



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

**Shree Guru Gobind Singh Tricentenary University  
Budhera, Gurgaon (Haryana)**



**SYLLABI & SCHEME  
OF EXAMINATION OF  
Integrated MBA For  
1<sup>st</sup> to 8<sup>th</sup>  
Semester  
w. e. f.  
2019-20**



<b>SCHEME OF EXAMINATION FOR THE YEAR 2019-20</b>					
<b>IMBA (DS)</b>					
<b>Subject Code</b>	<b>Subject Name</b>	<b>Internal Marks</b>	<b>External Marks</b>	<b>Credits</b>	<b>Remarks</b>
06110101	Business Statistics	40	60	4	Core Course 1
06110102	Business Statistics	20	30	2	
06110103	Management Concepts	40	60	4	Core Course 2
06110104	Management Concepts	20	30	2	
06110105	English Language	40	60	4	AECC 1
06110106	Basics of Entrepreneurship Skills	40	60	4	GE 1
06110201	Managerial Economics	40	60	4	Core Course 3
06110202	Managerial Economics	20	30	2	
06110203	Financial Accounting	40	60	4	Core Course 4
06110204	Financial Accounting	20	30	2	
06110205	Environmental Studies	40	60	4	AECC 2
06110206	Family Business	40	60	4	GE 2
06110301	Human Resource Management	40	60	4	Core Course 5
06110302	Human Resource Management	20	30	2	
06110303	Principles of Marketing	40	60	4	Core Course 6
06110304	Principles of Marketing	20	30	2	
06110305	Management Accounting	40	60	4	Core Course 7
06110306	Management Accounting	20	30	2	
06110307	Business Informatics	40	60	4	SEC 1
06110308	Personality Development and Communication Skills	40	60	4	
06110309	E Commerce	40	60	4	
06110310	Event Management	40	60	4	GE 3
06110401	Business Research Methods	40	60	4	Core Course 8
06110402	Business Research Methods	20	30	2	
06110403	Macroeconomics	40	60	4	Core Course 9
06110404	Macroeconomics	20	30	2	
06110405	Financial Management	40	60	4	Core Course 10
06110406	Financial Management	20	30	2	
06110407	Data Base Management System	40	60	4	SEC 2
06110408	R-Programming	40	60	4	
06110409	SPSS	40	60	4	
06110410	Online Marketing	40	60	4	GE 4
06110501	Quantitative Technique	40	60	4	Core Course 11
06110502	Quantitative Technique	20	30	2	
06110503	Legal Aspects of Business	40	60	4	Core Course 12
06110504	Legal Aspects of Business	20	30	2	
06110505	International Finance	40	60	4	DSE 1&2 Finance
06110506	International Finance - Prctical	20	30	2	



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06110507	Investment Banking and Financial Services	40	60	4
06110508	Investment Banking and Financial	20	30	2



	Services - Practical				
06110509	Security Analysis and Portfolio Management	40	60	4	
06110510	Security Analysis and Portfolio Management - Practical	20	30	2	
06110511	HRD : Systems and Strategies	40	60	4	DSE 1&2 HR
06110512	HRD : Systems and Strategies - Practical	20	30	2	
06110513	Training and Development	40	60	4	
06110514	Training and Development - Practical	20	30	2	
06110515	Management of Industrial Relations	40	60	4	
06110516	Management of Industrial Relations - Practical	20	30	2	
06110517	Advertising and Brand Management	40	60	4	DSE 1&2 Marketing
06110518	Advertising and Brand Management - Practical	20	30	2	
06110519	Consumer Behaviour	40	60	4	
06110520	Consumer Behaviour - Practical	20	30	2	
06110521	Digital Marketing	40	60	4	
06110522	Digital Marketing - Practical	20	30	2	
06110601	Strategic Management	40	60	4	Core Course 13
06110602	Strategic Management	20	30	2	
06110603	Tax Planning	40	60	4	Core Course 14
06110604	Tax Planning	20	30	2	
06110605	Project Appraisal	40	60	4	DSE 3&4Finan ce
06110606	Project Appraisal - Practical	20	30	2	
06110607	Financial Derivatives and Risk Management	40	60	4	
06110608	Financial Derivatives and Risk Management - Practical	20	30	2	
06110609	Financial System and Services	40	60	4	
06110610	Financial System and Services - Practical	20	30	2	
06110611	Investment Management	40	60	4	DSE 3&4 HR
06110612	Investment Management - Practical	20	30	2	
06110613	Performance and Compensation Management	40	60	4	
06110614	Performance and Compensation Management - Practical	20	30	2	
06110615	HR Audit	40	60	4	
06110616	HR Audit - Practical	20	30	2	
06110617	Talent and Knowledge Management	40	60	4	
06110618	Talent and Knowledge Management - Practical	20	30	2	
06110619	Organization Development	40	60	4	



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06110620	Organization Development - Practical	20	30	2	
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06110621	Sales and Distribution Management	40	60	4	DSE 3&4 Marketing
06110622	Sales and Distribution Management - Practical	20	30	2	
06110623	International Marketing	40	60	4	
06110624	International Marketing - Practical	20	30	2	
06110625	Personal Selling	40	60	4	
06110626	Personal Selling - Practical	20	30	2	
06110627	Retail Management	40	60	4	
06110628	Retail Management - Practical	20	30	2	
06110701	Customer Relationship Management	40	60	4	Core Course 15
06110702	Cross Cultural Management	40	60	4	Core Course 16
06110703	Organisational Behaviour	40	60	4	Core Course 17
06110704	Basics of Entrepreneurship Skills	40	60	4	SEC 3
06110706	Auditing	40	60	4	DSE 5&6 Finance
06110707	Financial Institutions and Markets	40	60	4	
06110708	Managing Banking & Financial Institutions	40	60	4	
06110709	Labour Welfare & Social Security	40	60	4	DSE 5&6 HR
06110710	Human Resource Information System	40	60	4	
06110711	Human Resource Planning & Development	40	60	4	
06110712	Relationship Marketing	40	60	4	DSE 5&6 Marketing
06110713	Service Marketing	40	60	4	
06110714	Marketing Research	40	60	4	
06110705	<b>Soft Skills</b>	<b>Mandatory Non-CGPA (4 Hours/week)</b>			
06110801	Event Management	40	60	4	Core Course 18
06110802	Business Communication	40	60	4	Core Course 19
06110803	Major Research Project	40	60	6	Core Course 20
06110804	Advance Entrepreneurship Skills	40	60	4	SEC 4
06110806	Corporate Tax Planning	40	60	4	DSE 7 (Finance)
06110807	Strategic Financial Management	40	60	4	
06110808	Security Market Operations	40	60	4	
06110809	Financial Statements Analysis & Reporting	40	60	4	
06110810	Industrial Relations & Labour Law	40	60	4	DSE 7 (HR)
06110811	Business Process Transformation	40	60	4	
06110812	Social Psychology	40	60	4	



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06110813	International HRM	40	60	4	
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06110814	Integrated Marketing Communication	40	60	4	DSE 7 (Marketing)
06110815	Digital & Social Media Marketing	40	60	4	
06110816	Rural Marketing	40	60	4	
06110817	Marketing Analysis	40	60	4	
06110805	<b>Soft Skills</b>	<b>Mandatory Non-CGPA (4 Hours/week)</b>			
<b>Note</b>	<b>Select any one of the following:</b>				
<b>SEC-1</b> <b>SEC-2</b>	Business Informatics				
	Personality Development and Communication Skills				
	E Commerce				
	Data Base Management System				
	R-Programming				
	SPSS				
	Summer Internship				
<b>SPECIALISATION</b>					
<b>Note</b>	<b>Select any two of the following:</b>				
<b>DSE Finance V and VI Semester</b>	International Finance				
	Investment Banking and Financial Services				
	Security Analysis and Portfolio Management				
	Project Appraisal				
	Financial Derivatives and Risk Management				
	Financial System and Services				
	Investment Management				
<b>DSE Finance VII and VIII Semester</b>	Auditing				
	Financial Institutions and Markets				
	Managing Banking & Financial Institutions				
	Corporate Tax Planning				
	Strategic Financial Management				
	Security Market Operations				
	Financial Statements Analysis & Reporting				
<b>DSE HR V and VI Semester</b>	HRD : Systems and Strategies				
	Training and Development				
	Management of Industrial Relations				
	Performance and Compensation Management				
	HR Audit				
	Talent and Knowledge Management				
	Organization Development				
<b>DSE</b>	Labour Welfare & Social Security				





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<b>HR</b>	Human Resource Information System				
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<b>VII and VIII Semester</b>	Human Resource Planning & Development				
	Industrial Relations & Labour Law				
	Business Process Transformation				
	Social Psychology				
	International HRM				
<b>DSE Marketing V and VI Semester</b>	Advertising and Brand Management				
	Consumer Behaviour				
	Digital Marketing				
	Sales and Distribution Management				
	International Marketing				
	Personal Selling				
<b>DSE Marketing VII and VIII Semester</b>	Retail Management				
	Relationship Marketing				
	Service Marketing				
	Marketing Research				
	Integrated Marketing Communication				
	Digital & Social Media Marketing				
Rural Marketing					
Marketing Analytics					



**BUSINESS STATISTICS- 06110101**  
**IMBA- 1<sup>st</sup> Semester Theory**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
IMBA101	BUSINESS STATISTICS	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**

Students will obtain the knowledge regarding data and its related aspects. They will learn various statistical tools and techniques which have applications in solving different business problems.

**Course Content**

**UNIT – I**

Data, primary and secondary data, discrete and continuous data. Classification of data, Graphical representation of data.

**UNIT – II**

Central tendency, measures of central tendency, their properties and applications. Dispersion, various measures of dispersion, their properties and applications. Coefficient of variation.

**UNIT – III**

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

**UNIT – IV**

Index numbers, Methods of construction of Index numbers, Different formula of index number. Fisher’s Ideal Index number, Time reversal test, factor reversal test and circular test.

**UNIT – V**

Time series, Trend, Seasonal fluctuations, Cyclical fluctuations, irregular components. Method of moving average and method of semi average for determination of trend value.

**Suggestive Readings**

1. Gupta, S.P., Statistical Methods, S. Chand & Co.
2. Elhance, D.N., Elhanc, V. and Aggarwal, B.M., Fundamentals of Statistics, Kitab Mahal.
3. Hooda, R. P., Statistics for Business and Economics, Mcmillan India Ltd.
4. Levin, R. I., Rubin, D. S., Siddiqui, M. H. and Rastogi, S., Statistics for Management, Pearson.
5. Aggarwal, N. P., Quantitative Techniques, Ramesh Book Depot, Jaipur.
6. Bajpai, N., Business Statistics, Pearson.
7. Gupta, S.C. and Kapoor, V. K., Fundamental of Applied Statistics, Sultan Chand & Sons.
8. Gupta, S.C. and Kapoor, V. K., Fundamental of Mathematical Statistics, Sultan Chand & Sons.



**BUSINESS STATISTICS- 06110102**  
**IMBA- 1<sup>st</sup> Semester Practical**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
<b>IMBA (101)</b>	<b>BUSINESS STATISTICS</b>	-	-	-	30	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**

Students will obtain the knowledge regarding data and its related aspects. They will learn various statistical tools and techniques which have applications in solving different business problems.

**Course Content**

**UNIT – I**

Data on various medical facilities available at different hospitals and health centers in a city will be collected and represented through graphs for comparative study.

**UNIT – II**

Data on prices of four or more commodities in different markets of the city will be collected in order to know the average price of the commodity in the city with the help of different measures of central tendency.

**UNIT – III**

Determination of type and degree of correlation will be made by collecting the bivariate data on daily temperature – percentage humidity at a particular place, height – weight data etc.

**UNIT – IV**

Data of price and amount of commodity utilized in different house hold in a similar city will be collected. The concept of index numbers will be used to construct the consumer’s price index.

**UNIT – V**

Analysis of share prices will be made. Time series data of prices will be collected to identify the trend and other movement of share prices.

**Suggestive Readings**

1. Gupta, S.P., Statistical Methods, S. Chand & Co.
2. Elhance, D.N., Elhanc, V. and Aggarwal, B.M., Fundamentals of Statistics, Kitab Mahal.
3. Hooda, R. P., Statistics for Business and Economics, Mcmillan India Ltd.
4. Levin, R. I., Rubin, D. S., Siddiqui, M. H. and Rastogi, S., Statistics for Management, Pearson.
5. Aggarwal, N. P., Quantitative Techniques, Ramesh Book Depot, Jaipur.
6. Bajpai, N., Business Statistics, Pearson.
7. Gupta, S.C. and Kapoor, V. K., Fundamental of Applied Statistics, Sultan Chand & Sons.
8. Gupta, S.C. and Kapoor, V. K., Fundamental of Mathematical Statistics, Sultan Chand & Sons.



**MANAGEMENT CONCEPTS- 06110103**  
**IMBA- 1<sup>st</sup> Semester Theory**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
BBA G 102	MANAGEMENT CONCEPTS	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**

Students would understand basic concepts of management and gain appreciation for emerging ideas, techniques, procedures and practices in the field of management

**Course Content**

**Unit-I**

Importance, Nature, Process, Functions and Principles of Management. Management V/s Administration, Development of Management Thought: Classical, Neo-classical, Systems, contingency and Contemporary Approach to Management. Managerial Roles: Role of a Manager - Levels of Management - Managerial Skills.

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Unit-V**

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

**Suggestive Readings**

1. Harold Koontz & Heinz Wehrich, *Essentials of Management*, Tata Mcgraw Hill.
2. Stephen F.Robbins Mary Coulter– *Management* – Prentice Hall of India Pvt. Ltd
3. P.C.Tripathi, P.N. Reddy, *Principles of Management*, Tata McGraw-Hill Publishing Company Limited, New Delhi.
4. Joseph L. Massie, *Essentials of Management*, Prentice - Hall of India Private Limited, New Delhi.



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5. James A.F., R.Edward, Daniel R. Stoner, Freeman, Gilbert, *Management*, Prentice Hall of India Private Limited, New Delhi.



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6. Prasad LM, *Principles and Practice of Management*, Sultan Chand & Sons, New Delhi.
7. J.S. Chandan, *Management Concepts and Strategies*, Vikas Publishing House Private Limited, Delhi.
8. D. Chandra Bose, *Principles of Management and Administration*, Prentice-Hall of India Private Limited, New Delhi.





**MANAGEMENT CONCEPTS- 06110104**  
**IMBA- 1<sup>st</sup> Semester Practical**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
IMBA 102P	MANAGEMENT CONCEPTS	-	-	-	30	20	4	-	-	2

**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.

**Unit-I**

1. Conduct secondary research on common features of Fayal’s principles of management and Weber’s description of bureaucracy.
2. Conduct research and identify which organization structure organizations are adopting in highly unstable environments and turbulent environments.
3. Visit an organization and identify formal and informal organization operating in company.

**Unit-II**

1. Case Study – Adored No More

**Unit-III**

1. Case Study: Njoroge
2. Discuss in group extrinsic motivators have short-term effects while intrinsic motivators which are more concerned with the quality of working life are likely to have deeper and longer-term effects because they are inherent in individuals and not imposed from outside.

**Unit-IV**

1. Identify any manager or your supervisor under whom you have worked and try to make his / her managerial grid of Robert Blake and Jane Mouton. What is his / her management / leadership style.

**Unit-V**

1. List down merits and demerits of having diversity at workplace. Describe each point in detail.
2. You have joined as HR manager of Bajaj Auto which has decided to open an auto design center in Delhi with collaboration with Italy and Germany. You have been asked to recruit and prepare diversity policy for expatriates from these countries. List down your points for consideration while deciding on diversity policy. Relate with theoretical concepts discussed in class.

**Suggestive Readings**

9. Harold Koontz & Heinz Weihrich, *Essentials of Management*, Tata Mcgraw Hill.
10. Stephen F.Robbins Mary Coulter– *Management* – Prentice Hall of India Pvt. Ltd



11. P.C.Tripathi, P.N. Reddy, *Principles of Management*, Tata McGraw-Hill Publishing Company Limited, New Delhi.
12. Joseph L. Massie, *Essentials of Management*, Prentice - Hall of India Private Limited, New Delhi.
13. James A.F., R.Edward, Daniel R. Stoner, Freeman, Gilbert, *Management*, Prentice Hall of India Private Limited, New Delhi.
14. Prasad LM, *Principles and Practice of Management*, Sultan Chand & Sons, New Delhi.
15. J.S. Chandan, *Management Concepts and Strategies*, Vikas Publishing House Private Limited, Delhi.
16. D. Chandra Bose, *Principles of Management and Administration*, Prentice-Hall of India Private Limited, New Delhi.



**English Language- 06110105**  
**IMBA- 1<sup>st</sup> Semester**

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

**2. Objective:** To enhance listening-speaking skills

**3. Syllabus:**

**Unit-I** Listening Comprehension

- Speeches
- Interviews
- audio-video clippings followed by exercises

**Unit-II** Conversation Skills

- Greetings and Introducing oneself
- Framing questions and answers
- Role play
- Buying: asking details etc

**Unit-III** Reading Comprehension

- Simple narration and Stories
- Simple Passages
- Newspaper and articles clippings

**Unit-IV** Pronunciation

- Pronunciation
- Syllable and Stress

**Unit-V** Writing Comprehension

- Correct the sentences
- Note Making
- Letters
- Précis
- Paragraph
- Report

**4. Suggested Readings**

1. Spoken English with CD, Jayashree Balan, Tata McGraw Hill 2010
2. Fluency in English-II, Department of English, Delhi University, Oxford University Press
3. Murphy's English Grammar with CD, Murphy, Cambridge University Press
4. English Vocabulary in Use (Advanced), Michael McCarthy and Felicity, CUP
5. Learning Spoken English by Lynn Lundquist-ASIN: B0094XNOPW
6. Essential English Grammar: A Self-Study Reference and Practice Book for Elementary



**IMBA 104**  
**GE 1**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
<b>IMBA 104</b>		!	!	!				!	!	



**Managerial Economics-06110201**  
**IMBA 2<sup>nd</sup> Semester Theory**

**1. Assessment**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
IMBA 201	Managerial Economics	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. Objective:** This paper managerial economics has been developed to enrich the conceptual as well as practical understanding of Economics tools and application which gives the broad visualization of contemporary economy, state and society. This course equips the students with the analytical tools of Economics and applies the same to rational managerial decision-making. It further seeks to develop economic way of thinking in dealing with practical business problems and challenges.

**3. Syllabus**

**Unit- I**

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

**Unit- II**

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

**Unit- III**

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

**Unit- IV**

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

**Unit- V**

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

**4. Suggested Readings:**

1. D.N Diwvedi, Economic Theory and Applications, Pearson Education, Delhi
2. H. L. Ahuja, Business Economics. S. Chand Publication
3. Petersen, Craig H., W. Chris Lewis and Sudhir K. Jain, Managerial Economics, Pearson Education, Delhi
4. Keat, Paul G. and Philip K.Y. Young, Managerial Economics, Economic tools for Today's Decision Makers. Pearson Education,



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5. Mithani, D. M., Managerial Economics Theory and Applications, Himalaya Publishing House, Edition 2018
6. Varian, Hal. R., Intermediate Microeconomics, 8<sup>th</sup> Edition
7. Koutsoyiannis, A., Modern Microeconomics, Second International Edition



**Managerial Economics-06110202**  
**IMBA 2<sup>nd</sup> Semester Practical**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERN AL	TWO TERM		EXTERN AL	INTERNA L				
IMBA 201	Managerial Economics	-	-	-	30	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.

**Unit – I**

Makes the Demand Schedule of a particular firm and industry.  
Makes the price trends of a particular industry in India since in 1950

**Unit – II**

Show the reason of diminishing marginal utility with a schedule chart.  
Makes a schedule and Show in details why the average cost (AC) curve is U shaped?

**Unit – III**

Shows the various market structures and find with your argument that the monopolistic competitive share is maximum in an economy like India.  
Does in the Oligopoly market structure market power of concentration increases?

**Unit – IV**

Evaluate the classical and modern theory rent over the periods of times.  
Makes a report on the risk bearing and innovation factor impact on making the profits, which one is stronger catalytic force in determine the profits.

**Unit – V**

Makes a project on the different types of externalities, which factors leads market failure and success. Make a research outcome of that how the management of public goods like Public parks, play ground increases the total utilities.





**FINANCIAL ACCOUNTING- 06110203**  
**IMBA-2<sup>nd</sup> Semester Theory**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
IMBA/IMBA/BCP/BCH	Financial Accounting	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 explain identification of a project, feasibility analysis including market, technical and financial appraisal of a project. Understand the relevance of alternative project appraisal techniques, financial structuring and financing alternatives. This course intends to involve students to apply appraisal techniques for evaluating live projects.

**Unit I: Introduction to Financial Accounting:** Accounting as an Information System, Introduction: Meaning, Objectives, Process, Limitations and Basic Terms of Accounting; Generally Accepted Accounting Principles; Journalizing, Posting and Preparation of trial balance.

**Unit II: Accounting Equation:** Nature of Accounts, Types of books (Primary and Secondary) and Rules of Debit and Credit; Recording Transactions in Journal; Preparation of Ledger Accounts; Opening and Closing Entries; Preparation of Trial Balance.

**Unit III: Preparation of Financial Statements:** Trading Account, Profit & Loss Account and Balance Sheet, Adjustment Entries, understanding contents of financial statements of a joint stock company as per the Companies Act 2013; Understanding the contents of annual report of a company, Preparation of cash flow statement as per AS-3 (revised).

**Unit IV: Indian Accounting Standards (Ind-AS):** Concept, benefits, procedure for issuing Ind-AS in India, salient features of Ind-AS issued by ICAI; International Financial Reporting Standards (IFRS): Main features, uses and objectives of IFRS, IFRS issued by IASB and concept of harmonization and convergence, obstacle in harmonization and convergence, suggestions for increased convergence and harmonization.

**Unit V: Hire purchase and installment system:** Hire Purchase System and Installment payment system; Branch Accounting (**Home branches:** - concept of dependent branches, accounting aspects, ascertainment of profit by Debtor method, Stock & Debtor method and Final accounts method, concept of Independent branch, and accounting treatment. **Foreign branches:** - Concept and accounting treatment.

**Suggested Readings:**

1. Monga, J.R., Financial Accounting: Concepts and Applications, Mayur Paperbacks
2. Tulsian, P.C., Financial Accounting, Pearson
3. Maheshwari, S.N. & Maheshwari, S.K., Financial Accounting for B. Com., CA, CS, & ICWA (Foundation) Courses, Vikas Publishing House Pvt. Ltd.
4. Ghosh, T.P., Financial Accounting for Managers, Taxmann Allied Services (P) Ltd.



5. Balwani, Nitin, Accounting and Finance for Managers
6. Gupta, Ambrish: Financial Accounting for Management
7. Bhattacharyya, Asish K., Financial Accounting for Business Managers
8. Jain, S.P.&Narang, K.L., Advanced Accountancy.
8. Charles T. Horngren, Gart L. Sundem, John A. Elliot and Donna R. Philbrick, Introductionto Financial Accounting, Pearson.



**FINANCIAL ACCOUNTING- 06110204**  
**IMBA-2<sup>nd</sup> Semester Practical**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
BBA(G)	Financial Accounting				30	20	4	-	-	2

**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**

This course intends to involve students to apply appraisal techniques for evaluating live projects and understand the relevance of alternative project appraisal techniques, financial structuring and financing alternatives.

**Unit I: Introduction to Financial Accounting:** Case study on accounting principles that are followed by different Indian industry. Students will prepare a report based on this study.

**Unit II: Accounting Equation:** Analysis of bank passbook to identify the items of debit and credit. On the basis of above analysis, Student will practically prepare report on accounting equations based on case study.

**Unit III: Preparation of Financial Statements:** Activities based on company balance sheet analysis wherein students will interpret the balance sheet in order to check the financial position of company.

**Unit IV: Indian Accounting Standards (Ind-AS):** Discussion on how accounts are prepared by the Indian firm on the basis of Accounting Standard. Report will be prepared by the students to find out the difference between Ind AS & AS.

**Unit V: Hire purchase and installment system:** Analysis based activities on installment based accounting that is used by Indian companies. Report will be prepared based on the case study.

**Suggested Readings:**

9. Monga, J.R., Financial Accounting: Concepts and Applications, Mayur Paperbacks
10. Tulsian, P.C., Financial Accounting, Pearson
11. Maheshwari, S.N. &Maheshwari, S.K., Financial Accounting for B. Com., CA, CS, &ICWA (Foundation) Courses, Vikas Publishing House Pvt. Ltd.
12. Ghosh, T.P., Financial Accounting for Managers, Taxmann Allied Services (P) Ltd.
13. Balwani, Nitin, Accounting and Finance for Managers
14. Gupta, Ambrish: Financial Accounting for Management
15. Bhattacharyya, Asish K., Financial Accounting for Business Managers 8. Jain, S.P.&Narang, K.L., Advanced Accountancy.
16. Charles T. Horngren, Gart L. Sundem, John A. Elliot and Donna R. Philbrick, Introductionto Financial Accounting, Pearson.







**HUMAN RESOURCES MANAGEMENT- 06110301**  
**IMBA-3<sup>rd</sup> Semester Theory**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
IMBA301	HUMAN RESOURCES 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.

**Course Objective**

Students would learn role of the HRM function, employee resourcing, performance, appraisal and development of Human Resource in the organization.

**Course Content**

**Unit-I**

Introduction to HRM - Evolution of 21<sup>st</sup> Century HR, Nature of Human Resource Management— Concepts, Objectives and Functions; HRD—Concept and Mechanisms, Business Challenges and Changing Role of HR, Role of New Age HR Manager.

**Unit-II**

HR Planning -Strategic Linkage with Business Goals, Job Analysis, Competency mapping, Demand and Supply Forecasting, Flexibility arrangements, Recruitment, Selection and Orientation, Career planning and Development.

**Unit-III**

Managing Performance - Performance Appraisal Methods, Errors and other issues, Compensation - Job Evaluation, Performance Appraisal—Techniques of appraisal; Potential Appraisal and employee counseling; Managing compensation, establishing reward and pay plans—job evaluation, incentive plans, employee benefits; Ensuring safety and healthy work environment.

**Unit-IV**

Training and Development - Importance and contemporary Issues, Need analysis, Processes and Techniques, Evaluation of training effectiveness, cross cultural training.

**Unit-V**

Human Resource Information Systems, Human Resource Accounting and Audit. HRM in globally competitive environment; Strategic Human Resource Management.

**Suggestive Readings**

1. Gary Dessler, *Human Resource Management* - 5th edition Pearson Education.
2. Snell and Bohlander *Human Resource Management* -, Thompson South –Western
3. M.Saiyadain, *Human Resource Management* - Tata McGraw Hill.
4. Jyothi, P and Venkatesh,D.N, *Human Resource Management* - Oxford University Press
5. R.W. Mondy & R.M.Noel, *Human Resource Management* - Pearson Education
6. B.Pattanayak, *Human Resource Management* - PHI
7. V.S.P.Rao, *Human Resource Management* - Excel Books
8. K Aswathappa, *Human Resource and Personnel Management* - Tata McGraw Hill
9. Gupta, C.B. (2014). *Human Resource Management*. Delhi. Sultan Chand & Sons.
10. Decenzo, A. David & Robbins, Stephen. (2011). *Fundamentals of Human Resource Management*. Wiley India.
11. Werther, William and Davis, Keith. (2000). *Human Resource Management*. Prentice Hall
12. Chhabra, T.N. (2006). *Human Resource Management*. Dhanpat Rai & Co.



**HUMAN RESOURCES MANAGEMENT- 06110302**  
**IMBA-3<sup>rd</sup> Semester Practical**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
IMBA301	HUMAN RESOURCES MANAGEMENT	-	-	-	30	20	4	-	-	2

**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.

**Unit-I**

1. Student to list various functions of HR Manager and list most challenging tasks along with reasons.
2. Student to prepare JD and JS of his / her dream job title in their dream company.
3. Student to research the various generations: baby boomers, Generation X, and the Y Generation (millennial) and list their characteristics. Compare these characteristics and explain how these differences impact HRM?
4. Student to review news articles on the current state of the economy (past one year). Which aspect of these news / happening has most significant impact on HRM practices?
5. Student to research on internet and find out various sources of information / changes for :
  - a. Legislative changes
  - b. Training & Development
  - c. Compensation Management
  - d. Recruitment and Selection
  - e. Equal Employment Opportunity
 That may keep HR Manager abreast with latest changes.
6. **Field Work:** Student are required to visit office of HR Manager and interview him / her to discuss his or her career path, skills, daily tasks and views on trends in HRM. Present findings to your class in form of a report.
7. Students are required to do research on internet and identify changes in Jobs in next 10 years from now. Which new jobs are expected to emerge and which will cease to exist. How do you think this might impact HR Planning, strategy and procurement of HR in an organization?

**Unit-II**

1. Analyse a Job descriptions of your choice.
2. Do an Internet search for –job description. Review three different job descriptions and then answer the following questions for each of the jobs:
  - What are the job specifications?
  - Are the physical demands mentioned?
  - Is the job description task based or competency based?
  - How might you change this job description to obtain more qualified candidates?
 Why do the five steps of the recruitment process require input from other parts of the organization? How might you handle a situation in which the employees or management are reluctant to complete a job analysis?
3. Case Study on HR Planning – Annex -1.
4. Team Activity
5. Recruitment Effectiveness Exercise

**Unit-III**





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1. Prepare various performance appraisal forms for MBA student or any job title and discuss its merit / demerits.



2. Research –salary negotiation on the Internet. What tips are provided for job seekers? Do you think these same tips could apply to the HR professional? Why or why not?
3. In a team of two, take the Big Five personality test online (<http://www.outofservice.com/bigfive/>) and compare scores.
  - a. Assume you are hiring a retail salesperson and plan to administer the same Big Five personality test you took above. In your team, develop minimum percentile scores for each of the five areas that would be acceptable for your new hire
4. Think of your father / guardian current organization or a past organization. What do you think their pay policy is/was? Describe and analyze whether you think it was or is effective. If you haven't worked before, perform an Internet search on pay policies and describe/analyze the pay policy of an organization.
5. Perform an Internet search of average employee turnover cost and report findings from at least three different industries or companies.
6. Case Study
7. Activity: In a team discuss: Why do you think a transparent compensation policy is so important to motivating a workforce? And make presentation.

#### Unit-IV

1. **Case study : To train or not to train**
2. Analyse team training that you have participated in.  
**Video**
3. This is a short video Starbucks uses to train new employees on customer service. Please view this video at <http://www.youtube.com/watch?v=OAmftgYEWqU>.
4. Develop a rough draft of a training framework using for a job you find on Monster.com.
5. Activity on training program.

#### Unit-V

1. Research on most important component of culture and explain why you feel it to be most important.
2. Visit <http://www.geert-hofstede.com/> and view the cultural dimensions of three countries. Then write a paragraph comparing and contrasting all three.
3. Choose a country you would enjoy working in, and visit that country's embassy page. Discuss the requirements to obtain a work visa in that country. 2. How would you personally prepare an expatriate for an international assignment? Perform additional research if necessary and outline a plan.
4. Case study : Visa Blues

#### Suggestive Readings

1. Gary Dessler, *Human Resource Management* - 5th edition Pearson Education.
2. Snell and Bohlander *Human Resource Management* -, Thompson South –Western
3. M.Saiyadain, *Human Resource Management* - Tata McGraw Hill.
4. Jyothi, P and Venkatesh,D.N, *Human Resource Management* - Oxford University Press
5. R.W. Mondy & R.M.Noel, *Human Resource Management* - Pearson Education
6. B.Pattanayak, *Human Resource Management* - PHI
7. V.S.P.Rao, *Human Resource Management* - Excel Books
8. K Aswathappa, *Human Resource and Personnel Management* - Tata McGraw Hill
9. Gupta, C.B. (2014). *Human Resource Management*. Delhi. Sultan Chand & Sons.
10. Decenzo, A. David & Robbins, Stephen. (2011). *Fundamentals of Human Resource*



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*Management*. Wiley India.

11. Werther, William and Davis, Keith. (2000). *Human Resource Management*. Prentice Hall



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12. Chhabra, T.N. (2006). *Human Resource Management*. Dhanpat Rai & Co.



**PRINCIPLES OF MARKETING- 06110303**  
**IMBA- 3<sup>rd</sup> Semester Theory**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
BBA302	PRINCIPLES OF MARKETING	60	20	20	-	-	6	4	2	6

**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**

The objective of this course is to provide conceptual knowledge of principles, tools and techniques of marketing.

**Course Content**

**Unit-I**

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

**Unit-II**

**Consumer Behaviour:** Nature and Importance, Consumer buying decision process; Factors influencing consumer buying behaviour.  
**Market segmentation:** concept, importance and bases; Target market selection; Positioning concept, importance and bases; Product differentiation vs. market segmentation.

**Unit-III**

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

**Unit-IV**

**Pricing:** Significance, Factors affecting price of a product, Pricing policies and strategies. **Distribution Channels and Physical Distribution:** Channels of distribution - meaning and importance; Types of distribution channels; Functions of middle man; Factors affecting choice of distribution channel, Physical Distribution.

**Unit-V**

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

**Suggestive Readings**

1. Kotler, Philip, Gary Armstrong, Prafulla Agnihotri and Ehsanul Haque. *Principles of Marketing*, 13th edition. Pearson Education.
2. Michael, J. Etzel, Bruce J. Walker, William J Stanton and Ajay Pandit. *Marketing: Concepts and Cases*. (Special Indian Edition), McGraw Hill Education
3. William D. Perreault, and McCarthy, E. Jerome., *Basic Marketing*. Pearson Education.
4. Majaro, Simon. *The Essence of Marketing*. Pearson Education, New Delhi..
5. Iacobucci and Kapoor, *Marketing Management: A South Asian Perspective*. Cengage Learning.
6. Dhruv Grewal, Michael Levy, *Marketing*, McGraw Hill Education.
7. Chhabra, T.N., and S. K. Grover. *Marketing Management*. Fourth Edition. Dhanpat Rai & Company.
8. Neeru Kapoor, *Principles of Marketing*, PHI Learning
9. Rajendra Maheshwari, *Principles of Marketing*, International Book House



**PRINCIPLES OF MARKETING- 06110304**  
**IMBA- 3<sup>rd</sup> Semester Practical**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
IMBA302	PRINCIPLES OF MARKETING				30	20	4	-	-	2

**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**

The objective of this course is to provide basic practical knowledge of concepts, principles, tools and techniques of marketing.

**Course Content**

**Unit-I**

- Take an organization 'XYZ' and analyze the detailed Marketing Environment and also divide the same into opportunities and threats.

**Unit-II**

- Take any product and find out the factors that affect the consumer's choice for the product (through survey).
- Design a dummy product and segment the market to serve the same product.

**Unit-III**

- Enlist various components to create a brand for 'ABC' product.
- Design the packaging and labeling of same product 'ABC'.

**Unit-IV**

- Calculate and estimate the price of a product 'ABC'.
- Mention the various distribution channels used for product 'ABC' and why.

**Unit-V**

- Design the promotion mix and relate with integrated marketing communication.

**Suggestive Readings**

1. Kotler, Philip, Gary Armstrong, Prafulla Agnihotri and Ehsanul Haque. *Principles of Marketing*, 13th edition. Pearson Education.
2. Michael, J. Etzel, Bruce J. Walker, William J Stanton and Ajay Pandit. *Marketing: Concepts and Cases*. (Special Indian Edition)., McGraw Hill Education
3. William D. Perreault, and McCarthy, E. Jerome., *Basic Marketing*. Pearson Education.
4. Majaro, Simon. *The Essence of Marketing*. Pearson Education, New Delhi..
5. Iacobucci and Kapoor, *Marketing Management: A South Asian Perspective*. Cengage Learning.
6. Dhruv Grewal, Michael Levy, *Marketing*, McGraw Hill Education.
7. Chhabra, T.N., and S. K. Grover. *Marketing Management*. Fourth Edition. Dhanpat Rai & Company.
8. Neeru Kapoor, *Principles of Marketing*, PHI Learning
9. Rajendra Maheshwari, *Principles of Marketing*, International Book House



**MANAGEMENT ACCOUNTING (THEORY)- 06110305**  
**IMBA 3<sup>rd</sup> Semester- Theory**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNA L	TWO TER M	INTERNA L	EXTERNA L	INTERNA L				
IMBA303	MANAGEMENT ACCOUNTING	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**

The primary objective of course is to acquaint the students with fundamentals of management accounting. It will equip the students with the concept and methods of various managerial techniques for decision making.

**Course Content**

**Unit-I**

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

**Unit-II**

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

**Unit III**

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

**Unit-IV**

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

**Unit-V**

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

**Suggestive Readings**

- 1.) Charles T. Horngern, Gary L. Sundem, Jeff O.Schatzberg, Dave Burgstahler- Introduction to Management Accounting, Pearson.
- 2.) Khan & Jain, Management Accounting, Tata McGraw Hill Publication.
- 3.) I M Pandey, Management Accounting- Vikas Publishing House Pvt. Ltd.
- 4.) Kaplan, S. Robert, Anthony A. Atkinson, Management Accounting, Pearson Education.
- 5.) Kishore M. Ravi, Cost and Management Accounting, Taxman Publication.



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- 6.) M.S Narasimhan-Management Accounting , Cengage.
- 7.) Brigham , Ehrhardt, Financial Management, Cengage Learning.





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8.) S.K Gupta , R.K Sharma , Financial Management Theory and Practice, Kalyani Publishers.



**MANAGEMENT ACCOUNTING (THEORY)- 06110306**  
**IMBA 3<sup>rd</sup> Semester- Practical**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
IMBA303	MANAGEMENT ACCOUNTING	-	-	-	30	20	4	-	-	2

**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**

The primary objective of course is acquaint the students with fundamentals of management accounting. It will equip the students with the concept and methods of various managerial techniques in order to facilitate decision making.

**Course Content**

**Unit-I**

Students will prepare a report on financial statements and analyse and interpret financial statements of any company with reference to common size statement and comparative statements.

**Unit-II**

Preparation of a report on budget allocation of various departmental activities and students will compute and compare Liquidity Ratios, Activity Ratios, Profitability ratios, Leverage ratios of different companies.

**Unit III**

Students will prepare a report on variance analysis of various companies and they will find out variances in the budgets of various departmental activities and will present a report on the causes of variances.

**Unit-IV**

Computation of break even point on the basis of a case study and analyse margin of safety and will prepare a report.

**Unit-V**

Preparation of report and analysis of Funds Flow Statement and Cash Flow Statement of companies and students will take a decision regarding financial assistance.

**Suggestive Readings**

- 1.) Charles T. Horngern, Gary L. Sundem, Jeff O.Schatzberg, Dave Burgstahler- Introduction to Management Accounting, Pearson.
- 2.) Khan & Jain, Management Accounting, Tata McGraw Hill Publication.
- 3.) I M Pandey, Management Accounting- Vikas Publishing House Pvt. Ltd.
- 4.) Kaplan, S. Robert, Anthony A. Atkinson, Management Accounting, Pearson Education.
- 5.) Kishore M. Ravi, Cost and Management Accounting, Taxman Publication.
- 6.) M.S Narasimhan-Management Accounting , Cengage.
- 7.) Brigham , Ehrhardt, Financial Management, Cengage Learning.
- 8.) S.K Gupta , R.K Sharma , Financial Management Theory and Practice, Kalyani Publishers.



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SEC-1 & 2



**BUSINESS INFORMATICS- 06110307**  
**IMBA- 3<sup>rd</sup> Semester Theory**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
BCP 304T	BUSINESS INFORMATICS	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 offer exposure of essential computer skills: MS Office to students and developing these skills in the students.

**UNIT-1**

**Information Technology-** Introduction to IT and its development, Impact and Future of IT in Business Organisation, Overview of the following: 4 GL, Image processing, Virtual Reality, Video Conferencing, Decision Support System, Expert System, Artificial Intelligence, and Information Super Highways.

**UNIT- 2**

**MS Word 2007:** Word basics, formatting text and documents, working with headers, footers and footnotes, tabs, tables and sorting, working with graphics, templates, wizards and sample documents, introduction to mail merge and macros.

**UNIT-3**

**MS Access 2007:** Database creation, screen/form design, report generation using wizard

**MS Excel 2007:** Excel basics, rearranging worksheets, excel formatting tips and techniques, introduction to functions, Excel's chart features, working with graphics, using worksheet as databases, automating -what-if projects.

**Unit-4**

**MS PowerPoint 2007:** PowerPoint basics, creating presentation the easy way, working with text in PowerPoint, working with graphics in power point.

**Operating Systems- WINDOWS 7:** Basic Operations, utilities and features.

**Unit- 5**

**Networking:** Internetworking, networking devices, protocols, HTTP, WWW.

**E Commerce:** Basics of E commerce, categories of e commerce, online payment system.

**Reference Books:**

1. Alexis Leon , Introduction to Information Systems.
2. Deepak Bharihoke, Fundamentals of Information Technology, Excel books.
3. Manish Mahajan, IT Infrastructure & Management Acme learning.
4. Balagurusamy Fundamentals of Computer, First Edition,Tata Mac-Graw Hill.
5. Kenneth C. Laudon, E-Commerce : Business, Technology, Society, 4th Edition, Pearson
6. Leon and Leon; Introduction to Information Technology, Leon Tech World.
7. Xavier, C; World Wide Web Design with HTML – Tata McGraw Hill
8. Sklar, Joel; Principle of Web Design, Web Warriar Series.
9. David Whiteley (2001). E-Commerce: Strategy, Technologies and Applications, Indian edition TMH.



**BUSINESS INFORMATICS- 06110308**  
**IMBA- 3<sup>rd</sup> Semester Practical**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
BCP 304P	BUSINESS INFORMATICS	-	-	-	30	20	4	-	-	2

**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 offer exposure of essential computer skills to students practically for developing these skills in students.

**UNIT-1**

To study tools and technology available for Information Systems.

To study the information systems used by organisations in various sectors.

Visit organisations or analyse cases to understand: How Information Systems are used in organizations for meeting strategic and operational goals.

**UNIT- 2**

**MS Word:**

To study features of Microsoft Word.

Procedure to create personal letter.

Procedure to create resume.

Procedure to create cover page of a project report.

Procedure to insert an image/graphics/chart.

**UNIT-3**

**MS Access:**

To study MS Access

Procedure to create student Database.

Procedure to create design form.

Procedure to create report.

**MS Excel:**

To study microsoft excel.

Procedure to create a worksheet with 4 columns, enter 10 records and find the sum of all columns.

Procedure to create a student result sheet.

Procedure to create a simple bar chart to high light the sales of a company for 3 different periods.

Procedure to create a pie chart for a sample data and give legends.

**Unit-4**

**MS PowerPoint**

To study basics of MS Power Point 2007.

Procedure to create presentation.

Working with text and graphics in power point.

To study basic operations of windows 7.

Create and manage files and folder tree and use accessories utilities of windows OS.

**Unit- 5**

To study HTML for building websites.



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Design your own front page for an e commerce website.

**Reference Books:**



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**(UGC Approved University) GURGAON, Delhi-NCR**

1. Rashi Agarwal, Computer Organisation and Design, Acme Learning.
2. Deepak Bharihoke, Fundamentals of Information Technology, Excel books.
3. Manish Mahajan, IT Infrastructure & Management Acme learning.
4. Balagurusamy Fundamentals of Computer, First Edition, Tata Mac-Graw Hill.
5. Kenneth C. Laudon, E-Commerce : Business, Technology, Society, 4th Edition, Pearson
6. Leon and Leon; Introduction to Information Technology, Leon Tech World.
7. Xavier, C; World Wide Web Design with HTML – Tata McGraw Hill
8. Sklar, Joel; Principle of Web Design, Web Warriar Series.



**E COMMERCE- 06110309**  
**IMBA- 3<sup>rd</sup> Semester Theory**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
BCP 404T	E-COMMERCE	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**

The primary objective of course is to learn various aspects of E-Commerce. Appreciate the internet technology and its infrastructure. Understand the methodology for online business dealings using E-Commerce infrastructure.

**Course Content**

**Unit-I**

Introduction: Meaning, nature, concepts, advantages and reasons for transacting online, categories of E-Commerce. Planning Online Business: Nature and dynamics of the internet, pure online vs. brick and click business; assessing requirement for an online business designing, developing and deploying the system, one to one enterprise.

**Unit-II**

Technology for Online Business: Internet, IT Infrastructure, Middleware, contents: Text and Integrating E-business applications. Mechanism of making payment through internet: Online payment mechanism; Electronic Payment systems; payment Gateways; Visitors to website; tools for promoting websites; Plastic Money: Debit Card, Credit Card

**Unit-III**

Virtual existence: Concepts, working, advantages and pitfalls of Virtual organization, workforce, work zone and workspace and staff less organization. Designing an E-Commerce Model for a middle level organization: The conceptual design, giving description of its transaction handling, infrastructure and resources required and system flow chart.

**Unit- IV**

Security in E-Commerce: Digital Signatures, Network security, Data encryption with secret keys, data Encryption public keys.

**Unit-V**

Laws relating to online transactions: Salient Features. Applications in E-Commerce: E-commerce applications in manufacturing, wholesale, retail and service sector.

**Suggestive Readings**

1. Amor, Daniel (2000). E Business R (Evolution), 2<sup>nd</sup> Edition, Prentice Hall, New York.
2. Greenslein & Feinman. Electronic Commerce. TMH.
3. David Whiteley (2001). E-Commerce: Strategy, Technologies and Applications, Indian edition TMH.
4. Joseph, P.T. (2000). E-Commerce: An Indian Perspective, 5<sup>th</sup> edition, PHI.
5. Ravi, W. & Andrew B., (2002). Frontiers of Electronic Commerce, 1st Edition, Paperback. Kalakota.
6. Kenneth C. Laudon, E-Commerce : Business, Technology, Society, 4th Edition, Pearson
7. S. J. Joseph, E-Commerce: an Indian perspective, PHI
8. Failing to Succeed: The Story of India's First E-Commerce Company, K Vaitheeswaran.
9. Turban, Efraim, -Electronic Commerce: A Managerial Perspectivel, Pearson Education Asia, 2002.
10. Chhabra, T.N., -E-Commerce New vistas For Businessl, Himalaya Publications, 2004-05.





**BUSINESS RESEARCH METHODS- 0611401**  
**IMBA- 4<sup>th</sup> Semester Theory**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
IMBA402	BUSINESS RESEARCH METHODS	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**

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

**Unit V**

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

**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.



**BUSINESS RESEARCH METHODS- 0611402**  
**IMBA- 4<sup>th</sup> Semester Practical**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
IMBA402	BUSINESS RESEARCH METHODS				30	20	4	-	-	2

**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**

Analyse a research paper given by facilitator and identify research type, approach used by researchers, Identify the role of research in different Business area and identify and Formulate a Research Problem, Variables, Variable type, and Formulation of Hypothesis

**Unit II**

Visit J-gate, ProQuest, EBSCO and download a research paper for Identifying research design used by researcher and report submission, Analyse a research paper given by facilitator and identify features of a research design applied by a researcher and report submission

**Unit III**

Analyse a research paper given by facilitator and identify sampling design used by researcher and submit a report, Identify business situations for justifying the advantages of sampling over census, Calculate sample size for given population and other relevant information

**Unit IV**

Design a questionnaire and conduct a survey, conduct an interview and submit a report

**Unit V**

Submit a report after analyzing the data collected using questionnaire and interview method

**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.



**Macro Economics- 06110403**  
**IMBA 4<sup>th</sup> Semester Theory**

**1. Assessment**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
IMBA401	Macro Economics	-	2	-	30	20	4	-	-	2

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. **Objective:** The students in the previous year have been exposed to the basic business economics including policy measures like Consumer's equilibrium, Markets, taxes and subsidies and also various pricing techniques. It is the objective of this paper to take the process forward and make use of the concepts learnt to analyze macroeconomic issues and indicators. The students will also be exposed to various macroeconomic concepts and theories of economic growth and development and their measurement also in order to have deeper understanding of economic processes.

**3. Syllabus:**

**Unit-I**

**Basic Concepts:** Micro Vs. Macroeconomics, Variables: Real and Nominal; Induced and Autonomous; Lagged and Un-lagged; Ex-ante and Ex-post; Model and Equations; Equality & identity; Stock and Flow; Static, Equilibrium and Disequilibrium.

National Income: - Concepts and Measurement (GDP, GNP, NNP), Choices of Methods.

**Unit-II**

Say's Law of Markets and the classical theory of Employment.

Keynesian Theory of employment; Effective demand; consumption function and its determinants. Investment; induced and autonomous investment, Marginal efficiency of capital and Investment

**Unit-III**

Investment multiplier, Investment Theory of Accelerator, Trade cycle theories: Samuelson and Hicks, control of trade cycles.

**Unit-IV**

Economic growth and Development, Determinants and Measurement of development; Vicious circle of poverty, Inclusive growth & Development.

**Unit-V**

The Monetary Policy: Regulations of Money Markets through quantitative and qualitative methods (CRR, Repo Rate, Reverse Repo Rate, SLR etc), Fiscal Policy and Budgetary Provisions.

**Suggested Readings:**

1. Dornbusch, Fischer and Startz, *Macroeconomics*, McGraw Hill.
2. N. Gregory Mankiw. *Macroeconomics*, Worth Publishers.
3. Olivier Blanchard, *Macroeconomics*, Pearson Education, Inc..
4. Richard T. Froyen, *Macroeconomics*, Pearson Education Asia.
5. Chopra, P. N., *Macro Economics*, Kalyani Publication
6. Lekhi, R.K., *Macro Economics Theory*, Kalyani Publication
7. Jain, T. R. &Khanna, O.P., *Macro Economics*, V. K. Global Publication



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**IMBA 4<sup>th</sup> Semester –**



**Macro Economics- 06110404**  
**IMBA 4<sup>th</sup> Semester Practical**

Assessment

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERN AL	TWO TERM		EXTERN AL	INTERNA L				
IMBA401	Macro Economics	-	-	-	30	20	4	-	-	2

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.

**Unit – I**

Make a detailed report that how the domestic income (GDP) is being calculated through various methods.

What are the idle payments and why this didn't included in calculation of National Income.

**Unit – II**

Makes a study report on the basic assumptions of classical macroeconomic of say's law of demand creates its own supply.

Makes a study since 1976 to 1936 of factors departing from Classical Market economics to Keynesian State Regulated Economics.

**Unit – III**

Find in appraisal report in the importance of Capital investment in the under developed countries like India.

Make a detailed project report and explore Why the multiplier values of under developed countries like India is greater than Developed Countries.

**Unit – IV**

Make an explorative Suggestion transforming the policy of persisting high economic growth since 1980 into development which increases India's HDI Rank of India in the world under 50 in 5 years.

**Unit - V**

Make a study of monetary policy of RBI in providing stability to the Indian Economy since 1950. How the Repo & Reverse Repo rates are the sticks of RBI, Why it is most of times changing rates.



**FINANCIAL MANAGEMENT- 06110405**  
**IMBA 4<sup>th</sup> Semester Theory**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERN AL	TWO TER M	INTERN AL	EXTERN AL	INTERN AL				
IMBA/BBA(HA)/B.COM(P)/B.COM(H)/IMBA	Financial Management Theory	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. Basic Financial Decisions: Investment, Financing and Dividend Decisions.

#### Unit 2: Investment

Investment Decisions: Analysis of Risk and Uncertainty. Concept and Computation of Time Value of Money, DCF and Non DCF methods of Investment Appraisal. Project selection on the basis of Investment Decisions. Valuating Investment Proposals for Decision Making, Capital Rationing.

#### Unit 3: Financing Decision

Analysis of Risk and Uncertainty. Concept and Computation of Time Value of Money, DCF and Non DCF methods of Investment Appraisal. Project selection on the basis of Investment Decisions. Valuating Investment Proposals for Decision Making. Capital Rationing. Cost of Capital and Financing Decision: Sources of long-term financing, Estimation of components of cost of capital.

#### Unit 4: Dividend Decisions

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

#### Unit 5: Working Capital Decisions

Management of Working Capital: Concepts, components, Determinants and need of Working Capital. Computation of Working Capital for a Company. Cash flow and Fund flow statement- an overview

#### 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



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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.





**FINANCIAL MANAGEMENT- 06110406**  
**IMBA 4<sup>th</sup> Semester Practical**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
	Financial Management Practical				30	20	4	-	-	2

**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.

**Objective:** To familiarize the students with the practices of financial management, wherein the main motive is to develop practical approach towards estimation of working capital, application of capital budgeting techniques and dividend payout impact on value of the firm.

**CONTENTS**

**Unit 1: Introduction**

Practical exercises on usage of Time value of money with the help of (PVF, PVAF, table). Case study on time value of money and its benefit.

**Unit 2: Investment**

Case study on Cash flow Estimation techniques used by different organizations, Student will be given cases to apply capital budgeting techniques i.e. Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index to check viability of the project.

**Unit 3: Financing Decision**

Estimation of cost of equity capital, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average cost of capital (WACC) to be calculated from company data.

**Unit 4: Dividend Decisions**

Practical problems on Dividend Decision, Case studies on different dividend policies of a company and creating a report.

**Unit 5: Working Capital Decisions**

Practical approach towards Working capital estimation and calculations. Visit to small scale industries in order to estimates their working capital and preparing a report.

**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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**IMBA**



**DATA BASE MANAGEMENT SYSTEM- 06110407**

**IMBA 4<sup>th</sup> Semester Theory**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
BCP 602T	DATA BASE MANAGEMENT SYSTEM	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 develop understanding of database management system and abilities to use DBMS packages.

**UNIT-1**

Introduction to Database Systems: File System versus a DBMS, Advantages of a DBMS, Describing and storing data in a DBMS, Queries in a DBMS, Structure of a DBMS, People who deal with database, introduction to Data Models, Architecture of DBMS.

**UNIT- 2**

Entity Relationship Model: Overview of Database Design, Entities, attributes, and Entity sets, Relationships and Relationship sets, additional features of the ER Model, Conceptual database design with the ER model – Entity versus attribute, entity versus relationship. File Organization: Sequential File, index sequential files, direct files, Hashing, B-trees Index files, Inverted Lists.

**UNIT-3**

Relational Models, Relational Algebra & various operations (set operations, select, project, join, division). Integrity constraints, functional dependencies & Normalization, 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup> and BCNF. SQL fundamentals, DDL,DML,DCL PL/SQL Concepts.

**Unit-4**

Introduction to Distributed Data processing, Concurrency control: Transactions, Time stamping, Lock-based Protocols, Serializability and Recovery Techniques.

**Unit- 5**

Data base security- Threats and security issues, firewalls and database recovery; techniques of data base security; distributed data base.

**Reference Books:**

1. R.Elmasri and S.B.Navathe, Fundamentals of Database Systems, 3<sup>rd</sup> Edition, Pearson Education, New Delhi.
2. C.J. Date, An Introduction to Database Systems, 7<sup>th</sup> Edition, Pearson Education, New Delhi.
3. C. and Darwen, H, A Guide to the SQL Standard Data, 3<sup>rd</sup> Edition, Reading, Addison-Wesley Publications, New Delhi.
4. Bipin Desai, Introduction to Database Management system, Galgotia Pub, New Delhi.
5. A. Silberschatz, H.F.Korth and S.Sudarshan, Database System Concepts, 3<sup>rd</sup> Edition, McGraw-Hill, International Edition.
6. Ivan Bayross, SQL / PL/SQL, BPB Publications.
7. Rob, Coronel, Database Systems, Seventh Edition, Cengage Learning.
8. Singh S.K, Database System Concepts, design and application, Pearson Education.
9. Ramakrishnan and Gherke, Database Management Systems, TMH.
10. A. K. Majumdar, P. Battacharya, Data Base Management Systems, TMH, 1996.



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**QUANTITATIVE TECHNIQUE- 06110501**  
**IMBA- 5<sup>th</sup> Semester Theory**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNA L	TWO TER M	INTERNA L	EXTERNA L	INTERNA L				
<b>IMBA(501 )</b>	<b>QUANTITATIV E TECHNIQUE</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**

Students will develop the knowledge and understanding of various optimization techniques and will be able to obtain efficient result of different business problems with various approaches based on optimization techniques.

**Course Content**

**UNIT – I**

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

**UNIT – II**

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

**UNIT – III**

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

**UNIT – IV**

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

**UNIT – V**

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

**Suggested Readings:**

1. Paneerselvam, Operations Research, Prentice Hall of India, N. Delhi.
2. Taha, Operations Research: An Introduction, Prentice Hall of India, N. Delhi.
3. Kapoor, V.K., Operations Research, Sultan Chand & Sons, New Delhi.
4. Sharma, J.K., Operations Research: Theory and Applications, Macmillan India Ltd, New Delhi.
5. S. Kalavathy, Operations Research, Vikas Publishing House, New Delhi.
6. Vohra, N.D.; Quantitative Techniques in Management; Tata McGraw Hill Publishing Company Ltd., New Delhi.
7. Swarup, K., Gupta, P.K. and Man Mohan, Operations Research, Sultan Chand & Sons, New Delhi.
8. Gupta, P.K. and Hira, D. S., Operations Research, Sultan Chand & Sons, New Delhi.



**QUANTITATIVE TECHNIQUE- 06110502**  
**IMBA- 5<sup>th</sup> Semester Practical**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
<b>IMBA (501)</b>	<b>QUANTITATIVE TECHNIQUE</b>	-	-	-	30	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**

Students will develop the knowledge and understanding of various optimization techniques and will be able to obtain efficient result of different business problems with various approaches based on optimization techniques.

**Course Content**

**UNIT – I**

Visit of a production unit producing two different products and selling them in two different markets. Data will be collected on selling price per unit, cost of production per unit, time required in production per unit of the products, total expected amount of production by producer, average number of units that can be sold in the markets. Problem will be transformed into LPP in order to obtain the number of units to be produced in order to maximize the profit.

**UNIT – II**

In order to use the available resources optimally a customer surveys a various markets for the prices of various products. Prices of five different products will be collected from different markets in order to formulate the assignment problem and select the right place for making the purchase.

**UNIT – III**

Company or agency having 4 or more stores with known availabilities of the products in a city will be selected. Data on unit transportation cost from different stores to the different locations of the city will be collected. Optimum transportation cost will be obtained through transportation problem.

**UNIT – IV**

Visit the construction company working on a project and collect the data on expected time of completion of different activities required in the project. Obtaining the information on the sequence of the activities and activity time. The expected time of completion of project will be obtained through network analysis.

**UNIT – V**

Visit of the production unit making different products through two or three different machines as in book printing agency or factory making plastic boxes of different sizes. The data on processing time of different products on different machines will be collected to formulate the sequencing problem and obtain the optimum sequence.

**Suggested Readings:**

1. Panerselvam, Operations Research, Prentice Hall of India, N. Delhi.
2. Taha, Operations Research: An Introduction, Prentice Hall of India, N. Delhi.
3. Kapoor, V.K., Operations Research, Sultan Chand & Sons, New Delhi.
4. Sharma, J.K., Operations Research: Theory and Applications, Macmillan India Ltd, New Delhi.
5. S. Kalavathy, Operations Research, Vikas Publishing House, New Delhi.
6. Vohra, N.D.; Quantitative Techniques in Management; Tata McGraw Hill Publishing Company Ltd., New Delhi.



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7. Swarup, K., Gupta, P.K. and Man Mohan, Operations Research, Sultan Chand & Sons, New Delhi.
8. Gupta, P.K. and Hira, D. S., Operations Research, Sultan Chand & Sons, New Delhi.



**LEGAL ASPECTS OF BUSINESS- 06110503**  
**IMBA 5<sup>th</sup> Semester Theory**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
IMBA502P	LEGAL ASPECTS OF BUSINESS	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 demonstrate an understanding of the Legal Environment of Business.
- To communicate effectively using standard business and legal terminology.
- To apply basic legal knowledge to business transactions.

**Course Content**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

Sale of Goods Act 1930 Meaning of Sale and Goods, Conditions and Warranties, Transfer of Property, Rights of an unpaid seller.

Consumer Protection Act, 1986: Basic concepts, Rights of Consumers, Redressal Machinery under the act

**Unit-IV**

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

**Unit-V**

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

**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** 1<sup>st</sup> Edition,Cengage Learning.





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8. Ravinder Kumar, Legal Aspects of Business, Cengage Learning



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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



**LEGAL ASPECTS OF BUSINESS- 06110504**  
**IMBA 5<sup>th</sup> Semester Practical**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
IMBA502P	LEGAL ASPECTS OF BUSINESS				30	20	4	-	-	2

**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 relate basic knowledge of the important business laws with relevant case law.
- To communicate effectively using standard business and legal terminology.
- To apply basic legal knowledge to business transactions.

**Course Content**

**Unit-I**

Discussion on the cases related to The Indian Contract Act,1872 using Case lets and YouTube videos and prepare summary of the cases.

**Unit-II**

Drafting of the Negotiable Instruments, Discussion related to different types of crossing of cheques and their effects.

**Unit-III**

Discussion on cases related to Sale of Goods Act 1930 and Consumer Protection Act, 1986 and prepare summary of the cases

**Unit-IV**

Discussing and formation of LLP

**Unit-V**

Discussing the types of companies using the real life examples, going through the MOA, AOA & Prospectus of an existing company and Interpret the same.

**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** 1<sup>st</sup> 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



## DSE- FINANCE

### International Finance- 06110505 IMBA – 5<sup>th</sup> Semester Theory DSE 1

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
IMBA/IMBA	International Finance	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

The objective of 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

#### Course Content

##### Unit-I

**Introduction:** Concept of International trade, International Business, International Finance and differences among them. Theories of International trade, International trade financing in India, Balance of payments (of India)

##### Unit-II

**International Monetary System:** Different types of Exchange rate mechanisms- the gold standard, the gold exchange standard, The Bretton Woods System, Current monetary system, European Monetary Union. International Monetary Fund (IMF) and World Bank. Different development banks like Asian Development Bank (ADB), Brazil Russia India China South Africa (BRICS) Development Bank and European Bank for Reconstruction and Development (EBRD) etc.

#### UNIT III

**International trade and Finance:** Modes of International trade and Balance of payments, Current Account Transactions, Capital Account transactions, Official Reserve account, sectoral independence, International independence, domestic and foreign trade, components of International Financial system, foreign exchange market, International Currency market

##### Unit-IV

**Exchange Rate Mechanism:** Exchange rate quotation, exchange rate determination in spot Market, Factors influencing Exchange Rate, Exchange Rate Theories- Purchasing Power parity, Interest Rate Parity.

##### Unit -V

**International Financing Decision:** Overview of International Financial Market, Instruments, Cost of Capital and Financial structure, International Banking -Global cash management. International Financial Market Instruments-International equities, international bonds. Financial Swaps-Interest rate swaps, currency swaps.

#### Suggestive Readings

1. PG Apte; International Finance, Tata McGraw Hill.
2. Alan C. Shapiro; Multinational Financial Management- Prentice Hall'
3. Levi, Maurice: International Finance, Routledge, 2009
4. Avadhani, V.A International Finance
5. Sharan, V. International Financial Management
6. Bhalla, V. K., Investment Management, S. Chand & Company Ltd
7. Feenstra, R.C., and Taylor, A.M., International Macroeconomics, Worth Publishers. Latest Edition



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8. Desai, M. A., International Finance: A Case Book, Wiley, Latest Edition. Grabbe, O., International Financial Markets, Prentice Hall. Latest Edition



**International Finance- 06110506**  
**IMBA – 5<sup>th</sup> Semester Practical**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
IMBA/IMBA	International Finance				30	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**

The objective of 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

**Course Content**

**Unit-I**

**Introduction:** Exercises on Euro Vs US Dollar, Case studies on International trade and International Finance & Preparation of report.

**Unit-II**

**International Monetary System:** Project report to be prepared on International Monetary Fund (IMF) and World Bank. Case studies on Brazil Russia India China South Africa (BRICS) Development Bank and European Bank for Reconstruction and Development (EBRD) etc.

**UNIT III**

**International trade and Finance:** Exercises on Balance of payments, Current Account Transactions, Capital Account transactions, Official Reserve account.

**Unit-IV**

**Exchange Rate Mechanism:** Classroom activities on exchange rate determination with the help of different case studies Project report on Factors influencing Exchange Rate.

**Unit -V**

**International Financing Decision:** Case studies on International Banking -Global cash management. Exercises on International Financial Market Instruments-International equities, international bonds.

**Suggestive Readings**

1. PG Apte; International Finance, Tata McGraw Hill.
2. Alan C. Shapiro; Multinational Financial Management- Prentice Hall'
3. Levi, Maurice: International Finance, Routledge, 2009
4. Avadhani, V.A International Finance
5. Sharan, V. International Financial Management
6. Bhalla, V. K., Investment Management, S. Chand & Company Ltd
7. Feenstra, R.C., and Taylor, A.M., International Macroeconomics, Worth Publishers. Latest Edition
8. Desai, M. A., International Finance: A Case Book, Wiley, Latest Edition.
9. Grabbe, O., International Financial Markets, Prentice Hall. Latest Edition



**DSE HRM (T&P) HRD SYSTEMS AND STRATEGIES-06110511**  
**IMBA- 5<sup>th</sup> Semester Theory**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
DSE HRM (T&P)	HRD SYSTEMS AND STRATEGIES	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**

Students would be able to understand concepts, methods and strategies for HRD.

**Course Content**

**Unit-I**

Introduction to Human Resource Development, Relationship between human resource management and human resource development; Roles and competencies of HRD professionals; Challenges in HRD.

**Unit-II**

Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating effectiveness of HRD Programs; HRD audit; HRD culture and climate.

**Unit-III**

Approaches to employee development, leadership development, action learning, assessment and development centers; Intellectual capital and HRD; HRD mechanisms for workers; Role of trade unions; Industrial relations and HRD.

**Unit-IV**

Coaching and mentoring; Career management and development; Employee counseling; Competency mapping; PCMM, Balanced Score Card, Appreciative inquiry; Integrating HRD with technology.

**Unit-V**

HRD interventions; HRD Approaches for coping with Organizational Changes, International experiences of human resource development, Selected cases covering HRD practices in India.

**Suggestive Readings**

1. Pareek, U. et al., *Managing Transitions: The HRD Response*, New Delhi, Tata McGraw Hill, 1992.
2. Mankin, D., *Human Resource Development*, Oxford University Press India.
3. Haldar, U. K., *Human Resource Development*, Oxford University Press India.
4. Dayal, Ishwar, *Successful Applications of HRD*, New Delhi, Mittal Publications (1996).
5. Nadler, L., *Corporate Human Resources Development*, American Society for Training & Development (1980).
6. Dayal, Ishwar, *Designing HRD Systems*, New Delhi, Concept, 1993.
7. Tripathi, P.C.,(2005), *Human Resource Development*, Sultan Chand & Sons (2013).
8. Krishnaveni R, *Human Resource Development; A Researcher's Perspective*, Excel Books (2008).
9. Singh I S, *Globalization and Human Resource Development*, Excel Book (2010).
10. Kohli, Uddesh & Sinha, Dhama P., *Global Challenges & Strategies in 2000 A.D.* New Delhi, ISTD, 1995.
11. Maheshwari, B L & Sinha, Dhama P., *Management of Change Through HRD*, New



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Delhi, Tata McGraw hill, 1991.





12. Rao T V et al., *Alternative Approaches & Strategies of Human Resource Development*, Jaipur, Rawat Publications (2016).
13. Silvera, D.N., *HRD: The Indian experience*, Delhi, Newsindia Publications, (1988).
14. Werner J. M., DeSimone, R.L., *Human resource development*, Cengage Learning; 6 edition (2011).
15. Rao, T.V., *Future of HRD*, Macmillan Publishers India.
16. Rao, T.V., *HRD Score Card 2500: Based on HRD audit*, Response Books, SAGE Publications.
17. Rao, T.V., *Hurconomics for Talent Management: Making the HRD Missionary Business-Driven*, Pearson Education.
18. Curtis, B., Hefley, W. E., Miller, S. A., *The people capability maturity model: Guidelines for improving workforce*, Pearson Education.
19. Kaplan, R.S., and Norton, D.P. 1992, *The Balanced Scorecard: Measures that drive performance*, Harvard Business Review.



**DSE HRM (T&P) HRD SYSTEMS AND STRATEGIES-06110512**  
**IMBA- 5<sup>th</sup> Semester Practical**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
DSE HRM (T&P)	HRD SYSTEMS AND STRATEGIES	-	-	-	30	20	4	-	-	2

**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.

**Unit-I**

1. List competencies and skills required from HRD Manager. Which of these skills is most important. Link these skills with your skill sets and identify your own efficacy as a HRD Manager.

**Unit-II**

1. You have been appointed as consultant and have been asked to design HRD program. What steps and preliminary organizational diagnosis will you implement and steps for preparing HRD action plan.
2. You have just finished implementing an organization wide HRD plan. Top Management has asked you to submit a review on plan. Enumerate various action points you're your presentations.
3. Analyse environmental impediment of today's environment in creating HRD culture and climate. Give strategies to overcome these impediments.

**Unit-III**

1. You have been appointed consultant to ensure continuous leadership pipeline for various positions. How can you achieve it. Give details of activities and plans.
2. A unit of Maruti Suzuki in Manesar has been developing labor unrest over period of time having an environment of mistrust. How do you ensure a progressive work culture and environment of trust. What HRD steps and interventions would you choose.

**Unit-IV**

1. You have joined as HRD Head in an organization. Your first task is to implement organization wide Coaching and Mentoring process. How would you go about it and how do you get buy in of top management and justify expense towards it.
2. Do research on Balanced Score Card and HR score card of any organization of your choice. Submit report and make presentation in class.

**Unit-V**

1. Select case study covering HRD practices in India.

**Suggestive Readings**

20. Pareek, U. et al., *Managing Transitions: The HRD Response*, New Delhi, Tata McGraw Hill, 1992.
21. Mankin, D., *Human Resource Development*, Oxford University Press India.
22. Halder, U. K., *Human Resource Development*, Oxford University Press India.
23. Dayal, Ishwar, *Successful Applications of HRD*, New Delhi, Mittal Publications (1996).
24. Nadler, L., *Corporate Human Resources Development*, American Society for Training &



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Development (1980).



25. Dayal, Ishwar, *Designing HRD Systems*, New Delhi, Concept, 1993.
26. Tripathi, P.C.,(2005), *Human Resource Development*, Sultan Chand & Sons (2013).
27. Krishnaveni R, *Human Resource Development; A Researcher's Perspective*, Excel Books (2008).
28. Singh I S, *Globalization and Human Resource Development*, Excel Book (2010).
29. Kohli, Uddesh & Sinha, Dhami P., *Global Challenges & Strategies in 2000 A.D.* New Delhi, ISTD, 1995.
30. Maheshwari, B L & Sinha, Dhami P., *Management of Change Through HRD*, New Delhi, Tata McGraw hill, 1991.
31. Rao T V et al., *Alternative Approaches & Strategies of Human Resource Development*, Jaipur, Rawat Publications (2016).
32. Silvera, D.N., *HRD: The Indian experience*, Delhi, Newsindia Publications, (1988).
33. Werner J. M., DeSimone, R.L., *Human resource development*, Cengage Learning; 6 edition (2011).
34. Rao, T.V., *Future of HRD*, Macmillan Publishers India.
35. Rao, T.V., *HRD Score Card 2500: Based on HRD audit*, Response Books, SAGE Publications.
36. Rao, T.V., *Hurconomics for Talent Management: Making the HRD Missionary Business-Driven*, Pearson Education.
37. Curtis, B., Hefley, W. E., Miller, S. A., *The people capability maturity model: Guidelines for improving workforce*, Pearson Education.
38. Kaplan, R.S., and Norton, D.P. 1992, *The Balanced Scorecard: Measures that drive performance*, Harvard Business Review.



**DSE HRM (T&P) TRAINING AND DEVELOPMENT- 06110513**  
**IMBA- 5<sup>th</sup> semester Theory**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
DSE HRM (T&P)	TRAINING AND DEVELOPMENT	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**

Student would be able to understand role of training and development for the organizational growth and development. Assess, develop, conduct and evaluate a training program.

**Course Content**

**Unit-I**

Introduction to Training and Development. Nature, Scope and Role of Training and Development. Forces influencing Working and Learning.

**Unit-II**

Strategic aspects in Training, Needs Assessment, Designing Effective Training, Determining Training Objectives, Learning: Theories and Program Design, Transfer of Training.

**Unit-III**

Training Climate and Training Techniques, Selecting Training Strategies, Training- Methods - Traditional, E – Learning and use of technology.

**Unit-IV**

Training Evaluation. Employee Development & Special Issues in Training and Development. Mentoring, Assessment and Development Centre.

**Unit-V**

Career planning and Career Management – Special Challenges, The Future of Training and Development.

**Suggestive Readings**

1. R. Noe, *Employee Training and Development* by, McGraw-Hill; 4th edition (January 1, 2007)
2. B.Taylor & G.Lippitt, *Management Development and Training Handbook*, McGraw Hill.
3. William E.Blank, *Handbook For Developing Competency Based Training Programmes*, Prentice-Hall, New Jersey,1982.
4. Lynton R.P and Pareek U(1990). *Training for Development*. Vistaar Publications, New Delhi
5. *Effective Training – Systems, Strategies and Practices* by P. Nick Blanchard & James W Thacker, Pearson Custom; 2010.
6. Pareek Udai, *Training and Development*, Tata McGraw Hill.
7. Wexley, K & Lathan Gary, *Developing & Training HR in Organization*, P.Hall, 2002.
8. P.L.Rao, *Enriching Human Capital through Training and Development*, Excel Books; First edition.
9. William E.Blank: *Handbook For Developing Competency Based Training Programmes*, Prentice-Hall, New Jersey.
10. David A.DeCenzo & Stephen P.Robbins: *Fundamentals of Human Resource*



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*Management, Wiley.*



**DSE HRM (T&P) TRAINING AND DEVELOPMENT- 06110514**  
**IMBA- 5<sup>th</sup> semester Practical**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
DSE HRM (T&P)	TRAINING AND DEVELOPMENT	-	-	-	30	20	4	-	-	2

**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.

**Unit-I**

1. Study and list various training and development activities conducted by your Summer internship company or any other company of your choice. Submit report.
2. Prepare an induction cum orientation training for your new juniors. What aspects you will consider while designing it.

**Unit-II**

1. Form a group of 5 students each and conduct need assessment of each team member and on the basis of outcome design training and development interventions for each of them individually.
2. In same group prepare training program for the entire group. Critically analyze its efficacy and how it is different from individual customized training program.

**Unit-III**

1. Research on various e-learning platforms available and complete one free course of your choice. On completion submit report about your experience and merits and demerits of training at the end of course module.
2. Case Study :
  1. Human Resource Management by VSP Rao- 2nd edition- Ch 6- pg 142
  2. Human Resource Management by VSP Rao- 2nd edition- Ch 7- pg 166

**Unit-IV**

1. Visit an organization of your choice and submit report on:
  - a. Structure of training and development department
  - b. Comment on their annual training schedule
  - c. Training methods, evaluation methods used.
2. Case Study Toyota Motor Company's Toyota Technical Training Institute in India - Case Study 2 R. Noe, *Employee Training and Development* Pg 460 – 462.

**Unit-V**

1. Self conductance of Training program by students – conduct training need analysis, select training areas, resources, training proposal (training budget), conduct of program, training assessment / evaluation etc by students./ Group Presentations.
2. Case Study: Which is more important recruiting or retaining?

**Suggestive Readings**



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11. R. Noe, *Employee Training and Development* by, McGraw-Hill; 4th edition (January 1, 2007)





12. B.Taylor & G.Lippitt, *Management Development and Training Handbook*, McGraw Hill.
13. William E.Blank, *Handbook For Developing Competency Based Training Programmes*, Prentice-Hall, New Jersey,1982.
14. Lynton R.P and Pareek U(1990). *Training for Development*. Vistaar Publications, New Delhi
15. *Effective Training – Systems, Strategies and Practices* by P. Nick Blanchard & James W Thacker, Pearson Custom; 2010.
16. Pareek Udai, *Training and Development*, Tata McGraw Hill.
17. Wexley, K & Lathan Gary, *Developing & Training HR in Organization*, P.Hall, 2002.
18. P.L.Rao, *Enriching Human Capital through Training and Development*, Excel Books; First edition.
19. William E.Blank: *Handbook For Developing Competency Based Training Programmes*, Prentice-Hall, New Jersey.
20. David A.DeCenzo & Stephen P.Robbins: *Fundamentals of Human Resource Management*, Wiley.



**DSE- Marketing**  
**Advertisement and Brand Management- 06110517**  
**IMBA- 5<sup>th</sup> Semester Theory**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
	<b>Advertisement and Brand 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**

**The objective of this course is to provide knowledge of creative advertising in the competitive world of business. It helps the students to acquire knowledge in various advertising media and Brand.**

**UNIT I**

Marketing Communication, Nature and Scope of Advertising, Functions and Benefits of Advertising, Advertising Objectives and Goals, Types of Advertising, Economic Aspects of Advertising, Social and Ethical Aspects of Advertising

**UNIT II**

Advertising Agencies, Advertisement Budget, Advertising Campaign Planning, Advertising Copy, Advertising Themes and Appeals, Copy Design, Layout and Production, Advertising Media, Indoor Media, Outdoor Media Advertising, Measuring Advertising Effectiveness

**UNIT III**

Advertising Budgets: Introduction, Factors Influencing Budget Setting, Typical Spending Patterns, Common Budgeting Approaches, Budgeting Methods, Decision Support System (DSS), Structure of DSS, Allocating the Marketing Communication Budget

**UNIT IV**

Branding concepts; branding challenges and opportunities; brand equity concept; strategic brand management process; customer based brand equity; building a strong brand and its implications; identifying and establishing brand positioning; defining and establishing brand values; internal branding, Branding strategies

**UNIT V**

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, 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

**References:**

1. Belch and Belch, **Advertising and Promotion**, Tata McGraw Hill Co.
2. Sharma, Kavita, **Advertising: Planning and Decision Making**, Taxmann Publication Pvt. Ltd.
3. Mahajan, J.P., and Ramki, **Advertising and Brand Management**, Ane Books Pvt Ltd, New Delhi.
4. Burnett, Wells, and Moriatty, **Advertising: Principles and Practice**, Pearson Education
5. Terence A. Shimp, **Advertising and Promotion: An IMC Approach**, South Western, Cengage Learning.
6. O'Guinn, **Advertising and Promotion: An Integrated Brand Approach**, Cengage Learning.
7. Keller, Kevin Lane; **Strategic Brand Management**; Pearson Education; New Delhi
8. Kapferer, Jean Noel; **Strategic Brand Management**; Kogan Page; New Delhi
9. Kumar, S. Ramesh; **Marketing and Branding - The Indian Scenario**; Pearson Education; New Delhi



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10. Kapoor, Jagdeep; **24 Brand Mantras**; Sage Publications; New Delhi



# **SGT UNIVERSITY**

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**Advertisement and Brand Management- 06110518**  
**IMBA- 5<sup>th</sup> Semester Practical**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
	<b>Advertisement and Brand Management</b>	-	-	-	30	20	4	-	-	2

**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**

**The objective of this course is to provide knowledge of creative advertising in the competitive world of business. It helps the students to acquire knowledge in various advertising media and Brand.**

**UNIT I**

- Students need to present various types of Advertising (appeals) through ad mad
- Prepare Economic Aspects of Advertising in a chart
- Social and Ethical Aspects of Advertising to be quoted with lie examples in video class

**UNIT II**

- Meet/ visit Advertising Agency to develop the understanding of Advertisement Budget, Advertising Campaign Planning, Advertising Copy, Advertising Themes and Appeals, Copy Design, Layout and Production
- Enlist what are various Indoor Media, Outdoor Media Advertising used by SGT University

**UNIT III**

- Meeting with SGT university officials for developing the understanding of Advertising Budgets
- A comparative study of two well established FMCG brands for allocating the Marketing Communication Budget

**UNIT IV**

- Compare the brand positioning of five different retail outlets
- Prepare a presentation of various Branding strategies adopted by TATA/Reliance/ P&G/ HUL groups

**UNIT V**

- Create an hypothetical sports equipment brand by Choosing brand elements to build brand equity; designing marketing programs to build brand equity: integrating marketing communication to build brand equity
- Prepare a survey report on the impact of celebrity endorsement on consumer buying behavior.

**References:**

1. Belch and Belch, **Advertising and Promotion**, Tata McGraw Hill Co.
2. Sharma, Kavita, **Advertising: Planning and Decision Making**, Taxmann Publication Pvt. Ltd.
3. Mahajan, J.P., and Ramki, **Advertising and Brand Management**, Ane Books Pvt Ltd, New Delhi.
4. Burnett, Wells, and Moriatty, **Advertising: Principles and Practice**, Pearson Education
5. Terence A. Shimp, **Advertising and Promotion: An IMC Approach**, South Western, Cengage Learning.
6. O'Guinn, **Advertising and Promotion: An Integrated Brand Approach**, Cengage Learning.
7. Keller, Kevin Lane; **Strategic Brand Management**; Pearson Education; New Delhi
8. Kapferer, Jean Noel; **Strategic Brand Management**; Kogan Page; New Delhi
9. Kumar, S. Ramesh; **Marketing and Branding - The Indian Scenario**; Pearson Education; New Delhi
10. Kapoor, Jagdeep; **24 Brand Mantras**; Sage Publications; New Delhi



**CONSUMER BEHAVIOUR-DSE MKT- 06110519**  
**IMBA- 5<sup>th</sup> Semester Theory**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
BBA	CONSUMER BEHAVIOUR	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:**

The subject explores the mysterious world of the consumer's psyche and guidelines to the students to understand what makes consumers to purchase a particular product or avail a particular service

**Syllabus**

**Unit I**

Introduction to Consumer Behavior and Consumer Research: Nature, Scope and application of Consumer Behavior and Consumer Research.

**Unit II**

Consumer Decision-making Process – Problem Recognition, Information Search and Evaluation of Alternatives: Introduction, Problem Recognition, Information Search, Evaluation of Alternatives.

**Unit III**

Consumer Motivation: Introduction, Needs and Goals, motivational Conflict, Defense Mechanisms, Motive Arousal, Motivational Theories, Maslow’s hierarchy of needs, Motivation Research

**Unit IV**

Individual Determinants of Consumer Behavior: Demographics Psychographics, Environmental Influences on Consumer Behavior: Culture, Cross cultural understanding, social class, family, Family life- cycle group and personal influence, word of mouth communication, opinion leadership.

**Unit V**

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

**Suggested Readings:**

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



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**IBBA**



**CONSUMER BEHAVIOUR-DSE MKT- 06110520**  
**IMBA- 5<sup>th</sup> Semester Practical**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
BBA	<b>CONSUMER BEHAVIOUR</b>	-	-	-	30	20	2	-	-	2

**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:**

The subject explores the mysterious world of the consumer's psyche and guidelines to the students to understand what makes consumers to purchase a particular product or avail a particular service

**Syllabus**

**Unit I**

- Enlist various factors of Consumer Behavior towards specialty goods.

**Unit II**

- Prepare a process of your own, for the buying of Laptop/ Mobile

**Unit III**

- Identify the Consumer Motivation for Unsought goods through personal interviews

**Unit IV**

- Study the impact of Demographics on the intention to shop online.
- Prepare a questionnaire on environmental Influences on Consumer Behavior.

**Unit V**

- Accompany any sales personnel involved in B2B Marketing and differentiate consumer and organizational Buying Behavior
- Differentiate organizational Buying Decision Process from that of Consumer by a case study drafted by the student only

**Suggested Readings:**

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





**STRATEGIC MANAGEMENT- 06110601**  
**IMBA 6<sup>th</sup> Semester Theory**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		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.

**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 Glueek, Business Policy and Strategic Management, McGraw-Hill Publications.
7. Thampson 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



**STRATEGIC MANAGEMENT- 06110602**  
**IMBA 6<sup>th</sup> Semester Practical**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
BBA601 P	STRATEGIC MANAGEMENT	-	-	-	30	20	4	-	-	2

**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**

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 Glueek, 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



**Tax Planning- 06110603**  
**IMBA- 6th Semester Theory**

**Assessment:**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERN AL	TWO TERM	INTERNA L	EXTERN AL	INTERNA L				
<b>IMBA602</b>	<b>Tax Planning</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.

**Objective:** The course aims to help students to gain basic understanding of principles and law governing the taxation statute in India. It will provide them knowledge of structure of direct tax, system, procedure and functioning of income tax related matters.

**Unit-I:**

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

**Unit-II:**

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

**Unit-III:**

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

**Unit-IV:**

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

**Unit- V:**

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

**Suggestive Readings:**

- 1) Dr. Vinod Kumar Singhania, Corporate Tax Planning, Taxmann's Publication
- 2) Dr. Girish Ahuja & Dr. Ravi Gupta, Simplified approach to Corporate Tax Planning & Management, Wolters Kluwer
- 3) Dr. H.C. Mehrotra, Corporate Tax Planning and Management, Sahitya Bhawan Publication, Agra
- 4) Mr. Sandeep K Sahu, A summarised notes on income tax law
- 5) CA Raj kumar Agarwal, Handbook on income tax, Bharat's Publication



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- 6) Dr. Yogendra Bangar, a comprehensive guide to Taxation, Bangar's Publication
- 7) Dr. Girish Ahuja & Dr. Ravi Gupta, Systematic approach to income tax, Wolters Kluwer



**Tax Planning- 06110604**  
**IMBA- 6th Semester Practical:**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
BBA602	<b>Tax Planning</b>	-	-	-	30	20	4	-	-	2

**Objective:** The course aims to help the students to gain practical understanding of the computation of total income and tax liability thereon based on their residential status and scope of total earnings.

**Unit-I:**

Determination of Previous year, Assessment year, Residential status of individual, scope of total income, identification of income exempted from tax. (Activity: three situation of identifying PY & AY, three situations of computing residential status)

**Unit-II:**

Computation of Income from salaries, income from house property and income from profits and gains of business and profession- Compute correct profit (Activity: five different situations of computation under all heads)

**Unit-III:**

Computation of Income from capital gains, income from other sources, Identification of losses under different heads and set off with respective heads, clubbing of income (Activity: five different situations of computation under capital heads, set off of loses and clubbing)

**Unit-IV:**

Identification of amount available as Deductions under chapter VI-A from gross total income, computation of gross total income, total taxable income, Computation of total income of individuals & Hindu Undivided Family using Microsoft excel. (Activity: five different situations of assessment of individual / HUF)

**Unit- V:**

Rate and applicability of TDS & TCS on income earned, compute the instalment of advanced payment of tax (Activity: identify TDS amount and instalment of advance tax)

**Suggestive Readings:**

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



# **SGT UNIVERSITY**

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**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT- 06110509**  
**IMBA-5<sup>th</sup> Semester Theory**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
	Security Analysis and Portfolio 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.

**Course Objective**

The focus of Security Analysis is to acquaint the students with the working of security market and principles of security analysis; and to develop the skills required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions.

**Course Content**

**Unit-I**

Investment: Meaning, nature and process. Investment avenues and alternations, concept and Measurement of Investment risk and return; Identification of Investment Opportunities; Speculation, Gambling and Investment activities.

**Unit-II**

Efficient Market theory or Hypothesis. Technical Analysis: dow Theory, Charting techniques, volume Indicators. Fundamental Analysis: Company Analysis, Industry Analysis and Economy Analysis, Technical v/s Fundamental analysis

**Unit-III**

Secondary Market: Stock Exchanges, Online Trading. Trading mechanism in Bombay Stock Exchange. Derivatives: Meaning, uses, Types, Derivatives in Indian capital market. Option Contracts: Meaning uses and Types.

**Unit-IV**

Portfolio Analysis, Selection and Management: Risk aversion and capital allocation to risky assets and risk- free asset; Risk tolerance and asset allocation; optimal risky portfolio- Markowitz portfolio selection model. Capital Asset Pricing Model (CAPM). Active and Passive portfolio management. Technical Analysis: Market Indicators. Efficient Market Theory, the Efficient Market Hypothesis. Portfolio Analysis: Effects of combining securities –Significance of beta in the Portfolio.

**Unit V-** Financial Derivatives: Futures-types and payoffs. Pricing of financial futures and commodity futures (Cost of carry model). Options- types and valuation using Black and Scholes Model. Put call parity. Options trading strategies. Exotic options, Portfolios of futures and options synthetics. Financial engineering.

**Suggested Readings:**

1. Bodie, Zvi, Kane Alex and Alan J. Marcus, Investments, McGraw Hill.
2. Reilly, Frank K, and Brown, Keith C., Investment Analysis and Portfolio Management, Cengage Learning.
3. Chandra, P., Security Analysis and Portfolio Management, Tata McGraw Hill.
4. Vishwanath, R and Krishna Murthi C., Investment Management, Springer
5. Fischer, Donald E. and Ronald J. Jordan, Security Analysis and Portfolio Management, PHI Learning.



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6. Elton, E. and Gruber, M, Modern Portfolio Theory and Investment Analysis, John Wiley and Sons.





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7. Damodaran, A., Investment Valuation, John Wiley & Sons.
8. Sharpe William F, and Bailey Jeffery V, Alexander Gordon J, Investments, PHI Learning.
9. Hull, J.C., Options, Futures and Other Derivatives, Prentice Hall.
10. Bhalla, V. K., Investment Management, S. Chand & Company Ltd



**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT- 06110510**  
**IMBA-5<sup>th</sup> Semester Practical**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
IMBA/IMBA	Security Analysis and Portfolio 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.

**Course Objective**

The focus of Security Analysis and portfolio management is to develop understanding about analyzing company's securities and to acquaint the students with the working of security market and principles of security analysis; and portfolio management.

**Course Content**

**Unit-I**

Activities on Identification of Investment Opportunities in the market, justify reasons to choose the better investment opportunities.

**Unit-II**

Study of Technical Analysis: through Charting techniques, volume Indicators, Case Study on Fundamental Analysis: Company Analysis, Industry Analysis and Economy Analysis.

**Unit-III**

Online Trading. Trading mechanism in Bombay Stock Exchange. Analyzing NSE and BSE stock market. Activities on derivatives Indian capital market.

**Unit-IV**

Project Report on Portfolio Management. Analyzing the journey and Growth Pattern of Indian Stock Market

**Unit V-**

Exercise on Options trading strategies.

**Suggested Readings:**

1. Bodie, Zvi, Kane Alex and Alan J. Marcus, Investments, McGraw Hill.
2. Reilly, Frank K, and Brown, Keith C., Investment Analysis and Portfolio Management, Cengage Learning.
3. Chandra, P., Security Analysis and Portfolio Management, Tata McGraw Hill.
4. Vishwanath, R and Krishna Murthi C., Investment Management, Springer
5. Fischer, Donald E. and Ronald J. Jordan, Security Analysis and Portfolio Management, PHI Learning.
6. Elton, E. and Gruber, M, Modern Portfolio Theory and Investment Analysis, John Wiley and Sons.
7. Damodaran, A., Investment Valuation, John Wiley & Sons.
8. Sharpe William F, and Bailey Jeffery V, Alexander Gordon J, Investments, PHI Learning.
9. Hull, J.C., Options, Futures and Other Derivatives, Prentice Hall.
10. Bhalla, V. K., Investment Management, S. Chand & Company Ltd



**Project Appraisal- 06110605**  
**IMBA 6<sup>th</sup> Semester Theory**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
	<b>Project Appraisal</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 develop the profitability projections and the strategies employed in managing risk and it will make practice on project management decisions and Control

Unit I: *Basics of Project Appraisal*

Part-1 Appraisal: an introduction, Project appraisal and evaluation, Project concept, Types of Project, Project cycle, Project cycle management, Private and Public sector Projects/commercial / National probability;

**Part-II Project Identification and Selection:** Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Technical analysis and technology selection.

Unit II: Market Analysis: Market analysis of a project, Need for market analysis, Demand and supply analysis, Collection analysis, primary /secondary data, Forecasting techniques Technical appraisal of a project, Business and Technology Acquisition and management of technology

Unit III: **Investment appraisal:** Introduction and techniques, DCF (Discounted cash flow) and non DCF methods, Sensitivity Analysis, Financial needs of a Project, Investment criteria, Project Appraisal parameters of select Financial Institutions

Social cost benefit analysis – value added concept, social surplus indirect impact of projects, rationale of SCBA, Efficiency and Equity in Project Appraisal, UNIDO approach, Shadow pricing

Unit-IV: **Network Analysis:**

Construction of networks, CPM, various types of floats and their application, PERT and its applications, Time cost relationship, crashing for optimum cost and optimum time

Unit V: Project risk assessment – Risk and Sensitivity Analysis, Risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Reducing Risks or mitigation

Suggested Readings:

1. Gray & Larson, Project Management: The Managerial Process, 3<sup>rd</sup> Edition. 2010, TMH
- 2 Pinto, Project Management: Achieving Competitive Advantage, Pearson,2010
- 3Sunil Abrol, Cases in Project Management, 2010, Excel Books
4. Maylor, Project Management, 3<sup>rd</sup> Edition, 2010, Pearson
5. McManus, Information Systems Project Management, 2010, Pearson
6. Kloppenborg, Contemporary Project Management, 1<sup>st</sup> Edition, 2008 Cengage Learning
7. Gopalakrishnan – Textbook of Project Management,2005 – Macmillan Publishers
8. Joy- Total Project Management,2005 , Macmillan Publishers



**Project Appraisal- 06110606**  
**IMBA 6<sup>th</sup> Semester Practical**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
	<b>Project Appraisal</b>	-	-	-	30	20	4	-	-	2

**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**

The objective of this paper is to help students to acquire Practical knowledge of the project that will allow them to initiate and manage projects efficiently and effectively.

**Course Content**

UNIT-1

Preparation of project report - Case Analysis

UNIT-II

Students will present case situations in groups, and prepare finally a financial design in a social enterprise setting of new product launching :Highlighting the points on behaviour of investor and behaviour of market considering the different feasibility in environment.

Unit-III

Demonstrate the Project Life Cycle and how it relates to project definition and control.

Unit-IV

Employ an Estimate Matrix to determine deliverables and also draw the breakdown structure.

Unit-V

Demonstrate the importance of a baseline scope and how it relates to cost control. Draw the CPM and evaluate your project with the help of PERT (With the help of case study OR live project)

Suggested Readings

1. Chandra. Prasanna, Project Preparation Appraisal and Implementation. Tata McGraw Hill.
2. Gray, Clifford .F. Project Management. McGraw Hill.
3. <https://canvas.harvard.edu/courses/7986/>
4. <https://nptel.ac.in>



**PERFORMANCE AND COMPENSATION MANAGEMENT- 06110613**  
**IMBA 6<sup>th</sup> semester Theory**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
DSE HRM (T&P)	PERFORMANCE AND COMPENSATION 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.

**Course Objective**

Students would be able to understand performances issues, design and conduct performance reviews, develop skills in analysing and restructuring compensation packages.

**Course Content**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Unit-V**

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

**Suggestive Readings**

1. Bergmann & Thomas, J. *Compensation Decision Making*. Harcourt College Publications (2003).
2. Venkatratnam, C.S., *Rethinking Rewards and Incentive Management*. Excel Books (2002).
3. Deb, T. *Compensation Management: Text and Cases* Excel Books
4. Singh, B.D. *Compensation and Reward Management*. Excel Books
5. Gerhart, B. & Rynes, S.L. *Compensation, Evidence, and Strategic Implications*. Sage Publication
6. Berger & Berger. *The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design*. McGraw Hill.
7. Michael, Armstrong, *Performance Management*. Kogan Page (1999).
8. Chadha, P., *Performance Management: It’s About Performing – Not Just Appraising*. McMillan India Ltd (2003).
9. Dwivedi, R.S. *Managing Human Resources and Personnel Management in India Enterprises*. Galgotia Publishing Company (2000).
10. Mathis, R. L & Jackson, J. H., *Human Resource Management*. Thomson Asia Pte. Ltd., (2004).



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11. Dessler, G. *Human Resource Management*. Pearson Education Pte. Ltd., (2004).



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12. Henderson, Richard I., *Compensation Management: Rewarding Performance*. Prentice Hall of India Pvt. Ltd (2004).





**PERFORMANCE AND COMPENSATION MANAGEMENT- 06110614**  
**IMBA 6<sup>th</sup> semester Practical**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
DSE HRM (T&P)	PERFORMANCE AND COMPENSATION MANAGEMENT	-	-	-	30	20	4	-	-	2

**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**

Students would be able to understand performances issues, design and conduct performance reviews, develop skills in analyzing and restructuring compensation packages.

**Course Content**

**Unit-I**

1. In group of 5 students each prepare list of differences between performance management and performance appraisal. Discuss and deliberate.

**Unit-II**

1. List down various methods of performance appraisal of company of your choice.
2. Present before class various methods of job evaluation along with its merits and demerits.

**Unit-III**

1. Conduct a survey of your area and present in form of report various compensation band for different category of employees. Present finding in class.

**Unit-IV**

1. Analyze various components of compensation package of an expatriate. What are new trends for expatriate compensation management.

**Unit-V**

1. In a group deliberate and differentiate between Mentoring and coaching. What are characteristics of a mentor and coach. Arrive at consensus and present in class.

**Suggestive Readings**

1. Bergmann & Thomas, J. *Compensation Decision Making*. Harcourt College Publications (2003).
2. Venkatratnam, C.S., *Rethinking Rewards and Incentive Management*. Excel Books (2002).
3. Deb, T. *Compensation Management: Text and Cases* Excel Books
4. Singh, B.D. *Compensation and Reward Management*. Excel Books
5. Gerhart, B. & Rynes, S.L. *Compensation, Evidence, and Strategic Implications*. Sage Publication
6. Berger & Berger. *The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design*. McGraw Hill.
7. Michael, Armstrong, *Performance Management*. Kogan Page (1999).
8. Chadha, P., *Performance Management: It's About Performing – Not Just Appraising*. McMillan India Ltd (2003).
9. Dwivedi, R.S. *Managing Human Resources and Personnel Management in India Enterprises*. Galgotia Publishing Company (2000).
10. Mathis, R. L & Jackson, J. H., *Human Resource Management*. Thomson Asia Pte. Ltd., (2004).
11. Dessler, G. *Human Resource Management*. Pearson Education Pte. Ltd.,(2004).
12. Henderson, Richard I., *Compensation Management: Rewarding Performance*. Prentice Hall of India





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Pvt. Ltd (2004).



**DIGITAL MARKETING-06110521**  
**IMBA 5<sup>th</sup> Semester Theory**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
BBA	Digital Marketing	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:** The objective of this course is to provide knowledge of creative digital advertising in the competitive world of business. It helps the students to acquire knowledge in various terms of digital marketing.

**Unit I**

Digital Marketing: Introduction, Moving from Traditional to Digital Marketing, Integrating Traditional and Digital Marketing; Concept of Search Engine Optimization (SEO); Concept of Pay Per Click.

**Unit II**

Email Marketing: Introduction, email marketing process, design and content, delivery, discovery.

**Unit III**

Social Media Marketing: Introduction, Process - Goals, Channels, Implementation, Analyze.

**Unit IV**

Mobile marketing: Introduction and concept, Process of mobile marketing: goals, setup, monitor, analyze; Enhancing Digital Experiences with Mobile Apps.

**UNIT V**

Google Adwords Overview: Understanding Inorganic Search Results, Introduction to Google Adwords & PPC Advertising, Overview of Microsoft Adcenter (Bing & Yahoo)

**References:**

1. Ian Dodson. **The Art of Digital Marketing**. John Wiley & Sons, Inc
2. Philip Kotler. **Marketing 4.0: Moving from Traditional to Digital**, John Wiley & Sons, Inc
3. Ryan Deiss, Russ Henneberry: **Digital Marketing for dummies**, John Wiley & Sons, Inc
4. Marjolein Visser, Berend Sikkenga & Mike Berry: **Digital Marketing Fundamentals**, Noordhoff Uitgevers bv, Afdeling Hoger Onderwijs,
5. Digital Marketer: **The Ultimate Guide to Digital Marketing**, DigitalMarketer LLC



**DIGITAL MARKETING-06110522**  
**IMBA 5<sup>th</sup> Semester Practical**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
BBA	Digital Marketing	-	-	-	30	20	4	-	-	2

**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:** The objective of this course is to provide knowledge of creative digital advertising in the competitive world of business. It helps the students to acquire knowledge in various terms of digital marketing.

**Unit I**

- Prepare an assignment on the concept of Search Engine Optimization (SEO) by taking holiday package companies as example.
- Mobilize the Concept of Pay Per Click by starting your own you tube video/ Face book Ad

**Unit II**

- Prepare the content of Email Marketing of SYNERGY and start following the trends of the same.

**Unit III**

- Social Media Marketing: Introduction, Process - Goals, Channels, Implementation, Analyze.

**Unit IV**

- Follow the process of mobile marketing and create a campaign of AURA- 2020

**UNIT V**

- Prepare a presentation on Google Adwords with key strategies
- Video watching on overview of Microsoft Adcenter (Bing & Yahoo)

**References:**

6. Ian Dodson. **The Art of Digital Marketing**. John Wiley & Sons, Inc
7. Philip Kotler. **Marketing 4.0: Moving from Traditional to Digital** , John Wiley & Sons, Inc
8. Ryan Deiss, Russ Henneberry: **Digital Marketing for dummies**, John Wiley & Sons, Inc
9. Marjolein Visser, Berend Sikkenga & Mike Berry: **Digital Marketing Fundamentals**, Noordhoff Uitgevers bv, Afdeling Hoger Onderwijs,  
10. **Digital Marketer: The Ultimate Guide to Digital Marketing**, DigitalMarketer LLC



**CUSTOMER RELATIONSHIP MANAGEMENT-06110701**  
**IMBA 7<sup>TH</sup> SEMESTER**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
IMBA 7 <sup>TH</sup> SEMESTER	CUSTOMER RELATIONSHIP 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.

**Course Objective**

To make the students understand the concepts, principles and role of CRM and understand the changing face of CRM as an IT enabled function, managing Customer Relationship.

**Course Content**

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

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

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

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

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

**Suggestive Readings**

1. Alok Kumar Rai, CUSTOMER RELATIONSHIP MANAGEMENT CONCEPT & CASES, Prentice Hall of India Private Limited, New Delhi. 2011
2. S. Shanmugasundaram, CUSTOMER RELATIONSHIP MANAGEMENT, Prentice Hall of India Private Limited, New Delhi, 2008
3. Kaushik Mukherjee, CUSTOMER RELATIONSHIP MANAGEMENT, Prentice Hall of India Private Limited, New Delhi, 2008
4. Jagdish Seth, et al, CUSTOMER RELATIONSHIP MANAGEMENT
5. V. Kumar & Werner J., CUSTOMER RELATIONSHIP MANAGEMENT, Willey India, 2008
6. Francis Buttle and Stan Maklan , **Customer Relationship Management.**
7. Philip Kotler and Kevin Lane Keller , **Marketing Management**
8. Ed Peelen and Rob Beltman , **Customer Relationship Management**



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9. Dick Lee , **The Customer Relationship Management Survival Guide**



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10. Harvard Business Review, **Harvard Business Review on Customer Relationship Management**

11. Berndt and Madéle Tait , **Relationship Marketing & Customer Relationship Management, Adele**



**Cross Culture Management - 06110702**

**IMBA 7<sup>th</sup> SEMESTER**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
702	Cross Culture 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.

**Course Objective**

The course seeks to develop a diagnostic and conceptual understanding of the cultural and related behavioral variables in the management of global organization

**Course Content**

**Unit - I**

Introduction - Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stake-holders [managers, employees, shareholders, suppliers, customers and others] – An Analytical frame work

**Unit – II**

Culture and Global Management - Global Business Scenario and Role of CultureA Frame work for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/ of an Indian MNC and Foreign MNC & High Performance Winning Teams and Cultures; Culture Implications for Team Building

**Unit - III**

Cross Culture – Negotiation & Decision Making - Process of Negotiation and Needed Skills & Knowledge Base – Over view with two illustrations from multicultural contexts [India – Europe/ India – US settings, for instance]; International and Global Business Operations- Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context.

**Unit - IV**

Global Human Resources Management - Staffing and Training for Global Operations – Expatriate - Developing a Global Management Cadre.. Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel [individuals and teams included] – Retention strategies.

**Unit – V**

Corporate Culture - The Nature of Organizational Cultures Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement.

**References**

1. Adler, N. J., & Gundersen, A. (2008). International Dimensions of Organisational Behaviour (5th ed.). USA: Thomson Learning.
2. Browaeyes, M. J., & Price, R. (2008). Understanding cross-cultural management. New Delhi: Prentice Hall. Faculty of Management Studies, University of Delhi 83



3. Dowling, P. J., Festing, M., & Engle, Sr. A. D. (2008). International human resource management (5th ed.) London: Thompson Learning.
4. Gannon, M. J., & Newman, K. L. (2002). The blackwell handbook of cross cultural management. UK: Blackwell Pub.
5. Hofstede, G. (2001). Cultures consequences: comparing values, behaviour, institutions and organisations across nations (2nd ed.). New Delhi: Sage.
6. Mendenhall, M. E., Punnett, B. J., & Ricks, D .A. (1995). Global management. UK: Blackwell.
7. Schuler, R. S., Briscoe, D. R., & Claus, L. (2008). International human resource management (3rd ed.). New York: Routledge
8. Thomas, D. C. (2008). Cross cultural management: Essential concepts (2nd ed.). New Delhi: Sage.





**ORGANIZATIONAL BEHAVIOUR- 06110703**  
**IMBA- 7<sup>th</sup> Semester**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
IMBA703T	ORGANIZATIONAL BEHAVIOUR	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**

Student would gain understanding of human behavior at workplace from an individual, group, and organizational perspective. This course aims at equipping students with behavioral skills in managing people at work.

**Course Content**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Unit-V**

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

**Suggestive Readings**

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



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*Organisational Behaviour*, Utilizing Human Resources, Prentice Hall, New Delhi.



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- 10) Ivancevich John and Micheol T. Matheson, *Organisational Behaviour and Management*, Tata McGraw, New Delhi. Hill
- 11) C.B. Gupta, *Business Organization and Management*, Mayur paper backs



**BASICS OF ENTREPRENEURSHIP SKILLS- 06110704**  
**IMBA- 7<sup>th</sup> Semester**  
**Other Faculty**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
GE	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

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,



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The ICFAI University Press



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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



**Financial Derivative and Risk management- 06110607**  
**IMBA- 6th Semester**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
IMBA/IMBA	Financial Derivative and risk 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.

**Course Objective**

The purpose of the course is to introduce the students to various tools and techniques of financial risk management and applications.

**Course Content**

**Unit-I**

Types, participant and functions of derivative market, Development of exchange traded derivatives, domestic and global derivatives markets, Exchange traded vs OTC derivatives market, Derivatives trading in India and in the World.

**Unit-II**

Introduction and key features of futures contracts, Trading, Clearing and Settlement Systems, Determination of futures and forwards prices, Risk management Strategies using Interest rate, Commodity and Currency futures.

**Unit-III**

Option markets, properties of stock option, trading strategies using options, option pricing models, pricing of index options, Greeks, management of risk using option contracts.

**Unit-IV**

Offshore financing – international equity, debt and Euro-currency markets; Trade Financing – payment methods and trade financing methods; Foreign direct investment, Cross border mergers and acquisitions.

**Unit-V**

Multinational capital budgeting – Capital structure and cost of capital – Sovereign risk.

**Suggestive Readings**

1. Pilbeam, K., International Finance, Palgrave Macmillan. Latest Edition
2. Madura, J., International Financial Management, Cengage Learning. Latest Edition
3. Eun, C.S., and Resnic, B.G., International Financial Management, McGraw Hill. Latest Edition
4. Feenstra, R.C., and Taylor, A.M., International Macroeconomics, Worth Publishers. Latest Edition
5. Desai, M. A., International Finance: A Case Book, Wiley, Latest Edition.
6. Levi, M., International Finance, Routledge. Latest Edition.
7. Grabbe, O., International Financial Markets, Prentice Hall. Latest Edition'
8. Ashthana, Financial Risk Management, Himalaya Publication House



**Financial System and services- 06110609**  
**IMBA-6<sup>th</sup> Semester**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA101	Financial system and services	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 familiarize the student a basic knowledge of financial system and services offered by financial institution.

**Course Contents**

**Unit-I An Introduction to Financial System and its Components**

Indian Financial System; structure of FS, financial institutions (financial intermediaries), financial markets, financial instruments.

**Unit-II Financial Regulators in India:**

RBI, Ministry of Corporate Affairs, SEBI, IRDA, and Financial Conglomerates

**Unit-III Leasing and Hire purchase:**

**Leasing:** concept, scope, development of leasing, Size of leasing industry in India.

**Hire purchase:** Concept, Meaning and definition, Features, Size and scope of Hire purchase, Types of Hire purchase, Implication of hire purchase for business.

**Unit-IV. Insurance & Mutual Funds-**

Introduction and their role in capital market development. Insurance: Concept features, elements of Insurance, Types.

Mutual Funds: Meaning Definition Features, Organization of Mutual Funds, Types of Mutual Funds, and NAV.

**Unit-V Other Financial services:**

Factoring: Meaning, Features, Types, Cost of Factoring, Working of Factoring, Prospects of factoring in India.

Forfeiting: Meaning, Mechanism of forfeiting, Advantage of forfeiting,

Discounting of bills, bill of exchange, Consumer credit, Plastic money.

**Suggestive Readings**

1. Guruswamy, S., -Indian Financial Systeml, TheMcGraw Hill Companies.
2. L.M. Bhole: Financial Institutions & Markets, Tata McGraw Hill, New Delhi.
3. Khan, M.Y; -Indian Financial Systeml, TheMcGraw Hill Companies.
4. G.S. Patel, Capital Market, Functioning and Trends, ICFAI Publication.
5. J.N. Dhonkar, A Treatise an Merchant Banking, Skylark Pub. Delhi.
6. Vindo Kothari, Leasing, Hirepurchase and Consumer Credit, Wadhwa and Company.
7. SEBI Guidelines issued from time to time.
8. K. Sriram, Handbook of Leasing, Hire Purchasing and Factor, ICFAI Publications.
9. Gledstone, Venture Capital Investing, NY, Prentice Hall. 1 Khan and Jain, Financial Services, Tata McGraw Hill





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10. Singh, J.K., Venture Capital Financing in India. Dhanpat Rai and Company, New Delhi.



**DSE HRM (T&P) HR AUDIT- 06110615**  
**IMBA 6<sup>th</sup> Semester**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
DSE HRM (T&P)	HR AUDIT	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**

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

**Course Content**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

**Audit of HR Systems:** Competency Mapping, Manpower Planning, Recruitment, Induction and Integration, Performance Management, Potential Appraisal and Assessment Centers, Career Planning and Development, Job Rotation, Training and Learning, Organization Development. **Audit of HR Strategies:** Auditing Communication Strategy, Auditing of Employee Engagement, Auditing of Quality Orientation, Auditing of Customer Orientation, Auditing of Entrepreneurial Spirit, Auditing of Culture Building, Auditing Talent Management.

**Unit-IV**

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

**Unit-V**

**Audit of HR Culture and Values:** Collaboration and Team Work, Trust and Trustworthiness, Authenticity, Proactivity and Initiative, Autonomy, Confrontation, Experimentation, Organizational Culture. **HR Impact and Alignment:** Talent Management, Intellectual Capital, Financial Measures.

**Suggestive Readings**

1. T V Rao, *HRD Audit: Evaluating the Human Resource Function for Business Improvement*, Sage Publications (2014).
2. Brian E. Becker, David, Mark A. Huselid, *The HR Scorecard: Linking People, Strategy, and Performance*, Harvard Business Review Press; 1 edition (2001).
3. Durdana Ovais Rajni Gyanchandani, *HR Audit*, Everest Publishing House (2017).



4. Seema Sanghi, *The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations*, Sage Publications.
5. Ramesh S, Kuldeep S, *Winning on HR Analytics: Leveraging Data for Competitive Advantage*, Sage Publications.
6. Sibrarn Nisonko, *Hr Audit: Audit Your Most Precious Resources*
7. Eric, G. F. (1987). *Future directions of Human Resource Management*. monograph & Research series (Univ of California Inst of Industrial Relations).
8. Abdul, A. A. (2001). Human assets accounting and human resource audit. *Pakistan & Gulf Economist*, 20.
9. Boudreau, J. W., & Ramstad, P. M. (1997). Measuring intellectual capital: learning from financial history. *Human resource Management*, 36(3), 343-356.  
[http://dx.doi.org/10.1002/\(SICD\)1099-050X\(199723\)36:3<343::AID-HRM6>3.0.CO;2-W](http://dx.doi.org/10.1002/(SICD)1099-050X(199723)36:3<343::AID-HRM6>3.0.CO;2-W)
10. Pareek, U., & Rao, T. V. (1992). *Designing and managing human resource systems* (2nd ed.). New Delhi: Oxford & IBH, pp.412.
11. Arun Sekhri, *Human Resource Planning And Audit*, Himalaya Publishing.



**Talent and Knowledge Management- 06110617**  
**IMBA 6<sup>th</sup> SEMESTER**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
	Talent and knowledge 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.

**Course Objective**

This course exposes students to methods and practices to acquire, engage, and develop talent; focuses on the development of leaders within an organization; and examines how executive succession is managed.

**Course Content**

**Unit - I**

Introduction to Talent Management- Need of Talent Management, Key Processes of Talent Management, Talent vs. knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent.

Building Blocks for Talent Management- Introduction, Effective Talent Management System, Building Blocks of Effective Talent Management System

**Unit - II**

Approaches to Talent Management- Talent Management Approaches, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies  
Role of Information Technology in effective Talent Management Systems- Talent Management Information System, Creating Business Value through Information Technology, Five Steps to a Talent Management Information Strategy.

**Unit - III**

Introduction to Knowledge Management - Knowledge Society, Types of Knowledge, An Introduction to life in organizations - Concept and Characteristics of KBOs, Dimensions of HRM in KBOs, New Role and Challenges for HRM in the KBOs.

**Unit - IV**

Managing Knowledge for organizational effectiveness- Process and Methods, Concept of Intellectual Capital and Learning Orientation in the Organizations, Knowledge and Role related issues, Performance Appraisal in a KBO, Intellectual Property Rights (IPR).

Managing Knowledge and Personnel & Organizational Health- Rewarding Knowledge, Management of Retention.

**Unit - V**

ICTs in KBOs– HRIS for KBOs, Concept, Mechanisms, and Software Orientation, Performance Management, Mechanisms.

Technologies to Manage Knowledge– Artificial Intelligence, Digital Libraries, Repositories, Knowledge Process Outsourcing, Innovation Clusters.

**References**

1. **Frances Horibe**, MANAGING KNOWLEDGE WORKERS, 1 edition, Wiley, 1999
2. **John Wiley & Sons Fernandez & Leidner**, KNOWLEDGE MANAGEMENT, PHI Learning, New Delhi,2008
3. **Ganesh Natarajan and Sandhya Shekhar**, KNOWLEDGE MANAGEMENT - ENABLING



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BUSINESS GROWTH, Tata McGrawHill, New Delhi



4. **Mruthyunjaya**, KNOWLEDGE MANAGEMENT, PHI Learning, New Delhi, 2011
5. **Vlad Vaiman and Charles M. Vance**, Smart Talent Management: Building Knowledge Assets for Competitive Advantage, 2008, Edward Elgar Pub, 2008
6. **Gicele Vergine Vieira Prebianca**, **Integrating talent and knowledge management: Theory and practice**, LAP Lambert Academic Publishing
7. **Edward E. Lawler**, Reinventing Talent Management: Principles and Practices for the New World of Work, Berrett-Koehler Publishers, 2017
8. **Marshall Goldsmith**, Best Practices in Talent Management: How the World's Leading Corporations Manage, Develop, and Retain Top Talent, 1 edition, Pfeiffer, 2009
9. **Mark Miller**, Talent Magnet: How to Attract and Keep the Best People (The High Performance Series), Berrett-Koehler Publishers, 2018
10. **Lance A. Berger & Dorothy R. Berger**, The Talent Management Handbook: Creating Organizational Excellence by Identifying, Developing, and Promoting Your Best People, McGraw-Hill



**Personal Selling- 06110625**  
**IMBA 6<sup>th</sup> Semester**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
BBA	Personal Selling	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**

The primary objective of course is to develop research orientation among the students and to acquaint them with fundamentals of research methods. It will equip the students with the concept and methods of Business Research.

**Course Content**

**Unit-I**

Introduction to Personal Selling, Nature and importance of personal selling, Myths of selling, Relationship Marketing and Role of Personal Selling. Types of selling situations, Career opportunities in selling, Measures for making selling an attractive career.

**Unit-II**

Theories of Selling, Traditional and Modern: AIDAS Model of Selling, Problem Solving Approach, Right Set of Circumstances Theory and Modern Sales Approaches.

**Unit-III**

Buying Motives , Concept of motivation, Maslow’s theory of need hierarchy; Dynamic nature of motivation; Buying motives and their uses in personal selling.

**Unit-IV**

Selling Process , Prospecting and qualifying; Pre-approach; Approach; Presentation and demonstration; handling of objections and complaints; Closing the sale; techniques for closing the sale; Customer Relations, Follow up and Dealing customer concerns and complaints.

**Unit-V**

Sales Planning and Control Sales Forecasting, Sales Budget, Sales Territories, Sales quota, Ethical aspects of Selling.

**Suggestive Readings**

1. Spiro, Stanton, and Rich, Management of the Sales force, McGraw Hill.
2. Rusell, F. A. Beach and Richard H. Buskirk, Selling: Principles and Practices, McGraw Hill
3. Futrell, Charles, Sales Management: Behaviour, Practices and Cases, The Dryden Press.
4. Still, Richard R., Edward W. Cundiff and Norman A. P. Govoni, Sales Management:



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Decision Strategies and Cases, Prentice Hall of India Ltd., New Delhi,

5. Johnson, Kurtz and Schueing, Sales Management, McGraw Hill





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6. Pedesson, Charles A. Wright, Milburn d. And Weitz, Barton A., Selling: Principles and Methods, Richard, Irvin.

7. Kapoor Neeru, Advertising and personal Selling, Pinnacle, New Delhi



**EVENT MANAGEMENT- 06110801**

**IMBA 8<sup>TH</sup> SEMESTER-**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
IMBA 7 <sup>TH</sup> SEMESTER	EVENT 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.

**Course Objective**

The primary objective of this paper is to make the students capable of Management of an event at corporate and as well as social level learning both the practical as well as theoretical perspective of the paper.

**Course Content**

**Unit-I:**

Historical Perspective, Introduction to event Management, Size & type of event, Event Team, Code of ethics, Concept, Importance and Advantages, Type of events Cultural, festivals, religious, business, Qualities of Event managers, Stakeholders in events, the host organization, the host community, Sponsors,

**Unit-II:**

Principles of event Management, concept & designing. Analysis of concept, Logistics of concept, Perspectives on events: Introduction, The government perspective, The corporate perspective, The community perspective. Event Planning: Concept and Design- purpose of an event, Analysis of need of audience, Process of event planning. Event Planning Tips: 5 W's of event planning & and 1 H, Venue selection and Contracting Event Venue.

**Unit-III:**

Aim of event, Develop a mission, Establish Objectives Preparing event proposal, Use of planning tools, Event Analysis: Market Research, Market Analysis, Competitors Analysis in Event Planning. SWOT Analysis in Event Planning, Project planning and development. Event Marketing: Introduction, Steps involved in creating a promotional campaign, Feasibility, Keys to success, SWOT Analysis.

**Unit-IV:**

Protocols, Dress codes, staging, staffing ,Event promotion: advertising and public relation, formulation of event marketing budget and budget plan, identifying funding resources, Incentives to attract the sponsors: Tactics and methods of successful event marketing, Evaluation of marketing efforts

**Unit-V:**

Meaning of Events, Event Management, Designing an Event- 5C's (Conceptualization, Costing, Canvassing, Customization, Carrying out). Key Elements of Events- (Event Infrastructure, Organizers, Clients, Target Audience, Media, and Venue), Role of Mass Media in Event Promotion Aim of event, Develop a mission, Establish Objectives Preparing event proposal, Use of planning tools,

**Suggestive Readings:**



- 1) Corporate Events, Sohini Singh
- 2) Event marketing & mgt – Sanjaya Singh Gaur, Sanjay V. Saggere
- 3) Best Practices in Modern Event Management.-Goldblatt-, John Wiley & Sons.
- 4) Allen, J. (2000). Event Planning: The Ultimate Guide to Successful Meetings, Corporate Events, Fundraising Galas, Conferences, Conventions, Incentives and Other Special Events. Canada: Wiley.
- 5) Armstrong, J. S. (2001). Planning Special Events. New York : Josse Bass Wiley
- 6) Frank Supovitz, The Sports Event Management and Marketing, Wiley, 2013
- 7) Amber A. Ditizio, Sports Media, Marketing, and Management 2018
- 8) Frank Supovitz, The Sports Event Management and Marketing, Wiley, 2013
- 9) Meegan Jones, Sustainable Event Management, 2010
- 10) Raj Razaq, Event Management and sustainability, 2009



**ADVANCE ENTREPRENEURSHIP SKILLS-06110804**  
**IMBA- 8<sup>th</sup> Semester**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA301 MBAHA301 IMBA804T	ADVANCE 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 this course is to develop entrepreneurial mind set of the students and to acquaint, equip the students with advance level of entrepreneurship skills

**Course Content**

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

Ans off 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  
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
8. Gifford Pinchot, Intrapreneuring, Harper & Row



**BBA (GEN)**  
**Investment Management**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA101	<b>Investment 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 develop skills in analysing various types of securities and enhance skills in students to design and revise a portfolio.

**Unit-I**

Concept, Nature and process. Investment avenues, Measurement of Investment Risk and return, Identification of Investment opportunities, Speculation, Gambling and Investment activities.

**Unit-II**

**Capital Budgeting and Investment Decisions:** Introduction, Characteristics and Classification of Investment Projects, Investment Planning and Investment Decisions, Investment Appraisal Methods as Tools for Investment Planning, Techniques of capital Budgeting : Discounted and non-Discounted cash flow

**Unit-III:** Analysis of Variable Income Securities,

Fundamental Analysis – Analysis of Economy, Industry Analysis, Company Analysis – Financial and Non-financial – Equity Valuation Models, Options, Futures, Forwards, Warrants and their Valuations,

**Unit-IV:**

Technical Analysis – Dow’s Theory, Charts – Efficient Market Hypothesis and its Implications, Tax Aspects of Investment, Securities Trading Procedure.

**Unit-V:**

**Portfolio Management Strategies**

Bond Portfolio Management Strategies, Equity Portfolio Management Strategies, Strategies using Derivatives, Hedging, Portfolio Revision – Rebalancing Plans, Portfolio Evaluation.

**Suggestive Readings**

1. Abdel-Kader, M. G., and D. Dugdale. 2001. Evaluating Investments in Advanced Manufacturing Technology: A Fuzzy Set Theory Approach. *British Accounting Review* 33 (4):455-489.
2. Bacon, P. W. 1977. The Evaluation of Mutually Exclusive Investments. *Financial Management* 6 (2):55-58.
3. Baldwin, R. H. 1959. How to Assess Investment Proposals. *Harvard Business Review* 37 (3):98-105.
4. Kloppenborg, Contemporary project management, Cengage Learning
5. Gopalakrishnan, Textbook of Investment Management, Macmillan Publishers
6. Joy, Investment Management, Macmillan Publishers
7. Copeland, T. E., J. F. Weston, and K. Shastri. 2005. *Financial Theory and Corporate Policy*. 4 ed. Boston: Addison Wesley.
8. Kaplan, R. S., and D. P. Norton. 2001. Transforming the Balanced Scorecard from Performance Measurement to STRATEGIC MANAGEMENT: Part I. *Accounting Horizons* 15 (1):87-104.



**Investment Management-- 06110611**  
**IMBA-6<sup>th</sup> Semester**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA101	<b>Investment 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 develop skills in analysing various types of securities and enhance skills in students to design and revise a portfolio.

**Unit-I**

Concept, Nature and process. Investment avenues, Measurement of Investment Risk and return, Identification of Investment opportunities, Speculation, Gambling and Investment activities.

**Unit-II**

**Capital Budgeting and Investment Decisions:** Introduction, Characteristics and Classification of Investment Projects, Investment Planning and Investment Decisions, Investment Appraisal Methods as Tools for Investment Planning, Techniques of capital Budgeting : Discounted and non-Discounted cash flow

**Unit-III:** Analysis of Variable Income Securities,

Fundamental Analysis – Analysis of Economy, Industry Analysis, Company Analysis – Financial and Non-financial – Equity Valuation Models, Options, Futures, Forwards, Warrants and their Valuations,

**Unit-IV:**

Technical Analysis – Dow’s Theory, Charts – Efficient Market Hypothesis and its Implications, Tax Aspects of Investment, Securities Trading Procedure.

**Unit-V:**

**Portfolio Management Strategies**

Bond Portfolio Management Strategies, Equity Portfolio Management Strategies, Strategies using Derivatives, Hedging, Portfolio Revision – Rebalancing Plans, Portfolio Evaluation.

**Suggestive Readings**

1. Abdel-Kader, M. G., and D. Dugdale. 2001. Evaluating Investments in Advanced Manufacturing Technology: A Fuzzy Set Theory Approach. *British Accounting Review* 33 (4):455-489.
2. Bacon, P. W. 1977. The Evaluation of Mutually Exclusive Investments. *Financial Management* 6 (2):55-58.
3. Baldwin, R. H. 1959. How to Assess Investment Proposals. *Harvard Business Review* 37 (3):98-105.
4. Kloppenborg, Contemporary project management, Cengage Learning
5. Gopalakrishnan, Textbook of Investment Management, Macmillan Publishers
6. Joy, Investment Management, Macmillan Publishers
7. Copeland, T. E., J. F. Weston, and K. Shastri. 2005. *Financial Theory and Corporate Policy*. 4 ed. Boston: Addison Wesley.
8. Kaplan, R. S., and D. P. Norton. 2001. Transforming the Balanced Scorecard from Performance Measurement to STRATEGIC MANAGEMENT: Part I. *Accounting Horizons* 15 (1):87-104.





**DSE HRM (T&P) ORGANIZATION DEVELOPMENT- 06110619**  
**IMBA 6<sup>th</sup> Semester**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
DSE HRM (T&P)	ORGANIZATION DEVELOPMENT	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**

Students would understand the importance of change management, Models of change, the core values of organization development, principles and interventions of organization development and organization restructuring.

**Course Content**

**Unit-I**

Concept of Organization Change; Types of Change –Planned and Unplanned Change, Transformational and Realignment Change; Reactions to change: Resistance to change, Acceptance to change; concept of Force-Field Analysis; Models of Organizational Change: Kotter’s Model, Lewin’s Model and Systems Model; Strategic Leadership for management of change; conflict management and building support for change.

**Unit-II**

Introduction to Organizational Development: Definition, Nature and Characteristics of Organization Development; Managing the Organization Development Process; Values and Assumptions of OD; Role and Competencies of the OD practitioner; Action research Model of OD;

**Unit-III**

The Diagnostic Process and Introduction to OD Interventions: Diagnosis at the Organization, Group and Individual Level, Data Collection Process, Diagnostic Methods, Challenges in Diagnosis; Diagnostic Information Feedback: Characteristics of Effective Feedback, Survey Feedback;

**Unit-IV**

Characteristics of Effective Interventions; Designing Interventions; the Intervention Process. Major families of OD interventions- T-group, Process Consultation, Interpersonal, Intra-group and Intergroup process, Third Party Intervention, Team, Coaching, Mentoring, Role Focused and Systems Interventions;

**Unit-V**

Contemporary OD interventions- Learning Organizations, Organization Restructuring, Employee Involvement, Work Design and Organizational Transformation; Contemporary issues and applications. OD in Global Context; Future Trends in OD; Case Studies related to the concept of OD.

**Suggestive Readings**

1. Anderson, D. (2012). *Organization development: The process of leading organizational*





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(UGC Approved University) GURGAON, Delhi-NCR

*change* (3rd ed.). Thousand Oaks, CA: Sage.

2. French, W.L. and Bell, C.H., *Organisation Development*, Prentice-Hall, New Delhi, 1995.



3. Gilley, J. W., & Maycunich, A. (2000). *Organizational learning, performance, and change: An introduction to strategic human resource development*. Perseus Publishing.
4. Dr. Mrs. Anjali Ghanekar, *Essentials of Organisation Development*, Everest Publishing House.
5. Harvey, D.F. and Brown, D.R., *An Experimental Approach to Organization Development*, PrenticeHall, Englewood Cliffs, N.J., 1990.
6. Cummings, T. G. & Worley, C. G. (2009). *Organization Development and Change* (9th edition). Canada: South-Western Cengage Learning.
7. Thomas G. Cummings and Christopher G. Worley, *Organization Development and Change*, Thomson South-Western, 8th Edition 2004.
8. Cummings, T. G., *Theory of Organization Development and Change*, South Western.
9. Ramanarayan, S. and Rao, T.V., *Organization Development: Accelerating Learning and Transformation*, 2nd Edition, Sage India, 2011.
10. Singh, Kavita, *Organizational Change & Development*, Excel Books.
11. Robbins, Judge and Vohra, *Organisational Behaviour*, Pearson Education India.
12. Kinicki and Krietner, *Organisational Behaviour*, Tata McGraw Hill Publication.
13. Newstrom, *Organisational Behaviour at Work*, Tata McGraw Hill Publication.



**RETAIL MANAGEMENT- 06110627**  
**IMBA 6<sup>th</sup> Semester**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
BBA/IMBA	RETAIL 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.

**Course Objective**

The primary objective of course is to develop retail orientation among the students and to acquaint them with fundamentals of retail management. It will equip the students with the concept and methods of retailing.

**Course Content**

**Unit-I**

Introduction: Meaning, nature, scope, importance, growth and present size. Career option in retailing; Technology induction in retailing; Future of retailing in India.

**Unit-II**

Types of Retailing: Stores classified by owners; Stores classified by merchandising categories; Wheel of retailing; Traditional retail formats vs. modern retail formats in India; Store and non-store based formats; Cash and carry business - Meaning, nature and scope; Retailing models – Franchiser franchisee, directly owned; Wheel of retailing and retailing life cycle; Co-operation and conflict with other retailers.

**Unit-III**

Management of Retailing Operations: Retailing management and "the total performance model; Functions of retail management; Strategic retail management process.

**Unit-IV**

Retail planning - importance and process; Developing retailing strategies, objectives, action plans, pricing strategies and location strategies.

**Unit-V**

Emerging trends in retailing: Changing nature of retailing, Organized retailing, Modern retail formats, E-tailing, Challenges faced by the retail sector

**Suggestive Readings**

1. Pradhan, Swapna; **Retailing Management**; Tata McGraw Hill; New Delhi
2. Bajaj, Chetan, Tuli, Rajnish and Srivastava, Nidhi; **Retail Management**; Oxford University Press; New Delhi
3. Berman, Barry & Evans, Joel R.; **Retail Management - A strategic approach**; Pearson Education/Prentice Hall of India; New Delhi
4. Levy, Michael & Weitz, Barton A.; **Retailing Management**; Tata McGraw Hill; New Delhi
5. Gibson G Vedamani. **Retail Management: Functional principles and practices**. Jaico Publishing House
6. Cullen and Newman. **Retailing – Environment and Operations**. Cengage Learning EMEA
7. Harjit Singh: **Retail Management**. S. Chand Publication.