



**FACULTY OF COMMERCE AND MANAGEMENT**  
**2021**

**IMBA 1<sup>st</sup> SEMESTER**  
**- ESSENTIALS OF MANAGEMENT**

**1. Assessment**

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

**2. Course Objectives:**

The objective of this course is to expose the students to basic concepts of management and to enable them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of management.

**Syllabus**

**Unit-I**

Introduction: concept and nature of management; managerial competencies - communication, team work, planning and administrative, strategic and global competencies; evolution of management thoughts - traditional, behavioral, system, contingency and quality viewpoints.

**Unit-II**

Planning, decision making and organizing: nature and elements of planning, planning types and models, planning in learning organizations; strategic planning - an overview; decision making process, models of decision-making, increasing participation in decision-making, decision-making creativity; basic issues in organizing - work specialization, chain of command, delegation, decentralization, span of management, bases for Departmentation.

**Unit-III**

Leading: recognition of human factor, motivation models/approaches; leadership styles/behaviors, personal characteristics of effective leaders, leadership development; leadership for learning organizations.

**Unit-IV**

Management control, managerial ethics and social responsibility: management control - concept and process, overview of control techniques, effective control system; managerial ethics, factors affecting ethical choices; ethical dilemma; social responsibility; evaluating corporate social performance; managing company ethics and social responsibility.

**3. Suggested Readings:**

1. Robbins, S.P. and Decenzo, D.A. **Fundamentals of Management**, Pearson Education Asia
2. Hellreigel, **Management**, Thomson Learning, Bombay
3. Koontz, H and Wehrich, H; **Management**, Tata McGraw Hill
4. Stoner, J et. al, **Management**, New Delhi, PHI, New Delhi
5. Robbins & Coulter, **Management**, PHI, New Delhi
6. Satya Raju, **Management - Text & Cases**, PHI, New Delhi
7. Richard L. Daft, **Management**, Thomson South-Western

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

**IMBA 1<sup>st</sup> SEMESTER**

Date of approval in BOS:

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## ACCOUNTING FOR MANAGERS

### 1. Assessment

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

### 2. Course Objective:

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

### 3. Syll

#### Unit-I

Financial Accounting-concept, importance and scope, accounting principles, journal, ledger, trial balance, depreciation- straight line and diminishing balance methods, preparation of final accounts with adjustments

#### Unit-II

Analysis and interpretation of financial statements - meaning, importance and techniques, ratio analysis, fund flow analysis; cash flow analysis (AS-3)

#### Unit-III

Cost accounting-meaning, importance, methods, techniques; classification of costs and cost sheet; inventory valuation; an elementary knowledge of activity based costing

#### Unit-IV

Management accounting- concept, need, importance and scope; Budgetary control- meaning, need, objectives, essentials of budgeting, different types of budgets; standard costing and variance analysis (materials, labour); marginal costing and its application in managerial decision making. Cost Volume profit analysis,

### 4. Suggested Readings:

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

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

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**IMBA 1<sup>ST</sup> SEMESTER**  
**MANAGERIAL ECONOMICS**

**1. Assessment**

<b>Internal Assessment Marks(Mid-Term &amp; Surprise Test, Assignments, Class Participation and Seminar)</b>	<b>External Evaluation</b>		<b>Total Marks</b>
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**2. Course Objective:**

The paper seeks to equip the students with the analytical tools of Economics and apply the same to rational managerial decision-making. It further seeks to develop economic way of thinking in dealing with practical business problems and challenges.

**Syllabus**

**Unit-I**

Nature and scope of managerial economics; Demand theory; indifference curve technique and the theory of consumer choice; consumer surplus; price, income and substitution effects; Price Elasticity; Income Elasticity and Cross elasticity of Demand: Demand estimation and forecasting.

**Unit-II**

Production Theory and Cost Analysis: The Production with one variable input, Production with two variable inputs and optimal combination of input, Returns to scale  
Short run and long run cost Curves; economies of scale; economies of scope, learning curve; estimation of cost function; shut-down point, Revenue curves and producer's equilibrium.

**Unit-III**

Market structure: Perfect competition, Monopoly and monopolistic competition, oligopoly; Baumol's sales maximization model; advertising and price-output decisions.  
Special pricing practices: Cartel Arrangement, Price Leadership, Price Discrimination, Multiproduct Pricing; Transfer Pricing, Cost Plus pricing

**Unit-IV**

Game Theory and Strategic Behavior, Asymmetric Information, Risk analysis and Capital Budgeting

**3. Suggested Reading:**

1. Salvatore, Dominick, Managerial Economics in a Global Economy, Thomson Learning, Hyderabad
2. Keat, Paul B., and Philip K.Y. Young, Managerial Economics - Economic Tools for Today's Decision Makers, Pearson Education, Delhi
3. Hirschey, Mark, Managerial Economics, Thomson Learning, Bangalore
4. Monroe, Kent B., Pricing-Making Profitable Decisions, MacGraw-Hill, New York

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

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# SGT UNIVERSITY

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

## IMBA 1<sup>st</sup> SEMESTER Business Statistics

### 1. Assessment:

Internal Assessment Marks (Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

2. **Objective:** The overarching objective of Business Statistics is for students to describe data and make evidence based decisions using inferential statistics that are based on well-reasoned statistical arguments.

### 3. Syllabus:

#### Unit-1

Meaning & Definition of Statistics, Classification and Tabulation of Primary and Secondary data; Presentation of data: Graphical and diagrammatic. Central tendency, measures of central tendency, their properties and applications.

#### Unit- 2

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

#### Unit-3

Correlation-Meaning, Definitions, Types, Degree and Methods. Regression Analysis-Meaning, Uses, Difference between Correlation and Regression, Linear Regression, Regression Equations, Calculation of Coefficient of Regression.

#### Unit-4

Theoretical distributions- introduction; Binomial Distribution: Probability function of binomial distribution, constants of binomial distribution, mode of binomial distribution, fitting of binomial distribution; Poisson Distribution: utility of Poisson distribution, constants of Poisson distribution, mode of Poisson distribution, fitting of Poisson distribution; Normal distribution: equation of normal probability curve, standard normal distribution, relationship between binomial and normal distribution, relationship between Poisson and normal distribution, properties of normal distribution, area under standard normal probability curve, importance of normal distribution.

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#### 4. Suggested Readings:

1. Dr.S.P.Gupta, Statistical methods, S.Chand & Co., New Delhi.
2. D.N.Elhance, Veena Elhance, B.M.Aggarwal, Fundamentals of Statistics, Kitab Mahal.
3. N.P.Aggarwal, Quantitative Techniques, Ramesh Book Depot., Jaipur.
4. R.P.Hooda, Statistics for Business and Economics, Mcmillan IndiaLtd., New Delhi.

### IMBA 2<sup>nd</sup> semester MARKETING MANAGEMENT

#### 1. Assessment

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Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

## 2. Course Objective:

This course is designed to promote understanding of concepts, philosophies, processes and techniques of managing marketing operation and to develop a feel of the market place

## Syllabus

### Unit-I

Nature and scope of marketing: corporate orientation towards marketplace; building and delivering customer value and satisfaction; retaining customers; marketing environment; marketing research and information system

### Unit-II

Analyzing consumer markets and buyer behaviour; analyzing business markets and business buying behaviour; market segmentation, positioning and targeting; tools of product differentiation; marketing strategies in the different stage of the product life cycle

### Unit-III

New product development process; product mix and product line decisions; branding and packaging decisions; pricing strategies and programmes; managing marketing channels; wholesaling and retailing

### Unit-IV

Advertising and sales promotion; public relations; personal selling; evaluation and control of marketing effort; web marketing; green marketing; rural marketing; reasons for and benefits of going international; entry strategies in international marketing

## 3. Suggested Readings:

1. Kotler Philip and Keller; **Marketing Management**; PHI, New Delhi
2. Kotler, Philip, Kevin Keller, A. Koshy and M. Jha, **Marketing Management in South Asian Perspective**, Pearson Education, New Delhi
3. Kerin, Hartley, Berkowitz and Rudelius, **Marketing**, TMH, New Delhi
4. Etzel, Michael J, **Marketing: Concepts and Cases**, TMH, New Delhi
5. Dhunna, Mukesh, **Marketing Management - Text and Cases**, Wisdom Publications, New Delhi
6. Czinkota and Kotabe, **Marketing Management**, Cengage Learning, India
7. West, Ford, Ibrahim, **Strategic Marketing**, Oxford University
8. Evans, **Marketing Management**, Cengage Learning, India

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

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IMBA 2<sup>nd</sup> semester  
ORGANISATIONAL BEHAVIOUR

1. Assessment

Internal Assessment Marks (Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation	Total Marks
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40	End Term Marks: 60	Time : 3 Hours	100
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## 2. Course Objective:

This course aims to provide insights necessary to understand behavioral processes at individual, team and organisational level enable students to learn how to influence the human behaviour in organisations.

### Syllabus:

#### Unit -1

**Changing paradigm of management**—Contingency and contemporary Approach to Management, Management of strategic Change, Knowledge Management, Learning Organization. Foundations of Individual Behaviour: The organization and the individual: Personality: Determinants and Attributes, Job Attitudes, Learning and Learning Theories, Perception, Cross cultural issues.

#### Unit -2

**Motivation:** Definition and concept, theories of motivation- Maslow's Hierarchy of Needs, Herzberg's Two Factor theory, ERG theory, Vroom's Expectancy theory, Equity theory, Reinforcement theory and Behaviour Modification.

#### Unit -3

**Foundations of Group Behaviour:** Defining and Classifying Groups, stages of group development, Group Structure, Group Processes, Group Dynamics, Group v/s Team, Team Effectiveness, Group and Inter-group Relations

#### Unit -4

**Leadership:** Nature and Significance of leadership, leadership in different cultures, leadership theories and styles: Trait theories, Behavioural theories, Contingency theories, Situational theory, Path Goal theory, emotional intelligence and leadership effectiveness, Recent developments in Leadership Theory.

### Suggested Readings:

- 1) Griffin, Ricky W, Organizational Behaviour, Houghton Mifflin Co., Boston.
- 2) Hellreigel, Don, John W. Slocum, Jr., and Richards W. Woodman, Organizational Behavior, South Western Faculty Publishing, Ohio.
- 3) Hersey, Paul, Kenneth H. Blanchard and Dewey E Johnson, Management of Organisational Behaviour, Utilizing Human Resources, Prentice Hall, New Delhi.
- 4) Ivancevich; John and Micheel T. Matheson, Organisational Behaviour and Management, Tata McGraw, New Delhi. Hill
- 5) C.B. Gupta, Business Organization and Management, Mayur paper back

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## IMBA 2<sup>nd</sup> semester BUSINESS LAW

### 1. Assessment

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Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

## 2. Course Objective:

The course is designed to provide an understanding of legal processes involved in management of an organization. Here the emphasis will be on the different latest provisions of the law and on how these can be used in the best interest of the organization without violating them rather than Cases

### Unit-1

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-2

The Companies Act, 2013: Formation of Company, Kinds of companies, Incorporation of a company, Memorandum and Articles of Association, Prospectus – Contents, Abridged Prospectus & Red-Herring Prospectus

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

### Unit-3

Negotiable Instrument Act, 1881: Kinds of negotiable instruments, Promissory Note, bill of exchange, Cheques, Crossed Cheques, Penalties in case of dishonour of Cheques Sales of Goods Act, 1930: Essentials of valid sales, Conditions and Warranties, Transfer of Ownership

### Unit-4

Partnership Act, 1932: Partnership and its essentials, Rights and Duties of Partners, Types of Partners Minor as a partner, Doctrine of Implied Authority, Registration & dissolution of Firms, settlement of accounts, Limited Liability Partnership, 2008

## 1. Suggested Readings:

1. Ashok Sharma, Business regulatory Framework, V.K. Publications
2. N.D.Kapoor, Business Law. Sultan Chand & Co., New Delhi
3. M.C.Kuchhal, Business Laws, Sultan Chand & Co., New Delhi

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IMBA 2<sup>nd</sup> semester  
**Fundamentals of Business Research Methods**

**Assessment**

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

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 impart knowledge about various stages of the research processes and their application in decision making. The students will be able to plan, design and carry 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

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Data Analysis: Descriptive and Univariate Statistics; Bivariate Analysis: Test of Difference, Measures of Association; Introduction to Multivariate Analysis, Application of Excel and SPSS.

## Suggestive Readings

1. William G. Zikmund, Business Research Methods, 7th 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, 5th Edition, PHI.
5. Ranjeet Kumar, Research Methods, Pearson Education
6. Donald S. Tull, Del I. Hawkins, Marketing Research, Measurement and Methods, 6th Edition, PHI
7. Naresh Malhotra and Satya Bhushan Das, Marketing Research: An applied Orientation, Pearson Education
8. Mcburney, Research Methods, 7th Edition, Cengage Learning, India

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



**ORDINANCE  
SYLLABI & SCHEME OF EXAMINATION  
of  
INTEGRATED MASTERS BUSINESS  
ADMINISTRATION**

**For  
3<sup>rd</sup> and 4<sup>th</sup> Semester  
for 2021-25 AY**

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# SYLLABUS

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**IMBA 3<sup>rd</sup> SEMESTER**  
**Human Resource Management**

**1. Assessment:**

Internal Assessment Marks (Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

**2. Objective:** The objective of the course is to familiarize students with the different aspects of managing Human Resources in the organization in order to achieve business objectives. In this course, students will learn the basic concepts of HRM, various parts of HRM, such as HR policy, organizational structure, HR systems (recruitment, selection, placement, training evaluation, compensation and development) and organizational culture.

**3. Syllabus:**

**Unit- 1**

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

**Unit- 2**

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

**Unit- 3**

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

**Unit- 4**

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

**Project Work:**

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

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**4. Suggested Readings:**

1. Dessler, Human Resource Management, Prentice Hall
2. Decenzo & Robbins, Fundamentals of Human Resource Management, Wiley India.
3. Werther and Davis: Human Resource Management, Prentice Hall
4. Chhabra, T.N., Human Resource Management, Dhanpat Rai & Co., Delhi.
5. Gupta, C.B., Human Resource Management, Sultan Chand & Sons, Delhi.

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**IMBA 3<sup>rd</sup> SEMESTER**  
**Application of Business Research Methods**

**Assessment:**

<b>Internal Assessment Marks (Mid-Term &amp; Surprise Test, Assignments, Class Participation and Seminar)</b>	<b>External Evaluation</b>		<b>Total Marks</b>
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

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 the course is to familiarize students with techniques and practices related to application of business research methods for various research problems.

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 and Data Analysis: Questionnaire/schedule; Questionnaire designing, Interview and Observational Methods, Measurement Scales, Techniques of Developing Scales, Reliability and Validity of Scales. Data Analysis: Descriptive and Univariate Statistics; Bivariate Analysis: Test of Difference, Measures of Association; Introduction to Multivariate Analysis, Application of Excel and SPSS.

**Suggestive Readings**

1. Gupta, S.P., Statistical Methods, S. Chand & Co.

Date of approval in BOS:

Date of approval in AC:



2. Kothari, C.R. Research Methodology (Methods and Techniques), New Age Publisher.
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. Gupta, S.C. and Kapoor, V. K., Fundamental of Applied Statistics, Sultan Chand & Sons.
7. Gupta, S.C. and Kapoor, V. K., Fundamental of Mathematical Statistics, Sultan Chand & Sons
8. Creswell, J. W. Research design: Qualitative, quantitative and mixed methods approaches. 5th Ed. Thousand Oaks, CA: Sage, 2018.

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**IMBA 3<sup>rd</sup> SEMESTER**  
**Financial Management**

**1. Assessment:**

<b>Internal Assessment Marks (Mid-Term &amp; Surprise Test, Assignments, Class Participation and Seminar)</b>	<b>External Evaluation</b>		<b>Total Marks</b>
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**2. Objective:** The objective of the study is to expose the student to an analytical framework guiding financial decision making within the business firm. Emphasis is placed on financial analysis, the evaluation of investment opportunities available to the firm, working capital management, and the analysis of alternative means of financing the firm. To be effective in finance, students must understand how supply and demand interact to determine prices and interest rates and how changes in national economic variables affect industries and firms within that economy.

**3. Syllabus:**

**Unit-1**

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

**Unit- 2**

Financial Planning: Concept and theories. Capitalization: meaning, types (over capitalization, undercapitalization and optimum capitalization). Financial forecasting: Meaning, purpose, process, types, methods and theories. Sources of finance

**Unit-3**

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

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

**Unit-4**

Capital Budgeting: Nature, significance and techniques. Risk and uncertainty in capital budgeting; risk adjusted discounting rate, certainty equivalent method, sensitivity technique, probability technique, standard deviation technique, coefficient of variation method and decision tree analysis. Management of Cash and Marketable Securities: Objectives of Cash Management, Factors Determining Cash Needs, Receivables Management: Meaning, Objectives, Credit Policies. Inventory Management: Introduction, Objectives, Techniques.

**4. Suggested Readings:**

1. Gupta, S.K.. & Sharma, R.K., Financial Management: Theory and Practice. Sultan Chand and Sons

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2. Goel, D. K., Goel, R., & Goel, S., Accounting for Management and Financial Management. Avichal Publishing Company.
3. Pandey, I. M., Essentials of Financial Management, 4<sup>th</sup> Edition. Vikas Publishing House.
4. Maheshwari, S. N., Financial Management: Principal and Practices. New Delhi, Sultan Chand.

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**IMBA 3<sup>rd</sup> SEMESTER**  
**Productions and Operations Management**

**1. Assessment:**

Internal Assessment Marks (Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

**2. Objective:** The course is designed to make the students familiar with different types of Production, plant layout and material handling, operations planning and control, inventory management, quality management etc. and to acquaint them with appropriate tools and techniques needed for understanding the operational situation.

**3. Syllabus:**

**Unit-1**

Production/Operations Management- Introduction, evaluation, objectives, difference between products and services (from POM view point), difference between manufacturing and operation. Production Systems- Types, production to order and production to stock, role of production manager.

**Unit-2**

Plant location- Factors affecting locations and evaluating different locations.  
Plant layout- Meaning, objectives, characteristics and their types, materials handling.

**Unit-3**

Production Planning and Control- Meaning, objectives, advantages and PPC elements, Production planning techniques- sequencing and assignment problems.  
Work study- meaning, objectives, prerequisites and procedure and tools of work study, Procedure and techniques of work measurement.

**Unit-4**

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

**4. Suggested Readings:**

1. Singh, S. P., Production & Operation Management, Vikas Publication
2. Aswathappa, K., G. Sudarsana Reddy, B. Krishna Reddy, Production & Operation Management, Himalaya Publishing House
3. Mahadevan. B, Operations Management, 2010, Pearson Education.
4. Stevenson J. William, Operations Management, 2009, 9<sup>th</sup> Ed. Tata McGraw-Hill.

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5. James R Evans, David A. Collier, Operations Management, 2007, Cengage Learning.
6. Danny Samson and Prakash J. Singh, Operations Management-An integrated approach, 2009, 1<sup>st</sup> Ed. Cambridge Press.
7. Kanishka Bedi, Production and Operations Management, 2007, 2<sup>nd</sup> Ed. Oxford University Press.
8. Everett. Adam, Jr. and Ronald J. Elbert, Production and Operations Management Concepts, Models and Behaviour, 2003, Prentice Hall of India, 5<sup>th</sup> Ed.

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**IMBA 4<sup>th</sup> SEMESTER**  
**Operations Research**

**1. Assessment:**

Internal Assessment Marks (Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

**1. Objective:** The objective of this paper is to acquaint the students with various quantitative techniques are of great importance for business decision-making.

**2. Syllabus:**

**Unit-1**

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-2**

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

**Unit-3**

PERT/CPM: Network construction, Difference between PERT and CPM, calculating Floats, probability considerations in PERT. Decision theory: Decision making under uncertainty and risk, decision trees.

**Unit-4**

Game theory: Pure and mixed strategy games, principle of dominance, 2-person zero sum game and their solution. Queuing theory: concept, assumptions and applications; Poisson distributed arrivals- Exponentially distributed service time models (MM1 and MMK), Replacement Theory: Individual and Group replacement.

**3. 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

Date of approval in BOS:

Date of approval in AC:

Dean

Program Coordinator

Batch Coordinator



**IMBA 4<sup>th</sup> Semester**  
**Entrepreneurship Development**

**1. Assessment:**

<b>Internal Assessment Marks (Mid-Term &amp; Surprise Test, Assignments, Class Participation and Seminar)</b>	<b>External Evaluation</b>		<b>Total Marks</b>
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**2. Objective:** Study of this subject provides an understanding of the scope of an entrepreneur, key areas of development, financial assistance by the institutions, methods of taxation and tax benefits, etc.

**3. Syllabus:**

**Unit-1**

Entrepreneur, Types of Entrepreneurs, Difference between Entrepreneur and Intrapreneur, Entrepreneurship in Economic Growth, Factors Affecting Entrepreneurial Growth, Entrepreneur Vs. Professional Manager, Major Motives Influencing an Entrepreneur, Achievement Motivation, Training, Entrepreneurship Development Programs- Need, Objectives

**Unit-2**

Medium Enterprises , Small Enterprises – Definition, Classification – Characteristics, Ownership Structures; Sickness in small business – concept, magnitude, causes and consequences, Corrective measures. Government Policy for Small Scale Enterprises. Micro, Small & Medium Enterprises (MSMEs) Policy in India

**Unit-3**

Steps involved in setting up a Business – identifying, selecting a Good Business opportunity, Market Survey and Research, Techno Economic Feasibility Assessment – Preparation of Preliminary Project Reports – Project Appraisal

**Unit-4**

Sources of finance, Term loans, Financial institutions, Capital structure, Management of working Capital, Costing. Break Even Analysis.  
Institutions for Entrepreneurial Development; Role of Banks and Financial Institutions and their assistance to entrepreneurs

**4. Suggested Readings:**

1. S.S.KHANKA, Entrepreneurial Development, S.Chand & Co, New Delhi, 1999
2. Hisrich R D and Peters M P, Entrepreneurship, Tata McGraw-Hill
3. Vasanta Desai, Dynamics of Entrepreneurial Development and Management.
4. Balakrishnan, Financing of Small Scale Enterprises
5. Rabindra N. Kanungo, Entrepreneurship and innovation, Sage Publications, New Delhi

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**IMBA 4<sup>th</sup> Semester  
Business Analytics**

**1. Assessment:**

Internal Assessment Marks (Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

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

**3 Syllabus:**

**Unit - I**

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

**Unit - II**

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

**Unit - III**

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

**Unit - IV**

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

**4 Suggested Readings:**

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

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**IMBA 4<sup>th</sup> Semester**  
**Business Analytics Lab**

**1. Assessment:**

Internal Assessment Marks (Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
20	End Term Marks: NA	Time : NA	50

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

**3 Syllabus:**

**Unit - I**

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

Descriptive Statistics, Relationships between Two Variables using business example

**Unit - II**

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

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

**Unit - III**

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

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

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

Simple Regression, Interpreting the Regression Output, Performing Regression Analysis

**Unit - IV**

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

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

**4 Suggested Readings:**

- *Statistical Techniques in Business and Economics*: 13th Edition, Lind, Marchal, Wathen, TATA McGrawHill
- *Statistics for Managers*: 1st edition, Chandrasekaran & Umapparvathi, PHI Learning
- *Essentials of Business Analytics*: An Introduction to the methodology and its application, Bhimasankaram Pochiraju, SridharSeshadri, Springer
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