value from IP.</li><li>• Recognize the crucial role of IP in organizations of different industrial sectors for the purposes of product and technology development.</li><li>• Identify activities and constitute IP infringements and the remedies available to the IP owner and describe the precautions steps to be taken to prevent infringement of proprietary rights in products and technology development.</li><li>• Be familiar with the processes of Intellectual Property Management (IPM) and various approaches for IPM and conducting IP and IPM auditing and explain how IP can be managed as a strategic resource and suggest IPM strategy.</li><li>• Be able to anticipate and subject to critical analysis arguments relating to the development and reform of intellectual property right institutions and their likely impact on creativity and innovation.</li></ul>					



- Be able to demonstrate a capacity to identify, apply and assess ownership rights and marketing protection under intellectual property law as applicable to information, ideas, new products and product marketing;

**Prerequisite(s):**

Basic knowledge about business and related legal compliances

**Pedagogy:**

The course will include a mix of lecture, case studies, exercises, role play, corporate visits, and guest speakers.

**Syllabus:**

**Unit-1 Concept of Property vis-à-vis Intellectual Property:**

Overview of Concept of Property and Theories of Property, Theories of Intellectual Property Rights, Intellectual Property as an Instrument of Development , Need for Protecting Intellectual Property- Policy Consideration- National Perspectives and International demands, Types of Intellectual Property, Origin and Development- An Overview, Intellectual Property Rights as Human Right, Intellectual Property Rights in the Cyber World.

**Unit-2 Patent Law:**

Introduction to Patent Law, Paris Convention, Patent Cooperation Treaty, WTO- TRIPS, Harmonization of CBD and TRIPS, Indian Patent Law – The Patents Act, 1970, Amendments to the Patents Act , Patentable Subject Matter, Patentability Criteria, Procedure for Filing Patent Applications, Patent Granting Procedure, Revocation, Patent Infringement and Remedies , Relevant Provisions of the Biological Diversity Act, 2002 , Access and Benefit Sharing Issues

**Unit-3 Trademarks:**

Introduction to Trademarks, Need for Protection of Trademarks, Kinds of Trademarks , International Legal Instruments on Trademarks , Indian Trademarks Law, The Trade and Merchandise Marks Act, 1958 – Trademarks Act, 1999, Procedural Requirements of Protection of Trademarks, Content of the Rights, Exhaustion of Rights , Assignment under Licensing, Infringement, Right of Goodwill, Passing Off , Domain Names and Effects of New Technology (Internet).

**Unit-4 Industrial Designs:**

Need for Protection of Industrial Designs, Subject Matter of Protection and Requirements, The Designs Act, 2000, Procedure for obtaining Design Protection, Revocation, Infringement and Remedies.

**Unit-5 Role of International Institutions:**

World Intellectual Property Organization (WIPO) , Function of WIPO, Membership of WIPO, Agreement between the WIPO and the WTO, Dispute Settlement- New Treaties, Commercialization of Intellectual Property Rights by Licensing, Determining Financial Value of Intellectual Property Rights, Negotiating Payments Terms in Intellectual Property Transaction.

**Textbook:**

D.F. Kuratko and T. V. Rao (2016), Entrepreneurship: A South Asian Perspective, Cengage Learning.

**Reference Books:**

1. Al-Ali, N. (2003) Comprehensive Intellectual Capital Management: Step-by- Step. John Wiley & Sons, Inc., Hoboken, New Jersey.
2. Andriessen, D. (2003). Making Sense of Intellectual Capital. Designing a Method for the Valuation of Intangibles. Butterworth Heinemann.
3. Stewart, T.A. (1997). Intellectual Capital: The New Wealth of Organizations, Nicholas Brealey, London.



4. Sveiby, K. E. (1997). The New Organizational Wealth: Managing & Measuring Knowledge-Based Assets. Berrett-Koehler Publishers, San Francisco.
5. Edvinsson, L. and Malone, M.S. (1997). Intellectual Capital: Realizing your company's true value by finding its hidden brainpower, Harper, New York.
6. Low, J. and Kalafut, P.C. (2002). Invisible advantage: How Intangibles are Driving Business Performance, Perseus Publishing, Cambridge
7. Sullivan, P. H. (2000). Value-Driven Intellectual Capital: How to Convert Intangible Corporate Assets into Market Value. John Wiley & Sons, Inc., Hoboken, New Jersey
8. Tissen, R. and Andriessen, D. and Deprez, F.L. (2000). The Knowledge Dividend: Creating High-Performance Companies through Value-Based Knowledge Management, Financial Times Prentice Hall, London.
9. Andriessen, D. and Boom, M. van den (2006). Asia and Europe, knowledge economies in encounter. INA Magazine, Vol.XVII, 15-18.
10. S. Houry (1998), "Valuing Intellectual Properties", in P.H. Sullivan (1998), Profiting from Intellectual Capital: Extracting value from Innovation, John Wiley & Sons, 335-356.
11. Stam, C. D. (2007). Knowledge productivity. Designing and testing a method to diagnose knowledge productivity and plan for enhancement.

**Journals:**

1. Entrepreneurship Theory and Practice
2. International Entrepreneurship and Management Journal
3. Journal of Intellectual Capital
4. Journal of Business Venturing
5. European Journal of Innovation Management

**Case Study: NA**

**Links to websites:**

1. [www.mooc-list.com/tags/entrepreneurship](http://www.mooc-list.com/tags/entrepreneurship) ONLINE RESOURCES
2. [https://www.startupindiahub.org.in/content/sih/en/learning-and-development\\_v2.html](https://www.startupindiahub.org.in/content/sih/en/learning-and-development_v2.html)
3. <http://nptel.ac.in/courses/110105067/>
4. <http://nptel.ac.in/courses/109105098/>
5. <https://lmswise.wfglobal.org/>
6. <http://blogs.hbr.org/>

**Evaluation Scheme:**

• Class participation and attendance	05marks
• Mid Term Exam	20marks
• Assignment	05marks
• Team Project Presentation	10marks
• Term-End Exam	60marks
<b>Total</b>	<b>100marks</b>



<b>Program Name : IMBA</b>			<b>Semester: VI</b>		
<b>Course: Creativity and Innovation</b>			<b>Code: 06110610</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	-	-	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> Entrepreneurship plays an influential role in the economic growth and development of the country. As the world economy is changing so is the dynamism of the business world. The aim of this course is to instill and kindle the spirit of Entrepreneurship amongst students. The idea of this course is to create “job providers rather than job seekers”.					
<b>Course Objectives:</b> The primary objective of course is to develop an understanding related to the basics of creativity, strategies to build lifelong creativity, power of strategy innovation, and the process of managing innovation.					
<b>Learning Outcomes:</b> <ul style="list-style-type: none"><li>• Develop effective creative projects that provide an innovative solution to real-world problems based on inquiry such as class discussion, critical analysis, and integrative collaboration, observing, and using technology.</li><li>• Evaluate materials relevant to innovations in educational and business settings based on case studies presented in class and explored independently.</li><li>• Analyze strategies for creative innovation, including product and pedagogical design.</li><li>• Apply effective strategies for designing innovative projects in collaboration with team members to develop an effective creative project, product, or practice, in conjunction with other offices on campus.</li><li>• Apply the design of the creative process to educational experiences and the creative endeavor generally.</li><li>• Demonstrate knowledge of the basic vocabulary and concepts of creativity study.</li></ul>					
<b>Prerequisite(s):</b> Basic knowledge about business and related legal compliances					
<b>Pedagogy:</b>					



The course will include a mix of lecture, case studies, exercises, role play, corporate visits, and guest speakers.

**Syllabus:**

**Unit-1: Basics of Creativity:** Creativity, Component elements, attributes of creative individuals, Creativity as a competitive resource, cultivation of creativity, convergent and divergent thinking, values as anchors of creative thinking, creativity vs. Lateral thinking

**Unit-2: Fostering Individual Creativity:** Enhancing creative thinking, Re-definitional techniques, random stimulus techniques, Envisionment/Visualization Approach, PMI method, ISA perspective, Abstraction Approach, Thinking Hats method, Creativity techniques for groups, Creativity in Uncertainty, Heuristics for stimulating creativity, Training and creativity

**Unit-3: Building Lifelong Creativity:** Existential, entrepreneurial and empowerment creativities, quality of creativity, Lifelong creativity, models of creative problem solving, enhancing creative intelligence, motivation and creativity, blocks to creativity, acquiring a creative persona, formative environment and creativity, developing a creative work environment.

**Unit-4: Power of Strategy Innovation:** Strategy innovation vs strategy planning, Purposeful innovation and the seven sources for innovative opportunity, three levels of innovation, fostering innovation at various levels, Auditing innovation management, rationalist vs instrumentalist strategies for innovation, assessment of Porter's framework, learning from markets, alliances and corporate ventures

**Unit- 5: Managing Innovation:** Building an innovative organisation, role of vision, structure and training, Fostering creativity and innovation in organisations, roles of organisational culture, leadership, managerial style and practices supportive of creativity, creativity as the core of competitive excellence

**Textbook:**

Rastogi, P.N. (2000), Managing Creativity, Macmillan India, Delhi.

**Reference Books:**

1. Khandwalla, Pradip N. (2004), Lifelong Creativity, Tata Mc Graw Hill, New Delhi.
2. Joe Tid,et.al (2005), Managing Innovation, Wiley India, New Delhi.
3. Peter F. Drucker (2009), Innovation and Entrepreneurship, El Sevier, Noida.
4. Robert E. Johnston, Jr. And Doughlas Bate (2007), The Power of Strategy Innovation, Prentice Hall, New Delhi.
5. Shlomo Maital and D.V.R.Seshadri, (2012). Innovation Management, Response Books, New Delhi
6. Dinanath Kaushik (2013) Studies in Indian Entrepreneurship, New Delhi, Cyber Tech Publications
7. Kaliyamoorthy and Chandrasekhar (Eds: 2007), Entrepreneurial Training: Theory and Practice, New Delhi, Kanishka Publishers
8. Robert Hisrich, Michael Peters and Dean Shepherd (2009) Entrepreneurship, New Delhi, Tata McGraw-Hill Publishing Company Limited
9. Rajagopalan (Ed: 2006) Promoting Sustainable Livelihoods: Concepts and Approaches, The ICFAI University Press
10. Donald L. Sexton & Raymond W. Smilor, The Art and Science of Entrepreneurship, Ballinger

**Journals:**

1. Entrepreneurship Theory and Practice
2. International Entrepreneurship and Management Journal
3. Journal of Intellectual Capital
4. Journal of Business Venturing



5. European Journal of Innovation Management

**Case Study: NA**

**Links to websites:**

1. [http://www.eurosfaire.prd.fr/7pc/doc/1249998569\\_creativity\\_innovation\\_p\\_legrenzi.pdf](http://www.eurosfaire.prd.fr/7pc/doc/1249998569_creativity_innovation_p_legrenzi.pdf)
2. [http://www.appladesign.net/domains/create//documents/I-CREATE\\_Final\\_Handbook\\_EN\\_851.pdf](http://www.appladesign.net/domains/create//documents/I-CREATE_Final_Handbook_EN_851.pdf) <https://www.edx.org/course/design-thinking-creativity-innovation-uqx-corpinn1x>
3. <https://www.coursera.org/learn/creativity-innovation#syllabus>
4. <http://www.creative4business.co.uk/creativity-and-innovation-resources/>

**Evaluation Scheme:**

- |                                      |         |
|--------------------------------------|---------|
| • Class participation and attendance | 05marks |
| • Mid Term Exam                      | 20marks |
| • Assignment                         | 05marks |
| • Team Project Presentation          | 10marks |
| • Term-End Exam                      | 60marks |

**Total 100marks**



<b>Program Name : IMBA</b>			<b>Semester: VI</b>		
<b>Course: Talent Acquisition &amp; Management</b>			<b>Code: 06110611</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> This course presents a comprehensive overview of how to effectively develop a talent management strategy. This course explores the principles of managing (recruiting and keeping) talent in an organization through coaching, performance management & integrating a complete compensation system, Developing an employee succession and coaching.					
<b>Course Objective:</b> Students utilize tools to learn how to set up a feedback system for continuous growth and progress of talent.					
<b>Learning Outcomes:</b> <ol style="list-style-type: none"><li>1. Determine relationship between performance management and talent management</li><li>2. Develop processes for implementing strategies for talent management system.</li><li>3. Designing plan to integrate succession planning &amp; coaching system.</li></ol>					
<b>Prerequisite(s):</b> Knowledge of principles of management and basics of human resources.					
<b>Pedagogy:</b> Case based analysis, group exercises, experiential learning activities, quizzes, role plays, videos, presentations and lecture method.					
<b>Syllabus:</b> <b>Unit I:</b> Introduction to Talent Management, Creating Talent Management System, Developing Building Block of Talent Management – Competencies, Building Block Performance Management.					



**Unit II:** Evaluating Employee Potential – Determining Every Employees Potential For Growth, Evaluating Employee Potential – 9 Box Model Performance & Potential Review, Finding The Crown Jewels – Super Keepers, Recruiting Super keepers – Finding, Hiring And Talent Management Selection Model.

**Unit III:** Talent Planning & Development – Achieving Organizational Excellence, Developing Superkeepers, Keepers And Solid Citizens, Talent Management In Global Firm, Building Diversity – Women Superkeepers.

**Unit IV:** Compensation To Implement Talent Management – Integrating Compensation With Talent Management, Compensating Superkeepers, Using Long Term Incentives To Retain Top Talent.

**Unit V:** Using IT to Support Talent Management System, Developing Talent Management Information Strategy. Designing Succession Planning – Ensuring Leadership, Integrating Coaching, Training & Development, Leadership Coaching, Coaching The Superkeepers.

**Text Books:** Berger, Lance A. & Berger, Dorothy R., *The Talent Management Handbook*. McGraw Hill. New York, NY. 2009. ISBN: 978-0-07-331111-9. Ulrich, David G., *Strategic HR Management*. McGraw Hill. New York, NY. 2009. ISBN: 978-0-07-331111-9.

**Reference Books:**

1. Silzer, R. & Dowell, B.E. (2010). *Strategy-driven talent management: A leadership imperative*. San Francisco, CA: John Wiley & Sons.
2. Farndale, E., Scullion H., & Sparrow, P. (in press). The role of the corporate HR function in Global Talent Management. *Journal of World Business*.
3. Schuler, R. S., Briscoe, D. R., & Claus, L. 2009. *Global compensation, benefits, and taxes*. *International Human Resource Management* (3rd edition), 236-285. Oxon: Routledge.
4. Scullion, Hugh. & Collings, David G., *Global Talent Management*. Routledge (Taylor and Francis Group).
5. Carter, Louis & Goldsmith, Marshall. *Best Practices in Talent Management: How the World's Leading Corporations manage, develop and retain top talent*. John Wiley & Sons.

**Journals:**

1. *Organizational Development Journal*
2. *Global Business Review*

**Case Study:**

- 1 Casting a Wider Net, Lance A.Berger ch 12 pg 146 – 154
- 2 Major league Baseball’s quest for Superkeepers, Lance A.Berger ch 4 Pg 45 – 49.

**Links to websites:**

1. <http://talentmgt.com/>
2. <http://www.peoplestreme.com/performance-management-1.shtml>
3. <http://www.cipd.co.uk/hr-topics/>

**Evaluation Scheme:**

- Class participation and attendance 05 marks
- Mid Term Exam 20 marks



# SGT UNIVERSITY

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(UGC Approved University) GURGAON, Delhi-NCR

• Assignment	05 marks
• Presentation	10 marks
• Term-End Exam	60 marks
<b>Total</b>	<b>100marks</b>

<b>Program Name : IMBA</b>			<b>Semester: V</b>		
<b>Course: HR Audit</b>			<b>Code: 06110618</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>

**Course Rationale:** The course is designed to provide an understanding of the HR Audit process, its role, method and impact on HR and organization.

**Course Objectives:** The primary objective of course is to develop understanding on importance, need, process and methodologies of HR audit. HR audit as strategic input for Organization Development.

**Learning Outcomes:**

Students understand the importance of HR audit process in organizations.

Students are aware about the audit process in different HR systems

Students are equipped with the process of auditing the HR competencies.

Students know the role of team work and trust in organizational culture and audit.

**Prerequisite(s): Knowledge of Human resource management and competencies.**

**Pedagogy: Lecture, Role play, and Case study.**

**Syllabus:**



**Unit I:** Introduction to Human Resource Audit. Need for Human Resource Audit, Identifying the Human Resource Audit Goal, Defining the Audit Team, Conceptualizing of Human Resource Audit, What you need to know before conducting Human Resource Audit. Limitations of HR Audit.

**Unit II: HR Audit Dimensions:** HR Strategies, HR Competencies, HR Culture, HR Values. **HR Audit Methods:** Interviews, Group Discussion and Workshops, Observation, Analysis of Records and Documents, Questionnaires.

**Unit III: Audit of HR Systems:** Competency Mapping, Manpower Planning, Recruitment, Induction and Integration, Performance Management, Potential Appraisal and Assessment Centers, Career Planning and Development, Job Rotation, Training and Learning, Organization Development. **Audit of HR Strategies**

**Unit IV: Audit of HR Competencies:** Auditing Competencies of the HRD Staff, Auditing Learning Attitude of Line Managers, Auditing Top Management Styles, Auditing, Learning Orientation of Non-Supervisory Staff, Auditing Credibility of the HR Department.

**Unit V: Audit of HR Culture and Values:** Collaboration and Team Work, Trust and Trustworthiness, Authenticity, Proactivity and Initiative, Autonomy, Confrontation, Experimentation, Organizational Culture. HR Impact and Alignment

**Text Books:**

1. T V Rao, *HRD Audit: Evaluating the Human Resource Function for Business Improvement*, Sage Publications (2014).

**Reference Books:**

1. Brian E. Becker, David, Mark A. Huselid, *The HR Scorecard: Linking People, Strategy, and Performance*, Harvard Business Review Press; 1 edition (2001).
2. DurdanaOvaisRajniGyanchandani, *HR Audit*, Everest Publishing House (2017).

**Journals:**

[https://www.researchgate.net/publication/282607800\\_HR\\_Audit\\_Tribune\\_First\\_Annual\\_HR\\_Audit\\_Report](https://www.researchgate.net/publication/282607800_HR_Audit_Tribune_First_Annual_HR_Audit_Report)

**Case Study:**

**Links to websites:**

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**Evaluation Scheme:**

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**



<b>Program Name : IMBA</b>			<b>Semester: VI</b>		
<b>Course: Service Operation Management</b>			<b>Code: 06110613</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Objectives:</b> <ol style="list-style-type: none"><li>1. Developing learning &amp; the ability to deliver operations to achieve competitive advantage in services</li><li>2. Understanding of service operations from the point of view of designing and managing a system that is efficient and effective in the "realization" of the service deemed by its customer</li><li>3. Understanding of the analysis, decision making and implementation issues of managing the operational aspects of service</li><li>4. Familiarizing the students to Service operation Infrastructure, Supply chain &amp; Inventory Management</li><li>5. Developing a clear understanding of how to improve service operations and systems</li></ol>					
<b>Learning Outcomes:</b> <p>After completion of the course, students would be able to:</p> <ol style="list-style-type: none"><li>1. Learn about the basic elements of Service Operations &amp; appreciate the organizational significance of managing the service encounter to achieve internal and external customer satisfaction.</li><li>2. Learn about the key opportunities and challenges in service business.</li><li>3. Learn about the concepts of demand forecasting, capacity management, and waiting line management in services.</li><li>4. Learn about the concept, and models of customer experience management.</li><li>5. Learn to analyze and develop novel ways of managing and delivering services for improved efficiency, effectiveness and sustainability.</li></ol>					
<b>Prerequisite(s):</b> <ol style="list-style-type: none"><li>1. Knowledge of concepts and terminologies used in production and operations management.</li></ol>					



**Pedagogy:**

The study plan covering readings, classroom lectures, exercises, videos, case studies, group work project and assignments corresponding to each session

**Syllabus:**

**Understanding Service Operations**

Introduction, Nature and characteristics of services, Classification of services and analyzing service operations, Role of Services in Economy, Service Operations and their Management Fundamentals, Service Strategy, Aligning Service Strategy and Service Competitiveness, Positioning of Services in the Organization Value Chain

**Unit-2**

**Service Operation Infrastructure**

Service Facility Design, Layout & Location decision factors, Off-shoring & Outsourcing, Technology in Services, Front-office Back-office Interface, Human Factor in Services

**Unit-3**

**Service Supply Chain & Inventory Management**

Forecasting Demand for Services, Service Capacity Management, Resource and Workforce Scheduling in Services, Customer Expectations and the Planned Provision in Service Delivery, Matching Supply with Demand in Services, Service Waiting Line and Customer Relationship Management

**Unit-4**

**Service Process Management**

Service Encounter Design and Control, Managing Service Processes, Experience Management in Service Operations, Service Quality & Reliability, Five Gap Model, Kano's Model, Translating the service model to service operations, Leveraging value over cost in service delivery, Service Productivity, Service recovery and Service guarantee

**Unit-5**

**Improving Service Delivery**

Service Improvement & the associated Methodologies, Service Growth and Globalization, The Future of Services, Experience Innovation Paradigm, New Service Development & Automation.

**Textbook:**

- Fitzsimmons & Fitzsimmons (2006), Service Management, Tata McGraw-Hill
- C. Haksever, Render B., Russel S. R. and Murdick R. G., Service Management and Operations, 2nd Ed., Prentice Hall, 2007

**Reference Books:**

1. Hollins (2007), Managing Service Operations, Sage Publications
2. Johnston & Clark (2009), Service Operations Management, Pearson Education
3. Metters, et al. (2006), Service Operations Management, Cengage Learning
4. Deborah (2008), Competitive Strategies for Service Businesses, New Delhi: Jaico
5. Davis & Heineke (2003), Managing Services: People and Technology, Tata McGraw Hill
6. Heskett, J.L. (1991), "Lessons in the service sector" Cases & Reading, Free Press, 47-64



7. Raghavachari, M., & Ramani, K. V. (Eds.). (2000). Delivering service quality: Managerial challenges for the 21<sup>st</sup> Century. New Delhi: Macmillan
8. Sehmener, R. W. (1995). Service operations management. New Jersey: Prentice Hall

**Resources:**

1. International Journal of Services and Operations Management  
ISSN online 1744-2389  
<https://www.inderscience.com/jhome.php?jcode=ijsom>  
IJSOM focuses on new strategies, techniques and technologies for improving productivity and quality in both manufacturing and services
2. Manufacturing & Service operations Management  
<https://pubsonline.informs.org/journal/msom>  
It covers Articles, Blogs on Service operations
3. Meyer, Christopher; Schwager, Andre "Understanding Customer Experience". Harvard Business Review  
<https://hbr.org/2007/02/understanding-customer-experience>
4. International Journal of Operations & Production Management  
ISSN: 0144-3577  
<https://www.emeraldgrouppublishing.com/journal/ijopm>  
It contains articles, literature reviews, surveys, critiques of published articles & expert opinions, in the areas of operations and supply chain management in manufacturing and service sectors
5. International Journal of Services and Operations Management  
ISSN: 1744-2389  
<https://www.inderscience.com/jhome.php?jcode=ijsom>  
It contains new strategies, techniques and technologies for improving productivity and quality in both manufacturing and services

**Evaluation Scheme:**

• Class participation and attendance	05 marks
• Mid Term Exam	20 marks
• Assignment	05 marks
• Team Project Presentation	10 marks
• Term-End Exam	60 marks
<b>Total</b>	<b>100marks</b>



<b>Program Name : IMBA</b>			<b>Semester: VI</b>		
<b>Course: Production Planning Control</b>			<b>Code: 06110614</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	-	-	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> This course provides students with profound insights into how to coordinate the supply, production and distribution functions. It will also teach them how to balance conflicting objectives to minimize the total of all the costs involved and maximize customer service. Production planning and control is primarily concerned with the efficient and effective management of materials flow through manufacturing organizations in such a way that wastage, particularly in the form of excess inventory, is reduced, materials throughput time is speeded up, and customer requirements are met in a timely manner. Production planning and control addresses a fundamental problem of low productivity, inventory management and resource utilization. Production planning control ensures that the production team can achieve required production target, optimum utilization of resources, quality management and cost savings.					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>1. To make students understand the various components and functions of production planning and control such as work study, product &amp; process planning, production scheduling &amp; Inventory Control</li><li>2. To make students understand the dynamics of material flow through a manufacturing system, basic and advanced techniques of production planning and control and matching different approaches to different manufacturing situations</li><li>3. Developing learning &amp; skills to investigate the basic issue related to Production Planning and Control that is how much of what material items to produce (or order) at what specific times in order to satisfy customer demand in an optimal way</li><li>4. Familiarizing students to production and inventory planning/control systems, and scheduling techniques</li></ol>					



**5. Familiarizing the students to the recent trends in production control**

**Learning Outcomes:**

After completion of the course, students would be able to:

1. Develop an understanding of the concepts and terminologies used in Production planning and control.
2. Understand the tools and techniques used in work study and demand forecasting.
3. Develop an understanding of the process of production planning used in different production systems.
4. Understand the concept and methodology of capacity planning.
5. Understand and analyze scheduling and sequencing methodologies.
6. Develop a thorough understanding of a range of inventory models and the suitability of the respective models in different contents.

**Prerequisite(s):**

Knowledge of basics of Production and Operations Management.

**Pedagogy:**

The study plan covering readings, classroom lectures, exercises, videos, case studies, group work project and assignments corresponding to each session

**Syllabus:**

**Concepts of PPC**

Introduction to Production planning & Control, Objectives and benefits of planning and control, need for PPC, functions of PPC, relationship of PPC with other departments, Factors influencing PPC in the organization, Management policies- planning for meeting demands, work distribution, centralization, Organization of PPC- degree of centralization, PPC as an integrated approach, Prerequisites of PPC- data pertaining to design, equipment, raw materials, tooling, performance standards, labor & operating systems, Order preparation- works order preparation for various manufacturing methods, subsidiary orders, shop or production orders, inspection orders and stores issue orders

**Unit-2**

**Work Study & Forecasting**

Method study, basic procedure, Selection, Critical analysis, Development & Implementation  
Work measurement, Various Techniques- Time study, Production study, Work sampling, Predetermined motion time standards, Forecast end item demand using Moving Averages and Exponential, Forecast Aggregate Demand using Pyramidal Forecasting techniques, Ergonomics: Work place design & working conditions

**Unit-3**

**Production Planning**

Product planning: product information and its relevance. Problems in lack of product planning, Process planning: Prerequisite information requirement, steps in process planning, Quantity determination in batch production, Machine capacity, balancing, Process capabilities in a multi-



product system, Machine / process selection & Computer Aided Process Planning, Capacity Planning and Utilization: Role of Capacity Planning, Rough- Cut Capacity Plan using CPOF & Resource Bill, Detailed Capacity Plan by Scheduling Capacity and Materials together

#### **Unit-4**

#### **Production Scheduling and Sequencing**

Inputs for scheduling, factors influencing scheduling, scheduling techniques, Master Production Scheduling, Develop and manage a Feasible MPS, Product sequencing, dispatching: manufacturing lead time technique for aligning completion time & due dates, Line Balancing Methods, Shop Loading

#### **Unit-5**

#### **Production Control**

Inventory Control: Basic concepts of inventory, Types of inventories, Inventory Classification, purpose of holding stock and influence of demand on inventory, Ordering procedures, Two Bin system, ordering cycle, economic order quantity and economic lot size, Recent trends- Trends in purchasing & store keeping, Computer integrated PP systems, MRP-I, MRP-II and ERP, Production Activity Control: MPC System Design

#### **Textbook:**

- Elements of Production Planning & Control –Eilon
- Vollmann, T.E., W.L. Berry, D.C. Whybark, and F.R. Jacobs, Manufacturing Planning and Control for Supply Chain Management, Sixth Edition, McGrawHill, New Delhi

#### **Reference Books:**

1. James.B.Dilworth, "Operations management – Design, Planning and Control for manufacturing and services" Mcgraw Hill International edition 1992
2. Elwood S.Buffa, and Rakesh K.Sarin, "Modern Production / Operations Management", 8th Edition, John Wiley and Sons, 2000
3. Kanishka Bedi, "Production and Operations management", 2nd Edition, Oxford university press, 2007
4. Production Planning & Control – Jain and Agarwal
5. Upendra Kachru, "Production and Operations Management – Text and cases", 1st Edition, Excel books 2007

#### **Online Resources:**

1. Production Planning & control- Management of Operations

ISSN: 1366-5871

<https://www.tandfonline.com/toc/tppc20/current>

It contains articles, case studies & research based on the emerging needs of industry, making clear the nature of the industrial problem in the field of operations management, supply chain management, and business improvement

2. International Journal of Services and Operations Management

ISSN:1744-2389

<https://www.inderscience.com/jhome.php?jcode=ijsom>



It contains new strategies, techniques and technologies for improving productivity and quality in both manufacturing and services

3. International Journal of Operations & Production Management

ISSN: 0144-3577

<https://www.emeraldgrouppublishing.com/journal/ijopm>

It contains research articles, literature reviews, surveys, critiques of published articles and expert opinion

papers in operations and supply chain management, production, planning and control in manufacturing

and service sectors

4. Journal of Purchasing & Supply Management

ISSN: 1478-4092

<https://www.journals.elsevier.com/journal-of-purchasing-and-supply-management>

It contains articles on Supply chain Management, purchase and supply of goods and services in industry

5. Journal of Operations Management

ISSN: 0272-6963

<https://onlinelibrary.wiley.com/journal/18731317>

It contains research articles, academic discussions & debates on relevant topics in operations management

**Evaluation Scheme:**

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**



# SGT UNIVERSITY

SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY  
(UGC Approved University) GURGAON, Delhi-NCR

<b>Program Name : IMBA</b>			<b>Semester: VII</b>		
<b>Course: Corporate Governance</b>			<b>Code: 06110702</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> <ul style="list-style-type: none"><li>• Corporate Governance refers to the way a corporation is governed. It is the technique by which companies are directed and managed. The students need to understand interaction between various participants (shareholders, board of directors, and company's management) in shaping corporation's performance.</li></ul>					
<b>Course Objectives:</b> <ul style="list-style-type: none"><li>• To understand the meaning and significance of good governance</li><li>• To gain insight into the perspective &amp; importance issues in Corporate Governance</li><li>• To understand the interrelationships of all stakeholders, their interests, rights and duties</li><li>• To understand the concept of Corporate Social Responsibility and its legal framework in India.</li></ul>					
<b>Learning Outcomes:</b> <p>By the end of this course, students will be able to explain, evaluate and analyze:</p> <ol style="list-style-type: none"><li>1. The global best practice knowledge in corporate governance environment, the corporate firms, proper corporate, legal, and regulatory frameworks necessary to perform the duties of the board in protecting the rights of the shareholders.</li></ol>					



2. The causes and consequences of agency problems due to inherent conflicts of interest between shareholders, the board of directors, and the executive management and other stakeholders in governance.
3. How transparency, responsibility, accountability, and fair and equitable treatment of all shareholders form the basis of good corporate governance practices.
4. The relationship between corporate governance, corporate finance, investments and shareholder wealth maximization.

**Prerequisite(s):**

5. Good Communication skills
6. Basic knowledge of business and management practices in India.

**Pedagogy:** Course will be taught using classroom teaching, case studies and multiple different tools of education.

**UNIT 1 CORPORATE GOVERNANCE: AN OVERVIEW AND HISTORICAL**

Definition of Corporate Governance ;The OECD Principles of Corporate Governance States,Benefits of Corporate Governance ,Need for Corporate Governance 1.5 Principles of Corporate Governance 1.6 SEBI Code of Corporate Governance 1.7 Corporate Governance - History in India 1.8 Corporate Governance in India Past, Present and Future 1.9 Perspective and Important Issues in Corporate Governance 1.10 Corporate Governance-Theory and Practice; Good Governance: Meaning and Concept; Agency Theory in Corporate Governance; Shareholder and Stakeholder Theory of Corporate Governance

**UNIT 2 CURRENT SCENARIO, OBLIGATION TO INVESTOR**

Introduction • Current scenario of CG • Principle of CG • Obligation to investors, customer, employees, • Government & society, Managerial • A land mark in India CG National committees on CG • Issues in corporate CG practice in India

**UNIT 3 AGENT AND INSTITUTION**

Agent and institution • Share holder rights under company act 2013 • Rights & principles of common stake holder • Corporate Governance from investor's perspective • Director, Auditor & Banks • Role & Responsibility of Board of Director • Corporate Governance Guidelines

**UNIT 4 INDIAN SCENARIO, PUBLIC POLICIES SEBI, CORPORATION IN GLOBAL SOCIETY**

Introduction & definition an Indian scenario • Present frame work of CG in India • SEBI Policy & Regulation 2015 • Corporate and social Responsibility • CG in Global society & the environment

**UNIT 5 SOCIAL RESPONSIBILITY: CS IN INDIA, USA AND OTHER COUNTRIES, CSR LAWS IN INDIA**

Introduction • Corporate social responsibility. • What is CSR? • For whom it's Applicable. • What to do when CSR is Applicable. • The objectives of the policy. • Definition of CSR. • Key components of CSR in India • Social Responsibility -



Introduction of India, USA & other countries. • Responsibility in different countries •  
Social Responsibility under company ACT

**Textbook:**

1. Corporate Governance in India change and continuity, Ashish K Bhattacharya, Oxford Publications

**Reference Books:**

- Corporate Governance: Principles, Policies and Practices ,A. C. Fernando , E. K. Satheesh , K. P. Muraleedharan By Pearson
- The Essential Book Of Corporate Governance, by G. N. Bajpai ,Sage Publications
- Corporate Governance - IICA ,Indian Institute of Corporate Affairs, Taxmann
  
- **Corporate Governance: Principles and Practices** by Sandeep Goel, **Mc Graw Hill**

**Journals:**

- Journal of Management and Governance, Springer
- Indian Journal of Corporate Governance, Sage Journals

**Links to websites:**

- 

**Evaluation Scheme:**

- |                                      |                  |
|--------------------------------------|------------------|
| • Class participation and attendance | 05 marks         |
| • Mid Term Exam                      | 20 marks         |
| • Assignment                         | 05 marks         |
| • Team Project Presentation          | 10 marks         |
| • Term-End Exam                      | 60 marks         |
| <b>Total</b>                         | <b>100 marks</b> |



# SGT UNIVERSITY

SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY  
(UGC Approved University) GURGAON, Delhi-NCR

<b>Program Name : IMBA</b>			<b>Semester: VII</b>		
<b>Course: Digital and Social Media Marketing</b>			<b>Code: 06110703</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> The content of digital marketing course aims at developing the students for making digital marketing plans in order to manage a digital marketing performance efficiently.					
<b>Course Objectives:</b> <ul style="list-style-type: none"><li>• To provide a basic knowledge of various online marketing concepts</li><li>• To acquaint the student of operating and managing business through various online channels.</li></ul>					
<b>Learning Outcomes: After completion of the course the students will be able to</b> <ol style="list-style-type: none"><li>1. Describe the understanding of Digital Marketing Tools</li><li>2. Articulate the online marketing mix in contemporary business scenario</li><li>3. Construct the online marketing along with the campaign management concept, its monitoring and reconciliation.</li></ol>					
<b>Prerequisite(s):</b> Student should have studied the course of Marketing Management.					
<b>Pedagogy:</b> Student's Seminar, Student's Interactive Session, Case Studies					
<b>Syllabus:</b>					



### **Unit I**

Digital Marketing: Introduction, Moving from Traditional to Digital Marketing, Integrating Traditional and Digital Marketing. Introduction to digital marketing communication, different types of digital media channels. Digital marketing applications and benefits, Digital marketing framework.

### **Unit II**

Online Marketing Strategy Development: Online marketing strategy definition, Online marketing strategy groundwork, Defining the online marketing mix, , Offering mix for digital, Digital pricing models, Channels of purchase-reaching the e-consumer, Managing promotional channels , developing the extended Ps-People, Process, Programs and Performance.

### **Unit III**

Online Marketing Planning and Setup: Online marketing communications and channel mix, Online marketing planning development, Understanding digital media planning terminology, Digital media planning stages, Designing the communication mix, Marketing communications from mass market to mass customized, Steps to creating marketing communications strategy, Understanding marketing operations set-up, Understanding digital marketing conversion, Basics of lead generations and conversion marketing, Lead nurturing and lead scoring concepts, Setting up for conversion from web page to landing page.

### **Unit IV**

Online Marketing Execution : Online marketing Campaign Management, Basic elements of digital campaigns, Basic elements of digital campaign management, Campaign planning and budgeting , Campaign set-up and launch, Campaign monitoring and reconciliation. Traffic building: SEO- Search engine optimization fundamentals, Introduction to keywords, definition, importance, Types of Key words, on page SEO and off page SEO. Types of traffic, paid search and organic search. Introduction to Google Adwords.

### **UNIT V**

Introduction to Social Media marketing: Importance of Social Media, Goal Setting, Strategy and Plan, Social Listening, Developing content marketing and engagement strategy for your brand, Social media communication. Introduction to Facebook Marketing, Instagram Marketing, Snapchat Marketing, Affiliate Marketing, E-mail Marketing and Mobile Marketing. Trust, Privacy and Ethics in digital marketing.

### **Textbook:**

- Bhatia Puneet Singh, Digital Marketing, Pearson education



**Reference Books:**

1. Gupta Seema, Digital Marketing, McGraw Hill Education
  2. Das Abhishek, Applications of Digital Marketing for Success in Business, BPB Publications
  3. Miller Michael, B2B Digital Marketing, Pearson Publication
  4. Dodson Ian, The Art of Digital Marketing, Wiley Publication
- Note: Latest edition of the books should be used

**Journals:**

- Journal of Marketing

**Links to websites:**

- <https://digitalskills.fb.com/en-in/>
- <https://www.hubspot.com/digital-marketing>
- <https://www.linkedin.com/learning/>

**Evaluation Scheme:**

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**



<b>Program Name : IMBA</b>			<b>Semester: VII</b>		
<b>Course: Customer Relationship Management</b>			<b>Code: 06110704</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	-	-	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> <ul style="list-style-type: none"><li>The present course aims at familiarizing the participants with various aspects of concepts, principles and role of CRM in changing business dynamics. The objective is also to familiarize students with the changing face of CRM as an IT enabled function, managing Customer Relationship.</li></ul>					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>To make the students understand the concepts, principles and role of CRM.</li><li>Analyze and understand the changing face of CRM as an IT enabled function, managing Customer Relationship.</li></ol>					
<b>Learning Outcomes:</b> <p><b>After completion of the course students would be able to :</b></p> <ul style="list-style-type: none"><li>Comprehend and evaluate different concepts, principles, and roles of CRM in an non-IT/IT enabled business for making informed decisions on strategies and offerings.</li><li>Understand and develop skills for execution of effective CRM strategies for new frameworks and requirements in a business.</li><li>Analyze and comprehend strategic analysis of CRM practices into programs that integrate product/service, pricing, communications and channel decisions.</li></ul>					
<b>Prerequisite(s):</b> <ol style="list-style-type: none"><li>Good Communication skills</li></ol>					



8. Basic knowledge of business and management practices in India.

**Pedagogy:** Course will be taught using classroom teaching, case studies and multiple different tools of education.

Unit - I CRM concepts - Acquiring customers, - Customer loyalty and optimizing customer relationships - CRM defined - success factors, the three levels of Service/ Sales Profiling - Service Level Agreements (SLAs), creating and managing effective SLAs.

Unit - II CRM in Marketing - One-to-one Relationship Marketing - Cross Selling & Up Selling - Customer Retention, Behaviour Prediction - Customer Profitability & Value Modeling, - Channel Optimization - Event-based marketing. - CRM and Customer Service - The Call Centre, Call Scripting - Customer Satisfaction Measurement.

Unit - III Sales Force Automation - Sales Process, Activity, Contact- Lead and Knowledge Management - Field Force Automation. - CRM links in e-Business - E-Commerce and Customer Relationships on the Internet - Enterprise Resource Planning (ERP), - Supply Chain Management (SCM), - Supplier Relationship Management (SRM), - Partner relationship Management (PRM).

Unit - IV Analytical CRM - Managing and sharing customer data - Customer information databases - Ethics and legalities of data use - Data Warehousing and Data Mining concepts - Data analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering.

Unit - V CRM Implementation - Defining success factors - Preparing a business plan requirements, justification and processes. - Choosing CRM tools - Defining functionalities - Homegrown versus out-sourced approaches - Managing customer relationships - conflict, complacency, Resetting the CRM strategy. Selling CRM internally - CRM development Team - Scoping and prioritizing - Development and delivery - Measurement.

**Textbook:**

1. Ed Peelen and Rob Beltman, Customer Relationship Management
2. Francis Buttle and Stan Maklan, Customer Relationship Management.

**Reference Books:**

1. Alok Kumar Rai, CUSTOMER RELATIONSHIP MANAGEMENT CONCEPT & CASES, Prentice Hall of India Private Limited, New Delhi. 2011
2. S. Shanmugasundaram, CUSTOMER RELATIONSHIP MANAGEMENT, Prentice Hall of India Private Limited, New Delhi, 2008
3. Kaushik Mukherjee, CUSTOMER RELATIONSHIP MANAGEMENT, Prentice Hall of India Private Limited, New Delhi, 2008
4. Jagdish Seth, et al, CUSTOMER RELATIONSHIP MANAGEMENT
5. V. Kumar & Werner J., CUSTOMER RELATIONSHIP MANAGEMENT, Willey India, 2008

**Journals:**

1. Dick Lee, The Customer Relationship Management Survival Guide



2. Harvard Business Review, Harvard Business Review on Customer Relationship Management
3. Berndt and Madéle Tait, Relationship Marketing & Customer Relationship Management, Adele
4. Journal of Supply Chain and Customer Relationship Management (JSCCRM)
5. International Journal of Electronic Customer Relationship Management

**Case Study:**

1. Alok Kumar Rai, CUSTOMER RELATIONSHIP MANAGEMENT CONCEPT & CASES, Prentice Hall of India Private Limited, New Delhi. 2011

**Links to websites:**

- <https://www.salesforce.com/in/crm/>
- <https://crm.org/crmland/free-crm>

**Evaluation Scheme:**

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**



<b>Program Name : IMBA</b>			<b>Semester: VII</b>		
<b>Course: Investment Analysis and Portfolio Management</b>			<b>Code: 06110706</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> This course provides a broad overview of the theory of financial markets and investment management, focusing on the application of portfolio theory to the issue faced by portfolio managers and investors in general.					
<b>Course Objectives:</b> The main objectives of this course are: <ul style="list-style-type: none"><li>• To provide a theoretical and practical background in the field of investments.</li><li>• Designing and managing the bond as well as equity portfolios.</li><li>• Overview of derivatives including options.</li><li>• Measurement and evaluation of portfolio performance.</li><li>• Overview of investor's behaviour.</li></ul>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ol style="list-style-type: none"><li>14. Describe and to analyze the investment environment, different types of investment vehicles;</li><li>15. Understand and explain the logic of investment process and the contents of its each stage;</li><li>16. Use the quantitative methods for investment decision making-to calculate risk and expected return of various investment tools and the investment portfolio;</li><li>17. Distinguish concepts of portfolio theory and apply its principals in the process of investment portfolio formation;</li><li>18. Analyze and evaluate relevance of stocks, bonds, options for the investments;</li><li>19. Understand the psychological issues in investment decision making;</li></ol>					



20. Differentiate between active and passive investment strategies;
21. Distinguish between required return and desired return;
22. Understand the portfolio performance measures

**Prerequisite(s):** Basic knowledge of finance, Statistics, Excel

**Pedagogy:** PBL(Problem Based Learning), PBL(Project Base Learning), Case study, Video, Hands on Exercise, Assignments, Quiz

**Unit - I**

Objectives of Investment Decisions- Introduction; Types of Investors; Constraints; Goals of Investors. Financial Markets- Introduction, Primary and Secondary Markets; Trading in Secondary Markets; Money Market; Repos and Reverse Repos; Bond Market; Common Stocks

**Unit - II**

Fixed Income Securities Introduction-Time Value of Money; Simple and Compound Interest Rates; Real and Nominal Interest Rates; Bond Pricing Fundamentals; Bond Yields; Interest Rates; Macaulay Duration and Modified Duration.

**Unit - III**

Capital Market Efficiency- Introduction; Market Efficiency; Departures from the EMH, Financial Analysis and Valuation Introduction; Analysis of Financial Statements; Financial Ratios (Return, Operating and Profitability Ratios); Valuation of Common Stocks; Technical Analysis.

**Unit - IV**

Modern Portfolio theory Introduction; Diversification and Portfolio Risks; Equilibrium Models The CAPM Multifactor Models; The Arbitrage Pricing Theory.

Valuation of Derivatives- Introduction; Forwards and Futures; Call and Put Pricing; Black- Scholes Formula.

**Unit - V**

Investment Management- Introduction; Investment Companies; Active vs. Passive Portfolio Management; Cost of Management –Entry/Exit Loads Fees; Net Asset Value ; Classification of Funds ; Other investment companies; Performance assessment of managed funds

**Textbook:**

- *Investment Analysis and Portfolio Management:* Prasanna Chandra, TATA McGrawHill
- *Investment Analysis and Portfolio Management:* Frank Reilly, Keith Brown, SouthWestern College Pub; 10th edition.
- *Investments:* Zvi Bodie, Alex Kane, Alan J. Marcus, McGraw-Hill/Irwin; 10th edition.
- *Investments:* William Sharpe, Gordon J. Alexander, Jeffrey W Bailey, 6th Edition

**Reference Books:**

- *Fundamentals of Investments:* 3rd Edition, by Gordon J. Alexander, William F.



- *The Theory and Practice of Investment Management: Asset Allocation, Valuation, Portfolio Construction, and Strategies* Hardcover by Frank J. Fabozzi, Harry M. Markowitz Sharpe, Jeffery V. Bailey.
- *Modern Portfolio Theory and Investment Analysis: 9th Edition* 9th Edition, by Edwin J. Elton, Martin J. Gruber, Stephen J. Brown, William N. Goetzmann.
- *Managing Investment Portfolios: A Dynamic Process* 3rd Edition by John L. Maginn, Donald L. Tuttle, Dennis W. McLeavey, Jerald E. Pinto

**Journals:**

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**Links to websites:**

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**Evaluation Scheme:**

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**



# SGT UNIVERSITY

SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY  
(UGC Approved University) GURGAON, Delhi-NCR

<b>Program Name: IMBA</b>			<b>Semester: VI</b>		
<b>Course: INDIRECT TAX</b>			<b>Code: 06110716</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> The course aims to help students to gain basic understanding of knowledge of principles and provisions of Goods and Service Tax, and Custom laws. Students will gain a working knowledge regarding computation of tax liability pertaining to these laws.					
<b>Course Objectives:</b> The Course aims to: <ol style="list-style-type: none"><li>1. Provide the participants a broad understanding of indirect tax law as applicable in India.</li><li>2. Provide understanding of principles and law governing the indirect taxation statute in India</li><li>3. Provide practical knowledge of computation of assessable value, tax liability, assessment procedures and functioning of taxation related matters</li></ol>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to:					



1. Understand the provision of Indirect Tax law as applicable in India
2. Apply their understanding about GST in business related decisions
3. Understand the Customs Act and duty applicable.
4. Compute the total income earned and tax liability arising there on
5. Make the tax management and tax planning.

**Prerequisite(s):**

Working knowledge of Microsoft excel for computing total tax liability, and payment thereof.

**Pedagogy:**

A mix of pedagogy would be adopted;

- Conceptual inputs will be given through the short lectures and problem solving method
- Wherever applicable “real life” cases will be used for providing the base for application of concepts.
- Projects/Assignments will be used for experiential learning.

**Syllabus:**

**Unit-I:**

Conceptual Framework of GST: Definition of Goods and Services; general principles of GST, CGST, SGST, IGST, Charge of goods and service tax and taxable goods and services, Valuation of taxable goods and services,

**Unit-II:**

Goods and Services Tax Act, 2017 : An Introduction, Cascading Effect of Indirect Taxes, A brief Historical Evolution of GST, VAT Vs. GST; Excise Tax Vs. GST; Service Tax Vs. GST; Types of GST: CGST, SGST, IGST and their procedures. Tax Structure under GST Regime: Various Tax rates under GST; HSN Coding.

**Unit-III:**

Documentation, Registration, Migration, Return Filing Mechanism: IGSTN, Payment of tax, Refund of Tax, Input Tax Credit, GST audit procedures.

**Unit-IV:**

Authorities under GST Regime: GST Council, Composition of GST Council, Functions and Powers and functions of GST Council. Central Board of Excise and Customs (CBEC): Officers in the new Regime of GST, Powers, Functions and Responsibilities of GST Officers under GST Regime.



## Unit V:

Basic concepts of customs law, Territorial waters, high seas, Types of custom duties – Basic, Countervailing & Anti- Dumping Duty, Safeguard Duty, Valuation, Customs Procedures, Import and Export Procedures, Baggage, Exemptions

## Textbook:

- V.S. Datey, Indirect Tax Law and practice, Taxmann Publications Pvt. Ltd., Delhi, Latest edition.
- Sanjeev Kumar, Systematic Approach to Indirect Taxes, Latest edition.
- S. S. Gupta, Service Tax -How to meet your obligation, Taxmann Publications Pvt. Ltd., Delhi, Latest edition.
- Vinod K. Singhanian, Element of Service Tax, Taxmann Publications Pvt. Ltd., Delhi, Latest edition.
- Dr. Girish Ahuja, Dr. Ravi Gupta, Indirect taxes, latest edition, Bharat Publishers

## Reference Books:

- Bare Act of CGST, SGST and IGST.

## Journals:

- <https://www.journalpressindia.com/vision-journal-of-indian-taxation>

## Links to websites:

- [www.gst.gov.in](http://www.gst.gov.in)

## Evaluation Scheme:

- |                                      |          |
|--------------------------------------|----------|
| ● Class participation and attendance | 05 marks |
| ● Mid Term Exam                      | 20 marks |
| ● Assignment                         | 05 marks |
| ● Team Project Presentation          | 10 marks |
| ● Term-End Exam                      | 60 marks |

**Total** **100 marks**



# SGT UNIVERSITY

SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY  
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<b>Program Name : IMBA</b>			<b>Semester: VII</b>		
<b>Course: Export and Import Documentation</b>			<b>Code: 06110707</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> The Student will get an insight of various documentations required in export and import. This will help them to look forward for the exploration of international business opportunities					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>1. To gain the understanding of various types of documentation required in international business.</li><li>2. To understand the importance of INCOTERMS in international business.</li></ol>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ol style="list-style-type: none"><li>1. Prepare the documents as per standards of the authorities across national boundaries.</li><li>2. Correlate the policies and documents as per the nature of the business.</li><li>3. Adapt the business as per the contemporary business environment in international market.</li></ol>					



**Prerequisite(s):** The students should be equipped with the basic terms used in International business.

**Pedagogy:** SIS, SS, Case study, Video, Assignments, Quiz

**Syllabus:**

**Unit-I**

Introduction to International Business & its Institutional Framework , Features & Importance of External Trade, Types-Contract manufacturing, Licensing, Franchising, Joint Ventures, Subsidies, Import & Export. Role of Government & Semi- Government Agencies in Export Promotion (Export Incentive Schemes, EPZs, SEZs, Etc.) India's place in World's Business, Export Procedure, Import Procedure.

**Unit-II**

Export Procedure & Documentation for export and import, Requirement and Framework of Documentation ( aspects including DGFT requirements), ADS (Aligned documentation system), Principal documents used in Export Procedure, Auxiliary documents used in Export Procedure, Important documents used in Import Procedure, Important terms used in Export & Import, Processing an Export Order, Negotiation of Documents, EDI( Electronic data Interchange), Role of bank in an Export- Import Transaction

**Unit-III**

Methods of payment ,Financing Exports, Export Order Processing & its Legal Implications, Methods of Payment, Financing Exporters & Importers, Instruments of Payments, Pre-shipment finance , Post-shipment finance

**Unit-IV**

INCO Terms, Responsibilities and Liabilities of Shipper, Carrier, Custodian etc., terms and Conditions of Carriage, Packing, marking, labeling, pre-shipment inspections FERA & FEMA Legal & Commercial aspects of UCP600, Overview of Marine Insurance

**Unit-V**

Export- Import Strategies & Practices And Export Marketing – Customs Clearance of Import & Export Cargo Export Strategy Formulation Import Strategy ( Sourcing Strategy) Clearance of Import Cargo Clearance of Export Cargo Customs Valuation The Harmonized System Carnets

**Text Books:**

- Khurana P K, Export Management, Galgotia Publications.
- Justin Paul & Rajiv Ascher, Export-Import management, Oxford Publication

**Reference Books:**

- Rakesh Mohan Joshi, International Business, Oxford Publication.



- E. Johnson, Export/Import Procedures And Documentation (Export/Import Procedures & Documentation)
- Thomas A. Cook, The Ultimate Guide To Export Management

Note: Latest edition of the books should be used.

**Journals:**

**Case Study:**

**Links to websites:**

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**Evaluation Scheme:**

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**



# SGT UNIVERSITY

SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY  
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<b>Program Name : IMBA</b>			<b>Semester: VII</b>		
<b>Course: International Business Finance</b>			<b>Code: 06110708</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> This paper is to equip the students with the techniques that can help them in managing the financial issues in international environment. This course will help them to manage MNCs in more effective manner.					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>1. To understand the exchange rate system in international business.</li><li>2. To gain knowledge about cost of capital in international business.</li></ol>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ol style="list-style-type: none"><li>1. Assess the best mode of business finance at international level.</li><li>2. Compare the projects for investment in the international market.</li><li>3. Express the impact of foreign exchange risk on the business in international market.</li></ol>					
<b>Prerequisite(s):</b> The students should be equipped with the basic terms used in Financial Management.					



**Pedagogy: SIS, SS, Case study, Video, Assignments, Quiz**

**Syllabus:**

**Unit-I**

Role of international finance and trade for domestic as well as international players Theories of International Trade: Comparative Costs, Classical Theory, Absolute Advantage, Hecksher-Ohlin Theory. Evolution of the international monetary system, Exchange rate arrangements, Reform of international monetary system, Balance of payments accounting, Gains from financial globalization. Concept of exposure and risk, Nature of Exposure (Economic, Transaction, Translation) and their impact

**Unit-II**

Functions and structure of foreign exchange market, Exchange rate: essential concepts and determination, Theories of exchange rate, International arbitrage. Parity conditions in International Finance - Purchasing Power Parity, Covered Interest Parity, Real Interest Parity. Parity Conditions and its Managerial Implications

**Unit-III**

Exchange rate -Meaning, Scope & Importance .Forecasting exchange rates-Needs for exchange rate forecast, Techniques of forecasting, Forecast in a controlled exchange rate regime. Foreign exchange risk: types and measurement, Currency derivatives, carry of future contract, speculation and hedging strategies using forward and options, swap deals and their types. Concept of LIBOR, LIBID, SIBOR, MIBOR etc.

**Unit-IV**

Offshore financing – international equity, debt and Euro-currency markets; GDR, ADR, Trade Financing – payment methods and trade financing methods; Foreign direct investment, Cross border mergers and acquisitions. Brief introduction to international taxation – Foreign currency accounts for residents and non-resident Indians, Sovereign risk in china/Bulgaria.

**Unit-V**

Multinational capital budgeting – Capital structure and cost of capital – Sovereign risk. International working capital management -management of receivable, management of inventory, financing of current assets, Financing of Foreign trade.

**Textbook:**

- Pilbeam, K., International Finance, Palgrave Macmillan.
- Madura, J., International Financial Management, Cengage Learning.
- Eun, C.S., and Resnic, B.G., International Financial Management, McGraw Hill.

**Reference Books:**



- Feenstra, R.C., and Taylor, A.M., International Macroeconomics, Worth Publishers.
- Desai, M. A., International Finance: A Case Book, Wiley,
- Levi, M., International Finance, Routledge.
- Grabbe, O., International Financial Markets, Prentice Hall.
- Bhalla, V. K., Investment Management, S. Chand & Company Ltd

Note: All the books should be of latest edition.

**Journals:**

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**Links to websites:**

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**Evaluation Scheme:**

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**



# SGT UNIVERSITY

SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY  
(UGC Approved University) GURGAON, Delhi-NCR

<b>Program Name : IMBA</b>			<b>Semester: VII</b>		
<b>Course: Entrepreneurial Finance</b>			<b>Code: 06110709</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> Entrepreneurship plays an influential role in the economic growth and development of the country. As the world economy is changing so is the dynamism of the business world. The aim of this course is to instill and kindle the spirit of Entrepreneurship amongst students. The idea of this course is to create “job providers rather than job seekers”.					
<b>Course Objectives:</b> The course is aimed at introducing the skills of evaluating various alternatives to raise funds for entrepreneurship and developing the strategies for risk management.					
<b>Learning Outcomes:</b> <ul style="list-style-type: none"><li>• Define the relation between entrepreneurial finance and value creation in a business.</li><li>• Identify the sources of finance for new ventures.</li><li>• Judge the financial performance of an entrepreneurial initiative.</li><li>• Discuss an entrepreneurial perspective on management of short term funds.</li></ul>					
<b>Prerequisite(s):</b> Basic knowledge about business and related legal compliances					
<b>Pedagogy:</b> The course will include a mix of lecture, case studies, exercises, role play, corporate visits, and guest speakers.					
<b>Syllabus:</b>					



**Unit-I: Overview of Entrepreneurial Finance:** Conceptual framework of financial system, Basic terminology of Finance, Taxation, and insurance in Entrepreneurship, Financing choices for Start ups, Evaluation of financing choices, Challenges associated with Venture Financing.

**Unit-II : Opportunity Assessment and Creation:** Major valuation, risk management and planning concepts, Types of investments and funding sources, Tools for analysis, Valuation, Business/financial plans, Capital structures, Sources of funding, Decision horizons.

**Unit-III : Venture Capital Funding and Valuation:** Working of funding and valuation, Funding rounds, Professional management vs. founders, The business of funding, Term sheets, Due Diligence, Funding stages, Venture Lending

**Unit-IV: Growth and Exit Strategies:** Challenges of managing and funding growth, International growth, Liquidity events, exit strategies, Initial Public Offerings, Mergers, sales, Technology transfer, I.P. acquisitions, Corporate and strategic venture funds

**Unit-V: Risk Management:** Risk and Uncertainty, Types and sources of Risk and methods of handling Risk, Risk Management Process - techniques, implementation, monitoring the Risk, Management Program Risk Management by Individuals and Corporations, Risk Management objectives-Need for a Rationale for Risk

**Textbook:**

Aven and Renn (2013) Risk Management and Governance- Concepts, Guidelines and Approaches, Springer, New York.

**Reference Books:**

1. Prasanna Chandra Financial Management Theory & Practice, Tata McGraw Hill.
2. Stulz (2003), Risk Management and derivatives, South -Western Publishing, New Delhi

**Journals:**

1. Entrepreneurship Theory and Practice
2. International Entrepreneurship and Management Journal
3. Journal of Intellectual Capital
4. Journal of Business Venturing
5. European Journal of Innovation Management

**Case Study: NA**

**Links to websites:**

**Evaluation Scheme:**

- |                                      |         |
|--------------------------------------|---------|
| • Class participation and attendance | 05marks |
| • Mid Term Exam                      | 20marks |
| • Assignment                         | 05marks |
| • Team Project Presentation          | 10marks |
| • Term-End Exam                      | 60marks |

**Total 100marks**



# SGT UNIVERSITY

SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY  
(UGC Approved University) GURGAON, Delhi-NCR

<b>Program Name : IMBA</b>			<b>Semester: VII</b>		
<b>Course: Entrepreneurial Marketing</b>			<b>Code: 06110710</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> Entrepreneurship plays an influential role in the economic growth and development of the country. As the world economy is changing so is the dynamism of the business world. The aim of this course is to instill and kindle the spirit of Entrepreneurship amongst students. The idea of this course is to create “job providers rather than job seekers”.					
<b>Course Objectives:</b> To understand the marketing challenges and to apply marketing tools and models for entrepreneurial marketing.					
<b>Learning Outcomes:</b> <ul style="list-style-type: none"><li>• Understand the relationship between the concepts of marketing and entrepreneurship.</li><li>• Describe the significance of creative sales and marketing for start-ups.</li><li>• Design marketing tactics appropriate to the limited resources of a new venture.</li><li>• Build an innovative marketing strategy for a new venture.</li></ul>					
<b>Prerequisite(s):</b> Basic knowledge about business and related legal compliances					
<b>Pedagogy:</b> The course will include a mix of lecture, case studies, exercises, role play, corporate visits, and guest speakers.					
<b>Syllabus:</b>					



**Unit –1: Introduction to Entrepreneurial Marketing**

Meaning, Characteristics, Functions, Marketing Challenges, Marketing Mix (6P’s), Identifying entrepreneurial marketing opportunities, market research, demand forecasting.

**Unit –2: Enterprise Growth**

Concept of Enterprise Growth, forms, types, structures of organizational growth, Gazelles and Mice, Growth Objectives – operative and strategic targets, Growth Analysis – Portfolio analysis, ERRC Grid, SWOT-analysis, and raising entrepreneurial finance.

**Unit –3: Growth Strategies and Models**

Growth Strategies – concept and forms, Internal, External, and Cooperative growth strategies. Growth models - Life-cycle and Phase model, integrated life-cycle model (evolutionary), Greiner’s growth model (revolutionary), and Complexity management (process) model.

**Unit –4: Entrepreneurial Market Development Strategies**

Positioning, Segmentation, targeting, entrepreneurial communication strategy, entrepreneurial pricing strategy, entrepreneurial distribution strategy, building customer relationships, marketing plans

**Unit –5: Entrepreneurial Marketing Tools**

Concept, Guerrilla Marketing, Ambush / Free ride Marketing, Tools of entrepreneurial marketing – Buzz, Social Media, Viral Marketing

**Textbook:**

1. Edwin J. Nijssen, Entrepreneurial marketing An Effectual Approach 2e, Routledge, 2017.

**Reference Books:**

1. Leonard Lodish, Howard Lee Morgan, Amy Kallianpur, Entrepreneurial Marketing, Wiley Publishers, 2001.
2. Zubin Sethna, Paul Harrigan, Rosalind Jones, Entrepreneurial Marketing: Global Perspectives, Emerald Group Publishing, 2013.
3. Bruce D. Buskirk, Molly Lavik, Entrepreneurial Marketing: Real Stories and Survival Strategies, Thomson, 2004.
4. Ian Chaston, Entrepreneurial Marketing: Sustaining Growth in All Organisations, Palgrave Macmillan, 2016.
5. Marc Longman, Entrepreneurial Marketing: A Guide for Startups & Companies With Growth Ambitions, Garant Publishers, 2011.

**Journals:**

1. Entrepreneurship Theory and Practice
2. International Entrepreneurship and Management Journal
3. Journal of Intellectual Capital
4. Journal of Business Venturing
5. European Journal of Innovation Management

**Case Study: NA**

**Links to websites:**

1. [www.mooc-list.com/tags/entrepreneurship](http://www.mooc-list.com/tags/entrepreneurship) ONLINE RESOURCES
2. [https://www.startupindiahub.org.in/content/sih/en/learning-and-development\\_v2.html](https://www.startupindiahub.org.in/content/sih/en/learning-and-development_v2.html)
3. <http://nptel.ac.in/courses/110105067/>
4. <http://nptel.ac.in/courses/109105098/>
5. <https://lmswise.wfglobal.org/>
6. <http://blogs.hbr.org/>

**Evaluation Scheme:**



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SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY

(UGC Approved University)

GURGAON, Delhi-NCR

• Class participation and attendance	05marks
• Mid Term Exam	20marks
• Assignment	05marks
• Team Project Presentation	10marks
• Term-End Exam	60marks
<b>Total</b>	<b>100marks</b>

<b>Program Name : IMBA</b>			<b>Semester: VII</b>		
<b>Course: Competency Based Training &amp; Development</b>			<b>Code: 06110711</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	-	-	<b>4</b>	<b>40</b>	<b>60</b>

### Course Rationale:

This course of Competency Mapping will provide the students an understanding of competency based training by the way of equipping them with the techniques of identifying and defining the competencies. It will also teach students mapping competencies according to organization, project, role and function of jobs through practical assignments. This course is also been designed to make the students ready for application of training to develop human resource according to changing demands of organizations.

### Course Objectives:

3. To understand the concepts and basic fundamentals of Training, Competency , and Competency Profiling.
4. To understand Competency based HR Practices.
5. To understand the role of Training for changing scenario and for organizational development.

### Learning Outcomes:

After completion of the course, students would be able to:

7. Identify various competences at various levels (Business level, Team level, Individual Role level).
8. Design appropriate techniques of training suitable for different groups and organization.



9. Evaluate the effectiveness of the Training Program.
10. Develop Competencies for job positions.

**Prerequisite(s):**

- The students must be familiar with the basic knowledge of Training and Development.
- The students must be familiar with the basic knowledge of Emotional Intelligence.
- The students must be ready to participate in different pedagogy adopted.
- The students must be participative.

**Pedagogy:**

The syllabus would be involving a mix of Student seminar, Discussions, Problem based exercises, and other andragogy according to the topic and student understanding.

**Syllabus:**

**Unit I: Training**

Role of Training in changing organizations, Aligning training with organizational strategy, Future trends in training, The TNA model, Designing Training Programme, E-Training methods and implementation.

**Assignment: Designing Training for given employee group according to organizational strategy.**

**Unit II: Developing HR**

Identifying Development centres, Differentiate Assessment Centres and Development Centres, Models of Training Evaluation, Integrating Structure, Strategy and Technology, Management Development Implications, Training for Executive Development.

**Assignment: Evaluating Training effectiveness by applying suitable model.**

**Unit III:** Concept, Meaning, Types/Classification and usage of competencies at Organizational level (Core competencies), Business competencies (SBU specific), Team competencies (project level), Role competencies (Role wise), Relevance of Competencies in modern organizations.

**Assignment: Listing relevant Competencies according to Different Roles in Organization.**

**Unit IV: Competency Mapping** – Meaning, purpose and Benefits, Methods of Competency Mapping – Assessment Centre, Critical Incident Techniques, Questionnaire method, Psychometric tests (Occupational Personality test, by Savile & Holdworth Ltd, 1984 and Myers Briggs Type



Indicator (MBTI)r), Strategy-Structure Congruence, Structure Role Congruence, Vertical & horizontal Role linkages.

**Assignment: Applying Myers Briggs Type Indicator (MBTI)r and defining Personality type.**

**Unit V: Competency Models** – Steps in Developing a valid competency model-Understanding job positions, data collection instruments for job descriptions, preparing job descriptions, design and implementing competency model.

**Assignment: Implementing Competency Model for a specific Job.**

**Text Books:**

- Sanghi, Seema. The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, 2nd e, Sage Publications Pvt. Ltd 2007.
- *Effective Training: Systems, Strategies and Practices*, 5e, P. Nick Blanchard, James W. Thacker, Pearson Education, 2012.
- ~~Patricia K. Korman, Deborah Weirich, Evaluation of Management Data, McGraw Hill.~~

**Reference Books:**

- Margaret Dale and Paul Iles, 2002, Assessing Management Skills – a guide to competencies and evaluation techniques, Jaico Publishing House, Mumbai.
- Radha R.Sharma, 2004, 360 Degree Feedback, Competency Mapping and Assessment Centres for Personal and Business Development, Tata McGraw-Hill Publishing Company Limited, New Delhi .
- Competency Mapping: A pre- requisite for HR Excellence - by Dr. Lovy Sarikal, 2013.
- *Employee Training & Development*, 7e, Raymond Andrew Noe, McGraw-Hill, 2016.
- *Training & Development*, B. Janakiram, Dreamtech Press, 2017.

**Case Studies:**

- IT- Supported Competence Management at Ericsson.
- Competency Mapping at ‘The Kolkata Glory’
- The Fall of Quest; <http://www.nwlink.com/~donclark/hrd/case/caseqest.html>
- When everything isn’t half enough # R00213-PDF-ENG, Published 2000, HBS

**Evaluation Scheme:**

• Class participation and attendance	05marks
• Mid Term Exam	20marks
• Assignment	05marks
• Team Project Presentation	10marks
• Term-End Exam	60marks
<b>Total</b>	<b>100marks</b>



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SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY  
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<b>Program Name : IMBA</b>			<b>Semester: VII</b>		
<b>Course: Performance and Compensation Management</b>			<b>Code: 06110712</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> Compensation Management course is been design to inculcate the fundamentals of Compensation and application of these fundamentals of Compensation in any organization for managing people in effective manner. This course will also guide students to study the role of various inter-industry, intra-industry factors to design compensation and will also guide to study the role of statutory bodies for the same. This course is also aiming to teach students about Non-monetary compensation to boost morale of employees.					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>1. To understand the various dimensions of Performnce &amp; Compensation Management.</li><li>2. To understand the applicability of Performance Management System in organization.</li><li>3. To understand the role of various bodies involved in Compensation Management.</li><li>4. To understand the role of Non-monetary aspects of Compensation.</li></ol>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to:					



1. Design the relevant Performance appraisal methods to manage employees in organizations.
2. Apply the Performance based compensation strategy in organizations.
3. Design relevant rational contemporary compensation systems in modern organizations.
4. Design appropriate non-monetary components of Compensation.

**Prerequisite(s):**

- The students must have studied Human Resource Management as a core subject.
- The students must be ready to participate in different pedagogy adopted.
- The students must be participative.

**Pedagogy:**

The syllabus would be involving a mix of Student seminar, Discussions, Problem based exercises, and other andragogy according to the topic and student understanding.

**Syllabus:**

**Unit I:**

Introduction to Performance Management and Performance Appraisal. Foundations of Performance Appraisal. Performance Management Process, Philosophy behind Performance Management.

**Unit II:**

Job Description and Job Specification, Job Analysis & Its Process, Methods of Job Evaluation. Various Aspects and methods of Performance Appraisal: Identifying and Measuring Employee Performance, Uses of Performance Appraisal and Potential Appraisal.

**Unit III:**

Introduction to Compensation Management, Goals and Strategy of Compensation System, Components of Compensation - Types of Incentives and Rewards, Internal and External Equity in Reward Management.

**Unit IV:**

Performance linked compensation for employees and supplementary compensation. Modern techniques of compensation. Challenges in compensation management. Compensation: Problems, Objectives, Elements of Expatriate's Compensation Package.

**Unit V:**

Career and Development Planning- Mentoring – Coaching – Succession Planning. Ethical Issues and Dilemmas in Performance Management.

**Text Books:**

1. Bergmann & Thomas, J. *Compensation Decision Making*. Harcourt College Publications (2003).
2. Venkatratnam, C.S., *Rethinking Rewards and Incentive Management*. Excel Books (2002).

~~1. Harold Kohn, D.E. Ginz, Weirich and Sullivan, *Compensation Management*, Tata McGraw Hill.~~



**Reference Books:**

1. Deb, T. *Compensation Management: Text and Cases* Excel Books
2. Singh, B.D. *Compensation and Reward Management*. Excel Books
3. Gerhart, B. & Rynes, S.L. *Compensation, Evidence, and Strategic Implications*. Sage Publication
4. Berger & Berger. *The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design*. McGraw Hill.
5. Michael, Armstrong, *Performance Management*. Kogan Page (1999).
6. Chadha, P., *Performance Management: It's About Performing – Not Just Appraising*. McMillan India Ltd (2003).
7. Dwivedi, R.S. *Managing Human Resources and Personnel Management in India Enterprises*. Galgotia Publishing Company (2000).
8. Mathis, R. L & Jackson, J. H., *Human Resource Management*. Thomson Asia Pte. Ltd., (2004).
9. Dessler, G. *Human Resource Management*. Pearson Education Pte. Ltd., (2004).

**Journals:**

**Case Study:**

**Links to websites:**

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**Evaluation Scheme:**

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**



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<b>Program Name : IMBA</b>			<b>Semester: VII</b>		
<b>Course: Digital Operations</b>			<b>Code: 06110713</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> This is an overview course to enable the students to be more effective in dealing both strategically and organizationally with the digital transformation of the global enterprise. It is about the organizational transformation that takes place when any enterprise wants to take a core part of its business online and to “go digital.” Digital operations bring unity to people, teams and departments around a common goal. Organizations transforming digital successfully in such a global digital world create stakeholder value and competitive advantage.					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>1. Develop better understanding of innovative methods and integration of digital tools to improve various processes and strategies of a business</li><li>2. Identify various disruptive technologies and impact of its digital solution on the business</li><li>3. Familiarizing the students to the process and frameworks of digital transformation</li><li>4. Understand how digital technologies and analytics can be applied to transform traditional operations management practices</li><li>5. Understand how digital operations can increase customer value and contribute to the enhancement of Customer experience in the firm</li></ol>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to:					



1. Understand the concepts of disruptive digital technologies used to design innovative and viable business models, processes, services, products and strategies.
2. Understand the concepts & practical application of digital framework for value creation in Customer Experience.
3. Understand how disruptive technologies, such as automation, Artificial Intelligence, big data, analytics and machine learning are being applied to digitally transformed operations and its impact on the business.
4. Learn how to analyze the business operations and identify opportunities for digital transformation and efficiency improvements.

**Prerequisite(s):**

1. Basic understanding of the concepts of Operations Management and the integration of this function with other management functions.
2. Awareness of the ever expanding role of IT in the manufacturing/services sector.

**Pedagogy:**

The study plan covering readings, classroom lectures, exercises, videos, case studies, group work project and assignments corresponding to each session

**Syllabus:**

**I Operations**

Introduction to Digital Operations, Need for going Digital- Example Deutsche Telekom, Digital Innovations

-Uber/Airbnb, Changing Organizational strategies, Agility concepts -Amazon, Digital trends- Past & future

**Unit-2**

**Digital business models and strategies**

Digital Strategy, Voice War: Hey Google vs. Alexa vs. Siri, Digital Business Ecosystems- Alibaba, Disruptive business models, Business Model Canvas, Lean Startup, Role of Data, Data as a catalyst for digital transformation, Sources of data: surveys, transactions, sensors, location, text, and image/video, Data storage, Achieving customer centricity through data integration, Transformation enabled by Business Analytics- Carolina Healthcare System

**Technology & Business Impact**

Artificial intelligence and business applications-Audi, Robotics & Automation, Internet of Things-Digitalization at Siemens, Blockchain & its applications, Disruptive technologies like big data, cloud, 3-D printing and existing and future scenarios for practical application, Mobile Business & Social Media management, Business Model Redefinition based on Mobility, Killer Apps, Horizontal & Vertical Social Media

**Unit-4**

**Digital Transformation**

Introduction to Digital Transformation, DT in the Global Enterprise, Opportunities for DT, Using data to make better decisions, Improving operational efficiency through prediction and automation, The Process of Digital Transformation, Process flows, Making customer-centric processes, Digital Transformation frameworks – McKinsey, Digital maturity assessment



### Unit-5

#### Customer Experience as key focus of Digital Operations

Customer journey in the past, Customer expectations today-Personalization, Always on constant contact with

brand/company, Empowered customer, Customer Journey today, People & the Digital Organization, Organizational alignment for digital operations, Enabling digital management and leadership, Digital leadership vs. classic leadership practices, Digital Organization – network of teams, agile working, Agile organization models, virtual teams.

#### Textbook:

- Leading Digital: Turning Technology into Business transformation, by Andrew McAfee, Didier Bonnet & George Waterman
- The Digital Transformation Playbook: Rethink Your Business for the Digital Age (Columbia Business School Publishing)
- 

#### Reference Books:

1. The Digital Transformation of business, by Harvard Business Review
2. Digital Transformation: Why and How Companies are Investing in New Business Models to Lead Digital Customer Experiences, by Altimeter Group
- 3.

#### Online Resources:

1. International Journal of Digital Strategy, Governance and Business Transformation  
EISSN: 2643-8062  
<https://www.igi-global.com/journal/international-journal-digital-strategy-governance/224364>  
The journal focuses on digital strategy and governance issues within organizations in support of digital transformation. It contains practice-oriented research papers from academics, case studies, literature reviews, and reflective papers from practitioners
2. Research-Technology Management  
ISSN: 1930-0166  
<https://www.tandfonline.com/toc/urtm20/current>  
It publishes several special issues each year, addressing current and emerging issues in innovation management including case studies
3. Digital Strategy and Digital Transformation  
MaryAnne M. Gobble  
<https://www.tandfonline.com/doi/abs/10.1080/08956308.2018.1495969>
4. Digital Transformation Strategies In Different Areas: A Review  
Dr. Harjinder Kaur, Amandeep Kaur Bath  
<http://www.ijstr.org/final-print/dec2019/Digital-Transformation-Strategies-In-Different-Areas-A-Review.pdf>

#### Evaluation Scheme:

- Class participation and attendance 05 marks



• Mid Term Exam 20 marks	
• Assignment 05 marks	
• Team Project Presentation	10 marks
• Term-End Exam 60 marks	
<b>Total</b>	<b>100 marks</b>

<b>Program Name : IMBA</b>			<b>Semester: VII</b>		
<b>Course: Logistics and Transportation Management</b>			<b>Code: 06110714</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	-	-	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> This course focuses on logistics and transportation from a supply chain perspective. As global competition in both goods and services increases, a firm's survival depends upon how well it integrates logistics and transportation management into the enterprise's planning and strategy. Thus, it is essential for all business students to acquire an understanding and appreciation of logistics and transportation in supply chain management.					
<b>Course Objectives:</b> 1. Understanding of logistics activities and the roles that they play in an organization 2. Develop learning & skills to view logistics as more than an operational function that passively executes a plan, but as a strategic function that creates value and competitive customer service 3. Understanding of the key transportation concepts and the issues affecting the movement of goods 4. Familiarizing the students to the technology & trends in logistics 5. Development of skills to solve logistics & transportation problems and issues					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: 1. Develop an understanding of the role , functions and importance of Logistics Management.					



2. Learn about the major issues encountered in planning and executing different forms of logistics & transportation.
3. Learn about the role and modes of transportation, cost trade-off and the technological advancements.
4. List out the technology induced latest trends in logistics.
5. Describe the importance, types and technological developments in warehousing management.

**Prerequisite(s):**

Knowledge of Operations Management

**Pedagogy:**

The study plan covering readings, classroom lectures, exercises, videos, case studies, group work project and assignments corresponding to each session

**Syllabus:**

**Logistics**

Introduction & Concept of Logistics, Objectives & Types of logistics, Evolution of Logistics, Role of Logistics in an Economy, Logistics Management and its elements, Difference between Logistics and Supply Chain Management, Logistics and Competitive Advantage, Logistics in Organized Retail in India, Integrated Logistics, Inventory flow, Logistical Performance Cycle

**Unit-2**

**Customer Service-Key Element of Logistics**

Attributes & Different phases of customer services, Customer Service for Competitiveness, Value-Added Logistical Service, Logistics Outsourcing, Third-Party Logistics, Fourth-Party Logistics, Selection of Logistics Service Provider, Logistics Service Contract, Impact of Forecasts on Logistics, Role of Material Handling in Logistics, Significance of Warehousing in Logistics

**Unit-3**

**Technology & Trends in Logistics**

Logistics Information System: Concept & its Importance, Principles of designing LIS, Logistics Information Architecture, Application of IT in Logistics, E-Commerce Logistics: Requirements of Logistics in E-Commerce, E-Logistics Structure and Operation, Logistic Resource Management (LRM), Trends in logistics: Transport and mobility technologies, Green/ Cold chain logistics, Block chain and big data analytics in logistics

**Unit-4**

**Transportation**

Introduction & Objectives of Transportation, Transportation System, Different Modes of Transportation & their selection, Significance of Transport as an activity: Airlines, Surface, Railways, Pipeline and Water Transport, Types of Vessels, Operators, Containers, Shipping Intermediaries and Formalities, Containerisation, Structure and Functions of Travel agencies and Tour operators, Load Planning, Freight Management, Factors Affecting Freight Cost, Global Trends and Best Practices in Different Types of Transportation systems, Role of IT in Transportation Management, Future transportation challenges

**Unit-5**



### **Material Storage system & Warehousing**

Concept of Material Storage System, Unit Load Storage, Storage design and its benefits, Storage Methods, Warehouse functions, Warehouse types, Warehouse internal operations, Warehousing Management System (WMS), Warehousing equipment, Inventory, Safety and security in warehouses, Future trends in warehousing.

#### **Textbook:**

- Ronald H. Ballou, Business Logistics/Supply Chain Management, 5th edition (ISBN: 9780130661845)
- Coyle, J. J., Novack, R. A., & Bardi, E. J. (2005). Transportation: With Info Trac. New Delhi: Cengage Learning

#### **Reference Books:**

1. Asopa, V. N., Bhatnagar, D., Dixit, M. R., Raghuram, G., Ramani, K. V., Sinha, S., & Rao, V. V. (1999). Shipping management: Cases and concepts. New Delhi. Macmillan
2. Banister, D. (2002). Transport planning (2<sup>nd</sup> ed.). London: Taylor & Francis
3. Jaya Krishna, S. (2007). Transport Management Imperatives and Best Practices. Hyderabad: ICFAI University Press
4. Mahajan, V. S. (1991). Transport Planning, Policy and Development. New Delhi: Deep & Deep Publications
5. Otimar, Gau. (2008). Transportation Management with SAPLES, Galileo Press
6. Ray, S. K. (Ed.). (2000). Transport Planning for Developing Countries, New Delhi: Prentice Hall of India
7. Coyle, Langley, Murphy & Wood. Contemporary Logistics, 10th edition. ISBN-13: 978-0-13-611077-4
8. David B. Grant, Chee Yew Wong, Sustainable Logistics and Supply Chain Management: Principles and Practices for Sustainable Operations and Management, Kindle Edition
9. Douglas Lambert, James R Stock, Lisa M. Ellram, Fundamentals of Logistics Management. McGrawhill/Irwin, First Edition, 1998.
10. Vinod V. Sople (2009), Logistic Management (2nd Edn.) Pearson Limited. Reference Books: 1. Logistics Management For International Business: Text And Cases, Sudalaimuthu & S. Anthony Raj, PHI Learning, First Edition, 2009.
11. Ismail Reji, Logistics Management, Excel Book, First Edition, 2008
12. G Raghuram, N Rangaraj, Logistics & Supply Chain Management: Cases & Concepts: Macmillan Publishers India Limited

#### **Online Resources:**

1. Journal of Supply Chain Management

SN:1745-493X

[/onlinelibrary.wiley.com/journal/1745493x](http://onlinelibrary.wiley.com/journal/1745493x)

contains articles, high-quality, high-impact behavioral research focusing on theory building & empirical methodologies, case studies & published papers in the field of supply chain management

2. International Journal of Supply and Operations Management (IJSOM)



ISSN: 2383-2525

<http://www.ijson.com/>

This journal publishes original articles reporting fields and advances in theory, methodology, applications, general surveys & reviews in relation to Logistics, Supply and Operations Management

3. Journal of Purchasing & Supply Management

ISSN: 1478-4092

<https://www.journals.elsevier.com/journal-of-purchasing-and-supply-management>

It contains articles on Supply chain Management, purchase and supply of goods and services in industry, commerce and transportation

4. Journal of Supply Chain Management, Logistics and Procurement

ISSN: 2516-1822

<https://www.henrystewartpublications.com/jscm>

It has quarterly issues & contains in-depth articles and case studies on new thinking, innovative practices and emerging issues in how to deliver cost effective, efficient, resilient and adaptable supply chain management, logistics and procurement

5. European Journal of logistics, Purchasing and Supply Chain Management

ISSN 2054-0949

<https://www.eajournals.org/journals/european-journal-of-logistics-purchasing-and-supply-chain-management-ejlpbcm/>

It contains papers in the areas of Material Management, Management of Supply Chain Security, Management and Operation of Third- Party Logistics Providers & Supply Chain Risks

**Evaluation Scheme:**

- |                                      |          |
|--------------------------------------|----------|
| • Class participation and attendance | 05 marks |
| • Mid Term Exam                      | 20 marks |
| • Assignment                         | 05 marks |
| • Team Project Presentation          | 10 marks |
| • Term-End Exam                      | 60 marks |

**Total**

**100marks**



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SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY  
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<b>Program Name: IMBA</b>			<b>Semester: VIII</b>		
<b>Course: COMPANY LAW</b>			<b>Code: 06110801</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> To inform the students about the elementary ideas and the logic of the corporate law. In that respect, the students will be acquainted with the legal norms regulating the subjects of the corporate law, their legal structure and the position (status) of the trading subjects					
<b>Course Objectives:</b> <ul style="list-style-type: none"><li>• To understand the provisions of Companies Act 2013</li><li>• To understand the establishment and subsequent functioning of a body corporate in India</li></ul>					
<b>Learning Outcomes:</b> After the completion of the subject: <ol style="list-style-type: none"><li>1. Understand and identify key concepts in corporate law and the field of management education.</li><li>2. Effectively communicate by engaging in a persuasive style, and demonstrate oral advocacy</li></ol>					



skills in a clear and objective manner.

3. Successfully analyze a situation and collaborate effectively with others on a variety of legal issues.

4. Recognize, evaluate and resolve ethical dilemmas in legal and other professions.

5. Employ appropriate legal analysis by reasoning and problem solving skills to arrive at solutions to legal problems

**Prerequisite(s):** The student must possess good communication skills as well as analytical and logical skills.

**Pedagogy:** Case study, Analysis of cases and creating practical approach for learning and applying Company Law

**Syllabus:**

**Unit-I**

Concept of corporate body; Features, types and advantages of company; Privileges of private company; Conversion of private company into public company and vice versa; Formation, promotion and incorporation of company.

**Unit-II**

Memorandum of Association- meaning, importance, clauses of memorandum of association and their alteration; Doctrine of ultra - vires. Articles of Association- meaning, contents, alteration of articles of association; Constructive notice and doctrine of indoor management.

Prospectus- Definition, contents of prospectus; Statement in lieu of prospectus; Misstatement in prospectus and its consequences.

**Unit-III**

Share Capital- Types of Share Capital, Alteration of share capital, Reduction of Share Capital; Share and Stock Shareholder & Members: Difference between members and shareholders, modes of acquiring membership in a company, termination of membership; Who may be a member? Register of members, Rights and liabilities of members.

**Unit-IV**

Directors: meaning, numbers of directors, position, appointment, qualification, disqualification, restrictions on the number of directorship, vacation of office of director, removal of directors, managerial remuneration; powers and duties, liabilities of directors.



### Unit-V

Company Meetings and Resolution: Kinds of Company Meetings, Requisites of valid Meeting; proxy; voting; Agenda; Minutes of Meetings. Specimens of notice, agenda and minutes. Resolution: meaning and types.

Winding Up: meaning, compulsory winding up; voluntary winding up, winding up under the supervision of Court, consequences of winding up.

### Textbook:

- Dr. Singh, Avtar; Company Law, 17th ed, Eastern Book Co. Lucknow, Bharat Law House, Delhi, 2018
- MC Kuchhal, Modern Indian Company Law, Shri Mahavir Book Depot (Publishers), Delhi.
- GK Kapoor and Sanjay Dhamija, Company Law, Bharat Law House, Delhi.

### Reference Books:

- Anil Kumar, Corporate Laws, Indian Book House, Delhi
- Kapoor N.D., *Company Law: Incorporating the provisions of the companies Amendment Act.* Sultan Chand and Sons.
- Manual of Companies Act, Corporate Laws and SEBI Guideline, Bharat Law House, New Delhi,.
- Sharma, J.P., An Easy Approach to Corporate Laws, Ane Books Pvt. Ltd., New Delhi

Ramaiya, A Guide to Companies Act, LexisNexis, Wadhwa and Buttersworth

### Journals:

- Indian Journal of Corporate Law and Policy

### Links to websites:

[www.mca.gov.in](http://www.mca.gov.in)

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### Evaluation Scheme:



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GURGAON, Delhi-NCR

• Class participation and attendance	05 marks
• Mid Term Exam	20 marks
• Assignment	05 marks
• Team Project Presentation	10 marks
• Term-End Exam	60 marks
<b>Total</b>	<b>100 marks</b>

<b>Program Name : IMBA</b>			<b>Semester: 8<sup>th</sup></b>		
<b>Course: Product and Brand Management</b>			<b>Code: 06110804</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	-	-	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b>					
The course is designed so that students get a practical application in the context of Product development and brand management. This course will deal in the various intricacies pertaining to the challenges faced by industry in the area of Product development and Branding.					
<b>Course Objectives:</b>					
<ol style="list-style-type: none"> <li>1. To acquire the conceptual understanding of Product and Brand Management and its applications for corporate growth and development.</li> <li>2. To provide a holistic understanding of 'what is a brand'.</li> <li>3. To end the trajectory of brand models with culture mapping and building Iconic brands.</li> </ol>					
<b>Learning Outcomes:</b>					
After completion of the course, students would be able to;					
<ul style="list-style-type: none"> <li>• Demonstrate the basics of Product and Brand Management, and their social and ethical aspects.</li> </ul>					



- Articulate the intricacies of new product development.
- Interpret the brand equity and Brand positioning.

**Prerequisite(s):**

Student should have studied the course of Marketing Management.

**Andragogy:** Student's Seminar, Student's Interactive Session, Case Studies

**Syllabus:**

**Unit I**

Product Planning and Strategies: Proposed Product Planning Model-Setting Objectives, Monitoring the Environment, Situation Analysis, Development of a Product/Market Program, Product Mix Strategy, Defining Competitive set & Competitor Analysis and Developing Product Positioning Strategy.

**Unit II**

Product Design and New Product Development: Characteristics of Successful Product Development, New Product Development Process and Organizations, Go to Market Strategies, Test Marketing Product Launch and Commercialization: Test Marketing Objectives, Limitations of Test Marketing, Design Consideration in Test Marketing, Alternatives to test Marketing Procedures, Product Launch Tracking, Relaunch, Customer & Messaging, Copying Strategies, Product Patenting.

**Unit III**

Branding concepts; branding challenges and opportunities; brand equity concept; strategic brand management process; customer based brand equity; building a strong brand and its implications; identifying and establishing brand positioning; defining and establishing brand values; internal branding , Brand Recall, recognition

**Unit IV**

Choosing brand elements to build brand equity; designing marketing programs to build brand equity: integrating marketing communication to build brand equity: information processing model of communication, marketing communication options

**Unit V**

Developing a brand equity measurement and management system: establishing brand equity management system; measuring sources of brand equity - capturing customer mindset:



qualitative research techniques, quantitative research techniques; measuring outcomes of brand equity; capturing market performance

**Textbook:**

1. Wind Yoram J., Product Policy: Concepts, Methods and Strategies, Addison-Wesley Pub. Co., Reading USA.
2. Keller, Kevin Lane, Strategic Brand Management, Pearson Education, New Delhi

**Reference Books:**

1. Baker Michael and Hart Susan, Product Strategy and Management, London, Prentice Hall.
2. Kapferer, Jean Noel; Strategic Brand Management; Kogan Page; New Delhi
3. Keller, K.L., Parameswaran, A.M.G. and Jacob, I (2015). Strategic Brand Management: Building, Measuring and Managing Brand Equity (4th Edition). Pearson Education India
- Kapferer, J N Strategic Brand Management New York, Free Press, 1992
4. Murphy, John A. Brand Strategy Cambsridge, The Director Books 1990
5. Steward,P. Building Brands Directly London, MacMillan, 1996
6. Upshaw, Lyhh B. Building board Identity: A Strategy for success in a hostile market place New York, John Wiley, 1995
7. Subroto Sengupta, Brand Positioning. Tata Mc Graw Hill
8. Fiona Gilmore (Ed) Brand Warriors, profile Books 1999
9. John, Philip Jones, what is in a brand? Tata Mc Graw Hill 1998
10. YLR. Moorthi, Brand Management ñ The Indian context, Vikas Publishing House , 2003

**Journals:**

- Indian Journal of Marketing
- Journal of Brand Management
- Journal of Product and Brand Management

**Links to websites**

**Evaluation Scheme:**

• Class participation and attendance	05marks
• Mid Term Exam	20marks
• Assignment	05marks
• Team Project Presentation	10marks
• Term-End Exam	60marks
<b>Total</b>	<b>100marks</b>



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<b>Program Name : IMBA</b>			<b>Semester: VI</b>		
<b>Course: Marketing Strategy</b>			<b>Code: 06110815</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> The course aim to design and execute each marketing mix elements strategy as Product, pricing, promotion and distribution strategy.					
<b>Course Objectives:</b> 1. To introduce the concept of Marketing strategy 2. To learn the strategies best fitted in contemporary marketing.					
<b>Learning Outcomes: After completion of the course the student would be able to</b> 1. Exemplify Marketing Strategies and their linkages with other organizational strategies – Corporate, Business & Functional Strategies. 2. Describe the process of Marketing Strategy formulation / formation 3. Apply the concepts & tools of Marketing Strategy to real-life and simulated situations 4. Formulate & Execute Marketing Strategy over the long-term					
<b>Prerequisite(s):</b> The students should be equipped with the basic terms used in Marketing Management along with the background knowledge of various strategies.					



**Pedagogy: SIS, SS, Case study, Video, Assignments, Quiz**

**Syllabus:**

**UNIT-I**

Structure of Strategy: Corporate –Business- Product / Market Strategy, Marketing Strategy: Definition, Structure & Components

**UNIT II**

Marketing Strategy – Formulation & Formation: Rising Above the Marketing-Mix, Opportunity Analysis – STP, Target Market Strategies

**UNIT III**

Components of Marketing Strategy: building a Market Attractiveness – Competitive Position Matrix & Portfolio, Marketing Plan

**UNIT IV**

Strategic Options across PLC, An Overview of PLC-based Strategies, and Strategies for international market.

**UNIT V**

New Market Strategies : Pioneer Strategies, Follower strategies, Late follower strategies, Growth Market Strategies, Offensive marketing strategies, Leader strategies, Challenger strategies, Mature Market Strategies, Defensive Marketing Strategies

**Textbook:**

- *Text Book - Marketing Strategy, A Decision-Focused Approach*, Orville Walker and John Mullins, McGraw Hills

**Reference Books:**

- *Marketing As Strategy*, Nirmalya Kumar, Harvard Business Press

**Journals:**

- Journal of Marketing

**Links to websites:**

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**Evaluation Scheme:**

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total**

**100marks**



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SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY  
(UGC Approved University) GURGAON, Delhi-NCR

<b>Program Name : IMBA</b>			<b>Semester: VIII</b>		
<b>Course: Derivatives Market</b>			<b>Code: 06110805</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> Student will learn about Derivative Market					
<b>Course Objectives:</b> The main objectives of this course are: <ul style="list-style-type: none"><li>• To Understand the concept of Financial derivatives</li><li>• To Analyze forward and future markets</li><li>• To Prepares options strategy and option valuation</li><li>• To Understand Clearing, settlement and risk management in derivative</li><li>• To Understand the accounting and tax treatment in derivatives</li><li>• To Understand Legal and regulatory framework in derivative market</li><li>• To Apply Sales practices and code of conduct in derivatives</li></ul>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ol style="list-style-type: none"><li>1. Understand basics of derivative markets and its types</li></ol>					



2. Understand meaning and types of risk
3. Learn the concept of forward and future markets
4. Analyze the forward and future rates
5. Develop hedging strategies in future contracts
6. Understand basics of options
7. Compute option pricing
8. Apply Greek letter in option contracts
9. Develop option strategies
10. Understand the mechanism of trading, clearing & settlement Identify parametric and non-parametric test
11. Understanding of MTM concept and SPAN
12. Understand the accounting and taxation in derivatives
13. Understanding Legal and regulatory framework in derivative markets
14. Apply Sales practices and code of conduct in derivatives

**Prerequisite(s):** Student should have basic knowledge of Capital Market

**Pedagogy:** PBL(Problem Based Learning), PBL(Project Base Learning), Case study, Video, Hands on Exercise, Assignments, Quiz

### **Unit - I**

#### **Basics of Derivatives**

- Introduction to derivatives
- History and evolution of derivatives market
- Factors influencing the growth of derivatives market
- History of Indian derivatives Market and available derivative products in India
- Market participants and their roles in the derivatives markets
- OTC and Exchange Traded Market
- Significance and economic purpose of derivatives
- Risks associated with financial derivatives
- Introduction to the Underlying Markets: Equity, Currency, fixed income and interest rate.
- Return and Risk Measures for Debt Securities

### **Unit - II**

#### **Introduction to Forwards and Futures**

- Forwards and Futures on Equities
- Payoff Charts for Futures contract
- Futures pricing
- Basic differences in Commodity, Equity and Index Futures
- Exchange Traded Currency Futures
- Concept of Interest rate parity and pricing of currency futures
- Interest Rate Futures



- Delivery aspects of IRD contracts including conversion factor, invoice amount, cheapest-to-deliver bond
- Strategies Using Futures
- Strategies using Equity Futures
- Strategies for hedging, speculation and arbitrage in futures market
- Strategies Using Currency Futures
- Strategies Using Interest Rate Futures

### **Unit - III**

#### **Introduction to Options**

- Basics of options
- Concept of option premium
- Call and Put option
- Buying and selling (writing) options
- European vs. American option
- Moneyness of an option
- Binomial and Black-Scholes option pricing models and option Greeks
- Payoff charts for options
- Uses of Options
- Option Trading Strategies – Strategies using Equity Options and Currency options

### **Unit - IV**

#### **Introduction to Trading, Clearing, Settlement & Risk Management**

- Introduction to Trading Systems
- Clearing Mechanism and computation of open positions
- Settlement Mechanism for futures and options contracts
- Margining and mark to market (MTM) under SPAN
- Risk Management features, position limits and net worth requirements
- Margin collection process of Clearing Corporations and delivery procedure
- Accounting treatment for derivative contracts
- Taxation of derivative transaction in securities

### **Unit - V**

#### **Legal and Regulatory Environment**

- Provisions of Securities Contract (Regulation) Act, 1956
- Role of SEBI in regulating Derivatives market and SEBI Act, 1992
- Important rules and regulations on trading in Derivatives market
- Outline major recommendations of the L C Gupta Committee and L R Verma Committee
- RBI-SEBI Standing Technical Committee on Exchange Traded Currency and Interest Rate Derivatives
- Provisions of Foreign Exchange Management Act, 1999



- Salient features of RBI notification ‘Currency Futures (Reserve Bank) Directions, 2008
- Salient features of SEBI Regulations for Currency Derivatives Exchanges
- Explain the role of various regulators in Bond and Interest Rate Derivatives Market
- Role of FIMMDA in fixed income and derivatives markets in India
- Sales Practices, Code of Conduct and Investor Protection Measures

**Textbook:**

- *Options, Futures and Other Derivatives:* 9<sup>th</sup> Edition, John C. Hull and Sankarshan Basu, Pearson
- *Financial Derivatives:* S.L.Gupta, Prentice Hall.
- *Financial Derivatives:* Parameshwaran, , Mcgraw Hill.
- *Options and Futures- An Indian Perspective:* D. C. Patwari, Jaico Publishing House

**Reference Books:**

- *Derivatives and Risk Management:* Sundaram Jana kiramanan, Pearson Education, Latest Edition
- *Security Analysis and Portfolio Management:* Punithavati Pandian, Vikas Publishing House.
- *Security Analysis and Portfolio Management:* Prasanna Chandra, Tata McGraw Hill.
- *A Guide to Indian Capital Markets:* Sanjeev Aggarwal, Bharat Publishing.
- NISM-Series XIII: Common Derivatives

**Journals:**

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**Links to websites:**

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**Evaluation Scheme:**

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**



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<b>Program Name : IMBA</b>			<b>Semester: VIII</b>		
<b>Course: Financial Research Analysis</b>			<b>Code: 06110806</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> Student will learn why, when, and how to apply financial analytics in real-world situations					
<b>Course Objectives:</b> The main objectives of this course are: <ul style="list-style-type: none"><li>• To introduce an overview of financial analytics</li><li>• To explore techniques to analyze time series data and how to evaluate the risk-reward trade off expounded in modern portfolio theory.</li><li>• To introduce analytical methods to analyze time series data to build forecasting models and support decision-making.</li><li>• To begin with stationarity, the first and necessary step in analyzing time series data.</li><li>• To introduce some basic measurements of modern portfolio theory</li><li>• To introduce a short introduction about algorithmic trading</li></ul>					
<b>Learning Outcomes:</b>					



After completion of the course, students would be able to:

1. learn why, when, and how to apply financial analytics in real-world situations;
2. learn how to analyze financial data that is usually presented as time series data. Topics include forecasting performance measures, moving average, exponential smoothing methods, and the Holt Winters method;
3. learn how to identify if a time series is stationary or not and know how to make nonstationary data become stationary. Next, we will study a basic forecasting model: ARIMA. Students will learn how to build an ARIMA forecasting model using R;
4. understand about risk and returns, how to balance them, and how to evaluate an investment portfolio;
5. understand the basic concept of algorithmic trading

**Prerequisite(s):** Basic knowledge of investment management, portfolio management, Statistics, Excel and R

**Pedagogy:** PBL(Problem Based Learning), PBL(Project Base Learning), Case study, Video, Hands on Exercise, Assignments, Quiz

### **Unit - I**

#### **Introduction to Financial Analytics and Time Series Data**

- Introduction to Financial Analytics
- Forecasting Performance Measurements: Distance
- Forecasting Performance Measurements: Metrics
- Forecasting: Average Method
- Forecasting: Naive Method
- Forecasting: Linear Regression
- Forecasting: R Example

### **Unit - II**

#### **Performance Measures and Holt-Winters Model**

- Introduction to Exponential Smoothing
- Simple Exponential Smoothing
- Simple Exponential Smoothing: R Example
- Holt's Exponential Smoothing
- Holt-Winter's Forecasting Model
- Holt-Winter's Model: R Example
- Auto-regression
- Auto-regression: R Example

### **Unit - III**

#### **Stationarity and ARIMA Model**

- Stationarity: Introduction
- Stationarity: Differencing
- ARIMA: Introduction



- ARIMA: Components
- ARIMA: Model and R Example

#### **Unit - IV**

##### **Modern Portfolio Theory**

- Introduction
- Expected Returns
- Risk of a Security
- Efficient Frontier
- Portfolio Weights
- Capital Allocation Line
- Diversification

#### **Unit - V**

##### **Algorithmic Trading**

- Introduction to Algorithmic Trading
- Trend Following Strategy
- Back-testing
- Introduction to Algorithmic Trading: R Example

#### **Textbook:**

- *Investment Analysis and Portfolio Management*: Prasanna Chandra, TATA McGrawHill
- *Investment Analysis and Portfolio Management*: Frank Reilly, Keith Brown, SouthWestern College Pub; 10th edition.
- *Investments*: Zvi Bodie, Alex Kane, Alan J. Marcus, McGraw-Hill/Irwin; 10th edition.
- *Investments*: William Sharpe, Gordon J. Alexander, Jeffrey W Bailey, 6th Edition.
- *Probability and Statistics for Engineers*: Jay L. Devore, Cengage Learning.
- *Econometrics by Example*: 2<sup>nd</sup> edition, Damodar Gujarati, Palgrave Macmillan.
- *Essentials of Econometrics*: 4<sup>th</sup> edition, D. N. Gujarati and D.C.Porter, McGraw Hill International
- *Introduction to Econometrics*: 4<sup>th</sup> edition, Christopher Dougherty, OUP, Indian.

#### **Reference Books:**

- *Fundamentals of Investments*: 3rd Edition, by Gordon J. Alexander, William F.
- *The Theory and Practice of Investment Management*: Asset Allocation, Valuation, Portfolio Construction, and Strategies Hardcover by Frank J. Fabozzi, Harry M. Markowitz Sharpe, Jeffery V. Bailey.
- *Modern Portfolio Theory and Investment Analysis*: 9th Edition 9th Edition, by Edwin J. Elton, Martin J. Gruber, Stephen J. Brown, William N. Goetzmann.
- *Managing Investment Portfolios: A Dynamic Process* 3rd Edition by John L. Maginn, Donald L. Tuttle, Dennis W. McLeavey, Jerald E. Pinto
- *Freund's Mathematical Statistics with Applications*: 8<sup>th</sup> edition, Irwin Miller and Marylees Miller, John E. Pearson.
- *Essentials of Econometrics*: 4 th Edition, D. N. Gujarati and D.C.Porter, McGraw Hill International



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GURGAON, Delhi-NCR

<b>Journals:</b>	
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<b>Links to websites:</b>	
•	
<b>Evaluation Scheme:</b>	
• Class participation and attendance	05marks
• Mid Term Exam	20marks
• Assignment	05marks
• Team Project Presentation	10marks
• Term-End Exam	60marks
<b>Total</b>	<b>100marks</b>

<b>Program Name : IMBA</b>			<b>Semester: VIII</b>		
<b>Course: International Marketing</b>			<b>Code: 06110807</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	-	-	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> This course is to make the students aware of the various marketing strategies which one can adopt while going for international business.					
<b>Course Objectives:</b>					
<ol style="list-style-type: none"> <li>1. To develop international marketing skills on a sound theoretical and conceptual foundation.</li> <li>2. To provide insight into global marketing environment and the managerial decision making in the context of contemporary dynamics of the global markets.</li> </ol>					
<b>Learning Outcomes:</b>					
After completion of the course, students would be able to:					
<ol style="list-style-type: none"> <li>1. Prepare the marketing mix in international market.</li> <li>2. Recommend the best of the strategies in international market.</li> <li>3. Compare the best of the communication strategies in international market.</li> </ol>					



**Prerequisite(s):** The students should be equipped with the basic terms used in Marketing Management along with the background knowledge of various elements of marketing mix.

**Pedagogy:** SIS, SS, Case study, Video, Assignments, Quiz

**Syllabus:**

**Unit I:** Introduction: Nature, importance and scope of international marketing; International market orientation and involvement. International marketing management processes an overview, International Marketing Environment: Influence of physical, economic, socio cultural, political and legal environments on international marketing operations; Scanning and monitoring global marketing environment; International marketing Information system.

**Unit II:** International Market Segmentation and Positioning; Screening and selection of markets; International market entry strategies – Exporting, licensing, contract manufacturing, joint venture, setting up of wholly owned subsidiaries abroad, International Product Planning: Major product decisions – Product features and quality, product design, labelling, packaging, branding and product support services. Product standardization vs. adaptation; managing product line, International trade product life cycle; new product development

**Unit III:** Pricing for international markets, Factors affecting international price determination, International pricing process and policies, Delivery terms and currency for export price quotations; Transfer pricing, International Distribution *Decisions*: Distribution channel strategy- International distribution channels, their roles and functions; Selection and management of overseas agents; International distribution logistics- Inventory management, transportation, warehousing and Insurance

**Unit IV:** International Promotion Strategies: Communications across countries – complexities and issues; International promotion tools and planning – Advertising personal selling publicity and sales promotion, Developing International promotion campaign; Standardization vs. adaptation Issue, Planning for direct mail, sales literature, trade fairs and exhibitions,

**Unit V:** Export Marketing Documentation: Introduction, Significance of export documentation, the statutory control, declaration forms, disposal of export documentation form, major documents, International Marketing Planning, Organizing and Control; emerging trends in International marketing: International marketing through Internet; Ecological concerns and international marketing ethics.

**Text Books:**

1. Bhattacharya, B. Export Marketing Strategies for Success, Global Business Press, Toronto, Ontario, Canada, 2001.  
2. Cateora, Philip R. and John L. Graham, International Marketing, 10th ed., McGraw Hill, Boston, MA, 2002.

**Reference Books:**

1. Cateora, Philip R. and John L. Graham, International Marketing, 10th ed.
2. Jain, Subash C, International Marketing Management 6th ed., 2001.

**Journals:**

**Case Study:**



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GURGAON, Delhi-NCR

### Links to websites:

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### Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

<b>Program Name : IMBA</b>			<b>Semester: VIII</b>		
<b>Course: International Business &amp; Trade Practices</b>			<b>Code: 06110808</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	-	-	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> The Student will get an insight of the international business and trade Practices and its functioning. This will help them to look forward for the exploration of international business opportunities.					
<b>Course Objectives:</b>					
<ol style="list-style-type: none"> <li>1. To understand the basics of international business.</li> <li>2. To provide knowledge about various risks in international business.</li> </ol>					
<b>Learning Outcomes:</b>					
After completion of the course, students would be able to:					
<ol style="list-style-type: none"> <li>1. Estimate the role of financial institutions in international business.</li> <li>2. Develop business model that covers all the risk assessment in the international business.</li> </ol>					



**Prerequisite(s):** The students should be equipped with the basic terms used in international business.

**Pedagogy:** SIS, SS, Case study, Video, Assignments, Quiz

**Syllabus:**

**Unit I:**

Growth of international business: Globalization, its Effects, Benefits & Costs, Multinationals; Firm-specific and location-specific advantages, Role of MNC's & TNCs in the developing countries.

Environment of international business: Social, economic, political, legal and cultural environment, Scenario analysis & country-wide-risks of investments decisions.

**Unit II:**

International business Competitive strategies: Porter's model; Prahalad and Doz's strategy model, Foreign Direct investment, Joint Ventures, Foreign Institutional Investment.

International organisation and control: Organisational structures; Control procedures; Location of decision-making, Role of Subsidiaries, Organisational Control, Bartlett & Ghoshal's Model of TNCs.

**Unit III:** International Trade: Theories of International Trade- Absolute Advantage Theory, Comparative Cost Theory, Opportunity Cost Theory, Hecksher-Ohlin Theory., Vernon's Theory of International Product Life Cycle.

**Unit IV:** Balance of trade and balance of payments: Constituents of Capital Account and Current Account,

Reasons and remedies for Adverse BOP, Convertibility of Capital Account, Foreign exchange; Theories of Foreign Exchange rate determination-Mint Parity Theory, Purchasing Power Parity Theory, Balance of Payment Theory, Interest Rate Parity Theory.

**Unit V:** Role of emerging regional trade association throughout the world in the contemporary times, Role of world bodies like World Bank, IMF, IBRD and WTO in International Trade, Contemporary Critical issues in the international trade.

**Text Books:**

1. Krugman, Paul R., & Obstfeld Maurice – International Economics, 8<sup>th</sup> Edition 2013 Pearson.
2. Aswathappa- *International Business* (Tata McGraw-Hill, 2002)
3. Daniels- *International Business* (Pearson Education) 2004.

- ~~Patil, H. K. & Kulkarni, S. D. Ghis, Weirich, S. & Kulkarni, K. of ManuMangalika, Tata McGraw Hill.~~

**Reference Books:**

1. Paul J- *International Business* (Prentice-Hall, 2004)
2. Deresky H- *International Business* (PHI, 2003)
3. Hill C W- *International Business* (Tata McGraw-Hill,2002.)
4. Varma M L- *International Trade* (Vikas, 2003)
5. Taggart- *The Essence of International Business* (PHI)
6. Farooque M U & Et al, *International Trade*, First Edition December 2013 Alphabet Publication.
7. Amin, Samir – *Beyond US Hegemony*, Zed Books Ltd. First E-book edition 2013



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<b>Journals:</b>
<b>Case Study:</b>
<b>Links to websites:</b> •
<b>Evaluation Scheme:</b> <ul style="list-style-type: none"> <li>• Class participation and attendance 05marks</li> <li>• Mid Term Exam 20marks</li> <li>• Assignment 05marks</li> <li>• Team Project Presentation 10marks</li> <li>• Term-End Exam 60marks</li> </ul> <b>Total 100marks</b>

<b>Program Name : IMBA</b>			<b>Semester: VIII</b>		
<b>Course: Social Entrepreneurship</b>			<b>Code: 06110809</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>

<b>Course Rationale:</b> Entrepreneurship plays an influential role in the economic growth and development of the country. As the world economy is changing so is the dynamism of the business world. The aim of this course is to instill and kindle the spirit of Entrepreneurship amongst students. The idea of this course is to create “job providers rather than job seekers”.
<b>Course Objectives:</b> To introduce students to the broad spectrum of emerging global social ventures ,thus laying the ground work for students’ own potential career paths in social entrepreneurship
<b>Learning Outcomes:</b> <ul style="list-style-type: none"> <li>• Create and apply powerful visions for local and global change through social entrepreneurship</li> <li>• Articulate and assess approaches for impactful leadership, and interpret the role of personal faith in service and philanthropy</li> </ul>



- Apply sound strategic management practices, and differentiate the relationship between executives, boards, stakeholders, and the community
- Design innovative effective public relations and marketing campaigns for organizations along with desired outcomes, and implement evaluation plans that measure them
- Appreciate local and global perspectives and cultural influences, find creative solutions to social issues utilizing systems thinking. Justify the roles of both philanthropy and social entrepreneurship in social change

**Prerequisite(s):**

Basic knowledge about business and related legal compliances

**Pedagogy:**

The course will include a mix of lecture, case studies, exercises, role play, corporate visits, and guest speakers.

**Syllabus:**

**Unit-1:** Social Entrepreneurship & Social Enterprises: Nature, Meaning and importance, The Idea of Social innovation, Social enterprises as hybrid organizations, Characteristics of social enterprises, Emergence of social enterprises, Influence of policy on emergence of social enterprises, Market influence on the development of social enterprises, Future & sustainability of social enterprises.

**Unit-2:** Forms of Social Enterprises: Profit & Non-Profit, Non-Governmental organisations, Trust and Company Registration, Factors determining selection of forms, Successful Social Entrepreneurship Initiatives.

**Unit-3:** Social Ventures and its management: Identifying and Defining Community need, Skills required for Identifying and Defining Community need, Stakeholder participation and involvement – Social policy context, Where do social enterprises fit within the changing landscape;

**Unit-4:** Financing the social enterprise: Income forecast, income statement, cash flow forecast, Managing financial risk, Venture capital, venture valuation angel funds, venture in-house corporate funding mechanism; Micro finance and social ventures

**Unit-5:** Bottom of the pyramid markets and social entrepreneurship: Meaning and importance, business models at the Bottom of the pyramid, providing access to credit, providing access to information and financial services through technology, evaluating the social impact of Bottom of the pyramid ventures.

**Textbook:**

Paramasivan, Social Entrepreneurship, New Century Publications

**Reference Books:**

1. Bornstein, D., How to Change the World: Social Entrepreneurs and the Power of New Ideas, Oxford University Press
2. Reddy Kummitha, R., Social Entrepreneurship : Working towards Greater Inclusiveness , Sage
3. F. Perrini The New Social Entrepreneurship: What Awaits Social Entrepreneurship Ventures? Cheltenham and Northampton, MA: Edward Elgar
4. Borzaga, C. & Defourny, J., The Emergence of Social Enterprise, Routledge, London

**Journals:**

1. Entrepreneurship Theory and Practice
2. International Entrepreneurship and Management Journal
3. Journal of Intellectual Capital
4. Journal of Business Venturing
5. European Journal of Innovation Management



<b>Case Study: NA</b>		
<b>Links to websites:</b>		
1. <a href="http://www.mooc-list.com/tags/entrepreneurship">www.mooc-list.com/tags/entrepreneurship</a>		
2. <a href="https://www.startupindiahub.org.in/content/sih/en/learning-and-development_v2.html">https://www.startupindiahub.org.in/content/sih/en/learning-and-development_v2.html</a>		
3. <a href="http://nptel.ac.in/courses/110105067/">http://nptel.ac.in/courses/110105067/</a>		
4. <a href="http://nptel.ac.in/courses/109105098/">http://nptel.ac.in/courses/109105098/</a>		
5. <a href="https://lmswise.wfglobal.org/">https://lmswise.wfglobal.org/</a>		
6. <a href="http://blogs.hbr.org/">http://blogs.hbr.org/</a>		
<b>Evaluation Scheme:</b>		
• Class participation and attendance		05marks
• Mid Term Exam		20marks
• Assignment		05marks
• Team Project Presentation		10marks
• Term-End Exam		60marks
	<b>Total</b>	<b>100marks</b>

<b>Program Name : IMBA</b>			<b>Semester: VIII</b>		
<b>Course: Innovation Technology Management</b>			<b>Code: 06110810</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	-	-	<b>4</b>	<b>40</b>	<b>60</b>

**Course Rationale:**  
 Entrepreneurship plays an influential role in the economic growth and development of the country. As the world economy is changing so is the dynamism of the business world. The aim of this course is to instill and kindle the spirit of Entrepreneurship amongst students. The idea of this course is to create “job providers rather than job seekers”.

**Course Objectives:**  
 To explain technology Innovation and Enterprise resource planning for sustainable enterprise

- Learning Outcomes:**
- An understanding of basic principles in innovation, technological and related business management areas
  - An understanding of the nature and extent of technological change and innovation
  - The ability to analyse and manage the organisation by applying sound management and leadership principles
  - Knowledge and skills to enable creativity and develop innovative solutions to problems identified



<ul style="list-style-type: none"><li>• An understanding of the influence of the digital era on decision-making</li><li>• Knowledge on how to create a culture of innovation in an organisation</li></ul>
<b>Prerequisite(s):</b> Basic knowledge about business and related legal compliances
<b>Pedagogy:</b> The course will include a mix of lecture, case studies, exercises, role play, corporate visits, and guest speakers.
<b>Syllabus:</b> <b>Unit-1</b> Innovation: - Need - Objectives of innovation - Technology innovation - its importance - Knowledge Management- need - Business strategies related to knowledge management - Knowledge Management Approaches-Transformation of an enterprise through Knowledge Management - Creating Knowledge Management System in Organization Establishing Knowledge Management through IT- Organizational culture for Knowledge Management - Future of Knowledge Management <b>Unit-2</b> Technology Transfer and Joint Ventures -Policy, Procedure & Practices-India's Technology base and Capabilities-Preference of Indian Technology-major Constraints and problems- Operational constraints-Problems in Indian Business Environment Problems in Finalization of Agreement-Major Problems in Technology transfer Collaboration Agreements, R& D, Import Substitution, Scaling, Diagrams- Patterns and Intellectual Property rights. <b>Unit-3</b> Web Marketing- Meaning- Benefits of Web Marketing-Myths and Facts in Web Marketing- Web Psychology: Understanding the Internet mind- The Internet and the Law: Copyright, Censorship, Privacy, Jurisdiction- Do's and Don'ts on Web. <b>Unit-4</b> Web marketing Strategies- Choosing the strategy- Online store fronts -Target Marketing Attracting Customers- Web Advertising - E-Mail Marketing-Instant market research -Securities Issues <b>Unit-5</b> Enterprise Resource Planning: The E- Business backbone -Meaning- ERP decision Enterprise Architecture Planning- ERP Implementation- The Future of ERP Applications- Procurement- e-Business Blueprint Planning.
<b>Textbook:</b> Harish chandra Chaudharaty, Knowledge Management for Competitive advantage, Excel Books Publications, New Delhi
<b>Reference Books:</b> <ol style="list-style-type: none"><li>1. R.R.Azad, Technology Transfer and Joint Ventures Abroad, Deep &amp; deep Publications, New Delhi</li><li>2. Thomas J Kuegler,Jr.Web Advertising and marketing, Prentice- Hall of India, New Delhi</li><li>3. Dr.ravi Kalakota, e-Business Roadmap for Success, Perason Education</li><li>4. Dr.ravi Kalakota, Andrew B. Whinston, "Frontiers of Electronic Commerce", Wesley, 2000</li></ol>
<b>Journals:</b> <ol style="list-style-type: none"><li>1. Entrepreneurship Theory and Practice</li><li>2. International Entrepreneurship and Management Journal</li><li>3. Journal of Intellectual Capital</li><li>4. Journal of Business Venturing</li></ol>



# SGT UNIVERSITY

SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY

(UGC Approved University)

GURGAON, Delhi-NCR

5. European Journal of Innovation Management

**Case Study: NA**

**Links to websites:**

1. [www.mooc-list.com/tags/entrepreneurship](http://www.mooc-list.com/tags/entrepreneurship)
2. [https://www.startupindiahub.org.in/content/sih/en/learning-and-development\\_v2.html](https://www.startupindiahub.org.in/content/sih/en/learning-and-development_v2.html)
3. <http://nptel.ac.in/courses/110105067/>
4. <http://nptel.ac.in/courses/109105098/>
5. <https://lmswise.wfglobal.org/>
6. <http://blogs.hbr.org/>

**Evaluation Scheme:**

• Class participation and attendance	05marks
• Mid Term Exam	20marks
• Assignment	05marks
• Team Project Presentation	10marks
• Term-End Exam	60marks
<b>Total</b>	<b>100marks</b>

<b>Program Name : IMBA</b>			<b>Semester: VIII</b>		
<b>Course: Social Psychology</b>			<b>Code: 06110811</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> Social psychologists investigate how we view ourselves and others, how we interact with others, how we influence others, and how we act when we are part of a group. You encounter social psychology in your day-to-day life, and a textbook on social psychology should reflect that. This course aims to enhance learning of social psychological theories and concepts.					
<b>Course Objectives:</b>					
<b>Learning Outcomes:</b>					
1. Define social psychological concepts.					
2. To apply social psychology to social issues like gender, intergroup conflicts, etc.					
3. Analyze skills pertaining to mapping of social reality and social situations.					



**Prerequisite(s):**

Knowledge of Organizational Behaviour, Human Resources Management

**Pedagogy:**

Case based analysis, group exercises, experiential learning activities, quizzes, role plays, videos, presentations and lecture method.

**Syllabus:**

**Unit I**

Social Psychology: Definition, Nature and Background, Social psychology and human values, Theories of social psychology, Social Perception: Non-Verbal Communication,

**Unit II**

Theories of Attribution – David’s theory of correspondent inference, Kelly’s co-variation theory, sources of error in Attribution, Impression formation and impression management.

**Unit III**

Social Identity: Self Concept, Self presentation, Self knowledge, personal identity vs. social identity, Social comparison, Self-esteem, Self-efficacy, Self-monitoring and self focusing.

**Unit IV**

Social Influence - Culture and Gender, Independent VS. Interdependent Cultures, Power Distance, Uncertainty Avoidance, Cultural Dimensions, Masculinity VS. Femininity, Long-Term VS. Short-Term Orientation.

**Unit V**

Conformity, Compliance and Obedience, Prosocial behaviour, Aggression, Causes of aggression, Groups and Individuals.

**Text Books:**

Branscombe, N. R. & Brown, R. D. (2010). *Social Psychology* (4th ed.) Pearson Education, Inc. Tata Mcgraw Hill.

**Reference Books:**

1. Myers, Sahajpal & Behera. *Social Psychology* (10<sup>th</sup>ed.). Tata Mc Graw Hill.
2. S.C. Tailor, L.A. Peplau and D.O. Sears, *Social Psychology*, 12<sup>th</sup>ed, Pearson.
3. Howitt, *Social Psychology: Conflicts & Continuities*, Tata Mc Graw Hill
4. Baron, R. A., Byrne, D., & Bhardwaj, G. (2010). *Social psychology* (12th Ed.). New Delhi, India: Pearson
5. Baumeister, *Fundamentals of Social Psychology*, Cengage Learning

**Journals:**

- *Journal of Social Psychology*
- *Personality and Social psychology*
- *Journal of applied Social Psychology*



<b>Case Study:</b>	
1. Crowd funding - A New type of social behavior, pg 355 2. Downside of Conformity, pg 301. 3. Why some people conclude they are superior to others, pg 107. 4. The importance of being treated with respect, pg 435.	
<b>Links to websites:</b>	
<ul style="list-style-type: none"> <li><a href="https://journals.sagepub.com/home/spq">https://journals.sagepub.com/home/spq</a></li> <li><a href="https://nptel.ac.in/content/storage2/courses/109101015/downloads/Lecture%20Notes/Lec9-Social_Attribution.pdf">https://nptel.ac.in/content/storage2/courses/109101015/downloads/Lecture%20Notes/Lec9-Social Attribution.pdf</a></li> </ul>	
<b>Evaluation Scheme:</b>	
<ul style="list-style-type: none"> <li>Class participation and attendance</li> <li>Mid Term Exam</li> <li>Assignment</li> <li>Presentation</li> <li>Term-End Exam</li> </ul>	<ul style="list-style-type: none"> <li>05 marks</li> <li>20 marks</li> <li>05 marks</li> <li>10 marks</li> <li>60 marks</li> </ul>
<b>Total</b>	<b>100marks</b>

<b>Program Name : IMBA</b>			<b>Semester: VIII</b>		
<b>Course: Organizational Change &amp; Development</b>			<b>Code: 06110812</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>

<p><b>Course Rationale:</b></p> <p>In the past, managers aimed for success in a relatively stable and predictable world. In the hyper turbulent environment of the twenty-first century, however, managers are confronting an accelerating rate of change. OC&amp;D aimed at improving organizational effectiveness by increasing use of human resources. OC&amp;D provides a set of methodologies for systematically bringing about high-performing organizations.</p>
<p><b>Learning Outcomes:</b></p> <ol style="list-style-type: none"> <li>To understand the need for change in the organizations.</li> <li>Comprehend various OD interventions.</li> <li>To recommend appropriate OD interventions in an organization.</li> </ol>



**Prerequisite(s):**

Knowledge of Business Environment, HRD and HRM.

**Pedagogy:** Case based analysis, group exercises, experiential learning activities, quizzes, role plays, videos, presentations and lecture method.

**Syllabus:**

**Unit I**

Organizational Change - meaning, nature, types; theories of planned change; Historical overview of OD, Organizational Development - nature and characteristics; Values assumptions and beliefs in OD.

**Unit II**

Organizational Diagnosis, An overview of OD Interventions - T-group - sensitivity training, process consultation, team building; coaching and mentoring, and role focused interventions. Third party interventions, Comprehensive OD interventions.

**Unit III**

Organizational confrontation meeting, Structural Interventions – Self managed teams, work redesign, QWL projects, TQM, High involvement and high performance work culture (HPWC), organizational transformation.

**Unit IV**

Organization Culture, The OD Consultant: Role, Skills and Dilemmas, Issues in consultant – Client relationship, Power, Politics and OD.

**Unit V**

Organizational development in global context, success & failures of organizational development, Changing environment, The Future of OD – Leadership - Mergers, Acquisitions, Alliances, - Rediscovering.

**Textbook:**

French, Wendell L & Bell, Cecil. (1999). *Organization Development: Behavioral Science Interventions for Organization Development*. (6<sup>th</sup> ed). Prentice Hall.

**Reference Books:**

1. Cummings, Thomas G. & Worley, Christopher G. *Organization Development and Change*. Thomson Learning.
2. *Organization Development and Transformatio*. Tata McGraw Hill Education.
3. Ramnarayan S., Rao, T.V. & Singh, Kuldeep. *Organization Development Interventions and Strategies*. Response Books.
4. Chowdhury, Subir. *Organization 2IC*. Pearson Education.



5. Srivastava. *Organization Design and Development: Concepts and Applications*. Wiley.
6. Singh, Kavita. *Organization Change and Development*. Excel Books.

**Journals:**

- *Leadership & Organization Development Journal*

**Case Study:**

1. Taking on global challenges with the help of OD, pg 10-11.
2. OD values in an Indian Pharma company, Chapter 3, pg 42-43.
3. Action research in OD, pg 91-92.
4. ECC construction co. OD example, pg 96-97.

**Links to websites:**

- <https://www.odnetwork.org/page/hottopiclinks>

<b>Program Name : IMBA</b>			<b>Semester: VIII</b>		
<b>Course: Advanced Operations Management</b>			<b>Code: 06110813</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	-	-	<b>4</b>	<b>40</b>	<b>60</b>

**Course Rationale:**

The aim of Advanced Operations management is to equip students with competencies in the core disciplines of Operations Management, Project Management, Cost & Risk Management, Supply planning & control, and accomplish the mission of a service or manufacturing organization by using the resources in the most efficient and effective ways. Effective operations management is a key ingredient of success. This course has the objective to provide students a framework and a basic “language” to understand the problems and the challenges faced in Operations Management and the techniques and tools to analyze, diagnose and then to improve processes, deal with business risks, recognise emerging trends in the manufacturing industry & acquire an understanding of the manufacturing ecosystem

**Course Objectives:**

1. Familiarizing the students to the fundamentals of Operations Management & concepts of business process reengineering



2. Gain insights on forecasting and demand management, use of technology and its integration with supply chain to achieve supply chain management goals
3. Understand project management techniques including project planning, risk management and decision making
4. Identify various disruptive technologies and impact of its digital solution on the business operations
5. Understand the principles, framework and process of cost analysis & risk management in operations

**Learning Outcomes:**

After completion of the course, students would be able to:

1. Develop an understanding of the tools and techniques of Business Process Re-engineering.
2. Understanding the project planning process and project appraisal techniques.
3. Develop an understanding of the fundamentals of digital operations and transformation.
4. Understand a firm's supply chain forecasting, technology & inventory practices to meet demand and customer satisfaction.
5. Become familiar with the tools, techniques, and processes used in cost and risk management in operations.

**Prerequisite(s):**

1. Knowledge about the concept and terminologies of Production and Operations Management.
2. Understanding of the functions of production and operations management viz., facility location, facility layout, quality management etc.

**Pedagogy:**

The study plan covering readings, classroom lectures, exercises, videos, case studies, group work project and assignments corresponding to each session

**Syllabus:**

**Introduction to Operations Management & Business Processes Reengineering**

Introduction to Operations Management, The Global Environment and Operations Strategy, The Key Elements of BPR, Constraining Factors & Challenges, Role of IT in BPR, BPR tools and techniques, BPM and BPR supportive Systems ,Different BPR Methodologies, BPR Model & Simulation Theory, Different Phases of BPR, Business process analysis methods, Process Mapping Tools, Role/Activity Diagrams, Business Process Redesigning, Process Change Sustainability

**Unit-2**

**Project Management for Operations**

Initiating & Planning projects, methods of breaking down work for project teams, uses of PERT/CPM analysis and Gantt charts, the decision- making process for organizations and managers, and the use of quantitative decision- making tools, Managing project risks and project changes

**Unit-3**

**Supply Chain & Inventory Management**

Use of qualitative data and alternative methods for managing demand, Technologies used for managing supply chains. Understand supply chain measurements, managing supply relationships,



the elements of a supply chain, supply management goals, inventory costs, the bullwhip effect, methods of sustainability to supply chains

#### **Unit-4**

##### **Digital Operations**

Digital Strategy, Disruptive business models, Data as a catalyst for digital transformation, Technology & Business Impact, Artificial intelligence, Robotics & Automation, Internet of Things, Blockchain, Disruptive technologies, Digital Transformation, The Process of Digital Transformation, Digital Transformation frameworks, Customer Experience as key focus of Digital Operations, Organizational alignment for digital operations

#### **Unit-5**

##### **Cost Analysis & Risk Management**

Fixed costs & their formulas, the cost-benefit analysis, return on investment, Activity based costing, Value chain analysis, Cost Analysis for decision making, Risk Assessment, Operations risk registers, tracking progress and measuring risk by assessing earned value, Contingency plans for various types of risks and response to risks as they occur

##### **Textbook:**

- Sethi, Vikram., & William, R. (2009). King. Organizational Transformation through Business Process Re-engineering. New Delhi: Pearson
- Heizer, J, Render, B., "Operations Management", 11<sup>th</sup> edition, Prentice Hall, 2013.
- William J Stevenson, Operations Management, Irwin McGraw Hill

##### **Reference Books:**

1. R.Radhakrishnan and S.Balasubramanian. Business Process Reengineering: Text and Cases
2. Grover, Varun., & William J. Kettinger. (1998). Business Process Change: Re-engineering Concepts, Methods and Technologies. London: IGI Global
3. Hanna, M., Newman, W. R., "Integrated Operations Management", Prentice-Hall, 2001.
4. Slack, N., Chambers, S., Johnston, R., "Operations Management", 4th edition, Prentice-Hall, 2004.
5. Chopra S. and Meindl. P., Supply Chain Management: Strategy, Planning, and Operations, 2<sup>nd</sup> Edition, Pearson Prentice Hall, 2004.
6. Johansson, Hank., Johansson, Henry. J., & Pendlebury, A. John. (2009). Business Process Reengineering: Breakpoint Strategies for Market Dominance. New York: John Wiley & Sons
7. Lamprecht, James. L. (2005). Applied Data Analysis for Process Improvement. Wisconsin : ASQ Quality Press
8. Wayne L. Winston, Duxbury/Thomson/Brooks-Cole. Introduction to Probability models- Operations Research, Volume Two
9. Hammer, Michael., & James Champy. (2003). Reengineering the Corporation: A Manifesto for Business Revolution. Harper Collins Publishers Inc.
10. The Digital Transformation of business, by Harvard Business Review
11. Digital Transformation: Why and How Companies are Investing in New Business Models to Lead Digital Customer Experiences, by Altimeter Group
12. Leading Digital: Turning Technology into Business transformation, by Andrew McAfee, Didier Bonnet & George Waterman



13. The Digital Transformation Playbook: Rethink Your Business for the Digital Age (Columbia Business School Publishing)

**Online Resources:**

1. International Journal of Digital Strategy, Governance and Business Transformation  
EISSN: 2643-8062  
<https://www.igi-global.com/journal/international-journal-digital-strategy-governance/224364>  
The journal focuses on digital strategy and governance issues within organizations in support of digital transformation. It contains practice-oriented research papers from academics, case studies, literature reviews, and reflective papers from practitioners
2. International Journal of Supply and Operations Management (IJSOM)  
ISSN: 2383-2525  
<http://www.ijom.com/>  
This journal publishes original articles reporting fields and advances in theory, methodology, applications, general surveys & reviews in relation to Supply and Operations Management
3. International Journal of Project Management  
ISSN: 0263-7863  
<https://www.journals.elsevier.com/international-journal-of-project-management>  
It contains leading edge innovative research that significantly advances the field of project management. It covers all project types, such as organizational development, strategy, product development, engineer-to-order manufacturing, infrastructure and systems delivery, and industries and industry-sectors where projects take place, such as information technology, engineering, manufacturing, construction, consulting, professional services and the public sector
4. International Journal of Risk Assessment and Management  
ISSN: 1741-5241  
<https://www.inderscience.com/jhome.php?jcode=ijram>  
It contains original and review papers, technical reports, case studies, conference reports, management reports, book reviews, and notes commentaries and news on risk assessment & management in different business and economics, as well as scientific and technological disciplines

**Evaluation Scheme:**

- Class participation and attendance 05marks
- Mid Term Exam 20 marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total                      100marks**



<b>Program Name: IMBA</b>			<b>Semester: VIII</b>		
<b>Course: Six Sigma &amp; Lean Management</b>			<b>Code:06110814</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lecture</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Continuous Evaluation</b>	<b>End Examination</b>	
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> Six Sigma & Lean Management course aims at providing students with the techniques for streamlining operations in any business environment. A comprehensive implementation of lean manufacturing & service operations delivers cost and cash flow, velocity and lead time, and waste impacts both profit and customer happiness. Lean Management enhances business strategy, reduces waste, and increases business' profits. With the implementation of Six Sigma methodologies we get consistent product quality & consistent customer service leading to higher customer satisfaction					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>1. Understand the lean principles and their advantages</li><li>2. Identify how lean considers the removal/reduction of operating costs, cycle time/non value-added actions</li><li>3. Develop learning &amp; analytical skills to use Six Sigma DMAIC (Define, Measure, Analyze, Improve and Control) methodology</li></ol>					



4. Familiarizing the students to the common types of waste and how those wastes impact an organization's revenues, competitive edge and customer fulfillment
5. Understand how to achieve sustainable quality improvement through Six Sigma & lean in manufacturing & service industries

**Learning Outcomes:**

After completion of the course, students would be able to:

1. Describe the need, principles and elements of lean management, its techniques and the benefits thereof.
2. Understand the concepts, objectives, methodologies and tools of Six Sigma.
3. Understand the application of different six sigma tools for measurement, analysis and control purposes in quality management.
4. Knowledge about the tools and techniques of lean management to increase productivity & reduce waste in manufacturing & service industries.
5. Develop a complete understanding of application of lean manufacturing principle in the services sector with special emphasis on the healthcare industry.

**Prerequisite(s):**

1. Basic understanding of the concepts and terminologies used in production and operations management.
2. Understanding of the characteristics of quality in products/services and the concept of quality control and quality assurance.

**Pedagogy:**

The study plan covering readings, classroom lectures, exercises, videos, case studies, group work project and assignments

**Syllabus:**

**Six Sigma**

Introduction & Fundamentals of Six Sigma, TQM and Six Sigma, Six Sigma Objectives, Levels of Six Sigma, Six sigma and process tolerance, Six sigma capability, Six Sigma need assessments, Six Sigma Methodologies, DMAIC, DMADV, Design For Six Sigma, (DFSS)Method - Failure Mode Effect Analysis (FMEA), Six Sigma and Leadership

**Unit-2**

**Six Sigma Tools & Implementation**

Tools for definition – IPO & SIPOC diagram, Flow diagram, CTQ Tree, Project Charter, Tools for Measurement- Flow process charts Tools for analysis – Process Mapping, Regression analysis, Five Whys, interrelationship diagram, TRIZ, Tools for improvement – Affinity diagram, Value stream Mapping, forced field analysis, Tools for control – Gantt chart, Activity network diagram, Radar chart, Milestone tracker diagram, Challenges in Implementation of Six Sigma, CPQ vs Six Sigma, Evaluation strategy – the economics of six sigma quality, Return on six Sigma (ROSS), ROI

**Unit-3**

**Introduction to Lean**

Overview of Lean, Principles of Lean, Evolution of lean, Types of Waste, Applying Waste reduction practices- lead time reduction, Process cycle time and value-added vs. non-value-



added activities, Lean Roles, Need for Lean Management, Elements of Lean Management, Lean journey, Steps of Lean Transformation, Rethinking Production flow (lean technique), Lean implementation, Measuring lean initiatives, Managing change in the lean organization, Sustaining a Lean Culture, Lean successes & benefits, Costs and risks of lean initiatives

#### **Unit-4**

##### **Lean in Manufacturing**

Lean at Ford, Toyota Production System, Implications of Lean Manufacturing, Techniques/Tools of Lean Manufacturing, Workflow, Small lot sizes, Pull Method, Kanban, A3 problem solving, Just-in-time techniques – material handling reduction and facilities planning, SMED and Takt Times, Standard work processes and line balancing, Cellular Manufacturing, 5S

#### **Unit-5**

##### **Lean in Service & Other areas**

Lean in Service, Lean in Healthcare, Lean in Office, Wastes in office, Lean Inventory Control, Lean Purchasing, Lean product development, Lean Metrics, OEE, First Pass Yield & Rolled Throughput Yield, Days in Inventory, Schedule adherence attainment, Lean Accounting, Lean leadership, Human resource management and the lean enterprise, Lean maturity matrix.

#### **Textbook:**

- Thomas Pyzdek, The Six Sigma Handbook, McGraw-Hill, 2000
- Jeffrey Liker, The Toyota Way, Tata McGraw-Hill, 2004

#### **Reference Books:**

1. Mikell P. Groover (2002). Automation, Production Systems and CIM.
2. Design and Analysis of Lean Production Systems, Ronald G. Askin & Jeffrey B. Goldberg, John Wiley & Sons, 2003
3. Michael L. George, David Rowlands, Bill Kastle, What is Lean Six Sigma, McGraw – Hill 2003
4. Fred Soleimannejed , Six Sigma, Basic Steps and Implementation, AuthorHouse, 2004
5. Forrest W. Breyfogle, III, James M. Cupello, Becki Meadows, Managing Six Sigma: A Practical Guide to Understanding, Assessing, and Implementing the Strategy That Yields Bottom-Line Success, John Wiley & Sons, 2000
6. James P. Womack, Daniel T. Jones, Lean Thinking, Free Press Business, 2003

#### **Online Resources:**

1. International Journal of Lean Six Sigma

Category: Managing Quality

ISSN:2040-4166

<https://www.emerald.com/insight/publication/issn/2040-4166>

International Journal of Lean Six Sigma publishes the latest trends and research developments in Lean &

Six Sigma to bridge the gap between the theory and practice of Lean Six Sigma (an integrated approach of Lean and Six Sigma)



2. International Journal of Six Sigma and Competitive Advantage  
<https://www.researchgate.net/journal/1479-2494-International-Journal-of-Six-Sigma-and-Competitive-Advantage>  
IJSSCA publishes papers & addresses new developments and thinking in the field of Six Sigma, new tools, techniques and methodologies in Six Sigma designed to improve business and organisational performance
3. International Journal of Quality & Reliability Management Category: Managing Quality  
ISSN: 0265-671X  
<https://www.emerald.com/insight/publication/issn/0265-671X>  
IJQRM publishes papers & deals with aspects of business improvements and manufacturing services, helping to raise standards in product and service quality
4. International Journal of Lean Enterprise Research  
ISSN : 1754-2308  
<https://www.inderscience.com/jhome.php?jcode=ijler>  
IJLER publishes high-quality original papers, review papers, technical reports, case studies, conference reports, management reports, book reviews, notes, commentaries and news

**Evaluation Scheme:**

- |                                      |         |
|--------------------------------------|---------|
| • Class participation and attendance | 05marks |
| • Mid Term Exam                      | 20marks |
| • Assignment                         | 05marks |
| • Team Project Presentation          | 10marks |
| • Term-End Exam                      | 60marks |

**Total** **100marks**