



# SGT UNIVERSITY

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

Faculty of Commerce & Management

2021

<b>Program Name : MBA (Dual Specialization)</b>			<b>Semester: II</b>		
<b>Course: Business Analytics</b>			<b>Code:</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>3</b>	<b>40</b>	<b>60</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>  After completion of the course, students would be able to: <ol style="list-style-type: none"><li>1. Create visual representations of data that allow to recognize trends and detect outliers</li><li>2. Define and calculate descriptive statistics to summarize data sets concisely</li><li>3. Analyze relationships between two variables by creating scatter plots and calculating the correlation coefficient.</li><li>4. Determine an adequate sample size, explain the importance of random sampling, and craft sound survey questions to create representative samples.</li><li>5. Draw conclusions about the larger population by calculating sample statistics and applying the properties of the normal distribution</li><li>6. Estimate the accuracy of statistics by calculating confidence intervals.</li><li>7. Develop and test hypotheses to assess the impact of changes on an entire population or estimate differences between populations.</li><li>8. Quantify the evidence in favor of or against your hypothesis in order to make managerial decisions.</li><li>9. Identify the best fit line for a data set and interpret its equation</li><li>10. Analyze the relationship between two variables and develop forecasts for values outside the data set.</li><li>11. Perform a regression analysis using Excel and interpret the output.</li><li>12. Identify the best fit line for a data set and interpret its equation.</li><li>13. Analyze the relationship between two variables and develop forecasts for values outside the data set.</li><li>14. Perform a regression analysis using Excel and interpret the output</li><li>15. Estimate the relative predictive power of different combinations of variables by performing and interpreting a multiple variable regression analysis using Excel.</li><li>16. Expand the range of your analysis by using dummy and lagged variables.</li></ol>					
<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> <b>Describing and Summarizing Data (Using Excel/SPSS/E-Views &amp; R-Programming)</b> <ul style="list-style-type: none"><li>• Visualizing Data</li><li>• Descriptive Statistics</li><li>• Relationships Between Two Variables</li></ul>					

## Unit - II

### Sampling and Estimation (Using Excel/SPSS/EViews & R-Programming)

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

## Unit - III

### Hypothesis Testing (Using Excel/SPSS/EViews & R-Programming)

- Designing and Performing Hypothesis Tests (i.e. Improving the Customer Experience)

## Unit - IV

### Single Variable Linear Regression (Using Excel/SPSS/E-Views & R-Programming)

- The Regression Line
- Forecasting
- Interpreting the Regression Output
- Performing Regression 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

### Textbook:

- *Statistical Techniques in Business and Economics*:13th Edition, Lind, Marchal, Wathen, TATA McGrawHill
- *Statistics for Managers*: 1st edition, Chandrasekaran & Umavparvathi, PHI Learning
- *Essentials of Business Analytics*: An Introduction to the methodology and its application, Bhimasankaram Pochiraju, SridharSeshadri, Springer
- *Research Methodology*: C R Kothari, New Age International
- *Data Visualization with R 100 Examples*: Thomas Rahlf, Springer
- *Using R for Introductory Statistics*: John Verzani, CRC Press

### Reference Books:

- *An Introduction to Business Analytics*: Ger Koole, Lulu.com, 2019
- *Business Research Methods*: 9th Edition , Donald Cooper & Pamela Schindler, TMGH.
- *Business Statistics using Excel*: Davis,Pecar, Oxford
- *Business Statistics*:5<sup>th</sup> edition, Ken Black –,Wiley India

### 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
<b>Total</b>	<b>100marks</b>



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### BASICS OF ENTREPRENEURSHIP SKILLS MBA-1<sup>st</sup> Sem

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	W O T E R M	INTERNAL	EXTERNAL	INTERNAL				
06070106	BASICS OF ENTREPRENEURSHIP SKILLS	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**Internal Assessment-** It shall be based on the following components- *Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

#### Course Objective

The primary objective of course is to develop entrepreneurial mindset of the students through experiential learning techniques and equip the students with the concepts of entrepreneurship.

#### Course Content

##### Unit-1: Discover Yourself:

Identify individual's Hobbies, Interest, and Passion/Flow.

Discuss and analyse the case studies related to effectuation and effectuation principles.

Identify individual's entrepreneur style

##### Unit-2: Idea/Problem:

Go out of the building and conduct problem interview with prospects

Identify a problem worth solving using Design Thinking Process (Wadhvani Foundation/Stanford D-School).

Design a Value Proposition canvas and Deep dive into Gains, Pains and "Jobs-To-Be-Done"

##### Unit-3: Business Model:

Design a Lean Canvas for the problem worth solving identified

Identify Riskiest Parts of Plan

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GO Out of the building and Run Solution interviews

Design MVP- Build-Measure-Learn Feedback Loop

### Unit-4: Revenue & Cost:

Download the Annual report of a company and submit analysis report on financial statements including income, costs, gross and net margins.

Download the Annual report of a company and submit analysis report on Primary and Secondary Revenue Stream, Different Pricing Strategies, Product and Operations Costs.

Design an investor's pitch based on various sources of funds.

### Unit-5: Team:

Design the roles and responsibilities of a Leader and Pitch for candidates to join startups

Create company profile page and strategy based on Bulls Eye Framework.

List out all necessary documents needed for starting and operating a business.

Create a compliance report

### Suggestive Readings

1. Dinanath Kaushik (2013) Studies in Indian Entrepreneurship, New Delhi, Cyber Tech Publications
2. Kaliyamoorthy and Chandrasekhar (Eds: 2007), Entrepreneurial Training: Theory and Practice, New Delhi, Kanishka Publishers
3. Robert Hisrich, Michael Peters and Dean Shepherd (2009) Entrepreneurship, New Delhi, Tata McGraw-Hill Publishing Company Limited
4. Rajagopalan (Ed: 2006) Promoting Sustainable Livelihoods: Concepts and Approaches, The ICFAI University Press
5. Roy Rajeev (2011), Entrepreneurship (ed.2), New Delhi, Oxford University Press
6. Donald L. Sexton & Raymond W. Smilor, The Art and Science of Entrepreneurship, Ballinger
7. Clifford M. Baumback & Joseph R. Mancuso, Entrepreneurship and Venture Management, Prentice Hall
8. Gifford Pinchot, Intrapreneuring, Harper & Row

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Program Name : MBA (DS)			Semester: I		
Course: Organization Behaviour			Code:		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
<b>Course Rationale:</b> <p>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.</p>					
<b>Learning Outcomes:</b> <p>1) To apply organizational behavioural theories / frameworks /models to business context.</p> <p>2) To analyze business situation and individual behaviour.</p> <p>3) To understand Organizational change &amp; Development interventions.</p>					
<b>Prerequisite(s):</b> <p>Understanding of principles of management and basics of human resources and human behavior at work.</p>					

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**Pedagogy:** Case based analysis, group exercises, experiential learning activities, quizzes, role plays, videos, presentations and lecture method.

### Syllabus:

#### Unit-I

Definition and Meaning of OB - Need and Importance of OB - Nature and Scope - OB Models - Historical Evolution of Organizational Behaviour.

#### Unit-II

Individual Behaviour: 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 Culture, Organization Change: Importance, Resistance to Change, Managing Change, Organization Development (OD), Pre-requisites for effective OD, Factors affecting OD, Effectiveness of OD Program.

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Robbins, Stephen P., Judge, Timothy A., & Vohra, Niharika., *Organizational Behaviour*. (18th ed.). Pearson.

### Reference Books:

- 1) Luthans, Fred., *Organizational Behaviour*, (18ed), McGraw-Hill International Edition.
- 2) Newstorm John. W. & Davis Keith., *Organizational Behaviour, Human Behaviour at Work*, (12 ed.). Tata McGraw-Hill Publishing Company Ltd., New Delhi.
- 3) Aswathappa K., *Organizational Behaviour Text, Cases and Games*. (8<sup>th</sup> ed). Himalaya Publishing House, New Delhi.
- 4) Griffin, Ricky W, *Organizational Behaviour*, Houghton Mifflin Co., Boston.
- 5) Hersey, Paul, Blanchard, Kenneth H. & Johnson, Dewey E. *Management of Organisational Behaviour*, Utilizing Human Resources, Prentice Hall, New Delhi.
- 6) Ivancevich, John. & Micheel T. Matheson, *Organisational Behaviour and Management*, Tata McGraw, New Delhi. Hill

### Journals:

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

### Case Study:

1. Apple goes global, *Organizational Behaviour* 16e, Robbins, Judge & Niharika Vohra, pp 64-65.
2. The treasure trove of the aging workforce, *Organizational Behaviour* 16e, Robbins, Judge & Niharika Vohra, pp 38.

### Links to websites:

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- <http://obweb.org/>
- <http://www.tandfonline.com/loi/worg20>
- [www.12manage.com](http://www.12manage.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>100 marks</b> |

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## Managerial Economics

MBA-1<sup>st</sup> Sem

### Objectives

1. To introduce the economic concepts
2. To familiarize with the students the importance of economic approaches in managerial decision making
3. To understand the applications of economic theories in business decisions

Unit – I General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.

Unit-II Law of Variable Proportions - Theory of the Firm - Production Functions in the Short and Long Run - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Analysis of Risk and Uncertainty.

Unit-III Product Markets -Determination Under Different Markets - Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.

Unit-IV Introduction to National Income – National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations  
- Fiscal and Monetary Policies.

Unit – V Macro Economic Environment - Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDIs).

### References

1. Yogesh Maheswari, Managerial Economics, Phi Learning, Newdelhi, 2005 Gupta G.S.,

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2. Managerial Economics, Tata Mcgraw-Hill, New Delhi Moyer & Harris,
3. Managerial Economics, Cengage Learning, Newdelhi, 2005 Geetika, Ghosh & Choudhury
4. Managerial Economics, Tata Mcgrawhill, Newdelhi, 2011
- 5.
- 6.

### Marketing Management

<b>Program Name : MBA (DS)</b>			<b>Semester: I</b>		
<b>Course: Marketing Management</b>			<b>Code:</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> From a customer value creation and delivery perspective the Marketing Management course is a foundation since understanding the market and identifying and creating what is of value for the identified market is the logical starting point of business. This course focuses on formulating marketing Plans and policies based on deep insights about market; both customers and competition					
<b>Course Objectives:</b> <ol style="list-style-type: none"> <li>To provide a systematic framework for understanding customer, company, competition, collaborators and context for marketing management.</li> <li>To develop an understanding on Market Segmentation, Targeting and Positioning.</li> </ol>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ol style="list-style-type: none"> <li>Appreciate the differences between consumer and business marketing</li> <li>Apply concepts and tools relevant to Segmentation, Targeting and Positioning</li> <li>Design the marketing plan for new products and services.</li> </ol>					
<b>Prerequisite(s):</b> The students should be equipped with the basic terms used in Marketing Management					

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

### **Syllabus:**

#### **UNIT-I**

Introduction to Marketing Management: Customer need focus, Profitability Focus, Assessing Market Opportunities and Customer Value: Scanning Market Environment, Creating Customer Value and Customer Relationship. Introduction to International Marketing.

#### **UNIT –II**

Analyzing Consumer Behaviour: Factors influencing consumer behavior, Cultural and Social factors influencing consumer decisions. Psychological factors, Influencing consumer decisions, Understanding Competition In Market, Strategies of Leader, Challenger and Followers in Market Place, Balancing Customer and Competition Orientation. Marketing Research: Elements of the Marketing Information Systems, Marketing Research Methods

#### **UNIT III**

Market Segmentation: Bases for Segmenting Consumer Markets, Bases for Segmenting Business Markets, Target Market Selection: Differentiated Positioning, Marketing Mix, Product Decisions: Classification of Products, Product mix and product line decisions, Packaging, Product Decisions: New product Development, Product Life Cycle management, New product options Challenges in New Product Development, Organizational arrangement for new products, Diffusion of innovation

#### **UNIT IV**

Designing and Managing Services: Nature of services, Categories of the services, Distinctive Characteristics of Services, Service Blueprint Pricing Decisions , Consumer psychology and pricing: Reference Pricing Selecting the pricing objective Determining demand Selecting the pricing method, Adapting the price, Promotional Pricing, Differentiated pricing, Initiating price cuts, Initiating price increases

#### **Unit V**

Place Decisions: Distribution channels, Integrating Multi-Channel Marketing Systems, Value Networks, Channel Functions and Flows, Identifying Channel alternatives, Evaluating Channel Alternatives.

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### Textbook:

- *Marketing Management: A South Asian Perspective*, Philip Kotler, Kevin Lane Keller, Pearson Education
- *Marketing Management, Ramaswamy, Mc Graw Hill India.*

### Reference Books:

- Marketing Management, Dawn Iacobucci, Cengage
- *Marketing Management, Rajan Saxena, McGraw Hill*
- *Principles of Marketing, Philip Kotler and Gary M. Armstrong, Prentice Hall*
- *Fundamentals of Marketing 8e, William J. Stanton, Charles M. Futrell, McGraw-Hill*

### Journals:

- Journal of Marketing
- Journal of Consumer Research
- Journal of Marketing Research

### Links to websites:

- <http://www.mmaglobal.org/>

### 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.

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## ACCOUNTING FOR MANAGERS MBA-1<sup>st</sup> Sem

**INTERNAL ASSESSMENT** shall be based on the following components-  
*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed  
**10** marks.

### Course Objective

The objective of this course is to acquaint the students regarding various accounting concepts and its applications in managerial decision making.

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### Course Content

#### Unit-I

Accounting: - concept, importance and scope, accounting principles, types of accounting, Financial accounting : journal, ledger, trial balance, preparation of final accounts without adjustments.

#### Unit II

Management Accounting –evolution, meaning, objectives, nature, scope, functions, techniques and limitations. Financial Accounting vs. Cost Accounting vs. Management Accounting. Budgets and budgetary control - meaning, objectives, classification of budgets and preparation of cash budget, importance of budgets.

#### Unit III

Cost Volume Profit Analysis – meaning, objectives, advantages, methods of cost volume profit analysis. Ratio Analysis – meaning, objectives, significance, limitations, classification and computation of ratios: Liquidity Ratio, Activity ratio, Profitability ratio and Capital structure ratios.

#### Unit IV

Funds Flow Statement: meaning, objectives, limitations, preparation of funds flow statement. Cash Flow Statement: meaning, objectives, limitations, difference between cash flow statement and fund flow statement.

#### Unit V

Standard costing: meaning, concept, objectives, advantages and limitations. Variance analysis: concept, types of variances: material and labour variances and their accounting treatment. marginal costing and its application in managerial decision making.

### Suggested Readings

1. Singhal, A.K. and Ghosh Roy, H.J., Accounting for Managers, JBC Publishers
2. Pandey, I.M., Management Accounting, Vikas Publishing House, New Delhi
3. Horngren, Sundem and Stratton, Introduction to Management Accounting, Pearson Education, New.Delhi.
4. Hansen & Mowen, Cost Management, Thomson Learning
5. Mittal, S.N., Management Accounting and Financial Management, Shree Mahavir Book Depot, NewDelhi.
6. Jain, S.P and Narang, K.L., Advanced Cost Accounting, Kalyani Publishers, Ludhiana.
7. Khan, M.Y. and Jain, P.K., Management Accounting, TMH, New Delhi.

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8. Kaplan, S. Robert, Anthony A. Atkinson, Management Accounting, Pearson Education.
9. Kishore M. Ravi, Cost and Management Accounting, Taxman Publication.
10. M.S Narasimhan-Management Accounting , Cengage.
11. Brigham , Ehrhardt, Financial Management, Cengage Learning.
12. S.K Gupta , R.K Sharma , Financial Management Theory and Practice, Kalyani Publishers.

### BUSINESS LAW

#### MBA-1<sup>st</sup> Sem

#### Course Objective

- To demonstrate an understanding of the Legal Environment of Business.
- To apply basic legal knowledge to business transactions.
- To understand legal processes involved in management of an organization and utilize the provisions of law in the best interest of the organization without violating them.

#### Course Content

##### Unit-I

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The Indian Contract Act 1872: Essentials of a valid contract, void agreements, performance of contracts, breach of contract and its remedies, Quasi-Contracts.

### Unit-II

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-III

Right to Information Act, 2005: Meaning, features, procedure for obtaining information, appeal and penalty. Exemption from disclosures. Central and State Information Commission and their powers and function.

### 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; Formation of LLP, Extent of LLP Liability; Extent of Partner's Liability; 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, allotment and transfer, debentures, essential conditions for a valid meeting, kinds of meetings and resolutions.

### Suggestive Readings

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

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## FINANCIAL MANAGEMENT- 06090201

### MBA- 2<sup>nd</sup> Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
	Financial Management	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**INTERNAL ASSESSMENT** shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

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**Course Objective**

To acquaint students with the techniques of financial management and their applications for business decision making.

**Course Content**

**Unit 1: Introduction**

Introduction: Concepts, Nature, Scope, Function and Objectives of Financial Management  
Concept of Time Value of Money, present value, future value, and annuity; Risk & Return: Historical return, expected return, absolute return, holding period return, annualized return, arithmetic & geometric return; Risk - Systematic & unsystematic risk – their sources and measures.

**Unit 2: Investment**

Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return & MIRR, Net Terminal Value, Profitability Index Method. Practical questions on RADR (Risk Adjusted Discount Rate). Fund flow statement & Cashflow statement

**Unit 3: Financing Decision**

Cost of Capital and Financing Decision: Sources of long-term financing, Estimation of components of cost of capital. Methods for Calculating cost of equity capital, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average cost of capital (WACC) and Marginal cost of capital. Capital structure –Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach) Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage.

**Unit 4: Dividend Decisions**

Dividend Policy Decision - Dividend and Capital; The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model; Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage

**Unit 5: Working Capital Decisions** Working Capital-Meaning, Objectives. Factors affecting Working Capital Decision. Working Capital Management: Management of Cash - Preparation of Cash Budgets (Receipts and Payment Method only); Cash management technique, Receivables Management – Objectives; Credit Policy, Cash Discount, Debtors Outstanding and Ageing Analysis;

**Suggested Readings:**

1. James C. Van Horne and Sanjay Dhamija, Financial Management and Policy, Pearson Education
2. Levy H. and M. Sarnat. Principles of Financial Management. Pearson Education
3. Joy, O.M. Introduction to Financial Management. Mc Graw Hill Education.
4. Brigham and Houston, Fundamentals of Financial Management, Cengage Learning
5. Khan and Jain. Basic Financial Management, McGraw Hill Education
6. Chandra, P. Fundamentals of Financial Management. McGraw Hill Education
7. Singh, J.K. Financial Management- text and Problems. 2nd Ed. Dhanpat Rai and Company, Delhi.

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8. Rustagi, R.P. Fundamentals of Financial Management. Taxmann Publication Pvt. Ltd.
9. Singh, Surender and Kaur, Rajeev. Fundamentals of Financial Management. Mayur Paperback, New Delhi.
10. Pandey, I.M. Financial Management. Vikas Publications.

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### International Business MBA- 2<sup>nd</sup> Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA 303	International Business & Trade Practices	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed 10 marks.

2. **Course Objective:** 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.

### 3. Syllabus

#### 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 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

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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.

### 4. Suggestive Readings:

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

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**Note: The faculty member will discuss at least one case per unit.**

### Exercise

- Students has make a study on the Role of MNCs & TNCs in UDCs Since 1980
- Makes a report in which areas most of the foreign direct investment are being made
- Students will identify India's and make report on Relative comparative advantage (RCA) in international trading of few goods or services with rest of world with Harmonized System (HS) Classification to boost India's Exports.
- Make a detail study report on current account deficit (CAD) in current account since 1950
- Students will make a report that how IMF is facilitating adverse BoP nations.

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**Faculty of Commerce & Management**

<b>Program Name : MBA (Dual Specialization)</b>			<b>Semester: II</b>		
<b>Course: Human Resource Management</b>			<b>Code:</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 an introduction to Human Resource Management. HRM involves all management decisions and actions that affect the nature of the relationship between the organization and its employees. Effective Human Resource Management creates a win-win relationship with employees by seeking the best fit between organizational and individual goals. The focus of the course is on the various human resource policies as recruitment, selection, performance management, rewards, staffing and development. Students will get insight into the basic challenges, approaches and tools within these fields.</p>					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>1. To understand challenges of human resource management in today's competitive environment.</li><li>2. To apply the knowledge of talent management, recruitment, selection, training &amp; development in organization.</li><li>3. To evaluate performance &amp; potential appraisal in developing compensation structure in organization.</li><li>4. To understand role of international human resource management and cultural diversity in global business environment.</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. Understand the nature, role and importance of the Human Resource in organization.</li><li>2. Analyze employee recruitment, selection, retention plans and their development processes.</li><li>3. Demonstrate the skills for solving HR issues and the formulation of appropriate HRM responses.</li><li>4. Explain the purpose, need and relevance of HRIS.</li></ol>					
<b>Prerequisite(s):</b>					

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**Faculty of Commerce & Management**

Knowledge of principles of management and basics of human resources.

**Pedagogy:** Case based analysis, group exercises, experiential learning activities, quizzes, role plays, videos, presentations and lecture method.

**Syllabus:**

**Unit I:** Introduction to HRM; Evolution of HRM; role, responsibilities and competencies of HR professionals; HR processes and functions; Changing environment at workplace, human resource planning - objectives and process.

**Unit II :** Job Analysis, Job descriptions and job specifications, recruitment and selection methods and strategies, orientation and induction, training and development process & methods, training need assessment, designing, administering and evaluation of training and development programme.

**Unit III:** Elements of performance management system, performance evaluation methods, Appraising performance: developing performance appraisal system, career & succession planning and management.

**UNIT IV:** Compensation management, job evaluation methods, classification of employee benefits, design and administration. HR in knowledge era: HR in mergers and acquisitions, outplacement, outsourcing HR functions, employee easing, HR audit.

**Unit V:** Human Resource Information Systems: Evolution, Objectives, Needs, Advantages & Disadvantages, System Design and Acquisition: Design of HRIS - Relevance of Decision Making Concepts for Information System Design, Data Management for HRIS, The Future of Human Resource Information Systems: Emerging Trends in HRM and IT.

**Textbook:**

- Dessler Gary and Varkkey Biju (2015), Human Resource Management, Pearson Publication, 14<sup>th</sup> Edition
- Gupta, C.B. (2014). *Human Resource Management*. Delhi. Sultan Chand & Sons, 3<sup>rd</sup> Edition
- Decenzo, A. David & Robbins, Stephen (2011). *Fundamentals of Human Resource Management*. Wiley India 10<sup>th</sup> Edition

**Reference Books:**

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1. Bohlander George W., Sherman Arthur W., Snell Scott A., *Managing Human Resources*, South Western College, 16<sup>th</sup> Edition
2. R. Luis, Mejia- Gomez, B. David, Balkin and L. Robert, Cardy (2016), *Managing Human Resources*, Pearson Higher Education, 8<sup>th</sup> Edition
3. Mathis Robert L. and Jackson John H., Valentine Sean R. (2013), *Human Resource Management*, Cengage Learning, 14<sup>th</sup> Edition
4. Mondy R.W. & Noe R.M., *Human Resource Management*, Pearson Education, 7<sup>th</sup> Edition,
5. Aswathappa K. *Human Resource Management*, McGraw Hill Education, 8<sup>th</sup> Edition

**Journals:**

1. *Journal of Human Resources*
2. *Academy of Management Review*
3. *Human Resource Development Review*
4. *Journal of Management Education*

**Case Study**

- 1 Carter Cleaning Company, Chapter 1, pg 23.
- 2 Translating strategy in to hr policies and practices case, Chapter 4, pg 108.
3. Boss, I think we have a problem, Chapter 17, pg 508

**Links to websites:**

- [www.peoplematters.in](http://www.peoplematters.in)
- [www.hrvillage.com](http://www.hrvillage.com)
- [www.tvrls.com](http://www.tvrls.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>100 marks</b>

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### BUSINESS RESEARCH METHODS

#### MBA 2<sup>nd</sup> Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA206 MBAHA206	BUSINESS RESEARCH METHODOLOGY	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**Internal Assessment-** It shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

#### Course Objective

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).

#### Course Content

##### 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

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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, Application of Excel and SPSS.

### Suggestive Readings

1. William G. Zikmund, Business Research Methods, 7<sup>th</sup> Edition, Cengage Learning, India.
2. K.N. Krishnaswamy, Appa Iyer Sivakumar, M.Mathirajan, Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson Education
3. J. K. Sachdeva, Business Research Methodology, Himalaya Pub. House
4. Paul E. Green, Donald S. Tull, Research for Marketing Decisions, 5<sup>th</sup> Edition, PHI.
5. Ranjeet Kumar, Research Methods, Pearson Education
6. Donald S. Tull, Del I. Hawkins, Marketing Research, Measurement and Methods, 6<sup>th</sup> Edition, PHI
7. Naresh Malhotra and Satya Bhushan Das, Marketing Research: An applied Orientation, Pearson Education
8. Mcburney, Research Methods, 7<sup>th</sup> Edition, Cengage Learning, India.

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### OPERATIONS MANAGEMENT

#### MBA 2<sup>nd</sup> Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME							
		THEORY			PRACTICAL		L	T	P
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL			
MBA204	OPERATION MANAGEMENT	60	20	20	-	-	4	-	-

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**Internal Assessment-** It shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

#### Course Objective

The objective of this course is to help the students understand the concepts of production function, inventory control, quality control and application of technical models and techniques for solving production problems.

#### Course Content

##### Unit- I: Introduction to Operations Management:

Nature and Scope of Operations Management, Interface between the operation systems and systems of other functional areas, Types of production process- Project, Job Shop, Assembly, Mass, Batch and Continuous; Different types of layouts, Location and the factors influencing location.

##### Unit- II: Production Planning:

Capacity planning, Aggregate planning and strategies, Master production scheduling (MPS), Material requirement planning (MRP).

##### Unit-III: Material Management:

An overview of Material Management, Inventory Control and systems: ABC, VED and FNSD, Purchase Management: Supplier selection and evaluation, Vendor rating - determinants of vendor rating, Just in Time; Material Handling; Scheduling: Gantt Charts, Sequencing.

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### Unit- IV: Quality Control:

Standards and specifications, Quality Assurance and Quality Circles- Statistical Quality Control-Control Charts for Variables- Average, Range and S.D., Control charts for Attributes- fraction defective and number of defects, Acceptance Sampling Plans, OC Curve.

### Unit- V: Work Study:

Human Aspects in Application of Work Study, Introduction and Selection of Jobs, Flow Diagram, String Diagram, Flow Process Chart, Multiple Activity Chart, Travel Chart

### Suggestive Readings

1. Mahadevan. B, Operations Management, 2010, Pearson Education.
2. Stevenson J. William, Operations Management, 2009, 9<sup>th</sup> Edition, Tata McGraw-Hill.
3. James R Evans, David A. Collier, Operations Management, 2007, Cengage Learning.
4. Danny Samson and Prakash J.Singh, Operations Management-An integrated approach, 2009, 1<sup>st</sup> Edition, Cambridge Press.
5. Ray Wild, Operations Management, 2003, Thomson Learning.
6. Kanishka Bedi, Production and Operations Management, 2007, 2<sup>nd</sup> Edition, Oxford University Press.
7. Everett. Adam, Jr. and Ronald J. Elbert, Production and Operations Management Concepts, Models and Behaviour, 2003, 5<sup>th</sup> Edition Prentice Hall of India.
8. Donald Waters, Operations Management, 2010, Kogan page India.

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### STRATEGIC MANAGEMENT

#### MBA HA 4<sup>th</sup> Semester Theory

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME							
		THEORY			PRACTICAL		L	T	P
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL			
IMBA601 T	STRATEGIC MANAGEMENT	60	20	20	-	-	4	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**Internal Assessment-** It shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

#### Course Objective

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.

#### Course Content

##### Unit: I: Strategy and Process

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

##### Unit: II: Competitive Advantage

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

##### Unit: III: The Strategic Alternatives

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.

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### Unit IV: Strategy Implementation and Evaluation

Strategy implementation: Structural, Behavioral and Functional implementation.

Strategy Evaluation: Strategic and Operational Control; Techniques of evaluation and control.

### Unit V: Strategy in the Global Environment

Definition of global strategy, Phases of global strategy, International strategy vs. global strategy, Drivers of global strategy

### Suggestive Readings

1. Kazmi, Azhar, Business Policy and Strategic Management, TMGH, New Delhi
2. Gerry Johnson, Kevan Scholes, Richard Whittington, Exploring Corporate Strategy, Pearson Edition Ltd, United Kingdom
3. Arthur A Thompson Jr, Strickland A.J., John E. Gamble and Arun K. Jain, Crafting and Executing Strategy - The Quest for Competitive Advantage - Concepts and Cases, TMGH, New Delhi.
4. Fred R. David, Strategic Management- Concepts and Cases, PHI Learning, New Delhi.
5. Subba Rao, P, Business Policy and Strategic Management (Text and Cases), Himalaya Publishing House, Hyderabad
6. Jauch and Glueck, Business Policy and Strategic Management, McGraw-Hill Publications.
7. Thompson A.A. and Stickland A.J, Strategic Management- Concept and cases, Pearson
8. Michael Porter, Competitive Advantage of Nations, Free Press.
9. Kenneth, A. Andrews, Concepts of corporate Strategy, Irwin/McGraw-Hill
10. Melvin J. Stanford, Management Policy, Prentice-Hall

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### STRATEGIC MANAGEMENT

#### MBA HA 4<sup>th</sup> Semester Practical

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME							
		THEORY			PRACTICAL		L	T	P
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL			
BBA601 P	STRATEGIC MANAGEMENT	-	-	-	30	20	4	-	-

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**Internal Assessment-** It shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

### Course Objective

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.

### Course Content

#### Unit: I: Strategy and Process

Download **Annual report** of a company and identify Company's vision, mission and objectives.

Formulate strategy: Company's vision, mission and objectives- Being the head of the organization.

#### Unit: II: Competitive Advantage

Download **Annual report** of a company and submit an analysis report on PESTEL, SWOT and Porter's Five Forces Model.

#### Unit: III: The Strategic Alternatives

Download **Annual report** of a company and submit an analysis report on ETOP, Mc Kinsey's 7s Framework, BCG Matrix.

#### Unit IV: Strategy Implementation and Evaluation

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Group discussion and analyses of three different case studies related to strategy implementation (Structural, Behavioral and Functional) and report submission.

Group discussion and analyse the case studies related to strategic and operational control and techniques of evaluation and control used by various organisation

### Unit V: Strategy in the Global Environment

Download **Annual report** of a multinational company and submit an analysis report on phases and drivers of global strategy

### Suggestive Readings

1. Kazmi, Azhar, Business Policy and Strategic Management, TMGH, New Delhi
2. Gerry Johnson, Kevan Scholes, Richard Whittington, Exploring Corporate Strategy, Pearson Edition Ltd, United Kingdom
3. Arthur A Thompson Jr, Strickland A.J., John E. Gamble and Arun K. Jain, Crafting and Executing Strategy - The Quest for Competitive Advantage - Concepts and Cases, TMGH, New Delhi.
4. Fred R. David, Strategic Management- Concepts and Cases, PHI Learning, New Delhi.
5. Subba Rao, P, Business Policy and Strategic Management (Text and Cases), Himalaya Publishing House, Hyderabad
6. Jauch and Glueck, Business Policy and Strategic Management, McGraw-Hill Publications.
7. Thompson A.A. and Stickland A.J, Strategic Management- Concept and cases, Pearson
8. Michael Porter, Competitive Advantage of Nations, Free Press.
9. Kenneth, A. Andrews, Concepts of corporate Strategy, Irwin/McGraw-Hill
10. Melvin J. Stanford, Management Policy, Prentice-Hall

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### BASICS OF ENTREPRENEURSHIP SKILLS MBA-1<sup>st</sup> Sem

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	W O T E R M	INTERNAL	EXTERNAL	INTERNAL				
06070106	BASICS OF ENTREPRENEURSHIP SKILLS	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**Internal Assessment-** It shall be based on the following components- *Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

#### Course Objective

The primary objective of course is to develop entrepreneurial mindset of the students through experiential learning techniques and equip the students with the concepts of entrepreneurship.

#### Course Content

##### Unit-1: Discover Yourself:

Identify individual's Hobbies, Interest, and Passion/Flow.

Discuss and analyse the case studies related to effectuation and effectuation principles.

Identify individual's entrepreneur style

##### Unit-2: Idea/Problem:

Go out of the building and conduct problem interview with prospects

Identify a problem worth solving using Design Thinking Process (Wadhvani Foundation/Stanford D-School).

Design a Value Proposition canvas and Deep dive into Gains, Pains and "Jobs-To-Be-Done"

##### Unit-3: Business Model:

Design a Lean Canvas for the problem worth solving identified

Identify Riskiest Parts of Plan

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GO Out of the building and Run Solution interviews

Design MVP- Build-Measure-Learn Feedback Loop

### Unit-4: Revenue & Cost:

Download the Annual report of a company and submit analysis report on financial statements including income, costs, gross and net margins.

Download the Annual report of a company and submit analysis report on Primary and Secondary Revenue Stream, Different Pricing Strategies, Product and Operations Costs.

Design an investor's pitch based on various sources of funds.

### Unit-5: Team:

Design the roles and responsibilities of a Leader and Pitch for candidates to join startups

Create company profile page and strategy based on Bulls Eye Framework.

List out all necessary documents needed for starting and operating a business.

Create a compliance report

### Suggestive Readings

1. Dinanath Kaushik (2013) Studies in Indian Entrepreneurship, New Delhi, Cyber Tech Publications
2. Kaliyamoorthy and Chandrasekhar (Eds: 2007), Entrepreneurial Training: Theory and Practice, New Delhi, Kanishka Publishers
3. Robert Hisrich, Michael Peters and Dean Shepherd (2009) Entrepreneurship, New Delhi, Tata McGraw-Hill Publishing Company Limited
4. Rajagopalan (Ed: 2006) Promoting Sustainable Livelihoods: Concepts and Approaches, The ICFAI University Press
5. Roy Rajeev (2011), Entrepreneurship (ed.2), New Delhi, Oxford University Press
6. Donald L. Sexton & Raymond W. Smilor, The Art and Science of Entrepreneurship, Ballinger
7. Clifford M. Baumback & Joseph R. Mancuso, Entrepreneurship and Venture Management, Prentice Hall
8. Gifford Pinchot, Intrapreneuring, Harper & Row

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Program Name : MBA (DS)			Semester: I		
Course: Organization Behaviour			Code:		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
<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>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>					

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Understanding of principles of management and basics of human resources and human behavior at work.

**Pedagogy:** Case based analysis, group exercises, experiential learning activities, quizzes, role plays, videos, presentations and lecture method.

### Syllabus:

#### Unit-I

Definition and Meaning of OB - Need and Importance of OB - Nature and Scope - OB Models - Historical Evolution of Organizational Behaviour.

#### Unit-II

Individual Behaviour: 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 Culture, Organization Change: Importance, Resistance to Change, Managing Change, Organization Development (OD), Pre-requisites for effective OD, Factors affecting OD, Effectiveness of OD Program.

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### Textbook:

Robbins, Stephen P., Judge, Timothy A., & Vohra, Neharika., *Organizational Behaviour*. (18th ed.). Pearson.

### Reference Books:

- 1) Luthans, Fred., *Organizational Behaviour*, (18ed), McGraw-Hill International Edition.
- 2) Newstorm John. W. & Davis Keith., *Organizational Behaviour, Human Behaviour at Work*, (12 ed.). Tata McGraw-Hill Publishing Company Ltd., New Delhi.
- 3) Aswathappa K., *Organizational Behaviour Text, Cases and Games*. (8<sup>th</sup> ed). Himalaya Publishing House, New Delhi.
- 4) Griffin, Ricky W, *Organizational Behaviour*, Houghton Mifflin Co., Boston.
- 5) Hersey, Paul, Blanchard, Kenneth H. & Johnson, Dewey E. *Management of Organisational Behaviour*, Utilizing Human Resources, Prentice Hall, New Delhi.
- 6) Ivancevich, John. & Micheel T. Matheson, *Organisational Behaviour and Management*, Tata McGraw, New Delhi. Hill

### Journals:

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

### Case Study:

1. Apple goes global, *Organizational Behaviour 16e*, Robbins, Judge & Niharika Vohra, pp 64-65.
2. The treasure trove of the aging workforce, *Organizational Behaviour 16e*, Robbins, Judge & Niharika Vohra, pp 38.

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### Links to websites:

- <http://obweb.org/>
- <http://www.tandfonline.com/loi/worg20>
- [www.12manage.com](http://www.12manage.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>100 marks</b> |

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## Managerial Economics

MBA-1<sup>st</sup> Sem

### Objectives

1. To introduce the economic concepts
2. To familiarize with the students the importance of economic approaches in managerial decision making
3. To understand the applications of economic theories in business decisions

Unit – I General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.

Unit-II Law of Variable Proportions - Theory of the Firm - Production Functions in the Short and Long Run - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Analysis of Risk and Uncertainty.

Unit-III Product Markets -Determination Under Different Markets - Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.

Unit-IV Introduction to National Income – National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations  
- Fiscal and Monetary Policies.

Unit – V Macro Economic Environment - Economic Transition in India - A quick Review -

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Liberalization, Privatization and Globalization - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDIs).

### References

1. Yogesh Maheswari, Managerial Economics, Phi Learning, Newdelhi, 2005 Gupta G.S.,
2. Managerial Economics, Tata Mcgraw-Hill, New Delhi Moyer & Harris,
3. Managerial Economics, Cengage Learning, Newdelhi, 2005 Geetika, Ghosh & Choudhury
4. Managerial Economics, Tata Mcgrawhill, Newdelhi, 2011
- 5.
- 6.

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### Marketing Management

<b>Program Name : MBA (DS)</b>			<b>Semester: I</b>		
<b>Course: Marketing Management</b>			<b>Code:</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>3</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> From a customer value creation and delivery perspective the Marketing Management course is a foundation since understanding the market and identifying and creating what is of value for the identified market is the logical starting point of business. This course focuses on formulating marketing Plans and policies based on deep insights about market; both customers and competition					
<b>Course Objectives:</b> <ol style="list-style-type: none"> <li>1. To provide a systematic framework for understanding customer, company, competition, collaborators and context for marketing management.</li> <li>2. To develop an understanding on Market Segmentation, Targeting and Positioning.</li> </ol>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ol style="list-style-type: none"> <li>1. Appreciate the differences between consumer and business marketing</li> <li>2. Apply concepts and tools relevant to Segmentation, Targeting and Positioning</li> <li>3. Design the marketing plan for new products and services.</li> </ol>					
<b>Prerequisite(s):</b> The students should be equipped with the basic terms used in Marketing Management					
<b>Pedagogy:</b> SIS, SS, Case study, Video, Assignments, Quiz					
<b>Syllabus:</b> <b>UNIT-I</b> Introduction to Marketing Management: Customer need focus, Profitability Focus, Assessing Market Opportunities and Customer Value: Scanning Market Environment, Creating Customer Value and Customer Relationship. Introduction to International Marketing.					

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**UNIT –II**

Analyzing Consumer Behaviour: Factors influencing consumer behavior, Cultural and Social factors influencing consumer decisions. Psychological factors, Influencing consumer decisions, Understanding Competition In Market, Strategies of Leader, Challenger and Followers in Market Place, Balancing Customer and Competition Orientation. Marketing Research: Elements of the Marketing Information Systems, Marketing Research Methods

**UNIT III**

Market Segmentation: Bases for Segmenting Consumer Markets, Bases for Segmenting Business Markets, Target Market Selection: Differentiated Positioning, Marketing Mix, Product Decisions: Classification of Products, Product mix and product line decisions, Packaging, Product Decisions: New product Development, Product Life Cycle management, New product options Challenges in New Product Development, Organizational arrangement for new products, Diffusion of innovation

**UNIT IV**

Designing and Managing Services: Nature of services, Categories of the services, Distinctive Characteristics of Services, Service Blueprint Pricing Decisions , Consumer psychology and pricing: Reference Pricing Selecting the pricing objective Determining demand Selecting the pricing method, Adapting the price, Promotional Pricing, Differentiated pricing, Initiating price cuts, Initiating price increases

**Unit V**

Place Decisions: Distribution channels, Integrating Multi-Channel Marketing Systems, Value Networks, Channel Functions and Flows, Identifying Channel alternatives, Evaluating Channel Alternatives.

**Textbook:**

- *Marketing Management: A South Asian Perspective*, Philip Kotler, Kevin Lane Keller, Pearson Education
- *Marketing Management, Ramaswamy, Mc Graw Hill India.*

**Reference Books:**

- *Marketing Management*, Dawn Iacobucci, Cengage

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- *Marketing Management, Rajan Saxena, McGraw Hill*
- *Principles of Marketing, Philip Kotler and Gary M. Armstrong, Prentice Hall*
- *Fundamentals of Marketing<sup>8e</sup>, William J. Stanton, Charles M. Futrell, McGraw-Hill*

### Journals:

- Journal of Marketing
- Journal of Consumer Research
- Journal of Marketing Research

### Links to websites:

- <http://www.mmaglobal.org/>

### 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.

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## ACCOUNTING FOR MANAGERS MBA-1<sup>st</sup> Sem

**INTERNAL ASSESSMENT** shall be based on the following components-  
*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

### Course Objective

The objective of this course is to acquaint the students regarding various accounting concepts and its applications in managerial decision making.

### Course Content

#### Unit-I

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Accounting: - concept, importance and scope, accounting principles, types of accounting, Financial accounting : journal, ledger, trial balance, preparation of final accounts without adjustments.

### Unit II

Management Accounting –evolution, meaning, objectives, nature, scope, functions, techniques and limitations. Financial Accounting vs. Cost Accounting vs. Management Accounting. Budgets and budgetary control - meaning, objectives, classification of budgets and preparation of cash budget, importance of budgets.

### Unit III

Cost Volume Profit Analysis – meaning, objectives, advantages, methods of cost volume profit analysis. Ratio Analysis – meaning, objectives, significance, limitations, classification and computation of ratios: Liquidity Ratio, Activity ratio, Profitability ratio and Capital structure ratios.

### Unit IV

Funds Flow Statement: meaning, objectives, limitations, preparation of funds flow statement. Cash Flow Statement: meaning, objectives, limitations, difference between cash flow statement and fund flow statement.

### Unit V

Standard costing: meaning, concept, objectives, advantages and limitations. Variance analysis: concept, types of variances: material and labour variances and their accounting treatment. marginal costing and its application in managerial decision making.

### Suggested Readings

1. Singhal, A.K. and Ghosh Roy, H.J., Accounting for Managers, JBC Publishers
2. Pandey, I.M., Management Accounting, Vikas Publishing House, New Delhi
3. Horngren, Sundem and Stratton, Introduction to Management Accounting, Pearson Education, New.Delhi.
4. Hansen & Mowen, Cost Management, Thomson Learning
5. Mittal, S.N., Management Accounting and Financial Management, Shree Mahavir Book Depot, NewDelhi.
6. Jain, S.P and Narang, K.L., Advanced Cost Accounting, Kalyani Publishers, Ludhiana.
7. Khan, M.Y. and Jain, P.K., Management Accounting, TMH, New Delhi.
8. Kaplan, S. Robert, Anthony A. Atkinson, Management Accounting, Pearson Education.
9. Kishore M. Ravi, Cost and Management Accounting, Taxman Publication.
10. M.S Narasimhan-Management Accounting , Cengage.

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11. Brigham , Ehrhardt, Financial Management, Cengage Learning.
12. S.K Gupta , R.K Sharma , Financial Management Theory and Practice, Kalyani Publishers.

### BUSINESS LAW

#### MBA-1<sup>st</sup> Sem

#### Course Objective

- To demonstrate an understanding of the Legal Environment of Business.
- To apply basic legal knowledge to business transactions.
- To understand legal processes involved in management of an organization and utilize the provisions of law in the best interest of the organization without violating them.

#### Course Content

##### Unit-I

The Indian Contract Act 1872: Essentials of a valid contract, void agreements, performance of contracts, breach of contract and its remedies, Quasi-Contracts.

##### Unit-II

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-III

Right to Information Act, 2005: Meaning, features, procedure for obtaining information, appeal and penalty. Exemption from disclosures. Central and State Information Commission and their powers and function.

##### 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; Formation of LLP, Extent of LLP Liability; Extent of Partner"s Liability; Winding up and dissolution of LLP.

##### Unit-V

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

### Suggestive Readings

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

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**FINANCIAL MANAGEMENT- 06090201**

**MBA- 2<sup>nd</sup> Semester**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME							
		THEORY			PRACTICAL		L	T	P
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL			
	<b>Financial Management</b>	60	20	20	-	-	4	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**INTERNAL ASSESSMENT** shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

**Course Objective**

To acquaint students with the techniques of financial management and their applications for business decision making.

**Course Content**

**Unit 1: Introduction**

Introduction: Concepts, Nature, Scope, Function and Objectives of Financial Management  
 Concept of Time Value of Money, present value, future value, and annuity; Risk & Return: Historical return, expected return, absolute return, holding period return, annualized return, arithmetic & geometric return; Risk - Systematic & unsystematic risk – their sources and measures.

**Unit 2: Investment**

Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return & MIRR, Net Terminal Value, Profitability Index Method. Practical questions on RADR (Risk Adjusted Discount Rate). Fund flow statement & Cashflow statement

**Unit 3: Financing Decision**

Cost of Capital and Financing Decision: Sources of long-term financing, Estimation of components of cost of capital. Methods for Calculating cost of equity capital, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average cost of capital (WACC) and Marginal cost of capital. Capital structure –Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach) Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage.

**Unit 4: Dividend Decisions**

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Dividend Policy Decision - Dividend and Capital; The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model; Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage

**Unit 5: Working Capital Decisions** Working Capital-Meaning, Objectives. Factors affecting Working Capital Decision. Working Capital Management: Management of Cash - Preparation of Cash Budgets (Receipts and Payment Method only); Cash management technique, Receivables Management – Objectives; Credit Policy, Cash Discount, Debtors Outstanding and Ageing Analysis;

**Suggested Readings:**

1. James C. Van Horne and Sanjay Dhamija, Financial Management and Policy, Pearson Education
2. Levy H. and M. Sarnat. Principles of Financial Management. Pearson Education
3. Joy, O.M. Introduction to Financial Management. Mc Graw Hill Education.
4. Brigham and Houston, Fundamentals of Financial Management, Cengage Learning
5. Khan and Jain. Basic Financial Management, McGraw Hill Education
6. Chandra, P. Fundamentals of Financial Management. McGraw Hill Education
7. Singh, J.K. Financial Management- text and Problems. 2nd Ed. Dhanpat Rai and Company, Delhi.
8. Rustagi, R.P. Fundamentals of Financial Management. Taxmann Publication Pvt. Ltd.
9. Singh, Surender and Kaur, Rajeev. Fundamentals of Financial Management. Mayur Paperback, New Delhi.
10. Pandey, I.M. Financial Management. Vikas Publications.

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### International Business MBA- 2<sup>nd</sup> Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA 303	International Business & Trade Practices	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed 10 marks.

2. **Course Objective:** 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.

### 3. Syllabus

#### 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 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

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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.

### 4. Suggestive Readings:

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

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**Note: The faculty member will discuss at least one case per unit.**

### Exercise

- Students has make a study on the Role of MNCs & TNCs in UDCs Since 1980
- Makes a report in which areas most of the foreign direct investment are being made
- Students will identify India's and make report on Relative comparative advantage (RCA) in international trading of few goods or services with rest of world with Harmonized System (HS) Classification to boost India's Exports.
- Make a detail study report on current account deficit (CAD) in current account since 1950
- Students will make a report that how IMF is facilitating adverse BoP nations.

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<b>Program Name : MBA (Dual Specialization)</b>			<b>Semester: II</b>		
<b>Course: Human Resource Management</b>			<b>Code:</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 an introduction to Human Resource Management. HRM involves all management decisions and actions that affect the nature of the relationship between the organization and its employees. Effective Human Resource Management creates a win-win relationship with employees by seeking the best fit between organizational and individual goals. The focus of the course is on the various human resource policies as recruitment, selection, performance management, rewards, staffing and development. Students will get insight into the basic challenges, approaches and tools within these fields.</p>					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>1. To understand challenges of human resource management in today's competitive environment.</li><li>2. To apply the knowledge of talent management, recruitment, selection, training &amp; development in organization.</li><li>3. To evaluate performance &amp; potential appraisal in developing compensation structure in organization.</li><li>4. To understand role of international human resource management and cultural diversity in global business environment.</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. Understand the nature, role and importance of the Human Resource in organization.</li><li>2. Analyze employee recruitment, selection, retention plans and their development processes.</li><li>3. Demonstrate the skills for solving HR issues and the formulation of appropriate HRM responses.</li><li>4. Explain the purpose, need and relevance of HRIS.</li></ol>					
<b>Prerequisite(s):</b>					

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Knowledge of principles of management and basics of human resources.

**Pedagogy:** Case based analysis, group exercises, experiential learning activities, quizzes, role plays, videos, presentations and lecture method.

**Syllabus:**

**Unit I:** Introduction to HRM; Evolution of HRM; role, responsibilities and competencies of HR professionals; HR processes and functions; Changing environment at workplace, human resource planning - objectives and process.

**Unit II :** Job Analysis, Job descriptions and job specifications, recruitment and selection methods and strategies, orientation and induction, training and development process & methods, training need assessment, designing, administering and evaluation of training and development programme.

**Unit III:** Elements of performance management system, performance evaluation methods, Appraising performance: developing performance appraisal system, career & succession planning and management.

**UNIT IV:** Compensation management, job evaluation methods, classification of employee benefits, design and administration. HR in knowledge era: HR in mergers and acquisitions, outplacement, outsourcing HR functions, employee easing, HR audit.

**Unit V:** Human Resource Information Systems: Evolution, Objectives, Needs, Advantages & Disadvantages, System Design and Acquisition: Design of HRIS - Relevance of Decision Making Concepts for Information System Design, Data Management for HRIS, The Future of Human Resource Information Systems: Emerging Trends in HRM and IT.

**Textbook:**

- Dessler Gary and Varkkey Biju (2015), Human Resource Management, Pearson Publication, 14<sup>th</sup> Edition
- Gupta, C.B. (2014). *Human Resource Management*. Delhi. Sultan Chand & Sons, 3<sup>rd</sup> Edition
- Decenzo, A. David & Robbins, Stephen (2011). *Fundamentals of Human Resource Management*. Wiley India 10<sup>th</sup> Edition

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**Reference Books:**

1. Bohlander George W., Sherman Arthur W., Snell Scott A., *Managing Human Resources*, South Western College, 16<sup>th</sup> Edition
2. R. Luis, Mejia- Gomez, B. David, Balkin and L. Robert, Cardy (2016), *Managing Human Resources*, Pearson Higher Education, 8<sup>th</sup> Edition
3. Mathis Robert L. and Jackson John H., Valentine Sean R. (2013), *Human Resource Management*, Cengage Learning, 14<sup>th</sup> Edition
4. Mondy R.W. & Noe R.M., *Human Resource Management*, Pearson Education, 7<sup>th</sup> Edition,
5. Aswathappa K. *Human Resource Management*, McGraw Hill Education, 8<sup>th</sup> Edition

**Journals:**

1. *Journal of Human Resources*
2. *Academy of Management Review*
3. *Human Resource Development Review*
4. *Journal of Management Education*

**Case Study**

- 1 Carter Cleaning Company, Chapter 1, pg 23.
- 2 Translating strategy in to hr policies and practices case, Chapter 4, pg 108.
3. Boss, I think we have a problem, Chapter 17, pg 508

**Links to websites:**

- [www.peoplematters.in](http://www.peoplematters.in)
- [www.hrvillage.com](http://www.hrvillage.com)
- [www.tvrlls.com](http://www.tvrlls.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 |

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<b>Total</b>	<b>100 marks</b>
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**Faculty of Commerce & Management**

**BUSINESS RESEARCH METHODS**

**MBA 2<sup>nd</sup> Semester**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA206 MBAHA206	BUSINESS RESEARCH METHODOLOGY	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**Internal Assessment-** It shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

**Course Objective**

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).

**Course Content**

**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**

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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, Application of Excel and SPSS.

### Suggestive Readings

1. William G. Zikmund, Business Research Methods, 7<sup>th</sup> Edition, Cengage Learning, India.
2. K.N. Krishnaswamy, Appa Iyer Sivakumar, M.Mathirajan, Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson Education
3. J. K. Sachdeva, Business Research Methodology, Himalaya Pub. House
4. Paul E. Green, Donald S. Tull, Research for Marketing Decisions, 5<sup>th</sup> Edition, PHI.
5. Ranjeet Kumar, Research Methods, Pearson Education
6. Donald S. Tull, Del I. Hawkins, Marketing Research, Measurement and Methods, 6<sup>th</sup> Edition, PHI
7. Naresh Malhotra and Satya Bhushan Das, Marketing Research: An applied Orientation, Pearson Education
8. Mcburney, Research Methods, 7<sup>th</sup> Edition, Cengage Learning, India.

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## Faculty of Commerce & Management

### OPERATIONS MANAGEMENT

#### MBA 2<sup>nd</sup> Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME							
		THEORY			PRACTICAL		L	T	P
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL			
MBA204	OPERATION MANAGEMENT	60	20	20	-	-	4	-	-

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**Internal Assessment-** It shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

#### Course Objective

The objective of this course is to help the students understand the concepts of production function, inventory control, quality control and application of technical models and techniques for solving production problems.

#### Course Content

##### Unit- I: Introduction to Operations Management:

Nature and Scope of Operations Management, Interface between the operation systems and systems of other functional areas, Types of production process- Project, Job Shop, Assembly, Mass, Batch and Continuous; Different types of layouts, Location and the factors influencing location.

##### Unit- II: Production Planning:

Capacity planning, Aggregate planning and strategies, Master production scheduling (MPS), Material requirement planning (MRP).

##### Unit-III: Material Management:

An overview of Material Management, Inventory Control and systems: ABC, VED and FNSD, Purchase Management: Supplier selection and evaluation, Vendor rating - determinants of vendor rating, Just in Time; Material Handling; Scheduling: Gantt Charts, Sequencing.

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### Unit- IV: Quality Control:

Standards and specifications, Quality Assurance and Quality Circles- Statistical Quality Control-Control Charts for Variables- Average, Range and S.D., Control charts for Attributes- fraction defective and number of defects, Acceptance Sampling Plans, OC Curve.

### Unit- V: Work Study:

Human Aspects in Application of Work Study, Introduction and Selection of Jobs, Flow Diagram, String Diagram, Flow Process Chart, Multiple Activity Chart, Travel Chart

### Suggestive Readings

1. Mahadevan. B, Operations Management, 2010, Pearson Education.
2. Stevenson J. William, Operations Management, 2009, 9<sup>th</sup> Edition, Tata McGraw-Hill.
3. James R Evans, David A. Collier, Operations Management, 2007, Cengage Learning.
4. Danny Samson and Prakash J.Singh, Operations Management-An integrated approach, 2009, 1<sup>st</sup> Edition, Cambridge Press.
5. Ray Wild, Operations Management, 2003, Thomson Learning.
6. Kanishka Bedi, Production and Operations Management, 2007, 2<sup>nd</sup> Edition, Oxford University Press.
7. Everett. Adam, Jr. and Ronald J. Elbert, Production and Operations Management Concepts, Models and Behaviour, 2003, 5<sup>th</sup> Edition Prentice Hall of India.
8. Donald Waters, Operations Management, 2010, Kogan page India.

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## Faculty of Commerce & Management

### STRATEGIC MANAGEMENT

#### MBA HA 4<sup>th</sup> Semester Theory

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME							
		THEORY			PRACTICAL		L	T	P
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL			
IMBA601 T	STRATEGIC MANAGEMENT	60	20	20	-	-	4	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**Internal Assessment-** It shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

#### Course Objective

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.

#### Course Content

##### Unit: I: Strategy and Process

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

##### Unit: II: Competitive Advantage

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

##### Unit: III: The Strategic Alternatives

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.

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### Unit IV: Strategy Implementation and Evaluation

Strategy implementation: Structural, Behavioral and Functional implementation.

Strategy Evaluation: Strategic and Operational Control; Techniques of evaluation and control.

### Unit V: Strategy in the Global Environment

Definition of global strategy, Phases of global strategy, International strategy vs. global strategy, Drivers of global strategy

### Suggestive Readings

1. Kazmi, Azhar, Business Policy and Strategic Management, TMGH, New Delhi
2. Gerry Johnson, Kevan Scholes, Richard Whittington, Exploring Corporate Strategy, Pearson Edition Ltd, United Kingdom
3. Arthur A Thompson Jr, Strickland A.J., John E. Gamble and Arun K. Jain, Crafting and Executing Strategy - The Quest for Competitive Advantage - Concepts and Cases, TMGH, New Delhi.
4. Fred R. David, Strategic Management- Concepts and Cases, PHI Learning, New Delhi.
5. Subba Rao, P, Business Policy and Strategic Management (Text and Cases), Himalaya Publishing House, Hyderabad
6. Jauch and Glueck, Business Policy and Strategic Management, McGraw-Hill Publications.
7. Thompson A.A. and Stickland A.J, Strategic Management- Concept and cases, Pearson
8. Michael Porter, Competitive Advantage of Nations, Free Press.
9. Kenneth, A. Andrews, Concepts of corporate Strategy, Irwin/McGraw-Hill
10. Melvin J. Stanford, Management Policy, Prentice-Hall

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## Faculty of Commerce & Management

### STRATEGIC MANAGEMENT

#### MBA HA 4<sup>th</sup> Semester Practical

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME							
		THEORY			PRACTICAL		L	T	P
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL			
BBA601 P	STRATEGIC MANAGEMENT	-	-	-	30	20	4	-	-

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**Internal Assessment-** It shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

### Course Objective

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.

### Course Content

#### Unit: I: Strategy and Process

Download **Annual report** of a company and identify Company's vision, mission and objectives.

Formulate strategy: Company's vision, mission and objectives- Being the head of the organization.

#### Unit: II: Competitive Advantage

Download **Annual report** of a company and submit an analysis report on PESTEL, SWOT and Porter's Five Forces Model.

#### Unit: III: The Strategic Alternatives

Download **Annual report** of a company and submit an analysis report on ETOP, Mc Kinsey's 7s Framework, BCG Matrix.

#### Unit IV: Strategy Implementation and Evaluation

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Group discussion and analyses of three different case studies related to strategy implementation (Structural, Behavioral and Functional) and report submission.

Group discussion and analyse the case studies related to strategic and operational control and techniques of evaluation and control used by various organisation

### Unit V: Strategy in the Global Environment

Download **Annual report** of a multinational company and submit an analysis report on phases and drivers of global strategy

### Suggestive Readings

1. Kazmi, Azhar, Business Policy and Strategic Management, TMGH, New Delhi
2. Gerry Johnson, Kevan Scholes, Richard Whittington, Exploring Corporate Strategy, Pearson Edition Ltd, United Kingdom
3. Arthur A Thompson Jr, Strickland A.J., John E. Gamble and Arun K. Jain, Crafting and Executing Strategy - The Quest for Competitive Advantage - Concepts and Cases, TMGH, New Delhi.
4. Fred R. David, Strategic Management- Concepts and Cases, PHI Learning, New Delhi.
5. Subba Rao, P, Business Policy and Strategic Management (Text and Cases), Himalaya Publishing House, Hyderabad
6. Jauch and Glueck, Business Policy and Strategic Management, McGraw-Hill Publications.
7. Thompson A.A. and Stickland A.J, Strategic Management- Concept and cases, Pearson
8. Michael Porter, Competitive Advantage of Nations, Free Press.
9. Kenneth, A. Andrews, Concepts of corporate Strategy, Irwin/McGraw-Hill
10. Melvin J. Stanford, Management Policy, Prentice-Hall

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# SGT UNIVERSITY

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### GURGAON, DELHI-NCR

(Established by the Haryana Act No.8 of 2013)

Faculty of Commerce and Management

#### MBA303E- ENTREPRENEURIAL STRATEGY

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA MBAHA	ENTREPRENEURSHIP STRATEGY	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**Internal Assessment-** It shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed 10 marks.

#### Course Objective

The primary objective of course is to develop an understanding about strategy related to the various issues involved in starting a venture and to acquaint them with product & service selection, pre-feasibility study, etc. It will equip the students with the concept and skills of entrepreneurship.

#### Learning outcomes:

On successful completion of the course students will be able to:

1. Critically evaluate relevant theories, concepts and models underpinning entrepreneurial strategy
2. Strategically assess major emerging trends that may impact entrepreneurial success
3. Appraise the criticality of effective entrepreneurial planning, decision-making, communication and behaviours when operating in turbulent environments
4. Evaluate a range of leadership skills and ethical practices critical for sustainable, responsible entrepreneurial strategic success
5. Demonstrate an advanced ability to create, implement and evaluate entrepreneurial strategies to complex, real-world case studies and a major work-based project

#### Course Contents:

##### Unit- 1: ENTREPRENEURIAL COMPETENCE

Entrepreneurship concept, Entrepreneurship as a Career, dimensions of Entrepreneurial Competencies, Entrepreneurial assessment, Part-time vs. Full time Entrepreneurship, Intrapreneurship, Role of Mentors, Innovation and Entrepreneurship, Design Thinking: Process.

##### Unit-2: ENTERPRISE PROMOTION

New Venture Creation- Resources, Capabilities, and Strategies- Identifying attributes of strategic resources- Opportunity Analysis, Innovator or Imitator: SWOT analysis- Internal and External Environment Analysis, Industry Analysis- Embryonic Companies and Spin off's, Opportunities in Emerging/Transition/Decline industries, Porter's five forces model, Startup India, Make in India, Govt. Support Schemes for Startups

##### Unit- 3: STRATEGIC PLANNING FOR EMERGING VENTURES

The nature of planning in emerging firms- Strategic planning and its value, Entry Wedge, Resource based strategies- First mover advantage, Isolating Mechanisms- Industry stages and Strategy, Evaluating Strategy and Entrepreneurial Opportunities, Structural Planning- Forms of business ownership, Franchising,

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Networking and Alliances, Buying an existing business- Identifying the right Business Model Canvas- Seven Domains of John Mullins.

#### Unit- 4: BUSINESS PLAN PREPARATION & PITCHING

Business Plan- Myths, importance, content, sections, expectations of investors, Dos and Don'ts, Innovative methods of presenting a business plan: mind map, animated videos, etc., Incubators, Accelerators, Angels, VCs and Crowd funding, Art of Pitching- importance, types - Elevator pitch, Three (03) minutes pitch, etc

#### Unit- 5: STRATEGIC EVALUATION

Issues-Problems-Response to Enterprise Problems, Business Development Services- Definition, Scope, Support Services Required By Small Enterprises, Important Support Schemes from Government, Industrial Sickness- Definition, Causes, Symptoms, Prediction, Revival, Managerial Deficiencies, Revival of Sick unit- BIFR and SICA's Role, Strategic Choices in Decline industries- Leadership, Niche, Harvest, Divest, Turnaround Strategies.

#### Suggestive Readings

1. D.F. Kuratko and T. V. Rao (2016), Entrepreneurship: A South Asian Perspective, Cengage Learning.
2. Abrams (2016). The Successful Business Plan: Secrets and Strategies. Planning Shop, USA, 6<sup>th</sup> Edition
3. Raj Shankar (2012). Entrepreneurship: Theory & Practice. Vijay Nicole
4. Hisrich et.al (2010). Entrepreneurship. Tata McGraw Hill, New Delhi
5. Dollinger (2003). Entrepreneurship. Pearson, 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. Roy Rajeev (2011), Entrepreneurship (ed.2), New Delhi, Oxford University Press
11. Donald L. Sexton & Raymond W. Smilor, The Art and Science of Entrepreneurship, Ballinger
12. Clifford M. Baumbach & Joseph R. Mancuso, Entrepreneurship and Venture Management, Prentice Hall
13. <http://www.freebookcentre.net/Business/Entrepreneurship MOOC>
14. [www.mooc-list.com/tags/entrepreneurship](http://www.mooc-list.com/tags/entrepreneurship) ONLINE RESOURCES
15. [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)
16. <http://nptel.ac.in/courses/110105067/>
17. <http://nptel.ac.in/courses/109105098/>
18. <https://lmswise.wfglobal.org/>

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19. <http://blogs.hbr.org/>

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### GURGAON, DELHI-NCR

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#### MBA/MBAHA304E-LEAN START-UP

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME							
		THEORY			PRACTICAL		L	T	P
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL			
MBA MBAHA	Lean Startup	60	20	20	-	-	4	-	-

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**Internal Assessment-** It shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed 10 marks.

#### Course Objective:

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.

#### Syllabus:

#### Unit-I: Introduction to Lean Start Up

Meaning, definition, role of Lean Startups, Origin of Lean Start up, Principles of Lean Startups, Overview to Lean Startup, Basics of Lean Canvas, Components in Lean Canvas.

#### Unit-II: Blueprint to Lean Start up

Developing the Vision, Measuring productivity, developing feedback loop, developing a system of disruptive innovation, validating Learning, Experimenting phase of Start up

#### Unit-III: Managing & Controlling Lean Start up

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.

#### Unit-IV: Growth of Start up

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.

#### Unit-V: Start Ups in Indian Economy

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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.

#### Suggested Readings:

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.

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#### MBA/MBAHA305E-MANAGEMENT OF INTELLECTUAL PROPERTY RIGHTS

MANAGEMENT OF INTELLECTUAL PROPERTY RIGHTS										
SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA MBAHA	Management of Intellectual Property Rights	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**Internal Assessment-** It shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

#### Course Objectives:

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

#### Course Contents:

##### 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

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#### Faculty of Commerce and Management

Property Rights by Licensing, Determining Financial Value of Intellectual Property Rights, Negotiating Payments Terms in Intellectual Property Transaction.

#### Learning Resources:

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. Khoury (1998), "Valuing Intellectual Properties", in P.H. Sullivan (1998), Profiting from Intellectual
11. Capital: Extracting value from Innovation, John Wiley & Sons, 335-356.
12. Stam, C. D. (2007). Knowledge productivity. Designing and testing a method to diagnose knowledge productivity and plan for enhancement.

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#### MBA306E- CREATIVITY AND INNOVATION

MBAHBA – CREATIVITY AND INNOVATION										
SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA MBAHA	INNOVATION & CREATIVITY	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**Internal Assessment-** It shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed 10 marks.

#### Course Objective

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.

#### Course Contents:

##### 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

#### Suggestive Readings:

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

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2. Khandwalla, Pradip N. (2004), Lifelong Creativity, Tata Mc Graw Hill, New Delhi.
3. Joe Tid, et.al (2005), Managing Innovation, Wiley India, New Delhi. REFERENCE BOOKS
4. Robert E. Johnston, Jr. And Douglas Bate (2007), The Power of Strategy Innovation, Prentice Hall, New Delhi.
5. Peter F. Drucker (2009), Innovation and Entrepreneurship, El Sevier, Noida.
6. Shlomo Maital and D.V.R.Seshadri, Innovation Management, Response Books, New Delhi., 2012.
7. Dinanath Kaushik (2013) Studies in Indian Entrepreneurship, New Delhi, Cyber Tech Publications
8. Kaliyamoorthy and Chandrasekhar (Eds: 2007), Entrepreneurial Training: Theory and Practice, New Delhi, Kanishka Publishers
9. Robert Hisrich, Michael Peters and Dean Shepherd (2009) Entrepreneurship, New Delhi, Tata McGraw-Hill Publishing Company Limited
10. Rajagopalan (Ed: 2006) Promoting Sustainable Livelihoods: Concepts and Approaches, The ICFAI University Press
11. Roy Rajeev (2011), Entrepreneurship (ed.2), New Delhi, Oxford University Press
12. Donald L. Sexton & Raymond W. Smilor, The Art and Science of Entrepreneurship, Ballinger
13. Clifford M. Baumback & Joseph R. Mancuso, Entrepreneurship and Venture Management, Prentice Hall
14. [http://www.eurosfair.pr.fr/7pc/doc/1249998569\\_creativity\\_innovation\\_p\\_legrenzi.pdf](http://www.eurosfair.pr.fr/7pc/doc/1249998569_creativity_innovation_p_legrenzi.pdf)
15. [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>
16. <https://www.coursera.org/learn/creativity-innovation#syllabus> ONLINE RESOURCES
17. <http://www.creative4business.co.uk/creativity-and-innovation-resources/>

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Faculty of Commerce and Management

## MBA 403E-ENTREPRENEURIAL FINANCE

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA404E	ENTREPRENEURIAL MARKETING	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**Internal Assessment-** It shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

**Course Objective:** The course is aimed at introducing the skills of evaluating various alternatives to raise funds for entrepreneurship and developing the strategies for risk management.

### 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

### Suggested Readings:

- “Financial Management Theory & Practice” Prasanna Chandra Tata McGraw Hill.
- Aven and Renn (2013) Risk Management and Governance- Concepts, Guidelines and Approaches, Springer, New York.
- Stulz (2003), Risk Management and derivatives, South -Western Publishing, New Delhi.

Date of approval in BOS:

Date of approval in AC:

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# SGT UNIVERSITY

## SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY

### GURGAON, DELHI-NCR

(Established by the Haryana Act No.8 of 2013)

Faculty of Commerce and Management

#### ADVANCE ENTREPRENEURSHIP SKILLS

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNA L	TWO TER M	INTERNA L	EXTERNA L	INTERNA L				
06090301/ 06120301/0611080 4	ADVANCE ENTREPRENEURSHI P SKILLS	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**Internal Assessment-** It shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

#### Course Objective

The primary objective of this course is to develop entrepreneurial mindset of the students and to acquaint, equip the students with advance level of entrepreneurship skills

#### Course Content

##### Unit-1: Growth Assessment & Customer:

Ansoff Matrix, Adjacency mapping, Growth stage Vs Startup phase, Chart a growth path

Expanding Customer Base- Revisit business model and develop few variants (more business model types), Identify additional customer segments (solution address), Evaluate business models for the new customer segments, Relook at the Problem Statement (expand the scope and scalability of business by repositioning problem statement), Explore additional ways to monetize

##### Unit-2: Traction:

Scaling- Defining traction (in quantifiable terms) and identifying the most important metrics to measure traction, traction beyond early customers, Calculate cost of new customer acquisition, Estimate customer lifetime value (LTV), Identifying waste in business operations and focusing team

Channels and Strategy- Bullseye Framework, Identify Channels using Bullseye Framework, Measuring the effectiveness of selected channels, Budgeting and planning

##### Unit-3: Money:

Growing Revenues- Stabilizing key revenue streams, Developing additional revenue streams (licensing, franchising), Exploring new channels and partnerships

Sales Planning- Understanding customers buying behaviour and decisions, Listening skills, Setting targets, Unique Sales Proposition (USP); Art of the sales pitch (focus on customers' needs, not on product features), Follow-up and closing a sale

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Strengthening Sales- Building a professional sales team, Sales compensation and incentives  
Improving Margins- Testing price elasticity, Optimizing costs and operational expenses, Advanced concepts of unit costing

Financial Modeling- Financial modeling of your venture's growth, Analyzing competitor and peer's financial models

Financing a Growth Company- Various sources of funds available for a business, investors and lenders expectations, Benefits of using a specific type of finance, Pitch Practice - How to articulate business needs before investors and lenders

#### **Unit-4: Team:**

Staffing & Operations- Building the team beyond the founders, Basic concepts of compensation and incentives, Basics of stock options, Essential HR needs of a growing business

#### **Unit-5: Support:**

Technology Planning- Identify technology needs, Estimate costs of using technology to build and grow business, Technology as a differentiator and a competitive weapon

Legal- Overview of legal issues and their impact on entrepreneurs, Importance of getting professional help (legal and accounting), Importance of being compliant and keeping proper documentation, Patents and Intellectual property, Trademarks

Mentors, Advisors, and Experts- Importance of a Mentor, Role of business advisors and experts for specific targets in venture growth plan

#### **Suggestive Readings**

1. Dinanath Kaushik (2013) Studies in Indian Entrepreneurship, New Delhi, Cyber Tech Publications
2. Kaliyamoorthy and Chandrasekhar (Eds: 2007), Entrepreneurial Training: Theory and Practice, New Delhi, Kanishka Publishers.
3. Robert Hisrich, Michael Peters and Dean Shepherd (2009) Entrepreneurship, New Delhi, Tata McGraw-Hill Publishing Company Limited
4. Rajagopalan (Ed: 2006) Promoting Sustainable Livelihoods: Concepts and Approaches, The ICFAI University Press.
5. Roy Rajeev (2011), Entrepreneurship (ed.2), New Delhi, Oxford University Press
6. Donald L. Sexton & Raymond W. Smilor, The Art and Science of Entrepreneurship, Ballinger
7. Clifford M. Baumbach & Joseph R. Mancuso, Entrepreneurship and Venture Management, Prentice Hall

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### GURGAON, DELHI-NCR

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Faculty of Commerce and Management

#### MBA405E- SOCIAL ENTREPRENEURSHIP

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA405E	Social Entrepreneurship	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**Internal Assessment-** It shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

**Course Objective:** 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

#### Course Contents:

##### 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.

#### Suggested Readings:

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. Paramasivan, ., Social Entrepreneurship, New Century Publications

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4. F. Perrini The New Social Entrepreneurship: What Awaits Social Entrepreneurship Ventures?  
Cheltenham and Northampton, MA: Edward Elgar
5. Borzaga, C. & Defourny, J., The Emergence of Social Enterprise, Routledge, London

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Faculty of Commerce and Management

#### MBA406E- INNOVATION TECHNOLOGY MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA406E	Innovation Technology Management	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**Internal Assessment-** It shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

**Course Objective:** To explain technology Innovation and Enterprise resource planning for sustainable enterprise

#### Course Content:

##### Unit-1

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

##### Unit-2

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.

##### Unit-3

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.

##### Unit-4

Web marketing Strategies- Choosing the strategy- Online store fronts -Target Marketing Attracting Customers- Web Advertising - E-Mail Marketing-Instant market research -Securities Issues

##### Unit-5

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.

#### Reference Books

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1. Harish chandra Chaudharaty, Knowledge Management for Competitive advantage, Excel Books Publications, New Delhi
2. R.R.Azad, Technology Transfer and Joint Ventures Abroad, Deep & deep Publications, New Delhi
3. Thomas J Kuegler,Jr.Web Advertising and marketing, Prentice- Hall of India, New Delhi
4. Dr.ravi Kalakota, e-Business Roadmap for Success, Pearson Education
5. Dr.ravi Kalakota, Andrew B. Whinston, "Frontiers of Electronic Commerce", Wesley, 2000

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### GURGAON, DELHI-NCR

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Faculty of Commerce and Management

#### 0MBA303E- ENTREPRENEURIAL STRATEGY

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA MBAHA	ENTREPRENEURSHIP STRATEGY	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**Internal Assessment-** It shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed 10 marks.

#### Course Objective

The primary objective of course is to develop an understanding about strategy related to the various issues involved in starting a venture and to acquaint them with product & service selection, pre-feasibility study, etc. It will equip the students with the concept and skills of entrepreneurship.

#### Learning outcomes:

On successful completion of the course students will be able to:

1. Critically evaluate relevant theories, concepts and models underpinning entrepreneurial strategy
2. Strategically assess major emerging trends that may impact entrepreneurial success
3. Appraise the criticality of effective entrepreneurial planning, decision-making, communication and behaviours when operating in turbulent environments
4. Evaluate a range of leadership skills and ethical practices critical for sustainable, responsible entrepreneurial strategic success
5. Demonstrate an advanced ability to create, implement and evaluate entrepreneurial strategies to complex, real-world case studies and a major work-based project

#### Course Contents:

##### Unit- 1: ENTREPRENEURIAL COMPETENCE

Entrepreneurship concept, Entrepreneurship as a Career, dimensions of Entrepreneurial Competencies, Entrepreneurial assessment, Part-time vs. Full time Entrepreneurship, Intrapreneurship, Role of Mentors, Innovation and Entrepreneurship, Design Thinking: Process.

##### Unit-2: ENTERPRISE PROMOTION

New Venture Creation- Resources, Capabilities, and Strategies- Identifying attributes of strategic resources- Opportunity Analysis, Innovator or Imitator: SWOT analysis- Internal and External Environment Analysis, Industry Analysis- Embryonic Companies and Spin off's, Opportunities in Emerging/Transition/Decline industries, Porter's five forces model, Startup India, Make in India, Govt. Support Schemes for Startups

##### Unit- 3: STRATEGIC PLANNING FOR EMERGING VENTURES

The nature of planning in emerging firms- Strategic planning and its value, Entry Wedge, Resource based strategies- First mover advantage, Isolating Mechanisms- Industry stages and Strategy, Evaluating Strategy and Entrepreneurial Opportunities, Structural Planning- Forms of business ownership, Franchising,

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Networking and Alliances, Buying an existing business- Identifying the right Business Model Canvas- Seven Domains of John Mullins.

#### Unit- 4: BUSINESS PLAN PREPARATION & PITCHING

Business Plan- Myths, importance, content, sections, expectations of investors, Dos and Don'ts, Innovative methods of presenting a business plan: mind map, animated videos, etc., Incubators, Accelerators, Angels, VCs and Crowd funding, Art of Pitching- importance, types - Elevator pitch, Three (03) minutes pitch, etc

#### Unit- 5: STRATEGIC EVALUATION

Issues-Problems-Response to Enterprise Problems, Business Development Services- Definition, Scope, Support Services Required By Small Enterprises, Important Support Schemes from Government, Industrial Sickness- Definition, Causes, Symptoms, Prediction, Revival, Managerial Deficiencies, Revival of Sick unit- BIFR and SICA's Role, Strategic Choices in Decline industries- Leadership, Niche, Harvest, Divest, Turnaround Strategies.

#### Suggestive Readings

1. D.F. Kuratko and T. V. Rao (2016), Entrepreneurship: A South Asian Perspective, Cengage Learning.
2. Abrams (2016). The Successful Business Plan: Secrets and Strategies. Planning Shop, USA, 6<sup>th</sup> Edition
3. Raj Shankar (2012). Entrepreneurship: Theory & Practice. Vijay Nicole
4. Hisrich et.al (2010). Entrepreneurship. Tata McGraw Hill, New Delhi
5. Dollinger (2003). Entrepreneurship. Pearson, 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. Roy Rajeev (2011), Entrepreneurship (ed.2), New Delhi, Oxford University Press
11. Donald L. Sexton & Raymond W. Smilor, The Art and Science of Entrepreneurship, Ballinger
12. Clifford M. Baumbach & Joseph R. Mancuso, Entrepreneurship and Venture Management, Prentice Hall
13. [http://www.freebookcentre.net/Business/Entrepreneurship MOOC](http://www.freebookcentre.net/Business/Entrepreneurship%20MOOC)
14. [www.mooc-list.com/tags/entrepreneurship](http://www.mooc-list.com/tags/entrepreneurship) ONLINE RESOURCES
15. [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)
16. <http://nptel.ac.in/courses/110105067/>
17. <http://nptel.ac.in/courses/109105098/>
18. <https://lmswise.wfglobal.org/>

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Faculty of Commerce and Management

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19. <http://blogs.hbr.org/>

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### GURGAON, DELHI-NCR

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Faculty of Commerce and Management

#### MBA/MBAHA304E-LEAN START-UP

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME							
		THEORY			PRACTICAL		L	T	P
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL			
MBA MBAHA	Lean Startup	60	20	20	-	-	4	-	-

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**Internal Assessment-** It shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed 10 marks.

#### Course Objective:

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.

#### Syllabus:

#### Unit-I: Introduction to Lean Start Up

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.

#### Unit-II: Blueprint to Lean Start up

Developing the Vision, Measuring productivity, developing feedback loop, developing a system of disruptive innovation, validating Learning, Experimenting phase of Start up

#### Unit-III: Managing & Controlling Lean Start up

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.

#### Unit-IV: Growth of Start up

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.

#### Unit-V: Start Ups in Indian Economy

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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.

**Suggested Readings:**

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.

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### GURGAON, DELHI-NCR

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#### MBA/MBAHA305E-MANAGEMENT OF INTELLECTUAL PROPERTY RIGHTS

MANAGEMENT OF INTELLECTUAL PROPERTY RIGHTS										
SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA MBAHA	Management of Intellectual Property Rights	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**Internal Assessment-** It shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

#### Course Objectives:

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

#### Course Contents:

##### 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

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Property Rights by Licensing, Determining Financial Value of Intellectual Property Rights, Negotiating Payments Terms in Intellectual Property Transaction.

#### Learning Resources:

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. Khoury (1998), "Valuing Intellectual Properties", in P.H. Sullivan (1998), Profiting from Intellectual
11. Capital: Extracting value from Innovation, John Wiley & Sons, 335-356.
12. Stam, C. D. (2007). Knowledge productivity. Designing and testing a method to diagnose knowledge productivity and plan for enhancement.

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Faculty of Commerce and Management

#### MBA306E- CREATIVITY AND INNOVATION

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA MBAHA	INNOVATION & CREATIVITY	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**Internal Assessment-** It shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed 10 marks.

#### Course Objective

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.

#### Course Contents:

##### 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

#### Suggestive Readings:

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

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2. Khandwalla, Pradip N. (2004), Lifelong Creativity, Tata Mc Graw Hill, New Delhi.
3. Joe Tid, et.al (2005), Managing Innovation, Wiley India, New Delhi. REFERENCE BOOKS
4. Robert E. Johnston, Jr. And Douglas Bate (2007), The Power of Strategy Innovation, Prentice Hall, New Delhi.
5. Peter F. Drucker (2009), Innovation and Entrepreneurship, El Sevier, Noida.
6. Shlomo Maital and D.V.R.Seshadri, Innovation Management, Response Books, New Delhi., 2012.
7. Dinanath Kaushik (2013) Studies in Indian Entrepreneurship, New Delhi, Cyber Tech Publications
8. Kaliyamoorthy and Chandrasekhar (Eds: 2007), Entrepreneurial Training: Theory and Practice, New Delhi, Kanishka Publishers
9. Robert Hisrich, Michael Peters and Dean Shepherd (2009) Entrepreneurship, New Delhi, Tata McGraw-Hill Publishing Company Limited
10. Rajagopalan (Ed: 2006) Promoting Sustainable Livelihoods: Concepts and Approaches, The ICFAI University Press
11. Roy Rajeev (2011), Entrepreneurship (ed.2), New Delhi, Oxford University Press
12. Donald L. Sexton & Raymond W. Smilor, The Art and Science of Entrepreneurship, Ballinger
13. Clifford M. Baumback & Joseph R. Mancuso, Entrepreneurship and Venture Management, Prentice Hall
14. [http://www.eurosfair.pr.fr/7pc/doc/1249998569\\_creativity\\_innovation\\_p\\_legrenzi.pdf](http://www.eurosfair.pr.fr/7pc/doc/1249998569_creativity_innovation_p_legrenzi.pdf)
15. [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>
16. <https://www.coursera.org/learn/creativity-innovation#syllabus> ONLINE RESOURCES
17. <http://www.creative4business.co.uk/creativity-and-innovation-resources/>

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#### MBA 403E-ENTREPRENEURIAL FINANCE

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA404E	ENTREPRENEURIAL MARKETING	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**Internal Assessment-** It shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed 10 marks.

**Course Objective:** The course is aimed at introducing the skills of evaluating various alternatives to raise funds for entrepreneurship and developing the strategies for risk management.

#### 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

#### Suggested Readings:

- “Financial Management Theory & Practice” Prasanna Chandra Tata McGraw Hill.
- Aven and Renn (2013) Risk Management and Governance- Concepts, Guidelines and Approaches, Springer, New York.
- Stulz (2003), Risk Management and derivatives, South -Western Publishing, New Delhi.

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### MBA 404E-ENTREPRENEURIAL MARKETING

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA404E	ENTREPRENEURIAL MARKETING	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**Internal Assessment-** It shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

**Course Objective:** To understand the marketing challenges and to apply marketing tools and models for entrepreneurial marketing.

#### Course Content:

##### 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

#### Suggested Readings:

1. Edwin J. Nijssen, Entrepreneurial marketing An Effectual Approach 2e, Routledge, 2017.
2. Leonard Lodish, Howard Lee Morgan, Amy Kallianpur, Entrepreneurial Marketing, Wiley Publishers, 2001.
3. Zubin Sethna, Paul Harrigan, Rosalind Jones, Entrepreneurial Marketing: Global Perspectives, Emerald Group Publishing, 2013.

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4. Bruce D. Buskirk, Molly Lavik, Entrepreneurial Marketing: Real Stories and Survival Strategies, Thomson, 2004.
5. Ian Chaston, Entrepreneurial Marketing: Sustaining Growth in All Organisations, Palgrave Macmillan, 2016.
6. Marc Longman, Entrepreneurial Marketing: A Guide for Startups & Companies With Growth Ambitions, Garant Publishers, 2011.

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#### MBA405E- SOCIAL ENTREPRENEURSHIP

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA405E	Social Entrepreneurship	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**Internal Assessment-** It shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

**Course Objective:** 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

#### Course Contents:

##### 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.

#### Suggested Readings:

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. Paramasivan, ., Social Entrepreneurship, New Century Publications

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4. F. Perrini The New Social Entrepreneurship: What Awaits Social Entrepreneurship Ventures? Cheltenham and Northampton, MA: Edward Elgar
5. Borzaga, C. & Defourny, J., The Emergence of Social Enterprise, Routledge, London

#### MBA406E- INNOVATION TECHNOLOGY MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME							
		THEORY			PRACTICAL		L	T	P
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL			
MBA406E	Innovation Technology Management	60	20	20	-	-	4	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**Internal Assessment-** It shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

**Course Objective:** To explain technology Innovation and Enterprise resource planning for sustainable enterprise

#### Course Content:

##### Unit-1

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

##### Unit-2

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.

##### Unit-3

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.

##### Unit-4

Web marketing Strategies- Choosing the strategy- Online store fronts -Target Marketing Attracting Customers- Web Advertising - E-Mail Marketing-Instant market research -Securities Issues

##### Unit-5

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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.

#### Reference Books

1. Harish chandra Chaudharaty, Knowledge Management for Competitive advantage, Excel Books Publications, New Delhi
2. R.R.Azad, Technology Transfer and Joint Ventures Abroad, Deep & deep Publications, New Delhi
3. Thomas J Kuegler,Jr.Web Advertising and marketing, Prentice- Hall of India, New Delhi
4. Dr.ravi Kalakota, e-Business Roadmap for Success, Perason Education
5. Dr.ravi Kalakota, Andrew B. Whinston, "Frontiers of Electronic Commerce", Wesley, 2000

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### General Management

#### MBA206/MBAHA206 -BUSINESS RESEARCH METHODOLOGY

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA206 MBAHA206	BUSINESS RESEARCH METHODOLOGY	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**Internal Assessment-** It shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

### Course Objective

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).

### Course Content

#### 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, Formulation and Qualities of Good 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, Sampling Errors

#### 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, Application of Excel, SPSS, and Jamovi.

### Suggestive Readings

1. William G. Zikmund, Business Research Methods, 2019, 9<sup>th</sup> Edition, Cengage Learning, India.
2. K.N. Krishnaswamy, Appa Iyer Sivakumar, M. Mathirajan, Management Research Methodology: Integration of Principles, Methods and Techniques, 2006, 1<sup>st</sup> Edition, Pearson Education
3. Paul E. Green, Donald S. Tull, Research for Marketing Decisions, 2014, 5<sup>th</sup> Edition, PHI.

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4. Ranjit Kumar, Research Methodology-A Step by Step Guide for Beginners, 2014, 4<sup>th</sup> Edition, Sage Publication
5. Donald S. Tull, Del I. Hawkins, Marketing Research, Measurement and Methods, 2017, 6<sup>th</sup> Edition, PHI
6. Naresh Malhotra and Satya Bhushan Das, Marketing Research: An applied Orientation, 2016, 8<sup>th</sup> Edition, Pearson Education
7. Mcburney, Research Methods, 2012, 9<sup>th</sup> Edition, Cengage Learning, India.

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### General Management

#### MBA401/MBAHA401- STRATEGIC MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA401 MBAHA401	Strategic Management	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**Internal Assessment-** It shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

### Course Objective

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.

### Course Content

#### Unit: I: Strategy and Process

Historical perspective of Strategic management, Conceptual framework for strategic management, the Concept of Strategy, Strategic decision making; Process of strategic decision making, Strategy formulation: Company's vision, mission and objectives.

#### Unit: II: Competitive Advantage

External Environment- PESTEL Analysis, SWOT Analysis, Porter's Five Forces Model, The Competitive Profile Matrix (CPM), Business ethics and corporate strategy, Concept of value chain, Core competencies, Resource base theory and competitive advantage

#### Unit: III: The Strategic Alternatives

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), Organizational Capability Profile, Strategic Advantage Profile, Corporate Portfolio Analysis, GAP Analysis, Mc Kinsey's 7s Framework, GE 9 Cell Model, BCG Matrix, Balance Score Card, Internal Factor Evaluation (IFV) Matrix

#### Unit IV: Strategy Implementation and Evaluation

Strategy implementation: Designing organizational structure and activating strategies; Matching structure and corporate strategy, Structural, Behavioral and Functional implementation.

Strategy Evaluation: Strategic evaluation and Control, Strategic and Operational Control; Techniques of evaluation and control.

#### Unit V: Strategy in the Global Environment

Definition of global strategy, Phases of global strategy, Difference between international strategy and global strategy, Drivers of global strategy

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#### **Suggestive Readings**

2. Gerry Johnson, Kevan Scholes, Richard Whittington, Exploring Corporate Strategy, Pearson Edition Ltd, United Kingdom
3. Arthur A Thompson Jr, Strickland A.J., John E. Gamble and Arun K. Jain, Crafting and Executing Strategy - The Quest for Competitive Advantage - Concepts and Cases, TMGH, New Delhi.
4. Fred R. David, Strategic Management- Concepts and Cases, PHI Learning, New Delhi.
5. Jauch and Glueck, Business Policy and Strategic Management, McGraw-Hill Publications.
6. Thompson A.A. and Strickland A.J, Strategic Management- Concept and cases, Pearson
7. Michael Porter, Competitive Advantage of Nations, Free Press.
8. Kenneth, A. Andrews, Concepts of corporate Strategy, Irwin/McGraw-Hill
9. Melvin J. Stanford, Management Policy, Prentice-Hall

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### General Management

#### BBA601T/BBAHA601T/IMBA601T- STRATEGIC MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME							
		THEORY			PRACTICAL		L	T	P
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL			
BBA601 BBAHA601	STRATEGIC MANAGEMENT	60	20	20	-	-	4	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**Internal Assessment-** It shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed 10 marks.

### Course Objective

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.

### Course Content

#### Unit: I: Strategy and Process

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

#### Unit: II: Competitive Analysis

External Environment- PESTEL Analysis, SWOT Analysis, Porter's Five Forces Model, Concept of value chain, Core competencies.

#### Unit: III: The Strategic Alternatives

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

Strategy implementation: Structural, Behavioral and Functional implementation.

#### Unit V: Strategy Evaluation

Strategy Evaluation: Strategic and Operational Control; Techniques of evaluation and control.

### Suggestive Readings

1. Kazmi, Azhar, Business Policy and Strategic Management, TMGH, New Delhi
2. Gerry Johnson, Kevan Scholes, Richard Whittington, Exploring Corporate Strategy, Pearson Edition Ltd, United Kingdom
3. Arthur A Thompson Jr, Strickland A.J., John E. Gamble and Arun K. Jain, Crafting and Executing Strategy - The Quest for Competitive Advantage - Concepts and Cases, TMGH, New Delhi.
4. Fred R. David, Strategic Management- Concepts and Cases, PHI Learning, New Delhi.

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5. Subba Rao, P, Business Policy and Strategic Management (Text and Cases), Himalaya Publishing House, Hyderabad
6. Jauch and Glueck, Business Policy and Strategic Management, McGraw-Hill Publications.
7. Thompson A.A. and Stickland A.J, Strategic Management- Concept and cases, Pearson
8. Michael Porter, Competitive Advantage of Nations, Free Press.
9. Kenneth, A. Andrews, Concepts of corporate Strategy, Irwin/McGraw-Hill
10. Melvin J. Stanford, Management Policy, Prentice-Hall

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## **Marketing of Financial Services/Products**

Course Outcomes:

Through this course students should be able to

- 1) Comprehend and evaluate financial environment for making informed decisions on financial services.
- 2) Understand and develop skills for execution of effective marketing strategies and programs for financial services.
- 3) Analyze and comprehend strategic market analysis into marketing programs that integrate product/service, pricing, communications and channel decisions.

### **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 Smriddhi 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

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## **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 Behavior and Rights: Consumer Behavior related to Financial Services, Introduction to Consumer Rights for Financial Services, Mis-Selling of Financial Products.

*Text Book: MARKETING OF FINANCIAL SERVICES by DR. DHANANJAY BAPAT, BIZTANTRA*

*Reference: MARKETING MANAGEMENT by PHILIP KOTLER AND KEVIN LANE KELLER, PEARSON.*

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**MBA**

**Digital Banking (6090308)**

**Course Objective:** The course on ‘Digital Banking’ is intended to provide the learners a sound foundation in the digital banking products such as Cards, ATMs, Mobile and Internet Banking and PoS. This will make them familiar with relevant aspects such that they could help in rendering improved customer service and also will help them in properly guiding the customers when they enter into real world.

**Unit- I**

DIGITAL BANKING PRODUCTS: Introduction , Need for Digital Banking Products ,Customer Education for Digital Banking Products, CARDS : Overview and brief history , Various types of cards , Product features, EMV technology : New Technologies – Tap and Go, NFC, etc. , Approval Processes for Cards , Profitability of Cards , Back End operations , Recovery and Follow up.

**Unit-II**

ATMs : Overview and Brief History , Product Features , Instant Money Transfer Systems , Various Value-Added Services (e.g., bill payments, donations, etc.) , Proprietary, Brown Label and White Label ATMs , ATM Network Planning – Onsite/ Offsite , Security and Surveillance of ATM Sites , Profitability of ATMs , Risk Management and Frauds , Back End Operations and Technology

CASH DEPOSIT MACHINES : Overview and Brief History , Product Features , CDM Network Planning – Onsite/ Offsite , Profitability of CDMs , Risk Management and Frauds , Back End Operations and Technology, CASH RE-CYCLERS : Overview , Product Features , Risk Management and Frauds , Back End Operations and Technology.

**Unit-III**

MOBILE BANKING : Overview and Brief History , Product Features and Diversity , IMPS , Profitability of Mobile Banking , Risk Management and Frauds , Back End Operations and Technology ,

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INTERNET BANKING : Overview and Brief History , Product Features , Corporate and Individual Internet Banking Integration with e-Commerce Merchant sites , Profitability of Internet Banking , Risk Management and Frauds , Back End Operations and Technology

#### **Unit- IV**

POS TERMINALS : Overview and Brief History , Product Features , Approval processes for POS Terminals , Profitability of POS business Risk Management and Frauds , Back End Operations and Technology  
BRANCHLESS BANKING : Objectives , Introduction , Financial Inclusion – Logic and logistics , Vehicles for Financial Inclusion , Business Correspondents / Business facilitators , Digital Banking Products for Financial Inclusion.

MARKETING OF DIGITAL BANKING PRODUCTS : Objectives , Introduction , Product Planning , Structure for Marketing Digital Banking Products , Sales delivery to customers , Concept of e-Galleries , After sales service to customers , Marketing for Financial Inclusion , Dangers of Mis-selling , Use of analytics in marketing Digital Banking Products.

#### **Unit- V**

PAYMENT SYSTEMS : Overview of global payment systems , Overview of domestic payment systems , RuPay and RuPay Secure , Immediate Payment Service (IMPS) , National Unified USSD Platform (NUUP) , National Automated Clearing House (NACH) , Aadhaar Enabled Payment System (AEPS) e-KYC , Cheque truncation System (CTS) , National Financial Switch (NFS) , RTGS , NEFT , Forex settlements , Securities Settlement , Innovative Banking & Payment Systems

NEW DEVELOPMENTS IN DIGITAL BANKING : Fintechs , Business ecosystems , Block chain , Crypto Currencies , Peer Financing , Cloud , Virtualisation , Analytics , Artificial Intelligence , Machine Learning , Internet of things (IoT).

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## Faculty of Commerce & Management

<b>Program Name : MBA (Finance Specialization)</b>			<b>Semester: III</b>		
<b>Course: Tax Law and Planning</b>			<b>Code: 303F</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session / Lectures</b>	<b>Practical/ Group work / Workshop</b>	<b>Tutorials/ Assignment</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>29</b>	<b>10</b>	<b>3</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> Course will enable the participants to understand the Direct Tax law (viz. Income tax) environment in which the business enterprises operate their business activities in India. This course attempts to provide the conceptual framework about the various sources of income and computation of their tax liability.					
<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 understanding of principles and law governing the indirect taxation statute in India</li><li>3. 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.					
<b>Pedagogy:</b> A mix of pedagogy would be adopted; <ul style="list-style-type: none"><li>• Conceptual inputs will be given through the short lectures and problem solving method</li><li>• Wherever applicable “real life” cases will be used for providing the base for application of concepts.</li><li>• Projects/Assignments will be used for experiential learning.</li></ul>					

**Syllabus:**

**Unit-I:** Basic concepts of income tax, Definitions: Person, Assessee, Previous year, Assessment year, Tax evasion, tax avoidance, tax planning, Residential status and tax incidence of corporate entity, scope of total income, applications of knowledge for determination of residential status, and scope of taxability, income exempted from tax

**[Case Study: The Vodafone Hutch Case litigated by Harish Salve]**

Practical approach towards computation of income from **salaries** and **house property**.

**Unit-II:** Profits and gains of **business and profession:** Meaning, chargeability, Admissible expenses (section 30 to 37), inadmissible expenses, special provisions applicable to corporate entities, computation of correct profit, maintenance of books of accounts, tax auditing.

**[Case Study: Shanti Bhusan vs Commissioner of Income Tax]**

Income from **capital gains:** Capital assets, Transfer of capital asset, short term capital gain, long term capital gain, exemption from capital gain under section 54/54B/54EC/54F, merger & acquisitions, computation of capital gain, income from **other sources**,

**Unit-III:** Deductions under chapter VI-A from gross total income (Section 80C to 80U), Overview of Computation of total income of individuals & Hindu Undivided Family using Microsoft excel, Alternate Minimum Tax (AMT), Computation of total income and tax liability of companies, Payment of tax (ITNS 280), Filing of return (ITR II), Filing of return of (ITR III, IV) , Minimum Alternate Tax (MAT)

**[Case Study: Shree Govindbhai Jethalal Charitable Trust]**

**Unit-IV:**

Assessment Procedures, Provisions of Deduction of tax at source, Collection of tax at source, advanced payment of tax, and their applications, Due dates, Payment of TDS (ITNS 281) & Filing of return (Form 24Q, 26Q), certificate, interest, fines, income tax authorities, jurisdiction and their powers

**[Case Study: ITC Ltd Case (SC)], [Bharti Cellular Ltd / Vodafone Essar Cellular Ltd]**

**Unit- V:**

Overview of GST, General provisions, Charge of goods and service tax, Valuation of taxable goods and services, Payment, Forms, Due dates, filing of returns.

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

**Textbook:**

- *Systematic approach to Direct & Indirect Tax law, Dr Girish Ahuja & Dr. Ravi Gupta, Wolter & Kluwer, 40th Edition, A.Y. 2019-20*
- *Direct Taxes Law & Practice, Vinod K Singhania Kapil Singhania, Taxmann Publication, 43<sup>rd</sup> Edition, A.Y. 2019 -20*

**Reference Books:**

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- *Income Tax Law & Accounts, Dr. H C Mehrotra & Dr. S P Goyal, Sahitya Bhawan Publications, Agra, 60<sup>th</sup> Edition A.Y. 2019-20*
- *Handbook on income tax, CA Raj K Agarwal, Bharat's Publication, 5<sup>th</sup> Edition, A.Y. 2019-20*
- *Comprehensive guide to taxation, Dr Yogendra Bangar, Dr Vandana Bangar, Bangar's Publication, A.Y. 2019-20*
- *Direct Taxes Law & Practice. Dr. Bhagwati Prasad, Wishva Prakashan, New Delhi*
- *Simplified Approach to Income Tax. Dr. Girish Ahuja & Dr. Ravi Gupta, Sahitya Bhawan Publishers & Distributors, Agra, A.Y. 2019-20*
- *Summerised notes on income tax, Mr. Sandeep kumar sahu (A.Y. 2019-20)*

#### **Journals:**

- The Chartered Accountant
- The Management Accountant
- The Chartered Secretary
- Tax Bulletin

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

- [https://www.icai.org/post.html?post\\_id=15923](https://www.icai.org/post.html?post_id=15923)
- <https://incometaxindia.gov.in/pages/acts/income-tax-act.aspx>

#### **Evaluation Scheme:**

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

**Total 100marks**

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## **PROJECT FINANCE**

### **Unit -I**

Project Finance Background - Evolution of project finance, Project Types, Critical steps in a project

Market Analysis - Background, Market Sizing- Demand function estimation, Rule of Thumb, Experts' Poll, Consumer, Customer and Influencer, Market Insight areas, Market Research Approaches, Data Cleaning and Analysis.

### **Unit-II**

Estimating Cost of Project-Project specifications, Estimating Fixed Capital Investment in Project, Estimating working capital investment in the project.

Project Feasibility Analysis-Background , Net Present Value (NPV) , Profit v/s Cash Flow , Discount Rate , Tax-Shield on Interest , Tax-Shield on depreciation ,Internal Rate of Return (IRR) , XIRR , MIRR ,Project IRR and Equity IRR , Payback Period , Discounted payback period.

### **Unit-III**

Project Finance and their Sources-Prudence in Mix of Long Term and Short Term Finance, Forms of Long Term Project Finance ,Forms of Short Term Project Finance ,Lease, Role of Non-Banking Finance Companies (NBFC).

Novel Structures in Infrastructure Finance - Background ,Take-out Financing , Securitisation , Viability Gap Financing (VGF) , Infrastructure Debt Fund , High Level Committee on Financing of Infrastructure

### **Unit-IV**

Taxation and Incentives- Taxation: (i) Depreciation (ii) Amortisation of Preliminary Expenses (iii) Amortisation of Telecom License Fees (iv) Interest on borrowed capital (v) Disallowances under the Act (vi) Expenses, in General (vii) Compulsory Audit b) Incentives c) Maharashtra Package Scheme of Incentives

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## Unit-V

Project Risks and their mitigation – Background, Project Conceptualisation Risk , Financial Closure Risk , Project Construction Risk ,Political Risk , Market Risk , Supply Chain Risk ,Policy Risk ,Exchange Risk , Environmental Risk.

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## Derivative Market (6090408)

### Unit-I

#### Basics of Derivatives:

Basics of derivatives : Evolution of derivatives market , Indian derivatives Market , Market participants , Types of derivatives markets , Significance of derivatives , Various risk faced by the participants in derivatives

#### Understanding Index:

Introduction to Index , Significance and economic purpose of Index , Types of Indices , Attributes of an Index and concept of impact cost , Index management , Major Indices in India , Applications of Index

### Unit-II

#### Introduction to Forwards and Futures:

Introduction to Forwards and Futures contracts , Payoff Charts for Futures contract , Futures pricing , Cash and carry / Non-arbitrage model for futures pricing , Expectancy model of futures pricing , Concept of convergence of cash and futures prices , Basic differences in Commodity, Equity and Index Futures , Uses of futures: Role of different players in futures market , Use of futures contract as an effective instrument for managing risk , Strategies for hedging, speculation and arbitrage in futures market

**Introduction to Options:** Basics of options , Payoff Charts for Options , Basics of options pricing and option Greeks , Fundamentals of options pricing , Overview of Binomial and Black-Scholes option pricing models , Basics of Option Greeks , Uses of Options

### Unit-III

#### Option Trading Strategies:

Option spreads and their payoff charts , Straddle: market view and payoff charts , Strangle: market view and payoff charts , Covered Call: market view and payoff charts , Protective Put: market view and payoff charts , Collar: market view and payoff charts , Butterfly spread: market view and payoff charts

#### Introduction to Trading Systems:

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Trading Systems, corporate hierarchy, order types and conditions , Selection criteria of Stock for trading , Selection criteria of Index for trading , Adjustments for Corporate Actions , Position Limits , Using daily newspapers to track futures and options

### Unit- IV

#### **Introduction to Clearing and Settlement system:**

Clearing Members, their role and eligibility norms , Clearing Mechanism and computation of open positions , Settlement Mechanism for stock and index futures and options , Understanding margining and mark to market under SPAN , Risk Management features and position limits

#### **Legal and Regulatory Environment:**

Securities Contract (Regulation) Act, 1956 , Securities and Exchange Board of India Act, 1992 , Important rules and regulations in derivatives trading , Regulation in clearing & settlement and risk management , Major recommendations of the L C Gupta Committee , Major recommendations of the J R Verma Committee

### Unit- V

#### **Accounting and Taxation:**

Accounting of Futures and Options contracts , Taxation of Derivative transaction in securities

#### **Sales Practices and Investors Protection Services:**

Risk profile of the investors , Importance of profiling clients in sales process , Importance of KYC , Documents required by the investors to trade in Derivatives contract , Best practices in derivatives sales , Investors Grievance Mechanism

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**Investment Analysis and Portfolio Management**

**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

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**Faculty of Commerce & Management**

<b>Program Name : MBA (Dual Specialization)</b>			<b>Semester: IV</b>		
<b>Course: Corporate Restructuring, Mergers And Acquisitions</b>			<b>Code:</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>The course is essentially an amalgam of Mergers &amp; Acquisitions and Corporate Restructuring. All major elements of the acquisition process will be discussed in the context of a logical process. The course will involve the application of what the participant may have learned in such courses as Finance, Accounting, Business law, Micro and Macroeconomics, Management, Negotiation, new ventures, entrepreneurship, Strategic planning, human resource management, risk management, financial modeling, and business policy/organization.</p> <p>This course examines the process by which business takeovers and other corporate control transactions take place and the role of restructuring and shifts in resource allocation by corporations. A major focus of the course will be on valuation of, and accounting for, Mergers &amp; Acquisitions. Also, of particular interest will be the examination of economic and capital market reactions to control transactions and to defensive measures by management against takeover bids. A limited range of cases on mergers and acquisitions will be presented and discussed.</p>					
<b>Learning Outcomes:</b> <p>After completion of the course, students would be able to:</p> <ol style="list-style-type: none"><li>1. Interpret the rationale for the process of Corporate restructuring through mergers &amp; acquisitions and other techniques in M &amp; A;</li><li>2. analyze a merger and various tactics adopted by corporates;</li><li>3. justify corporate restructuring methodologies and alternative ways of existing businesses;</li></ol>					
<b>Prerequisite(s):</b> <ul style="list-style-type: none"><li>• Corporate Finance;</li><li>• Financial Modeling in Excel</li></ul>					
<b>Pedagogy:</b> <p>The course requires a thorough preparation on the part of the students. Students are expected to go through all the reading prescribed before every class and make a meaningful contribution through active class participation. The combination of lectures, readings, discussion on Case Studies and articles and problem solving will help participants develop knowledge and maturity of judgment with respect to M&amp;A decisions. The class room session is mostly a hands-on session.</p>					
<b>Syllabus:</b> <p><b>UNIT 1: Introductions to Mergers</b> Merger, Types of Mergers, Motives and justification for mergers &amp; acquisitions, Diversification and Other Economic Motives, internal and external change forces contributing to M &amp; A activities- Impact of M &amp; A on stakeholders.</p> <p><b>UNIT 2: Corporate Restructuring</b> Significance, forms of restructuring; joint ventures, sell off and spin off, divestitures, equity carve out, leveraged buy outs (LBO), management buy outs (MBO), Limited Liability Partnership (LLP) in India: Nature and incorporation of LLP, Demerger, strategic alliance, buyback of shares.</p>					



### UNIT 3: Merger Process

Dynamics of M&A process: identification of targets, negotiation, closing the deal. Five-stage model. Due diligence: Types, due diligence strategy and process, due diligence challenges. Process of merger integration, organizational and human aspects, managerial challenges of M & A.

### UNIT 4: Methods of financing mergers

Cash offer, share exchange ratio, mergers as a capital budgeting decision. Synergies from M&A: Operating and Financial Synergy. Accounting for amalgamation: amalgamation in the nature of merger and amalgamation in the nature of purchase, pooling of interest method, purchase method, procedure laid down under Indian companies act of 2013.

### UNIT 5: Takeovers

Types, takeover strategies, Takeover defenses, financial defensive measures, methods of resistance, anti-takeover amendments, poison pills. Legal aspects of Mergers/amalgamations and acquisitions/takeovers, Combination and Competition Act, Competition Commission of India (CCI), The SEBI Substantial Acquisition of Shares and Takeover code

#### Textbook:

- *Mergers, Acquisitions, and Other Restructuring Activities*, Academic Press, 9e, Donald M. De Pamphilis [DDP], Academic Press, 2017.
- *An Introduction to Investment Banking, Private Equity and Hedge Funds*, Stowell, David P. [DS], Academic Press, 2010.

#### Reference Books:

- *Mergers, Restructuring and Corporate Control*, J. Fred Weston, Kwang S. Chung, Susan E. Hoag, 1990, PHI Learning Private Limited;
- *Valuation for Mergers, Buyouts and Restructuring*, Enrique R. Arzac, 2e, Wiley, 2008;
- *Mergers, Acquisitions and Corporate Restructurings*, Patrick A. Gaughan, 7e, Wiley, 2018;
- *Master Guide to Mergers & Acquisitions in India, Tax & Regulatory*, EY India, 2016;
- *Investment Banking: Valuation, Leveraged Buyouts, and Mergers & Acquisitions*, Rosenbaum, Joshua & Pearl, Joshua, Wiley, 2009;
- *Investment Banking: Concepts, Analysis and Cases*, Subramanyam, Pratap G., McGraw Hill, 2008.
- *The Business of Investment Banking: A comprehensive overview*, Liaw, Thomas K. John Wiley & Sons, Inc, 2006.

#### 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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## Research Analyst

### Syllabus

#### **Unit-I. Introduction to Research Analyst**

Understand the Primary role of a Research Analyst, Know the Primary responsibilities of a Research Analyst, Know the Basic principles of interaction with Companies / Clients, understand the important qualities of a Research Analyst

Securities” and “Securities Market”, Understand Product Definitions / Terminology, Structure of Securities Market, market participants and their activities, Kinds of transactions, Dematerialization and rematerialization of securities

Concept of Equity Market, Debt Market and Types of Bonds.

Concept of Investing, Research on businesses or stocks, Fundamental Analysis - Top down approach and Bottom up approach, Technical Analysis, Behavioral Finance

#### **Unit-II**

##### **Economic , industry and company Analysis**

basic principles of microeconomics and macroeconomics, Introduction to various macroeconomic variables and Sources of information for economic analysis

Dr. Michael Porter’s five force model for industry analysis, Understand Political, Economic, Socio-cultural, Technological, Legal and Environmental (PESTLE) Analysis, Boston Consulting Group (BCG) Analysis, Structure Conduct Performance (SCP) Analysis, Key Industry Drivers, Regulatory environment/framework, Sources of information for industry analysis

Business and Business Models, Competitive Advantages/Points of differentiation over the competitors, Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis, Quality of management (including independent directors) and governance, Pricing power and sustainability of this power, Organization structure, Critical business drivers/success factors, Risks in the business, Compliance orientation of the company, Documentation on Guidance v/s Actuals, Sources of information for analysis

History of Business Vs. Future of Business, Basics of Profit and Loss Account (P/L), Basics of Balance Sheet (B/S), Basics of Cash Flows, Contingent Liabilities, Off-balance sheet items, Accounting Policies, Notes to Accounts, Basics of Taxation affecting to Companies

Important points to keep in mind while looking at financials, Quality of business in the past through quantitative lenses, Peeping in to future with caution, Peer Comparison, History of Equity expansion, Dividend and earnings history, History of corporate actions, Ownership and Insiders’ Sales and Purchase of stocks in the past, Understand the philosophy of corporate actions

#### **Unit-III Valuation Principles**

Difference between Price and Value, why Valuations are required, Sources of Value in a Business – Earnings and Assets, Discounted Cash Flows model for Business Valuation, Absolute Valuations vs. Price-Value sense, Earnings based Valuation Matrices, Assets based Valuation Matrices, Relative Valuations - Trading Multiples and Transaction Multiples, Sum-Of-The-Parts (SOTP) Valuation, other Valuation Parameters in new age economy and businesses, Capital Asset Pricing Model, Objectivity of Valuations, important considerations in the context of Business Valuation

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#### **Unit-IV Fundamentals of Risk and Return**

Concept of return of investment and return on investment, Calculation of simple, annualized and compounded returns, Risks in investments, Concepts of market risk, Sensitivity analysis to assumptions, Concept of Margin of Safety, Comparison of equity returns with bond returns, Basic Behavioral Biases influencing investments, some pearls of wisdom from Investment Gurus across the world

#### **Unit-V Research Report & Legal and Regulatory Environment**

Qualities of a good Research Report, Checklist based approach to the Research Reports, sample checklist for Investment Research Reports, Regulatory infrastructure in Financial Markets, Important regulations in Indian Securities Market, Code of Conduct/Ethics for Research Analysts, Disclosure Requirements for Research Analysts

#### **Annexure:**

- A. Case Studies (Some cases from history on market events)
- B. Suggested Readings
- C. Reference websites

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## Faculty of Commerce & Management

<b>Program Name : MBA (Dual Specialization)</b>			<b>Semester: III</b>		
<b>Course: Talent Acquisition &amp; Management</b>			<b>Code:</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 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 &amp; integrating a complete compensation system, Developing an employee succession and coaching. Students utilize tools to learn how to set up a feedback system for continuous growth and progress of talent.</p>					
<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> <p>Knowledge of principles of management and basics of human resources.</p>					
<b>Pedagogy:</b> Case based analysis, group exercises, experiential learning activities, quizzes, role plays, videos, presentations and lecture method.					
<b>Syllabus:</b> <b>Unit 1</b> <p>Introduction to Talent Management, Creating Talent Management System, Developing Building Block of Talent Management – Competencies, Building Block Performance Management.</p> <b>Unit 2</b> <p>Evaluating Employee Potential – Determining Every Employees Potential For Growth, Evaluating Employee Potential – 9 Box Model Performance &amp; Potential Review, Finding The Crown Jewels –</p>					

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## Super Keepers, Recruiting Super keepers – Finding, Hiring And Talent Management Selection Model.

### Unit 3

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

### Unit 4

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

### Unit 5

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.

### Textbook:

Berger, Lance A. & Berger, Dorothy R., *The Talent Management Handbook*. McGraw Hill. New York, NY.

### 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 |
| • Assignment                         | 05 marks |
| • Presentation                       | 10 marks |

• Term-End Exam	60 marks
<b>Total</b>	<b>100 marks</b>
<b>Session Plan:</b>	





## Faculty of Commerce & Management

<b>Program Name : MBA (Specialization)</b>			<b>Semester:</b>		
<b>Course: Strategic Human Resource Management</b>			<b>Code:</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>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.</p>					
<b>Course objectives and outcomes:</b> <ol style="list-style-type: none"><li>1. To develop and Comprehend the role of HR planning as part of important strategy in linking with business strategy/ goals of organization.</li><li>2. To Gain competencies on choosing right outsourcing strategies for better financial and effective performance</li><li>3. To understand and Comprehend on the requirements of diversity in organization and develop strategies for implementation</li></ol>					
<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> <p>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.</p>					
<b>Syllabus:</b>  <b>UNIT I</b> <p>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</p>					

## **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

## **Case Studies**

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)

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

**Textbook:**

- *Strategic Human Resources Planning*, 6e, Monica Belcourt, Kenneth James McBey, National Education Limited, 2015.

**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.

Excel classes will be conducted for the student under this subject

**Links to websites and journals:**

- <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/practicingstrategichumanresources.aspx>
- <https://www.shrm.org/>
- [https://www.researchgate.net/publication/237935309\\_How\\_Executive\\_SHRM\\_System\\_Links\\_to\\_Firm\\_Performance\\_The\\_Perspectives\\_of\\_Upper\\_Echelon\\_and\\_Competitive\\_Dynamics](https://www.researchgate.net/publication/237935309_How_Executive_SHRM_System_Links_to_Firm_Performance_The_Perspectives_of_Upper_Echelon_and_Competitive_Dynamics)
- <http://www.publishingindia.com/jshrm/>
- <https://journals.indexcopernicus.com/search/details?id=31788>

**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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## Faculty of Commerce & Management

<b>Program Name : MBA (Dual Specialization)</b>			<b>Semester: III / IV</b>		
<b>Course: SAP HCM</b>			<b>Code:</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>Course Rationale:</b> Learning of SAP S/4 HANA HCM					
<b>Course Objectives:</b> 1. To acquaint the students with ERP Systems 2. To make the students industry ready with hands-on on SAP HCM					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: 1. Configure the SAP HCM systems 2. Understand the standard business operations					
<b>Prerequisite(s):</b> Knowledge of Recruitment, Personnel Management, Time office functions & leave management, Payroll & Labour Laws					
<b>Pedagogy:</b>					

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**Syllabus:**

**Organizational Management:** Departments, Locations, Positions, Jobs, Organizational Reporting Structure

**Recruitment:** Vacancy Determination, Expansion, Advertisement, Interviews & subsequent process of hiring & Reporting

**Personnel Administration:** Employee database, training & development, appraisals, career & succession planning & Reports.

**Time Management:** Leave Management, Types of Leaves, Statutory Norms, Attendances, Overtime, Shift Planning & Reporting.

**Payroll (India & USA):** Salary & Wage structures, Payroll Laws, Benefits, Deductions & Reporting

**ESS & MSS:** Employee & Manager Self Service

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<b>Textbook:</b> .				
<b>Reference Books:</b> . .				
<b>Journals:</b> . .				
<b>Links to websites:</b> . .				
<b>Evaluation Scheme:</b> <ul style="list-style-type: none"> <li>• Class participation and attendance                      marks</li> <li>• Mid Term Exam    marks</li> <li>• Assignment    marks</li> <li>• Team Project Presentation                                      marks</li> <li>• Term-End Exam    marks</li> </ul> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <span><b>Total</b></span> <span><b>marks</b></span> </div>				
<b>Session Plan:</b>				
<b>Session</b>	<b>Topic (including subtopics)</b>	<b>Learning Outcomes</b>	<b>Pedagogical Tool</b>	<b>Textbook Chapters &amp; Readings</b>
1	.	. .		

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## Faculty of Commerce & Management

<b>Program Name : MBA (Dual Specialization)</b>			<b>Semester: III</b>		
<b>Course: Industrial Relations &amp; Labour Laws</b>			<b>Code: 06090309</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 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.</p>					
<b>Learning Objectives:</b> <ol style="list-style-type: none"><li>1. To Provide conceptual framework of Industrial Relation.</li><li>2. To make students aware with the Indian Labour legislation.</li><li>3. To make students aware with the basic requirements and mandate of labour legislations.</li><li>4. To help the students to understand the existing framework of Industrial Relation and Labour legislation.</li></ol>					
<b>Learning Outcomes:</b> <ol style="list-style-type: none"><li>1. Student will be able to get knowledge of Industrial Relation framework.</li><li>2. Course will help student to develop competency to understand the importance of Employee Relation within the perspective of Industrial Relation.</li><li>3. Complete knowledge about relevant Laws of HR management.</li><li>4. Development of student's competency to interpreted and implements the Labour Laws within organization.</li></ol>					
<b>Prerequisite(s):</b> <p>Knowledge of Basics of Human Resources Management</p>					
<b>Pedagogy:</b> Case based analysis, group exercises, quizzes, videos, presentations and lectures					
<b>Syllabus:</b> <b>Unit I</b> <p>Aspects of Industrial Relations, Objectives &amp; 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 &amp; suggestive remedial measures of trade unions.</p> <b>Unit 2</b> <p>Collective Bargaining: Significance, types &amp; 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.</p>					

**Unit 3**

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 4**

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 5**

The payment of Bonus Act, 1965,  
The payment of Gratuity Act, 1972,  
The Maternity Benefit Act, 1961.

**Textbook:**

- Taxmann (2014) Labour Laws”, Taxmann Allied Services Pvt. Ltd.

**Reference Books:**

1. Srivastava SC - Industrial Relations and Labour Laws (Vikas, 2000, 4th Ed.)
2. MonappaArun, “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

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**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>100 marks</b>

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# SGT UNIVERSITY

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

## Faculty of Commerce & Management

<b>Program Name : MBA (Dual Specialization)</b>			<b>Semester: IV</b>		
<b>Course: Organizational Change &amp; Development</b>			<b>Code: 6090433</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>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>					
<b>Learning Outcomes:</b> <ol style="list-style-type: none"> <li>1. To understand the need for change in the organizations.</li> <li>2. Comprehend various OD interventions.</li> <li>3. To recommend appropriate OD interventions in an organization.</li> </ol>					
<b>Prerequisite(s):</b> <p>Knowledge of Business Environment, HRD and HRM.</p>					
<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> Organizational Change - meaning, nature, types; theories of planned change; Historical overview of OD, Organizational Development - nature and characteristics; Values assumptions and beliefs in OD. <b>Unit II</b> 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. <b>Unit III</b> Organizational confrontation meeting, Structural Interventions – Self managed teams, work redesign, QWL projects, TQM, High involvement and high performance work culture (HPWC), organizational transformation. <b>Unit IV</b> <b>Organization Culture</b> , The OD Consultant: Role, Skills and Dilemmas, Issues in consultant – Client relationship, Power, Politics and OD. <b>Unit V</b> Organizational development in global context, success & failures of organizational development, Changing environment, <b>The Future of OD – Leadership - Mergers, Acquisitions, Alliances, - Rediscovering.</b>					

<b>Textbook:</b> French, Wendell L & Bell, Cecil. (1999). <i>Organization Development: Behavioral Science Interventions for Organization Development</i> . (6 <sup>th</sup> ed). Prentice Hall.													
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Cummings, Thomas G. &amp; Worley, Christopher G. <i>Organization Development and Change</i>. Thomson Learning.</li> <li>2. <i>Organization Development and Transformatio</i>. Tata McGraw Hill Education.</li> <li>3. Ramnarayan S., Rao, T.V. &amp; Singh, Kuldeep. <i>Organization Development Interventions and Strategies</i>. Response Books.</li> <li>4. Chowdhury, Subir. <i>Organization 2IC</i>. Pearson Education.</li> <li>5. Srivastava. <i>Organization Design and Development: Concepts and Applications</i>. Wiley.</li> <li>6. Singh, Kavita. <i>Organization Change and Development</i>. Excel Books.</li> </ol>													
<b>Journals:</b> <ul style="list-style-type: none"> <li>• <i>Leadership &amp; Organization Development Journal</i></li> </ul>													
<b>Case Study:</b> <ol style="list-style-type: none"> <li>1. Taking on global challenges with the help of OD, pg 10-11.</li> <li>2. OD values in an Indian Pharma company, Chapter 3, pg 42-43.</li> <li>3. Action research in OD, pg 91-92.</li> <li>4. ECC construction co. OD example, pg 96-97.</li> </ol>													
<b>Links to websites:</b> <ul style="list-style-type: none"> <li>• <a href="https://www.odnetwork.org/page/hottopiclinks">https://www.odnetwork.org/page/hottopiclinks</a></li> </ul>													
<b>Evaluation Scheme:</b> <table> <tr> <td>• Class participation and attendance</td><td>05 marks</td></tr> <tr> <td>• Mid Term Exam</td><td>20 marks</td></tr> <tr> <td>• Assignment</td><td>05 marks</td></tr> <tr> <td>• Presentation</td><td>10 marks</td></tr> <tr> <td>• Term-End Exam</td><td>60 marks</td></tr> <tr> <td><b>Total</b></td><td><b>100 marks</b></td></tr> </table>		• 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>100 marks</b>
• 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>100 marks</b>												
<b>Session Plan:</b>													

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## Faculty of Commerce & Management

<b>Program Name : MBA (Dual Specialization)</b>			<b>Semester: IV</b>		
<b>Course: Social Psychology</b>			<b>Code: 06090333</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>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.</p>					
<b>Learning Outcomes:</b> <ol style="list-style-type: none"> <li>1. Define social psychological concepts.</li> <li>2. To apply social psychology to social issues like gender, intergroup conflicts, etc.</li> <li>3. Analyze skills pertaining to mapping of social reality and social situations.</li> </ol>					
<b>Prerequisite(s):</b> <p>Knowledge of Organizational Behaviour, Human Resources Management</p>					
<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> Social Psychology: Definition, Nature and Background, Social psychology and human values, Theories of social psychology, Social Perception: Non-Verbal Communication, <b>Unit II</b> Theories of Attribution – David’s theory of correspondent inference, Kelly’s co-variation theory, sources of error in Attribution, Impression formation and impression management. <b>Unit III</b> Social Identity: Self Concept, Self presentation, Self knowledge, personal identity vs. social identity, Social comparison, Self-esteem, Self-efficacy, Self-monitoring and self focusing. <b>Unit IV</b> Social Influence - Culture and Gender, Independent VS. Interdependent Cultures, Power Distance, Uncertainty Avoidance, Cultural Dimensions, Masculinity VS. Femininity, Long-Term VS. Short-Term Orientation. <b>Unit V</b> Conformity, Compliance and Obedience, Prosocial behaviour, Aggression, Causes of aggression, Groups and Individuals.					
<b>Textbook:</b> Branscombe, Nyla R. & Baron, Robert A, <i>Social Psychology</i> . (14th ed). Pearson.					

**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*

**Case Study:**

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.

**Links to websites:**

- <https://journals.sagepub.com/home/spq>
- [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%20Attribution.pdf)

**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>100 marks</b>

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## Faculty of Commerce & Management

<b>Program Name : MBA-HR</b>			<b>Semester: IV</b>		
<b>Course: Performance &amp; Compensation Management</b>			<b>Code:06090431</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 Performance &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> <p>After completion of the course, students would be able to:</p> <ol style="list-style-type: none"><li>1. Design the relevant Performance appraisal methods to manage employees in organizations.</li><li>2. Apply the Performance based compensation strategy in organizations.</li><li>3. Design relevant rational contemporary compensation systems in modern organizations.</li><li>4. Design appropriate non-monetary components of Compensation.</li></ol>					
<b>Prerequisite(s):</b> <ul style="list-style-type: none"><li>• The students must have studied Human Resource Management as a core subject.</li><li>• The students must be ready to participate in different pedagogy adopted.</li><li>• The students must be participative.</li></ul>					
<b>Pedagogy:</b> <p>The syllabus would be involving a mix of Student seminar, Discussions, Problem based exercises, and other andragogy according to the topic and student understanding.</p>					
<b>Syllabus:</b>  <b>UNIT-I : Performance Management System</b>  Introduction to Performance Management, New Trends in Performance Management, Process of Performance Management, Comparative and Absolute methods of Performance Management, 360 Degree appraisal, BARS, .  <b>Assignment: Designing Performance Appraisal method of given Job in given Organization.</b>					

## **UNIT-II: Pay for Performance**

Designing Job Evaluations, Performance assessment- issues and errors, Reviewing performance, Linking Performance with Compensation- Short term incentives, Long term incentives, Benefits, Benchmarking.

**Assignment: Evaluating given Job with application of suitable Job Evaluation methods.**

## **UNIT-III: Compensation and Compliance**

Workmen Compensation Act 1923, Minimum Wages Act 1948, Payment of Wages Act 1936, Payment of Bonus Act 1965, Equal Pay Act 1963, Role of Wage Boards in Compensation.

**Assignment: Study and Presentation of latest Minimum Wages and Daily Wages Reports in India from Labour Bureau, Govt. of India.**

## **UNIT-IV: TIME-OFFICE FUNCTIONS & PROCEDURES**

Introduction to Time –Office Functions: Meaning, Importance, and Role of Time-Office function in organization, operations involving in Attendance management, Leave management, managing data for labour laws such as accident register, lime wash register, deduction register, damage register, fine register etc.

**Assignment: Create template for various Time-Office operations.**

## **UNIT-V: NON-MONETARY REWARDS**

Value to Employees, Value to Employers, Different aspects of Non-Monetary rewards, Recognition, Learn and Grow, Flexibility, Creating work-life settings, Role of various statutory bodies in Compensation Management.

**Assignment: Figuring out and Ranking of various Non-Monetary Rewards for different Levels in Organization.**

### **Textbook:**

- Milkovich, George T and Newman J.M., **Compensation**, Tata McGraw Hill, 9<sup>th</sup> Edition.
- *Performance Management*, 3e, Herman Aguinis, Pearson, 2013
- Henderson, R.O., **Compensation Management**, Pearson Education, 13<sup>th</sup> Edition.

### **Reference Books:**

- *Performance Management*, Bagchi, S.N. Cengage, 2011
- *Performance Management- Strategies. Interventions. Drivers (eastern economy edition)* Srinivas R. Kandula, PHI 2014

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- Martocchio, J.J., **Strategic Compensation**, Pearson Education, 9<sup>th</sup> Edition.
- Armstrong, M and Murlis H, **Reward Management**, Kogan Page, UK, 4<sup>th</sup> Edition.
- Singh, B.D., **Compensation Reward Management**, Excel Books, New Delhi, 2<sup>nd</sup> Edition.

#### Journals:

- Human Resource Management Review
- Compensation & Benefits Review

#### Case Studies:

- Compensation at Tata Consultancy.
- A Case Study on ESOP of United Airlines
- Liberalisation and Abolition of Wage Boards: Supreme Court Defies the Tilt, By Sophy K.J, <https://doi.org/10.1177/2277401720150109>
- Flexible Compensation and Benefits – Why Variety will rule and how to leverage it, HBS

#### Links to websites:

- [https://prsindia.org/sites/default/files/The%20Employees%20Compensation%20\(Amendment\)%20Act,%202017.pdf](https://prsindia.org/sites/default/files/The%20Employees%20Compensation%20(Amendment)%20Act,%202017.pdf)
- <https://labour.gov.in/sites/default/files/EC%20Act.pdf>

#### Evaluation Scheme:

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

**Total 100marks**

Date of approval in BOS:

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## Faculty of Commerce & Management

<b>Program Name : MBA-HR</b>			<b>Semester: IV</b>		
<b>Course: Competency Based Training &amp; Development</b>			<b>Code: Proposed</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 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 designed to make the students ready for application of training to develop human resources according to changing demands of organizations.</p>					
<b>Course Objectives:</b> <ol style="list-style-type: none"> <li>To understand the concepts and basic fundamentals of Training, Competency , and Competency Profiling.</li> <li>To understand Competency based HR Practices.</li> <li>To understand the role of Training for changing scenarios and for organizational development.</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>Identify various competences at various levels (Business level, Team level, Individual Role level).</li> <li>Design appropriate techniques of training suitable for different groups and organization.</li> <li>Evaluate the effectiveness of the Training Program.</li> <li>Develop Competencies for job positions.</li> </ol>					
<b>Prerequisite(s):</b> <ul style="list-style-type: none"> <li>The students must be familiar with the basic knowledge of Training and Development.</li> <li>The students must be familiar with the basic knowledge of Emotional Intelligence.</li> <li>The students must be ready to participate in different pedagogy adopted.</li> <li>The students must be participative.</li> </ul>					
<b>Pedagogy:</b> <p>The syllabus would be involving a mix of Student seminar, Discussions, Problem based exercises, and other andragogy according to the topic and student understanding.</p>					
<b>Syllabus:</b> <b>Unit I: Training</b> <p>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.</p> <p><b>Assignment: Designing Training for given employee group according to organizational strategy.</b></p>					

**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 a suitable model.**

**Unit III: Competency** – 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.**

**Textbook:**

- 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.

**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.

Date of approval in BOS:

Date of approval in AC:

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- *Employee Training & Development*, 7e, Raymond Andrew Noe, McGraw-Hill, 2016.
- *Training & Development*, B. Janakiram, Dreamtech Press, 2017.

#### **Journals:**

- International Journal of Training & Development
- Training and Development Journal

#### **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/casegest.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

**Total 100marks**

Date of approval in BOS:

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# SGT UNIVERSITY

SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY  
GURGAON, DELHI-NCR  
(Established by the Haryana Act No.8 of 2013)  
Faculty of Commerce and Management

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<b>Program Name : MBA (Dual Specialization)</b>			<b>Semester: III</b>		
<b>Course: Legal Dimensions of International Business</b>			<b>Code:</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Cred</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 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:</b> SIS, SS, Case study, Video, Assignments, Quiz					

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## Syllabus:

### Unit-I

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

### Unit-II

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.

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- 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.
- Wadhera, B.C., Relating To Patents, Trademarks, Copyrights and Design Universal Law House, 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**

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Faculty of Commerce and Management

<b>Program Name : MBA (Dual Specialization)</b>			<b>Semester: III</b>		
<b>Course: International Human Resource Management</b>			<b>Code:</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>3</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> 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.					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>1. To understand the concept of HRM at international level.</li><li>2. To manage the Human Resource across the globe with best of the practices.</li><li>3. To Design and manage the training and Development programs across the borders.</li></ol>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ol style="list-style-type: none"><li>1. Practice the HR practices across the national boundaries.</li><li>2. Recommend the best of the strategies of HRM for expatriate staff.</li><li>3. Develop the need based training programs for the international employees.</li></ol>					
<b>Prerequisite(s):</b> The students should be equipped with the basic terms used Human Resource Management along with the background knowledge of various tasks of HR Manager.					
<b>Pedagogy:</b> SIS, SS, Case study, Video, Assignments, Quiz					
<b>Syllabus:</b> <b>Unit-I</b> <b>Introduction and International Context of HRM:</b> 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. <b>Unit-II</b> <b>International Staffing and Compensation :</b> Recruitment – sources of international human resource power; selection strategies for overseas assignments; International transfers; Problems of repatriation					

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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.

#### Textbook:

- Black, J.S. and M. Mendaenahall, 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.

#### 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

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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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Faculty of Commerce and Management

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<b>Program Name : MBA (Dual Specialization)</b>			<b>Semester: III</b>		
<b>Course: International Marketing Research</b>			<b>Code:</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>3</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 the international market.</li><li>2. To understand the research report preparation in the 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 the international market.</li><li>2. Design the offerings as per the outcome of the research report.</li><li>3. Manage the data collection as per the requirement in the 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:</b> SIS, SS, Case study, Video, Assignments, Quiz					
<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> <b>Marketing Research Process:</b> An overview; problem identification and definition; Preparing research proposal; Exploratory, descriptive and experimental research designs; international					

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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 Hall.
- Malhortara, Naresh K., International Marketing Research - An Applied Orientation, Pearson 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:

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#### Links to websites:

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#### Evaluation Scheme:

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

Date of approval in BOS:

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

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Faculty of Commerce and Management

<b>Program Name : MBA (Dual Specialization)</b>			<b>Semester: III</b>		
<b>Course: International Supply Chain Management and Logistics</b>			<b>Code:</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>3</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> <p>After completion of the course, students would be able to:</p> <ol style="list-style-type: none"><li>1. Estimate and manage the demand of products in the 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. <b>Unit-II</b> <b>Managing Relationship and Purchase Process:</b> 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.					

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Faculty of Commerce and 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, packaging and unitisation; Control and communication. Importance of effective transportation system; Service choices and their characteristics; intermodal 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 freightage; Chartering-Types, principles and practices; Charter, party agreement; Development in sea transportation-Unitization, containerisation, 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.

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Links to websites:

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**Evaluation Scheme:**

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

**Total 100marks**

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Faculty of Commerce and Management

<b>Program Name : MBA (Dual Specialization)</b>			<b>Semester: IV</b>		
<b>Course: International Business &amp; Trade Practices</b>			<b>Code:</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>3</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>					
<b>Prerequisite(s):</b> The students should be equipped with the basic terms used in international business.					
<b>Pedagogy: SIS, SS, Case study, Video, Assignments, Quiz</b>					
<b>Syllabus:</b> <b>Unit-I</b>  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.  <b>Unit-II</b>  International business Competitive strategies: Porter's model; Prahalad and Doz's strategy model, Foreign Direct investment, Joint Ventures, Foreign Institutional Investment.  International organization and control: Organizational structures; Control procedures; Location of decision-					

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making, Role of Subsidiaries, Organizational 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:

- Krugman, Paul R., & Obstfeld Maurice – International Economics, Pearson.
- Aswathappa- *International Business*, Tata McGraw-Hill
- Hill C W- *International Business*, Tata McGraw-Hill.

### Reference Books:

- Daniels- *International Business*, Pearson Education.
- Paul J- *International Business*, Prentice-Hall.
- Deresky H- *International Business*, PHI.
- Varma M L- *International Trade*, Vikas.
- Farooque M U & Et al, *International Trade*, Alphabet Publication.
- Amin, Samir – *Beyond US Hegemony*, Zed Books Ltd

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

Date of approval in BOS:

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## 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**

Date of approval in BOS:

Date of approval in AC:

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# SGT UNIVERSITY

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Faculty of Commerce and Management

<b>Program Name : MBA (Dual Specialization)</b>			<b>Semester: IV</b>		
<b>Course: INTERNATIONAL MARKETING</b>			<b>Code:</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>3</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> <p>After completion of the course, students would be able to:</p> <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>					
<b>Prerequisite(s):</b> The students should be equipped with the basic terms used in Marketing Management along with the background knowledge of various elements of marketing mix.					
<b>Pedagogy: SIS, SS, Case study, Video, Assignments, Quiz</b>					
<b>Syllabus:</b> <b>Unit-I</b>  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.  <b>Unit-II</b>  International Market Segmentation and Positioning; Screening and selection of markets; International market					

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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, Communication adoption process; 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.

### **Textbook:**

- Bhattacharya, B, .Export Marketing Strategies for Success, Global Business Press
- Joshi M. R., International Marketing, Oxford University Press
- Cateora, Philip R.and John L.Grahm, International Marketing.

### **Reference Books:**

- Fayerweather, John, International Marketing, Prentice Hall of India Private Limited,
- Kotabe Masaaki and Kristiaan Helsen, Global marketing Management, John Wiley
- Kirpalani : International marketing, PHI

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- Keegan, W, Global Marketing Management, Prentice Hall, Englewood Cliffs..
- Keegan, Warren : Global Marketing, Prentice Hall of India.

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**

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Faculty of Commerce and Management

<b>Program Name : MBA (Dual Specialization)</b>			<b>Semester: IV</b>		
<b>Course: International Business Finance</b>			<b>Code:</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>3</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.					
<b>Pedagogy:</b> SIS, SS, Case study, Video, Assignments, Quiz					
<b>Syllabus:</b>  <b>Unit-I</b>  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  <b>Unit-II</b>					

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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.

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- 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**

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(Established by the Haryana Act No.8 of 2013)

Faculty of Commerce and Management

<b>Program Name : MBA (Dual Specialization)</b>			<b>Semester: IV</b>		
<b>Course: Export and Import Documentation</b>			<b>Code:</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>3</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>To gain the understanding of various types of documentation required in international business.</li> <li>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>Prepare the documents as per standards of the authorities across national boundaries.</li> <li>Correlate the policies and documents as per the nature of the business.</li> <li>Adapt the business as per the contemporary business environment in international market.</li> </ol>					
<b>Prerequisite(s):</b> The students should be equipped with the basic terms used in International business.					
<b>Pedagogy: SIS, SS, Case study, Video, Assignments, Quiz</b>					
<b>Syllabus:</b> <b>Unit-I</b> 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. <b>Unit-II</b> Export Procedure & Documentation for export and import, Requirement and Framework of Documentation (					

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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

### **Textbook:**

- Khurana P K, Export Management, Galgotia Publications.
- Justin Paul & Rajiv Aserkar, 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.

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## 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 : MBA (Dual Specialization)</b>			<b>Semester: III</b>		
<b>Course: Legal Dimensions of International Business</b>			<b>Code:</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Cred</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 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:</b> SIS, SS, Case study, Video, Assignments, Quiz					

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## Syllabus:

### Unit-I

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

### Unit-II

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.

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- 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.
- Wadhera, B.C., Relating To Patents, Trademarks, Copyrights and Design Universal Law House, 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
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Faculty of Commerce and Management

<b>Program Name : MBA (Dual Specialization)</b>			<b>Semester: III</b>		
<b>Course: International Human Resource Management</b>			<b>Code:</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>3</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> 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.					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>1. To understand the concept of HRM at international level.</li><li>2. To manage the Human Resource across the globe with best of the practices.</li><li>3. To Design and manage the training and Development programs across the borders.</li></ol>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ol style="list-style-type: none"><li>1. Practice the HR practices across the national boundaries.</li><li>2. Recommend the best of the strategies of HRM for expatriate staff.</li><li>3. Develop the need based training programs for the international employees.</li></ol>					
<b>Prerequisite(s):</b> The students should be equipped with the basic terms used Human Resource Management along with the background knowledge of various tasks of HR Manager.					
<b>Pedagogy:</b> SIS, SS, Case study, Video, Assignments, Quiz					
<b>Syllabus:</b> <b>Unit-I</b> <b>Introduction and International Context of HRM:</b> 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. <b>Unit-II</b>					

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**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.

#### Textbook:

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

#### 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.

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- 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:

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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
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Faculty of Commerce and Management

<b>Program Name : MBA (Dual Specialization)</b>			<b>Semester: III</b>		
<b>Course: International Marketing Research</b>			<b>Code:</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>3</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> <b>Marketing Research Process:</b> An overview; problem identification and definition; Preparing research proposal; Exploratory, descriptive and experimental research designs; international					

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# SGT UNIVERSITY

## SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY

### GURGAON, DELHI-NCR

(Established by the Haryana Act No.8 of 2013)

Faculty of Commerce and Management

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:

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#### Links to websites:

- 

#### Evaluation Scheme:

Date of approval in BOS:

Date of approval in AC:

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SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY  
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(Established by the Haryana Act No.8 of 2013)

**Faculty of Commerce and Management**

• 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>

**Program Name : MBA (Dual Specialization)**

**Semester: III**

Date of approval in BOS:

Date of approval in AC:

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# SGT UNIVERSITY

SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY

GURGAON, DELHI-NCR

(Established by the Haryana Act No.8 of 2013)

Faculty of Commerce and Management

<b>Course: International Supply Chain Management and Logistics</b>			<b>Code:</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>3</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> <p>After completion of the course, students would be able to:</p> <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:</b> SIS, SS, Case study, Video, Assignments, Quiz					
<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. <b>Unit-II</b> <b>Managing Relationship and Purchase Process:</b> 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					

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### GURGAON, DELHI-NCR

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Faculty of Commerce and Management

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.

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**Faculty of Commerce and Management**

- 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:**

- 

#### **Evaluation Scheme:**

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

**Total 100marks**

**Program Name : MBA (Dual Specialization)**

**Semester: IV**

Date of approval in BOS:

Date of approval in AC:

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SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY  
GURGAON, DELHI-NCR  
(Established by the Haryana Act No.8 of 2013)  
Faculty of Commerce and Management

<b>Course: International Business &amp; Trade Practices</b>			<b>Code:</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>3</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>					
<b>Prerequisite(s):</b> The students should be equipped with the basic terms used in international business.					
<b>Pedagogy:</b> SIS, SS, Case study, Video, Assignments, Quiz					
<b>Syllabus:</b>  <b>Unit-I</b>  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.  <b>Unit-II</b>  International business Competitive strategies: Porter's model; Prahalad and Doz's strategy model, Foreign Direct investment, Joint Ventures, Foreign Institutional Investment.					

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(Established by the Haryana Act No.8 of 2013)

**Faculty of Commerce and Management**

International organization and control: Organizational structures; Control procedures; Location of decision-making, Role of Subsidiaries, Organizational 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:**

- Krugman, Paul R., & Obstfeld Maurice – International Economics, Pearson.
- Aswathappa- *International Business*, Tata McGraw-Hill
- Hill C W- *International Business*, Tata McGraw-Hill.

### **Reference Books:**

- Daniels- *International Business*, Pearson Education.
- Paul J- *International Business*, Prentice-Hall.
- Deresky H- *International Business*, PHI.
- Varma M L- *International Trade*, Vikas.
- Farooque M U & Et al, International Trade, Alphabet Publication.
- Amin, Samir – Beyond US Hegemony, Zed Books Ltd

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

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Faculty of Commerce and Management

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**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**

Date of approval in BOS:

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# SGT UNIVERSITY

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### GURGAON, DELHI-NCR

(Established by the Haryana Act No.8 of 2013)

Faculty of Commerce and Management

<b>Program Name : MBA (Dual Specialization)</b>			<b>Semester: IV</b>		
<b>Course: INTERNATIONAL MARKETING</b>			<b>Code:</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>3</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> <p>After completion of the course, students would be able to:</p> <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>					
<b>Prerequisite(s):</b> The students should be equipped with the basic terms used in Marketing Management along with the background knowledge of various elements of marketing mix.					
<b>Pedagogy: SIS, SS, Case study, Video, Assignments, Quiz</b>					
<b>Syllabus:</b> <b>Unit-I</b>  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.  <b>Unit-II</b>					

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### GURGAON, DELHI-NCR

(Established by the Haryana Act No.8 of 2013)

Faculty of Commerce and Management

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, Communication adoption process; 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.

### Textbook:

- Bhattacharya, B, .Export Marketing Strategies for Success, Global Business Press
- Joshi M. R., International Marketing, Oxford University Press
- Cateora, Philip R.and John L.Grahm, International Marketing.

### Reference Books:

- Fayerweather, John, International Marketing, Prentice Hall of India Private Limited,
- Kotabe Masaaki and Kristiaan Helsen, Global marketing Management, John Wiley

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Date of approval in AC:

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GURGAON, DELHI-NCR

(Established by the Haryana Act No.8 of 2013)

Faculty of Commerce and Management

- Kirpalani : International marketing, PHI
- Keegan, W, Global Marketing Management, Prentice Hall, Englewood Cliffs..
- Keegan, Warren : Global Marketing, Prentice Hall of India.

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         |
| <b>Total</b>                         | <b>100marks</b> |

**Program Name : MBA (Dual Specialization)**

**Semester: IV**

Date of approval in BOS:

Date of approval in AC:

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(Established by the Haryana Act No.8 of 2013)

Faculty of Commerce and Management

<b>Course: International Business Finance</b>			<b>Code:</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>3</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.					
<b>Pedagogy:</b> SIS, SS, Case study, Video, Assignments, Quiz					
<b>Syllabus:</b> <b>Unit-I</b>  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  <b>Unit-II</b>					

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### GURGAON, DELHI-NCR

(Established by the Haryana Act No.8 of 2013)

**Faculty of Commerce and Management**

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.

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(Established by the Haryana Act No.8 of 2013)

Faculty of Commerce and Management

- 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:

- 

## Evaluation Scheme:

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

**Total 100marks**

Date of approval in BOS:

Date of approval in AC:

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(Established by the Haryana Act No.8 of 2013)

Faculty of Commerce and Management

<b>Program Name : MBA (Dual Specialization)</b>			<b>Semester: IV</b>		
<b>Course: Export and Import Documentation</b>			<b>Code:</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>3</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> <p>After completion of the course, students would be able to:</p> <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>					
<b>Prerequisite(s):</b> The students should be equipped with the basic terms used in International business.					
<b>Pedagogy:</b> SIS, SS, Case study, Video, Assignments, Quiz					
<b>Syllabus:</b> <b>Unit-I</b> 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. <b>Unit-II</b>					

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(Established by the Haryana Act No.8 of 2013)

**Faculty of Commerce and Management**

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

### **Textbook:**

- Khurana P K, Export Management, Galgotia Publications.
- Justin Paul & Rajiv Aserkar, 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.

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Date of approval in AC:

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GURGAON, DELHI-NCR

(Established by the Haryana Act No.8 of 2013)

Faculty of Commerce and Management

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**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**

Date of approval in BOS:

Date of approval in AC:

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Program Coordinator

Batch Coordinator





# SGT UNIVERSITY

SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY

(UGC Approved University)

GURGAON, Delhi-NCR

## Faculty of Commerce & Management

<b>Program Name : MBA (Dual Specialization)</b>			<b>Semester: III</b>		
<b>Course: Sales and Distribution Management</b>			<b>Code:</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>3</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> Learning of SAP S/4 HANA SD					
<p align="center"><b>Course Objectives:</b></p> <ol style="list-style-type: none"> <li>1. To acquaint the students with ERP Systems</li> <li>2. To make the students industry ready with hands-on on SAP SD</li> </ol>					
<p align="center"><b>Learning Outcomes:</b></p> <p>After completion of the course, students would be able to:</p> <ol style="list-style-type: none"> <li>1. Manage sales territories using the best of selling practice.</li> <li>2. Design the SAP SD systems</li> <li>3. Assess the standard business operations for achieving profitability.</li> </ol>					
<b>Prerequisite(s):</b> Knowledge of Pre Sales, Sales Forecast, Order, Delivery Management, Invoicing, Taxes & Exports					
<b>Pedagogy:</b> SIS, SS, Case study, Video, Assignments, Quiz					
<p><b>Unit - I</b> Introduction to Sales Management, Relationship with Distribution Management and Understanding Buyer Behavior for Effective Selling, Personal Selling process</p> <p><b>Unit - II</b> Planning, Sales Forecasting and Budgeting, Management of Sales Territories and Quotas, Organizing and staffing the sales force</p> <p><b>Unit - III</b> Training and Motivation of the sales force, Compensating and Leading the sales force, Controlling the sales force, Planning and execution of Sales Promotions, Managing Key Accounts</p> <p><b>Unit - IV</b> Distribution management and the marketing mix, Marketing channels, Channel planning and design, Channel Planning and Design, Training and Motivation of channels. Channel management, Dealer management principles, Channel information systems, Channel Institutions: Retailing, Wholesaling</p> <p><b>Unit - V</b> Application: Product: Product/Service Catalogue, Customers, Materials &amp; Services. Pre Sales: Sales Forecast, Inquiry, Quotations, Contract, Agreements &amp; Reporting. Core Sales: Order, Free Goods, Seasonal Sales, Sales Return &amp; Reports. Delivery: Distribution, Dispatch, Packaging, Delivery &amp; Reporting. Billing: Invoicing, Debit &amp; Credit Memos, Taxes &amp; Reporting</p>					
<p align="center"><b>Textbook:</b></p> <ul style="list-style-type: none"> <li>• <i>Sales Management: Decisions, Strategies and Cases</i>, Richard R. Still, Edward W. Cundiff and Norman A.P. Govoni, Pearson</li> </ul>					
<p align="center"><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>• <i>Sales &amp; Distribution Management – Text &amp; Case</i>, Krishna K Havaldar and Vasant M Cavale &amp; McGraw,</li> </ul>					



# SGT UNIVERSITY

SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY  
GURGAON, DELHI-NCR

(Established by the Haryana Act No.8 of 2013)

Faculty of Commerce and Management

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- *Marketing Channels*, Anne Coughlan, Erin Anderson, Louis W. Stern & Adel El-Ansary, Pearson
    - *Marketing Channels – A Management Perspective*, Bert Rosenbloom, Cengage
- \*All 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
- Term-End Exam 60marks

**Total**

**100marks**

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



# SGT UNIVERSITY

## SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY

### GURGAON, DELHI-NCR

(Established by the Haryana Act No.8 of 2013)

Faculty of Commerce and Management

<b>Program Name : MBA (Dual Specialization)</b>			<b>Semester: III</b>		
<b>Course: MARKETING STRATEGY</b>			<b>Code:</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>3</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> <ol style="list-style-type: none"><li>To introduce the concept of Marketing strategy</li><li>To learn the strategies best fitted in contemporary marketing.</li></ol>					
<b>Learning Outcomes: After completion of the course the student would be able to</b> <ol style="list-style-type: none"><li>Exemplify Marketing Strategies and their linkages with other organizational strategies – Corporate, Business &amp; Functional Strategies.</li><li>Describe the process of Marketing Strategy formulation / formation</li><li>Apply the concepts &amp; tools of Marketing Strategy to real-life and simulated situations</li><li>Formulate &amp; Execute Marketing Strategy over the long-term</li></ol>					
<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.					
<b>Pedagogy: SIS, SS, Case study, Video, Assignments, Quiz</b>					
<b>Syllabus:</b> <b>UNIT-I</b> Structure of Strategy: Corporate –Business- Product / Market Strategy, Marketing Strategy: Definition, Structure & Components <b>UNIT II</b> Marketing Strategy – Formulation & Formation: Rising Above the Marketing-Mix, Opportunity Analysis – STP, Target Market Strategies <b>UNIT III</b> Components of Marketing Strategy: building a Market Attractiveness – Competitive Position Matrix & Portfolio, Marketing Plan <b>UNIT IV</b> Strategic Options across PLC, An Overview of PLC-based Strategies, and Strategies for international market. <b>UNIT V</b> 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					
<b>Textbook:</b> <ul style="list-style-type: none"><li><i>Text Book - Marketing Strategy, A Decision-Focused Approach</i>, Orville Walker and John Mullins, McGraw Hills</li></ul>					
<b>Reference Books:</b> <ul style="list-style-type: none"><li><i>Marketing As Strategy</i>, Nirmalya Kumar, Harvard Business Press</li></ul>					



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Faculty of Commerce and Management

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**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**

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



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## SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY

### GURGAON, DELHI-NCR

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Faculty of Commerce and Management

Specialization)					
Course: Consumer Behavior			Code:06090429/06130415		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work / Workshop	Tutorials/ Assignment	Credit	Continuous Evaluation	Term End Examination (TEE)
40			4	40	60
<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>  <ol style="list-style-type: none"><li>To understand the concepts and frameworks relevant to marketing decision making.</li><li>To introduce the tools and techniques in consumer research and insight gathering.</li></ol>					
<b>Learning Outcomes:</b> After completion of the course the student would be able to  <ol style="list-style-type: none"><li>Appreciate variations in consumer choice and usage phenomena and its impact on marketing strategy.</li><li>Understand Psychological and Socio-Cultural Factors influencing consumer behavior.</li><li>Analyze influence of these factors on choice, usage and adoption of brands.</li><li>Formulate Marketing Programs in the light of the above understanding and analysis.</li></ol>					
<b>Prerequisite(s):</b>  Marketing Management (Core Course)					
<b>Pedagogy:</b> Student's Seminar, Student's Interactive Session, Case Studies					
<b>Syllabus:</b>  <b>Unit 1:</b>  Conceptual overview of Consumer Behavior & Consumer Research: Impact of Intrinsic and extrinsic variables on Consumer decision making and usage of products and services; Discussion on Product categories: Variations in purchase across categories, Variations in use across categories and Consumer Decision & Decision Rules, Marketing research.  <b>Unit 2:</b>  Customer decision making process model, Nicosia model, Howard-Sheth model, Engel Kollat Blackwell Model, Overview of customer experience, Using Behavioral Data for Designing Customer Experience; Mapping the consumption process for marketing insights, Discuss attribution, dissonance reduction and disconfirmation theories					



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Faculty of Commerce and Management

#### Unit 3:

Discuss how understanding of individual self and lifestyles help marketing decisions, Discuss VALS for market Segmentation and targeting; Analyzing consumer perceptions, Perceptual mapping, Discuss impact of contextual stimuli on perception; Discuss Attitude concepts and frameworks, Measurement of Consumer Attitude.

**Unit 4:** Habitual consumption and drivers of loyalty, consumption process for marketing insight, Sales promotion and change in behavior, Loyalty Programs, ELM Model; Discussion on the role of reference group in consumer decision making: Impact of word of mouth on consumption. Practices for generating positive word of mouth, Family decision making and Life cycle.

**Unit 5:** Discussion on Concepts and dimension of culture and cultural values: Indian cultural values and Global cultures, Discussion on learning consumer culture; Social class; Social comparison theory; Marketing to BoP; Luxury Marketing. Adoption of Innovation, Discussion on how non-economic factors impact adoption of products and Services.

#### Textbook:

- *Consumer Behavior*, Leon G. Schiffman, Leslie Lazar Kanuk, Prentice Hall

#### Reference Books:

- *Case Studies in Consumer Behavior*, S. Ramesh Kumar, Pearson.
- *Why We Buy: The Science of Shopping*, Paco Underhill, Simon and Schuster
- *We are Like that Only*, Rama Bijapurkar, Penguin.

#### Journals:

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

#### 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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GURGAON, DELHI-NCR

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Faculty of Commerce and Management

<b>Program Name : MBA (Dual Specialization)</b>			<b>Semester: IV</b>		
<b>Course: CUSTOMER RELATIONSHIP MANAGEMENT</b>			<b>Code:</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>3</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> CRM as a strategy and Technology promises a fully integrated, sense and respond framework for supporting one-to-one customer relationships. This course is based on the optimism that there is so much more value that can be delivered and captured by adopting a CRM approach to business.					
<b>Course Objectives:</b>  1. To understand the concepts & framework in CRM. 2. To apply tools & techniques relevant to CRM 3. To design CRM Strategies based on customer data/information.					
<b>Learning Outcomes: After completion of the course, students would be able to</b>  1. Distinguish between Marketing CRM, Operational CRM, and Analytical CRM 2. Formulate the strategies for comparative advantages leading vendors of CRM technology 3. Develop a CRM programme for any business need					
<b>Prerequisite(s):</b> The students should be equipped with the basic terms used in CRM along with the background knowledge of various modes of communication in CRM.					
<b>Pedagogy: SIS, SS, Case study, Video, Assignments, Quiz</b>					
<b>Unit - I</b> Conceptual Foundation of CRM, Customer Life cycle Management, Concept of Customer loyalty, Building CRM Frameworks: Methods build customer loyalty, Introducing and Measuring customer lifetime value <b>Unit - II</b> CRM in Services Industry: Relevance of CRM in Service industry, Measures to achieve customer loyalty in service, CRM in B2B Industry: Relevance of CRM in B2B industry, Measures to achieve customer loyalty in B2B, CRM - Key Account Management : Define Key Account, Nurturing key Accounts, Managing Key Accounts <b>Unit - III</b> E-CRM Solutions: Technologies and tools of CRM, Loyalty Programs: Evolution of Loyalty Programmes, Linking loyalty to profits, Customer Contact Centers: Role of Contact centers in CRM, Managing contact centers <b>Unit - IV</b> Challenges in CRM Implementation: Technology challenges, Organizational challenges , ROI From					

Date of approval in BOS:

Date of approval in AC:

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GURGAON, DELHI-NCR

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Faculty of Commerce and Management

CRM: Cost of CRM, Financial Analysis of CRM initiatives, What Doesn't Work in CRM: Fail points in CRM, Measures to ensure CRM success, CRM in the Digital world, Customer experience management, Customer life cycle management.

### Unit - V

Hands- on training on CRM (Sales force/ Microsoft dynamics/ SAP CRM)

#### Textbook:

- *Francis Buttle and Stan Maklan, 3rd Edition. Customer Relationship Management: Concepts & Technologies*
- *Don Peppers & Martha Rogers. Managing Customer Relationships: A Strategic framework*

#### Reference Books:

- *Customer Relationship Management- A Strategic Perspective, Jagdish Seth, Shainesh Kumar, Laxmi Publications 2007*
  - *Customers for Life, Jagdish Seth and Andrew Sobel, Simon and Schuster*
  - *Francis Buttle and Stan Maklan, Customer Relationship Management: Concepts & Technologies*
  - *Customer Relationship Management: Emerging Concepts, Tools & Applications - Sheth & Parvatiyar*
- \*All 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
●	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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GURGAON, DELHI-NCR

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Faculty of Commerce and Management

<b>Course: PRODUCT AND BRAND MANAGEMENT</b>			<b>Code:</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 so that students get a practical application context of product and branding, so that the rigorous of creating a product and brand idea in today's world is clear to them.					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>1. To provide a holistic understanding of 'what is a product &amp; brand'</li><li>2. To understand the process of new product development.</li><li>3. To end the trajectory of brand models with culture mapping and building Iconic brands.</li></ol>					
<b>Learning Outcomes: After completion of the course the student will be able to</b> <ol style="list-style-type: none"><li>1. Simulate new products catering the needs of the customers.</li><li>2. Interpret the concept of brand equity.</li><li>3. Propose the brand plans and IMC – Integrated Marketing Communication.</li><li>4. Evaluate the brand strategies of extensions vs. house of brands.</li></ol>					
<b>Prerequisite(s):</b> The student should have studied the course of Marketing Management.					
<b>Andragogy:</b> Student's Seminar, Student's Interactive Session, Case Studies					
<b>Syllabus:</b> <b>Unit I</b> Introduction to Product Management: Why Product Management, Relationship between Competition, Marketing and Product Management, Types of Product, Product classification, Product Management Process. Product Life Cycle: Concept of PLC, Operationalizing the aspects of PLC concept, PLC as forecasting model, PLC as guideline for Marketing Strategy, Extension of PLC, <b>Unit II</b> 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					

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Faculty of Commerce and Management

Strategy. New Product Development and Product Patenting.

### UNIT-III

Branding concepts; branding challenges and opportunities; brand equity concept; strategic brand management process; customer-based brand equity; internal branding, 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-IV

Leveraging secondary brand knowledge to build brand equity: conceptualizing the leveraging process, country of origin; co-branding, licensing, celebrity endorsement, sporting, cultural and other events, Developing a Brand Equity measurement and management system: establishing brand equity management system; measuring sources of brand equity - capturing customer mindset: measuring outcomes of brand equity; capturing market performance , Sensory branding-Barista

### UNIT-V

Designing and Implementing Branding Strategies: brand-product matrix, brand hierarchy, introducing and meaning new products and brand extensions; managing brands over time: managing brands over geographic boundaries and market segments , Brand Purpose & Experience: Introduction, 3E's, Digital Brand experiences, Six A's of Brand engagement, The ABC of Behavior change.

#### Textbook:

1. Keller, Kevin Lane; **Strategic brand Management**; Pearson Education; New Delhi
2. Chitale A.K. & Gupta R. , **Product Policy and Brand Management**, PHI Learning

#### Reference Books:

1. Kapferer, Jean Noel; **Strategic Brand Management**; Kogan Page; New Delhi
  2. Lehman, D.R. and Winer, R.S., **Product Management**, TMH
  3. Kumar, S. Ramesh; **Marketing and Branding - The Indian Scenario**; Pearson Education; New Delhi
  4. Kapoor, Jagdeep; **24 Brand Mantras**; Sage Publications; New Delhi
  5. Sengupta subroto; **Brand Positioning: Strategies for competitive advantage**; Tata McGraw Hill; New Delhi
  6. Clifton, Rita & Simmons, John; **Brands and Branding**; The Economist; Delhi
- All the books shall be of latest edition

#### Journals:

- Journal of Brand Management

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GURGAON, DELHI-NCR

(Established by the Haryana Act No.8 of 2013)

**Faculty of Commerce and Management**

● Journal of Product and Brand Management	
<b>Links to websites:</b>	
<b>Evaluation Scheme:</b>	
● Class participation and attendance:	05marks
● Mid Term Exam	20 marks
● Assignment	05marks
● Team Project Presentation	10 marks
● Term-End Exam	60 marks
<b>Total</b>	<b>100 marks</b>
<b>CASES:</b> The faculty should discuss at least one case per unit	

Date of approval in BOS:

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# SGT UNIVERSITY

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(UGC Approved University)

GURGAON, Delhi-NCR

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Faculty of Commerce & Management

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# SGT UNIVERSITY

SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY

GURGAON, DELHI-NCR

(Established by the Haryana Act No.8 of 2013)

Faculty of Commerce and Management

<b>Program Name : MBA (Dual Specialization)</b>			<b>Semester: III</b>		
<b>Course: INTEGRATED MARKETING COMMUNICATION</b>			<b>Code:</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>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> <ul style="list-style-type: none"><li>● To introduce the concept of advertising</li><li>● To help students to learn the various strategies used in advertising.</li></ul>					
<b>Learning Outcomes:</b> <p>After completion of the course, students would be able to:</p> <ol style="list-style-type: none"><li>1. Prepare the advertising budget for meeting the advertising objective</li><li>2. Design the strategies related to media planning and buying</li><li>3. Prepare the optimized campaign over social media.</li></ol>					
<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> <p>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.</p> <b>Unit-II</b> <p>Advertisement copy, components and types, importance of creativity in advertising, creative strategy and process, implementation and evaluation.</p>					

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Faculty of Commerce and Management

### 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

Lab: Google Adwords Tool

### 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

Date of approval in BOS:

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Faculty of Commerce and 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

**Total 100marks**

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

Date of approval in BOS:

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# SGT UNIVERSITY

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GURGAON, DELHI-NCR

(Established by the Haryana Act No.8 of 2013)

Faculty of Commerce and Management

<b>Program Name : MBA (Dual Specialization)</b>			<b>Semester: IV</b>		
<b>Course: CUSTOMER RELATIONSHIP MANAGEMENT</b>			<b>Code:</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>3</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> CRM as a strategy and Technology promises a fully integrated, sense and respond framework for supporting one-to-one customer relationships. This course is based on the optimism that there is so much more value that can be delivered and captured by adopting a CRM approach to business.					
<b>Course Objectives:</b>  1. To understand the concepts & framework in CRM. 2. To apply tools & techniques relevant to CRM 3. To design CRM Strategies based on customer data/information.					
<b>Learning Outcomes: After completion of the course, students would be able to</b>  1. Distinguish between Marketing CRM, Operational CRM, and Analytical CRM 2. Formulate the strategies for comparative advantages leading vendors of CRM technology 3. Develop a CRM programme for any business need					
<b>Prerequisite(s):</b> The students should be equipped with the basic terms used in CRM along with the background knowledge of various modes of communication in CRM.					
<b>Pedagogy: SIS, SS, Case study, Video, Assignments, Quiz</b>					
<b>Unit - I</b> Conceptual Foundation of CRM, Customer Life cycle Management, Concept of Customer loyalty, Building CRM Frameworks: Methods build customer loyalty, Introducing and Measuring customer lifetime value <b>Unit - II</b> CRM in Services Industry: Relevance of CRM in Service industry, Measures to achieve customer loyalty in service, CRM in B2B Industry: Relevance of CRM in B2B industry, Measures to achieve customer loyalty in B2B, CRM - Key Account Management : Define Key Account, Nurturing key Accounts, Managing Key Accounts <b>Unit - III</b> E-CRM Solutions: Technologies and tools of CRM, Loyalty Programs: Evolution of Loyalty Programmes, Linking loyalty to profits, Customer Contact Centers: Role of Contact centers in CRM, Managing contact centers <b>Unit - IV</b>					

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(Established by the Haryana Act No.8 of 2013)

Faculty of Commerce and Management

Challenges in CRM Implementation: Technology challenges, Organizational challenges , ROI From CRM: Cost of CRM, Financial Analysis of CRM initiatives, What Doesn't Work in CRM: Fail points in CRM, Measures to ensure CRM success, CRM in the Digital world, Customer experience management, Customer life cycle management.

## Unit - V

Hands- on training on CRM (Sales force/ Microsoft dynamics/ SAP CRM)

### Textbook:

- Francis Buttle and Stan MakIan, 3rd Edition. *Customer Relationship Management: Concepts & Technologies*
- Don Peppers & Martha Rogers. *Managing Customer Relationships: A Strategic framework*

### Reference Books:

- *Customer Relationship Management- A Strategic Perspective*, Jagdish Seth, Shainesh Kumar, Laxmi Publications 2007
- *Customers for Life*, Jagdish Seth and Andrew Sobel, Simon and Schuster
- Francis Buttle and Stan MakIan, *Customer Relationship Management: Concepts & Technologies*
- *Customer Relationship Management: Emerging Concepts, Tools & Applications* - Sheth & Parvatiyar

\*All 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 |
| ● | Term-End Exam                      | 60marks |

**Total**

**100marks**

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

Date of approval in BOS:

Date of approval in AC:

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# SGT UNIVERSITY

## SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY

GURGAON, DELHI-NCR

(Established by the Haryana Act No.8 of 2013)

Faculty of Commerce and Management

<b>Program Name : MBA (Dual Specialization)</b>			<b>Semester: III</b>		
<b>Course: Sales and Distribution Management</b>			<b>Code:</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>3</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> Learning of SAP S/4 HANA SD					
<b>Course Objectives:</b>  1. To acquaint the students with ERP Systems 2. To make the students industry ready with hands-on on SAP SD					
<b>Learning Outcomes:</b>  After completion of the course, students would be able to: 1. Manage sales territories using the best of selling practice. 2. Design the SAP SD systems 3. Assess the standard business operations for achieving profitability.					
<b>Prerequisite(s):</b> Knowledge of Pre Sales, Sales Forecast, Order, Delivery Management, Invoicing, Taxes & Exports					
<b>Pedagogy: SIS, SS, Case study, Video, Assignments, Quiz</b>					
<b>Unit - I</b> Introduction to Sales Management, Relationship with Distribution Management and Understanding Buyer Behavior for Effective Selling, Personal Selling process					
<b>Unit - II</b> Planning, Sales Forecasting and Budgeting, Management of Sales Territories and Quotas, Organizing and staffing the sales force					
<b>Unit - III</b> Training and Motivation of the sales force, Compensating and Leading the sales force, Controlling the sales force, Planning and execution of Sales Promotions, Managing Key Accounts					
<b>Unit - IV</b> Distribution management and the marketing mix, Marketing channels, Channel planning and design, Channel Planning and Design, Training and Motivation of channels. Channel management, Dealer management principles, Channel information systems, Channel Institutions: Retailing, Wholesaling					
<b>Unit - V</b> Application: Product: Product/Service Catalogue, Customers, Materials & Services. Pre Sales: Sales Forecast,					

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GURGAON, DELHI-NCR

(Established by the Haryana Act No.8 of 2013)

Faculty of Commerce and Management

Inquiry, Quotations, Contract, Agreements & Reporting. Core Sales: Order, Free Goods, Seasonal Sales, Sales Return & Reports. Delivery: Distribution, Dispatch, Packaging, Delivery & Reporting. Billing: Invoicing, Debit & Credit Memos, Taxes & Reporting

### Textbook:

- *Sales Management: Decisions, Strategies and Cases*, Richard R. Still, Edward W. Cundiff and Norman A.P. Govoni, Pearson

### Reference Books:

- *Sales & Distribution Management – Text & Case*, Krishna K Havaladar and Vasant M Cavale & McGraw,
- *Marketing Channels*, Anne Coughlan, Erin Anderson, Louis W. Stern & Adel El-Ansary, Pearson
- *Marketing Channels – A Management Perspective*, Bert Rosenbloom, Cengage

\*All 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 |
| ● | Term-End Exam                      | 60marks |

<b>Total</b>	<b>100marks</b>
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Cases: The Faculty shall discuss at least one case per unit

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Faculty of Commerce and Management

<b>Program Name : MBA &amp; MBA HA</b>			<b>Semester: IV</b>		
<b>Course: PRODUCT AND BRAND MANAGEMENT</b>			<b>Code:</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 so that students get a practical application context of product and branding, so that the rigorous of creating a product and brand idea in today's world is clear to them.					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>To provide a holistic understanding of 'what is a product &amp; brand'</li><li>To understand the process of new product development.</li><li>To end the trajectory of brand models with culture mapping and building Iconic brands.</li></ol>					
<b>Learning Outcomes: After completion of the course the student will be able to</b> <ol style="list-style-type: none"><li>Simulate new products catering the needs of the customers.</li><li>Interpret the concept of brand equity.</li><li>Propose the brand plans and IMC – Integrated Marketing Communication.</li><li>Evaluate the brand strategies of extensions vs. house of brands.</li></ol>					
<b>Prerequisite(s):</b> The student should have studied the course of Marketing Management.					
<b>Andragogy:</b> Student's Seminar, Student's Interactive Session, Case Studies					
<b>Syllabus:</b> <b>Unit I</b> Introduction to Product Management: Why Product Management, Relationship between Competition, Marketing and Product Management, Types of Product, Product classification, Product Management Process. Product Life Cycle: Concept of PLC, Operationalizing the aspects of PLC concept, PLC as forecasting model, PLC as guideline for Marketing Strategy, Extension of PLC, <b>Unit II</b>					

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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. New Product Development and Product Patenting.

### UNIT-III

Branding concepts; branding challenges and opportunities; brand equity concept; strategic brand management process; customer-based brand equity; internal branding, 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-IV

Leveraging secondary brand knowledge to build brand equity: conceptualizing the leveraging process, country of origin; co-branding, licensing, celebrity endorsement, sporting, cultural and other events, Developing a Brand Equity measurement and management system: establishing brand equity management system; measuring sources of brand equity - capturing customer mindset: measuring outcomes of brand equity; capturing market performance, Sensory branding-Barista

### UNIT-V

Designing and Implementing Branding Strategies: brand-product matrix, brand hierarchy, introducing and meaning new products and brand extensions; managing brands over time: managing brands over geographic boundaries and market segments, Brand Purpose & Experience: Introduction, 3E's, Digital Brand experiences, Six A's of Brand engagement, The ABC of Behavior change.

#### Textbook:

1. Keller, Kevin Lane; **Strategic brand Management**; Pearson Education; New Delhi
2. Chitale A.K. & Gupta R., **Product Policy and Brand Management**, PHI Learning

#### Reference Books:

1. Kapferer, Jean Noel; **Strategic Brand Management**; Kogan Page; New Delhi
  2. Lehman, D.R. and Winer, R.S., **Product Management**, TMH
  3. Kumar, S. Ramesh; **Marketing and Branding - The Indian Scenario**; Pearson Education; New Delhi
  4. Kapoor, Jagdeep; **24 Brand Mantras**; Sage Publications; New Delhi
  5. Sengupta subroto; **Brand Positioning: Strategies for competitive advantage**; Tata McGraw Hill; New Delhi
  6. Clifton, Rita & Simmons, John; **Brands and Branding**; The Economist; Delhi
- All the books shall be of latest edition

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Faculty of Commerce and Management

<ul style="list-style-type: none"><li>● Journal of Brand Management</li><li>● Journal of Product and Brand Management</li></ul>	
<b>Links to websites:</b>	
<b>Evaluation Scheme:</b>	
● Class participation and attendance:	05marks
● Mid Term Exam	20 marks
● Assignment	05marks
● Team Project Presentation	10 marks
● Term-End Exam	60 marks
<b>Total</b>	<b>100 marks</b>
<b>CASES:</b> The faculty should discuss at least one case per unit	

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SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY

(UGC Approved University)

GURGAON, Delhi-NCR

Faculty of Commerce & Management

<b>Program Name : MBA &amp; MBA HA</b>			<b>Semester: IV</b>		
<b>Course: RURAL MARKETING</b>			<b>Code:</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 align="center"><b>Course Rationale:</b></p> <p>Rural marketing is the focused marketing activities of any organization directed at rural India. The course is designed with an intention to cater the need of trained professionals in the field of rural marketing and rural products.</p>					
<p align="center"><b>Course Objectives:</b></p> <ol style="list-style-type: none"> <li>To understand the buying behavior of individual consumers in the context of rural markets.</li> <li>To learn about the aspects of segmenting markets and creating the right positioning statements for the organization.</li> </ol>					
<p align="center"><b>Learning Outcomes: After completion of the course the students would be able to</b></p> <ol style="list-style-type: none"> <li>Review the unique characteristics of marketing challenges in the context of rural markets as compared with the urban markets.</li> <li>Simulate key marketing tools in marketing decision making for rural markets</li> <li>Design segment for rural market.</li> </ol>					
<p align="center"><b>Prerequisite(s):</b></p> <p>Student should have studied the course of Marketing Management.</p>					
<p align="center"><b>Andragogy:</b> Student's Seminar, Student's Interactive Session, Case Studies</p>					
<p align="center"><b>Syllabus:</b></p> <p><b>Unit-I</b></p> <p>Concept &amp; scope of rural market, Factors contributing to Growth of rural markets, Components and classification of Rural markets, Rural Market VS Urban Market, structure of rural markets, IT enabled rural marketing.</p> <p><b>Unit-II</b></p> <p>Rural Consumer Behavior – features, factors influencing, Lifestyle of rural consumer. Rural Consumer Vs Urban Consumers – a comparison, Relevance of Marketing mix for Rural market/Consumers. Problems in rural market, Rural Market index, Rural market development programs</p> <p><b>Unit-III</b></p> <p>Segmentation, Targeting &amp; Positioning for rural market, Market forces, Rural Marketing Strategies: Components of different Product Strategies, Pricing Strategies, Promotional Strategies &amp; Distribution Strategies for Rural consumers.</p> <p><b>Unit-IV</b></p> <p>Role of financial institutions and co-operatives in support of Rural Marketing, FMCG sector in Rural India- concept and classification of consumer goods, Marketing Channels for FMCG, Marketing of consumables and consumer durables, role of Advertising.</p>					



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Faculty of Commerce and Management

#### Unit-V

Understanding Agricultural Markets, Nature & scope, Objectives of Agriculture Marketing, Challenges in Agriculture Marketing, Agriculture inputs Marketing & its Economic importance, Agricultural Produces and their market.

#### Textbook:

1. Rural Marketing- Text & Cases, C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan, Pearson
2. Rural Marketing , Pradeep Kashyap , Pearson

#### Reference Books:

1. Rural Marketing- Text & Cases, Badi R.V. Badi N.V., Himalaya Publishing House
2. Rural Marketing – Text & Cases, U C Mathur, Excel Books

\*All books should be of latest edition

#### Journals:

- Rural Marketing
- International Journal of Rural Management
- Journal of Rural Studies

#### 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>

**CASES:** The faculty should discuss at least one case per unit.

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### GURGAON, DELHI-NCR

(Established by the Haryana Act No.8 of 2013)

Faculty of Commerce and Management

Program Name : MBA & MBA HA			Semester: IV		
Course: SERVICE MARKETING			Code:		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
<b>Course Rationale:</b> Content and pedagogy of Services Marketing course aim at developing the same. Case studies, readings and exercises place participants in multiple industry settings and equip them with concepts and tools to make effective marketing decisions.					
<b>Course Objectives:</b> 1. To acquaint the students to the uniqueness of the services characteristics and its marketing implications. 2. To measure and analyze several facets in the area of services marketing essential for the success of a service sector firm.					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: 1. Distinguish between service based industry and product based industries. 2. Manage the operations in service organization. 3. Articulate the role of Technology in the marketing of Services.					
<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> <b>Unit I</b> Foundation of Service Marketing - Definition and concept of service marketing, distinctive characteristics, and classification of services, service marketing mix. <b>Unit II</b> Customer Focus – Consumer behavior in service context: Three-stage model of service consumption, marketing strategies as per services, service encounters, customer loyalty, Identify drivers of customer satisfaction and loyalty., measuring customer satisfaction, Net promoter score, Service Quality and its measurement, SERVQUAL. GAPs model of service quality.					

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**Faculty of Commerce and Management**

#### **Unit III**

Designing and Delivery services - Positioning a service in the market, value addition to service product, planning and creating service product, The flower of service. The branding service product and experience, new service development.

#### **Unit IV**

Pricing the service product, Ethical concern in service pricing. Advertising, personnel selling and other communication in the services industry. Distribution in the service context, Place and Time decisions, challenges in distribution of services, customers and intermediaries in the service industry.

#### **Unit V**

Managing people for service advantage: service employees, the cycle of failure, mediocrity and success. Service culture and service leadership. Handling complaints and service recovery and guarantee, service performance.

#### **Textbook:**

1. Zeithaml, Valarie A, Bitner, Mary Jo, Service Marketing - Integrating Customer Focus Across the Firm, Tata McGraw Hill, New Delhi
2. Lovelock, Christopher, Wirtz, Jochen and Chatterjee, Jayanta, Service Marketing - People, Technology, Strategy, Pearson Education, New Delhi

#### **Reference Books:**

1. Verma, Harsh, Services Marketing - Text and Cases, Pearson Education
2. Apte, Govind, Services Marketing - OUP, New Delhi
3. Jauhari, Vinnie and Kirti Dutta, Services: Marketing, Operations and Management, Oxford University Press, New Delhi

Note: All books should be of latest edition

#### **Journals:**

- Journal of Service Research
- Journal of services Management

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

#### **Evaluation Scheme:**

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

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● Term-End Exam	60marks
Total	100marks
Cases: The Faculty should discuss at least one case per unit.	

Program Name : MBA (Dual Specialization)			Semester: III		
Course: MARKETING STRATEGY			Code:		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	3	40	60
<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.					
<b>Pedagogy:</b> SIS, SS, Case study, Video, Assignments, Quiz					

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(Established by the Haryana Act No.8 of 2013)

Faculty of Commerce and Management

## 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:

- 

## 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.

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### GURGAON, DELHI-NCR

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Faculty of Commerce and Management

<b>Program Name : MBA (Marketing Specialization)</b>			<b>Semester: III</b>		
<b>Course: Consumer Behavior</b>			<b>Code:06090429/06130415</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work / Workshop</b>	<b>Tutorials/ Assignment</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 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>  1. To understand the concepts and frameworks relevant to marketing decision making. 2. 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>Syllabus:</b>  <b>Unit 1:</b>  Conceptual overview of Consumer Behavior & Consumer Research: Impact of Intrinsic and					

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extrinsic variables on Consumer decision making and usage of products and services; Discussion on Product categories: Variations in purchase across categories, Variations in use across categories and Consumer Decision & Decision Rules, Marketing research.

#### Unit 2:

Customer decision making process model, Nicosia model, Howard-Sheth model, Engel Kollat Blackwell Model, Overview of customer experience, Using Behavioral Data for Designing Customer Experience; Mapping the consumption process for marketing insights, Discuss attribution, dissonance reduction and disconfirmation theories

#### Unit 3:

Discuss how understanding of individual self and lifestyles help marketing decisions, Discuss VALS for market Segmentation and targeting; Analyzing consumer perceptions, Perceptual mapping, Discuss impact of contextual stimuli on perception; Discuss Attitude concepts and frameworks, Measurement of Consumer Attitude.

**Unit 4:** Habitual consumption and drivers of loyalty, consumption process for marketing insight, Sales promotion and change in behavior, Loyalty Programs, ELM Model; Discussion on the role of reference group in consumer decision making: Impact of word of mouth on consumption. Practices for generating positive word of mouth, Family decision making and Life cycle.

**Unit 5:** Discussion on Concepts and dimension of culture and cultural values: Indian cultural values and Global cultures, Discussion on learning consumer culture; Social class; Social comparison theory; Marketing to BoP; Luxury Marketing. Adoption of Innovation, Discussion on how non-economic factors impact adoption of products and Services.

#### Textbook:

- *Consumer Behavior*, Leon G. Schiffman, Leslie Lazar Kanuk, Prentice Hall

#### Reference Books:

- *Case Studies in Consumer Behavior*, S. Ramesh Kumar, Pearson.
- *Why We Buy: The Science of Shopping*, Paco Underhill, Simon and Schuster
- *We are Like that Only*, Rama Bijapurkar, Penguin.

#### Journals:

- Journal of Consumer Research
- Journal of Marketing

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● Harvard Business Review		
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

Date of approval in BOS:

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## Faculty of Commerce & Management

<b>Program Name: MBA</b>			<b>Semester: Third</b>		
<b>Course: Quality Management &amp; Business Excellence</b>			<b>Code: 304P</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> <ol style="list-style-type: none"><li>1. Understand the concepts of Quality &amp; Quality Management</li><li>2. Familiarizing the students to diagnosing problems in Quality process &amp; applying various Quality improvement techniques</li><li>3. Introduce the system approach to Quality management &amp; explain various Industry Quality System certifications</li><li>4. Develop learning &amp; analytical skills to analyze and solve quality problems in an organization</li><li>5. Understand the principles of Service quality and ways to improve customer satisfaction</li></ol>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ol style="list-style-type: none"><li>1. Analyze different quality management methodologies used for solving problems of the organization to reduce variation and improve quality, processes, systems, products and services</li><li>2. Articulate policies and procedures for quality management and the structure of a quality management system</li><li>3. Analyze key elements of effective quality control and improvement programs</li><li>4. Analyze potential gaps and suggest steps to improve service quality in an organization</li></ol>					
<b>Prerequisite(s):</b> Nil					
<b>Pedagogy:</b> The study plan covering readings, classroom lectures, exercises, videos, case studies, group work project and assignments corresponding to each session					
<b>Syllabus:</b> <b>Unit – 1</b> <b>Overview of Quality</b> Introduction to Quality, Definition of Quality, Quality and global competitiveness, Dimensions of Quality, Quality of Goods & Services, Quality Gurus, Quality organization- roles & responsibilities, Product &					

Process Quality, Inspection, Critical-to-Quality Characteristics, Attributes and Variables, Theory of Acceptance Sampling, Calibration, 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 Control vs Quality Assurance, Marketing aspects of Quality, 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 in Purchasing, Supplier qualification, 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, Accreditation, Quality Audits, Quality Awards, Suggestion System, Benchmarking

## **Unit – 4**

### **Service Quality**

Overview of Service Quality, Determinants of Service Quality, Developing Service Quality Culture and Ethics: Trust, Values, Integrity and Responsibility, Design for Quality, Service Quality Deployment, Customer focus, Meeting customer needs and expectations, Customer feedback and Satisfaction, Use of scales like SERVQUAL and LODGSERV, Service Quality Gaps Analysis, Customer Value Analysis, Human aspects of Service Quality, Service Excellence, Customer Delight through Quality

## **Unit – 5**

### **Quality Improvement**

Organization of Quality improvement efforts, Quality management methods for problem solving, 7 QC Tools, Control Charts, Kaizen, Six Sigma, Lean, PDCA, JIT, TPM, Quality Circles, 5S, Statistical Process Control, 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>

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<p>This site has various ISO standards, Newsroom ISOFOCUS</p> <p>3. Business Process Improvement Resource See the Business Excellence Models  <a href="https://www.bpir.com/total-quality-management-business-excellence-models-bpir.com.html">https://www.bpir.com/total-quality-management-business-excellence-models-bpir.com.html</a>  This site has various Business Excellence models, Newsletter, Resources for reference from self-assessment tools to benchmarks to best practices</p> <p>4. <a href="https://www.tandfonline.com/toc/ctqm20/current">https://www.tandfonline.com/toc/ctqm20/current</a>  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 &amp; research matters of Quality</p>													
<p><b>Evaluation Scheme:</b></p> <table> <tr> <td>• Class participation and attendance</td><td>05 marks</td></tr> <tr> <td>• Mid Term Exam</td><td>20 marks</td></tr> <tr> <td>• Assignment</td><td>05 marks</td></tr> <tr> <td>• Team Project Presentation</td><td>10 marks</td></tr> <tr> <td>• Term-End Exam</td><td>60 marks</td></tr> <tr> <td><b>Total</b></td><td><b>100 marks</b></td></tr> </table>		• 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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## Faculty of Commerce & Management

<b>Program Name: MBA</b>			<b>Semester: Third</b>		
<b>Course: World Class Manufacturing</b>			<b>Code: 305P</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 speed, Delivery reliability, Agility and creativity.					
<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: <ol style="list-style-type: none"> <li>1. Articulate the relevance and basics of World Class Manufacturing</li> <li>2. Analyse the recent trends in manufacturing to meet the current and future business challenges</li> <li>3. Analyse and compare the existing industries with WCM industries</li> <li>4. Analyse and appreciate the new technology concepts &amp; automation of world class manufacturing industries</li> </ol>					
<b>Prerequisite(s):</b> Basic Knowledge of Operations Management & Manufacturing					
<b>Pedagogy:</b> The study plan covering readings, classroom lectures, exercises, videos, case studies, group work project and assignments corresponding to each session					
<b>Syllabus:</b> <b>Unit-1</b> <b>World Class Manufacturing (WCM)</b> 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. <b>Unit- 2</b> <b>Models for manufacturing excellence &amp; Agile Manufacturing</b> 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

Date of approval in BOS:

Date of approval in AC:

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(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 | 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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## Faculty of Commerce & Management

<b>Program Name: MBA</b>			<b>Semester: Third</b>		
<b>Course: Service Operation Management</b>			<b>Code: 306P</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 highlights the growing significance and impact of services on the growth and economy and the scientific ways to run the operations so as to optimize the return to business. The strategic and tactical problems of managing the operations function in the service environment are examined in this course. We live in a global service economy. Emerging economies have seen explosive growth in the percentage of their workforce employed in the provision of services, as trends as offshoring and outsourcing become more prevalent. This course explores how leaders design service experiences and systems to manage employees and customers to consistently deliver exceptional and profitable services.					
<b>Course 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> After completion of the course, students would be able to: <ol style="list-style-type: none"> <li>1. Articulate 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. Analyze the key opportunities and challenges in service business</li> <li>3. Interpret basic skills used in solving problems traditionally associated with operating the service operations system</li> <li>4. Analyze and develop novel ways of acquiring, managing and delivering services for improved efficiency, effectiveness and sustainability</li> </ol>					
<b>Prerequisite(s):</b> Nil					
<b>Pedagogy:</b> The study plan covering readings, classroom lectures, exercises, videos, case studies, group work project and assignments corresponding to each session					
<b>Syllabus:</b> <b>Unit-1</b> <b>Understanding Service Operations</b> 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 <b>Unit-2</b> <b>Service Operation Infrastructure</b> 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, Call center capacity planning, 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, Revenue management: overbooking & airline seat inventory control, Inventory Management for Improved service Delivery

**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, Revenue management and price optimization, Service Productivity, Service recovery and Service guarantee

**Unit-5****Improving Service Delivery**

Service Improvement & the associated Methodologies, Service Growth and Globalization, Legal Aspects of Expectation-Delivery Gaps, 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

**Online 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

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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>100 marks</b>

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## Faculty of Commerce & Management

<b>Program Name: MBA</b>			<b>Semester: Third</b>		
<b>Course: Production Planning Control</b>			<b>Code: 303P</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 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.</p> <p>Production planning and control addresses a fundamental problem of low productivity, inventory management and resource utilization. Production planning control ensures that production team can achieve required production target, optimum utilization of resources, quality management and cost savings.</p>					
<b>Course Objectives:</b> <ol style="list-style-type: none"> <li>1. 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. 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> <li>5. Familiarizing the students to the recent trends in production control</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. Analyze forecasting models to develop business enterprise forecasts for product demand, profits, sales, material &amp; capacity requirements</li> <li>2. Analyze production and inventory planning/control systems</li> <li>3. Analyze capacity planning (including managing capacity &amp; demand and analysis of various operations for competitive advantage)</li> <li>4. Articulate &amp; analyze scheduling and sequencing methodologies</li> </ol>					
<b>Prerequisite(s):</b> <p>Knowledge of basics of Operations Management</p>					
<b>Pedagogy:</b> <p>The study plan covering readings, classroom lectures, exercises, videos, case studies, group work project and assignments corresponding to each session</p>					
<b>Syllabus:</b> <b>Unit-1</b> <b>Concepts of PPC</b> <p>Introduction to Production planning &amp; Control, Objectives and benefits of planning and control, Manufacturing systems- components and types, need for PPC, functions of PPC, relationship of PPC with other departments, Factors influencing PPC in the organization, manufacturing methods- projects &amp; jobbing products, batch, mass / flow production, continuous / process production, Management policies- planning for meeting demands, work distribution, centralization, Organization of PPC- status of PPC department, internal</p>					

structure, degree of centralization, PPC as an integrated approach, Activities of PPC, 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, Marketing inputs to SOP, Aggregate Planning Process, Qualitative & Quantitative models, their advantages and disadvantages

#### **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, process planning in different situations, 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, Layout planning, Capacity Utilization

#### **Unit-4**

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

Inputs for scheduling, loading and scheduling devices, factors influencing scheduling, scheduling techniques, Master Production Scheduling, Gantt Charts, Develop and manage a Feasible MPS, Product sequencing, dispatching: manufacturing lead time technique for aligning completion time & due dates, Line Balancing Methods (Heuristic and Stochastic), Aggregate Scheduling, Shop Loading, Sequencing

#### **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, economical order quantity and economical lot size, ABC analysis and reorder procedures, Recent trends- Trends in purchasing & storekeeping, Computer integrated PP systems, JIT system and MRP-I, MRP-II and ERP, Production Activity Control: MPC System Design, Framework for Production Activity Control, Review & Apply Production Activity Control techniques, Productivity measurement, Improvement-maintenance process, Human Factors & Ergonomics, workplace design & working conditions.

##### **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

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4. Production Planning & Control – Jain and Agarwal 5. Upendra Kachru, “Production and Operations Management – Text and cases”, 1st Edition, Excel books 2007													
<b>Online Resources:</b> 1. Production Planning & control- Management of Operations ISSN: 1366-5871 <a href="https://www.tandfonline.com/toc/tppc20/current">https://www.tandfonline.com/toc/tppc20/current</a> 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 <a href="https://www.inderscience.com/jhome.php?jcode=ijsom">https://www.inderscience.com/jhome.php?jcode=ijsom</a> 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 <a href="https://www.emeraldgrouppublishing.com/journal/ijopm">https://www.emeraldgrouppublishing.com/journal/ijopm</a> 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 <a href="https://www.journals.elsevier.com/journal-of-purchasing-and-supply-management">https://www.journals.elsevier.com/journal-of-purchasing-and-supply-management</a> It contains articles on Supply chain Management, purchase and supply of goods and services in industry 5. Journal of Operations Management ISSN: 0272-6963 <a href="https://onlinelibrary.wiley.com/journal/18731317">https://onlinelibrary.wiley.com/journal/18731317</a> It contains research articles, academic discussions & debates on relevant topics in operations management													
<b>Evaluation Scheme:</b> <table> <tr> <td>• Class participation and attendance</td><td>05 marks</td></tr> <tr> <td>• Mid Term Exam</td><td>20 marks</td></tr> <tr> <td>• Assignment</td><td>05 marks</td></tr> <tr> <td>• Team Project Presentation</td><td>10 marks</td></tr> <tr> <td>• Term-End Exam</td><td>60 marks</td></tr> <tr> <td><b>Total</b></td><td><b>100 marks</b></td></tr> </table>		• 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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## Faculty of Commerce & Management

<b>Program Name: MBA</b>			<b>Semester: Fourth</b>		
<b>Course: Six Sigma &amp; Lean Management</b>			<b>Code: 405P</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> 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> <li>4. Familiarizing the students to the common types of waste and how those wastes impact an organization's revenues, competitive edge and customer fulfillment</li> <li>5. Understand how to achieve sustainable quality improvement through Six Sigma &amp; lean in manufacturing &amp; service industries</li> </ol>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ol style="list-style-type: none"> <li>1. Articulate the working concept of lean principles, different techniques and their implementation</li> <li>2. Articulate the concepts, implementation &amp; objectives of Six Sigma</li> <li>3. Analyze and apply a structured approach to process improvement using DMAIC (Define, Measure, Analyze, Improve and Control) methodology</li> <li>4. Analyze and relate the tools and techniques of lean management to increase productivity &amp; reduce waste in manufacturing &amp; service industries</li> </ol>					
<b>Prerequisite(s):</b> Nil					
<b>Pedagogy:</b> The study plan covering readings, classroom lectures, exercises, videos, case studies, group work project and assignments					
<b>Syllabus:</b> <b>Unit-1</b> <b>Six Sigma</b> Introduction & Fundamentals of Six Sigma, TQM and Six Sigma, Characteristics of 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, Change Acceleration Process (CAP) <b>Unit-2</b> <b>Six Sigma Tools &amp; Implementation</b> Tools for definition – IPO & SIPOC diagram, Flow diagram, CTQ Tree, Project Charter, QFD, Tools for Measurement- Flow process charts, Process Capability, Tools for analysis – Process Mapping, Regression analysis, SWOT, PESTLE, Five Whys, interrelationship diagram, TRIZ, Tools for improvement – Affinity diagram, Normal group technique, Value stream Mapping, forced field analysis, Tools for control – Gantt chart, Activity network diagram, Radar chart, PDCA cycle, 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, Continuous improvement methods					

**Unit-3****Introduction to Lean**

Overview of Lean, Principles of Lean, Evolution of lean, Global competition, 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, Continuous improvement, Sustaining a Lean Culture, Lean successes & benefits, Costs and risks of lean initiatives

**Unit-4****Lean in Manufacturing**

Introduction, Principles of lean manufacturing, Lean at Ford, Toyota Production System, Implications of Lean Manufacturing, Techniques/Tools of Lean Manufacturing, Work flow, 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, Kaizen, TPM

**Unit-5****Lean in Service & Other areas**

Lean in Service, Lean in Healthcare, Lean in Office, 5S 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 Soleimannejad, 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>

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<p>IJQRM publishes papers &amp; deals with aspects of business improvements and manufacturing services, helping to raise standards in product and service quality</p> <p>4. International Journal of Lean Enterprise Research</p> <p>ISSN :1754-2308</p> <p><a href="https://www.inderscience.com/jhome.php?jcode=ijler">https://www.inderscience.com/jhome.php?jcode=ijler</a></p> <p>IJLER publishes high-quality original papers, review papers, technical reports, case studies, conference reports, management reports, book reviews, notes, commentaries and news</p>	
<b>Evaluation Scheme:</b>	
• 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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## Faculty of Commerce & Management

<b>Program Name: MBA</b>			<b>Semester: Fourth</b>		
<b>Course: Digital Operations</b>			<b>Code: 406P</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> <li>6.</li> </ol>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ol style="list-style-type: none"> <li>1. Articulate disruptive digital technologies used to design innovative and viable business models, processes, services, products and strategies</li> <li>2. Analyse business operations and identify opportunities for digital transformation and efficiency improvements</li> <li>3. Analyze &amp; apply digital framework for value creation in Customer Experience</li> <li>4. Analyse 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</li> </ol>					
<b>Prerequisite(s):</b> 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					
<b>Syllabus:</b> <b>Unit-1</b> <b>Digital Operations</b> Introduction to Digital Operations, Need for going Digital- Example Deutsche Telekom, Digital Innovations -Uber/Airbnb/Metro Bank, Changing Organizational strategies, Agility concepts -Amazon, Digital trends- Past & future <b>Unit-2</b> <b>Digital business models and strategies</b> 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 and infrastructure considerations, Achieving customer centricity through data integration, Transformation enabled by Business Analytics- Carolina Healthcare System <b>Unit-3</b>					



**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, Enriching experiences through Social media content strategies- AccorHotels

**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 – Cap Gemini, McKinsey, BCG framework, Digital maturity assessment

**Unit-5****Customer Experience as key focus of Digital Operations**

Customer journey before, Customer expectations today-Personalization, Always on constant contact with brand/company, Omni channel integration, 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 / Smart workers, 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>

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**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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## Faculty of Commerce & Management

<b>Program Name: MBA</b>			<b>Semester: Fourth</b>		
<b>Course: Logistics &amp; Transportation Management</b>			<b>Code: 407P</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> <ol style="list-style-type: none"> <li>1. Understanding of logistics activities and the roles that they play in an organization</li> <li>2. Develop learning &amp; 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</li> <li>3. Understanding of the key transportation concepts and the issues affecting the movement of goods</li> <li>4. Familiarizing the students to the technology &amp; trends in logistics</li> <li>5. Development of skills to solve logistics &amp; transportation problems and issues</li> </ol>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ol style="list-style-type: none"> <li>1. Articulate the working of logistics &amp; transportation</li> <li>2. Analyze major issues encountered in planning and executing different forms of logistics &amp; transportation</li> <li>3. Analyze logistics &amp; transportation to take action to improve performance – make it faster, cheaper and require less inventory</li> <li>4. Articulate &amp; analyse technological factors of logistics</li> </ol>					
<b>Prerequisite(s):</b> Knowledge of 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					
<b>Syllabus:</b> <b>Unit-1</b> <b>Logistics</b> Introduction & Concept of Logistics, Objectives & Types of logistics, Evolution of Logistics, Role of Logistics in an Economy, Logistics Management and its elements, Modern Concepts in Logistics, Difference between Logistics and Supply Chain Management, Logistics and Competitive Advantage, Logistics in Organized Retail in India, Integrated Logistics, Inventory flow, Operational Objectives of Integrated Logistics, Barriers to Integration, Logistical Performance Cycle <b>Unit-2</b> <b>Customer Service-Key Element of Logistics</b> Attributes & Different phases of customer services, Customer Service for Competitiveness, Value-Added Logistical Service, Logistics Outsourcing, Catalyst for logistics outsourcing, Benefits & Issues of logistics outsourcing, Outsourcing-Value Proposition, 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 <b>Unit-3</b>					

**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), Logistical Packaging, Design Consideration in Packaging, Types of Packaging Material, Packaging Costs, Trends in logistics: Transport and mobility technologies, Green/ Cold chain logistics, Block chain and big data analytics in logistics, Wearable devices in logistics

**Unit-4****Transportation**

Introduction & Objectives of Transportation, Transportation System, Transportation Infrastructure, 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, Third-party transportation providers, International transportation, Transport Regulations and Limitations, Travel Demand Forecasting Models, Destination Management, Structure and Functions of Travel agencies and Tour operators, Trip Generation and Distribution, Load Planning, Freight Management, Pricing & Tariff Strategies, Factors Affecting Freight Cost, Courier Services, 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, Documentation and clearance processes, Risk and Insurance management, 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

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12. G Raghuram, N Rangaraj, Logistics & Supply Chain Management: Cases & Concepts: Macmillan Publishers India Limited

**Online Resources:**

1. Journal of Supply Chain Management  
ISSN:1745-493X  
<https://onlinelibrary.wiley.com/journal/1745493x>  
It 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-ejlp SCM/>  
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         |
| <b>Total</b>                         | <b>100 marks</b> |

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## Faculty of Commerce & Management

<b>Program Name: MBA</b>			<b>Semester: Fourth</b>		
<b>Course: Advanced Operations Management</b>			<b>Code: Proposed</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 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 analyse, diagnose and then to improve processes, deal with business risks, recognise emerging trends in the manufacturing industry & acquire an understanding of the manufacturing ecosystem					
<b>Course Objectives:</b> <ol style="list-style-type: none"> <li>1. Familiarizing the students to the fundamentals of Operations Management &amp; concepts of business process reengineering</li> <li>2. Gain insights on forecasting and demand management, use of technology and its integration with supply chain to achieve supply chain management goals</li> <li>3. Understand project management techniques including project planning, risk management and decision making</li> <li>4. Identify various disruptive technologies and impact of its digital solution on the business operations</li> <li>5. Understand the principles, framework and process of cost analysis &amp; risk management in operations</li> </ol>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ol style="list-style-type: none"> <li>1. Articulate the fundamentals of operations management, digital operations and business processes</li> <li>2. Analyse firm’s supply chain forecasting, technology &amp; inventory practices to meet demand and customer satisfaction</li> <li>3. Analyse tactical &amp; operational aspects of project management</li> <li>4. Analyse cost &amp; risk management processes, tools, and techniques implemented in operations</li> </ol>					
<b>Prerequisite(s):</b> Basic knowledge of 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					
<b>Syllabus:</b> <b>Unit-1</b> <b>Introduction to Operations Management &amp; Business Processes Reengineering</b> Introduction to Operations Management, The Global Environment and Operations Strategy, The Key Elements of BPR, Constraining Factors & Challenges, BPR & Performance Mgmt, Balanced Scorecards, Role of IT in BPR, uses of ERP, 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 <b>Unit-2</b>					

**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**

Techniques to forecast demand, use of aggregation to reduce forecasting errors and safety stocks, 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, Just In Time inventory

**Unit-4****Digital Operations**

Digital Strategy, Disruptive business models, Lean Startup, Data as a catalyst for digital transformation, Technology & Business Impact, Artificial intelligence, Robotics & Automation, Internet of Things, Blockchain, Disruptive technologies like big data, cloud, 3-D printing, Mobility, Killer Apps, Enriching experiences through Social media content strategies, Digital Transformation, The Process of Digital Transformation, Digital Transformation frameworks, Customer Experience as key focus of Digital Operations, Omni channel integration, 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

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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.ijson.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 | 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> |

Date of approval in BOS:

Date of approval in AC:

Dean

Program Coordinator

Batch Coordinator



# SGT UNIVERSITY

## SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY

### GURGAON, DELHI-NCR

(Established by the Haryana Act No.8 of 2013)

Faculty of Commerce and Management

### General Management

#### MBA401/MBAHA401- STRATEGIC MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA401 MBAHA401	Strategic Management	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**Internal Assessment-** It shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed 10 marks.

### Course Objective

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.

### Course Content

#### Unit: I: Strategy and Process

Historical perspective of Strategic management, Conceptual framework for strategic management, the Concept of Strategy, Strategic decision making; Process of strategic decision making, Strategy formulation: Company's vision, mission and objectives.

#### Unit: II: Competitive Advantage

External Environment- PESTEL Analysis, SWOT Analysis, Porter's Five Forces Model, The Competitive Profile Matrix (CPM), Business ethics and corporate strategy, Concept of value chain, Core competencies, Resource base theory and competitive advantage

#### Unit: III: The Strategic Alternatives

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), Organizational Capability Profile, Strategic Advantage Profile, Corporate Portfolio Analysis, GAP Analysis, Mc Kinsey's 7s Framework, GE 9 Cell Model, BCG Matrix, Balance Score Card, Internal Factor Evaluation (IFV) Matrix

#### Unit IV: Strategy Implementation and Evaluation

Strategy implementation: Designing organizational structure and activating strategies; Matching structure and corporate strategy, Structural, Behavioral and Functional implementation.

Strategy Evaluation: Strategic evaluation and Control, Strategic and Operational Control; Techniques of evaluation and control.

#### Unit V: Strategy in the Global Environment

Definition of global strategy, Phases of global strategy, Difference between international strategy and global strategy, Drivers of global strategy

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#### **Suggestive Readings**

2. Gerry Johnson, Kevan Scholes, Richard Whittington, Exploring Corporate Strategy, Pearson Edition Ltd, United Kingdom
3. Arthur A Thompson Jr, Strickland A.J., John E. Gamble and Arun K. Jain, Crafting and Executing Strategy - The Quest for Competitive Advantage - Concepts and Cases, TMGH, New Delhi.
4. Fred R. David, Strategic Management- Concepts and Cases, PHI Learning, New Delhi.
5. Jauch and Glueck, Business Policy and Strategic Management, McGraw-Hill Publications.
6. Thompson A.A. and Strickland A.J, Strategic Management- Concept and cases, Pearson
7. Michael Porter, Competitive Advantage of Nations, Free Press.
8. Kenneth, A. Andrews, Concepts of corporate Strategy, Irwin/McGraw-Hill
9. Melvin J. Stanford, Management Policy, Prentice-Hall

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

Faculty of Commerce & Management

<b>Program Name : MBA (Dual Specialization)</b>			<b>Semester: III</b>		
<b>Course: Operations Research</b>			<b>Code:</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>3</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> It creates implementable solutions to complex business challenges.					
<b>Course Objectives:</b> <p>Students will develop the knowledge and understanding of various optimization techniques and will be able to solve and find the solution of various business problems optimally.</p>					
<b>Learning Outcomes:</b> <p>After completion of the course, students would be able to:</p> <ol style="list-style-type: none"> <li>1. Construct linear programming models and solve them.</li> <li>2. Solve Transportation and Assignment Problems.</li> <li>3. Use CPM and PERT techniques, to plan, schedule, and control project activities.</li> <li>4. Propose the best strategy using decision making methods under game theory.</li> </ol>					
<b>Prerequisite(s):</b> Knowledge of mathematics at high school level and knowledge of probability distributions and statistics.					
<b>Pedagogy:</b> SIS, SS, Case study, Video, Assignments, Quiz					
<b>Unit - I</b> <p>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.</p>					
<b>Unit - II</b> <p>Transportation problems: Concept, Methods of Initial Solution (NW Corner, Least Cost, and VAM) Optimal solution by MODI method, Stepping Stone method. Special cases in transportation problems: unbalanced problems, degeneracy, maximization objective and multiple optimal solutions.</p>					
<b>Unit - III</b> <p>Assignment problems: Concept, Hungarian method, Special cases in assignment problems: unbalanced problems, maximization objective and multiple optimal solutions. Sales man problem.</p>					
<b>Unit - IV</b> <p>PERT/CPM: Network construction, Difference between PERT and CPM, calculating Floats, probability considerations in PERT.</p>					
<b>Unit - V</b> <p>Introduction to Game theory, terminology, two – person zero sum game, maximin- minimax principle, determination of saddle point, graphical solution, dominance property, arithmetic method for <math>n \times n</math> games</p>					
<b>Textbook:</b> <ul style="list-style-type: none"> <li>• Swarup, K., Gupta, P.K. and Man Mohan, <i>Operations Research</i>, Sultan Chand &amp; Sons, New Delhi.</li> </ul>					
<b>Reference Books:</b> <ul style="list-style-type: none"> <li>• Taha, <i>Operations Research: An Introduction</i>, Prentice Hall of India, N. Delhi.</li> <li>• Sharma, J.K., <i>Operations Research: Theory and Applications</i>, Macmillan India Ltd, New Delhi.</li> <li>• Vohra, N.D.; <i>Quantitative Techniques in Management</i>; Tata McGraw Hill Publishing Company Ltd., New Delhi.</li> </ul>					

**Journals:**

- European Journal of Operational Research, Elsevier.
- Annals of Operations Research, Springer.
- International Journal of Production Research, Taylor & Francis.

**Links to websites:**

- <https://www.poms.org/>
- <https://orsihq.org/>
- <https://www.informs.org/>

**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 shall discuss at least one case per unit