

**Scheme of Examination**

**&**

**Syllabi**

**Of**

**MASTER OF BUSINESS ADMINISTRATION  
(M B A)**

**For**

**Academic Session 2010-2011 Onwards**



GURU GOBIND SINGH  
INDRAPRASTHA  
UNIVERSITY

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY**  
**Kashmere Gate, Delhi - 110 403(INDIA).**

*[www.ipu.ac.in](http://www.ipu.ac.in)*

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**Criteria for Internal Assessment**

The internal assessment of the students (out of 40 marks) shall be as per the criteria given below:

1. Class Test-I - 15 marks

(Will be a written test to be conducted on the date communicated by the University for the Class Test – I, except for the Fourth Semester where the dates will be decided by the concerned institutes/school).

2. Class Test-II\* - 15 marks  
(Individual Term Paper/Written Assignment/Project/  
Conduct of Practical and Practical File /OB Practical and Practical file

3. Individual Presentation/Viva-Voce/Group Discussion - 10 marks

***\*Record to be maintained by faculty and made available to the examination branch of the University, if required.***

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**FIRST SEMESTER**

<b>Code No.</b>	<b>Paper</b>	<b>L</b>	<b>T/ P</b>	<b>Credits</b>
MS 101	Management Process & Organizational Behaviour	4	-	4
MS 103	Decision Sciences	4	-	4
MS 105	Managerial Economics	4	-	4
MS 107	Accounting for Management	4	-	4
MS 109	Information Technology Management	3	-	3
MS 111	Business Communication	4	-	4
MS 113	Business and Legal Environment	4	-	4
MS 151	Information Technology Management Lab	-	2	1
<b>Total</b>		<b>27</b>	<b>2</b>	<b>28</b>

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**SECOND SEMESTER**

<b>Code No.</b>	<b>Paper</b>	<b>L</b>	<b>T/ P</b>	<b>Credits</b>
MS 102	Management of Technology, Innovation and Change	4	-	4
MS 104	Financial Management	4	-	4
MS 106	Marketing Management	4	-	4
MS 108	Business Research	4	-	4
MS 110	Operations Management	4	-	4
MS 112	Human Resources Management	4	-	4
MS 114	e-Business	4	-	4
MS 116	Managerial Skills Development (NUES)*	2	-	2
<b>Total</b>		<b>30</b>	<b>-</b>	<b>30</b>

\* NUES: NON UNIVERSITY EXAMINATION SYSTEM

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**THIRD SEMESTER**

Code No.	Paper	L	T/ P	Credits
MS 201	Summer Training Report	-	-	4
MS 203	Management of International Business	4	-	4
MS 205	Information Systems Management	4	-	4
MS-207	Entrepreneurship and Small Business Management	4	-	4
	Elective – I	3	-	3
	Elective – II	3	-	3
	Elective – III	3	-	3
	Elective – IV	3	-	3
	Elective – V	3	-	3
<b>Total</b>		<b>27</b>	<b>-</b>	<b>31</b>

**Note:**

1. All students must specialize in one major and one minor area. Five papers must be taken for the major area and three papers for the minor area of specialization.
2. Three elective papers must be taken in the third semester and two elective papers in the fourth semester from the area selected for major specialization.
3. For Project Dissertation, institutes must encourage tie up with foreign supervisor along with internal supervisor for International exposure.

**LIST OF ELECTIVES**

**I. MARKETING**

- MS 209 - Consumer Behavior
- MS 211 - Sales and Distribution Management
- MS 213 - International Marketing
- MS 215 – Services Marketing

**II. FINANCE**

- MS 217 - International Financial Management
- MS 219 - Financial Markets and Institutions
- MS 221 - Security Analysis and Investment Management
- MS 223 – Corporate Tax Planning

**III. HUMAN RESOURCE**

- MS 225 - Compensation Management
- MS 227 - Industrial Relations and Labor Laws
- MS 229 - Training and Developments Systems and Practices
- MS 231 - Performance Management

**IV. INFORMATION TECHNOLOGY**

- MS 233 - Systems Analysis and Design
- MS 235 - Enterprise Resource Planning
- MS 237 - Network Applications and Management
- MS 239 - Database Management Systems
- MS 251 - Database Management Systems Lab. (This paper is based on MS 239 and is part of it)

**V. INTERNATIONAL BUSINESS**

- MS 241 - International Business Environment
- MS 243 - Export, Import Policies, Procedures, and Documentation
- MS 245 - WTO and Intellectual Property Rights
- MS 247 - International Economics

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**FOURTH SEMESTER**

Code No.	Paper	L	T/ P	Credits
MS 202	Project Dissertation	-	-	6
MS 204	Business Intelligence and Applications	3	-	3
MS 206	Strategic Management	3	-	3
MS-208	Corporate Social Responsibility, Human Values & Ethics	3	-	3
	Elective – I	3	-	3
	Elective – II	3	-	3
	Elective – III	3	-	3
<b>Total</b>		<b>18</b>	<b>-</b>	<b>24</b>

**Note:** Syllabus for the Fourth Semester papers shall be completed by March 31 every year and for the remaining period the students shall continue to work on the assigned project dissertation.

**LIST OF ELECTIVES**

**I. MARKETING**

- MS 212 – Retail Management
- MS 214 - Advertising and Brand Management
- MS 216 – Rural and Social Marketing
- MS 218 - Internet Marketing

**II. FINANCE**

- MS 220 - Project Planning and Analysis
- MS 222 - Mergers, Acquisitions and Corporate Restructuring
- MS 224 - Insurance and Risk Management
- MS 226 - Financial Derivatives

**III. HUMAN RESOURCE**

- MS 228 - Strategic & International Human Resource Management
- MS 230 - Organizational Development
- MS 232 - Team Building in Organizations
- MS 234 - Behaviour Testing & Counseling

**IV. INFORMATION TECHNOLOGY**

- MS 236 – Front End Design Tools
- MS 252 – Front End Design Tools Lab. (This paper is based on MS 226 and is part it)
- MS 238 - Software Project Management
- MS 240 - Web Technologies
- MS 254 – Web Technologies Lab. (This paper is based on MS 230 and is part it)
- MS 242 - Knowledge Management

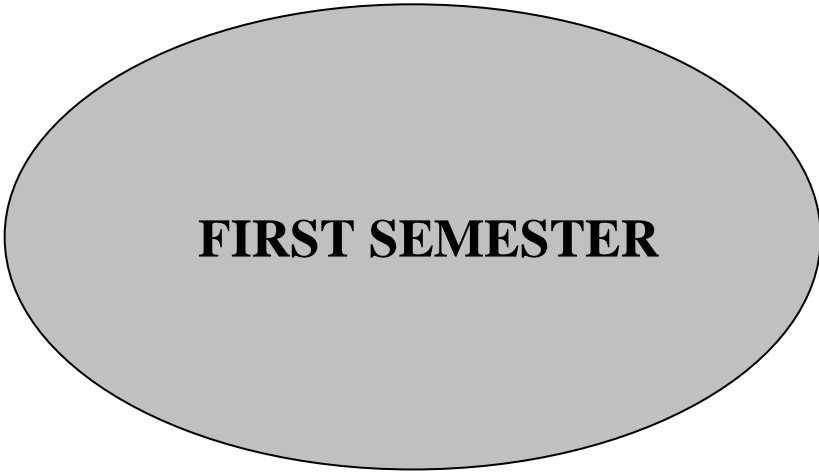
**V. INTERNATIONAL BUSINESS**

- MS 244 - Global Competitiveness and Strategic Alliances
- MS 246 - Distribution and Logistics for International Business
- MS 248 - Foreign Language
- MS 250 - International Business Negotiation

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**Total Credits = 113**

**To obtain the degree a student shall require 104 Credits.**



# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA)

### Management Process & Organizational Behaviour

Course Code: MS 101

L - 4, Credits - 4

**Objectives:** This course is designed to expose the students to fundamental concepts of management, its processes and behavioral dynamics in organizations.

#### Course Contents

##### Unit I

**Introduction to Management:** Meaning and Nature of Management, Evolution of Management (in India and Abroad), Managerial Skills, Tasks and Responsibilities of a Professional Manager, Management by Objectives

Management and Society: The External Environment, Social Responsibility, and Ethics: An Overview.

(14 Hours)

##### Unit II

**Process of Management:** Functions of Management: Planning-Process and Techniques, Organizing-Process and Organizational Structure, Directing-Principles and Process, Controlling-Process and Techniques, Problem Solving and Decision Making.

(14 Hours)

##### Unit III

**Fundamentals of Organizational Behaviour:** Introduction and Meaning, Models of OB, Emergence of OB as a Discipline, OB Trends, Organizational Culture and Climate, Leadership Theories and Styles, Motivation-Theories and Practices, Managerial Communication, Organizational Change and Development.

(14 Hours)

##### Unit IV

**Individual & Group Behaviour and Process in Organization:** Individual Determinants of OB: Perception, Learning, Emotions, Attitudes, Personality, Stress and Its Implication on Management Practices, Group Dynamics and Work Teams, Power, Politics, Conflict and Negotiation, Interpersonal Behaviour and Relations, Transactional Analysis.

(14 Hours)

**Organizational Behaviour Lab (Optional for Internal Assessment only):** Since Organizational Behavior as a subject can be better understood through practical learning of behavioral measurement, so an OB lab can be introduced in the course. The student can be made to perform any two of the following Organizational Behavioral Tests. A practical file should also be prepared by the students.

- 16 PF
- FIRO-B
- Interpersonal Adjectives Scale
- MBTI
- Multidimensional Assessment of Personality
- Conflict Resolution Mode Inventory (Thomas – Kilmann)
- Multi Dimensional self Esteem Inventory
- Assessing Personality & Social Behaviour – The social value & attitude scales

#### Text Books



1. Robbins, S.P., Judge, T.A., Sanghi, S (2009). *Organizational Behaviour*, Pearson Education.
2. Stoner, R. James A.F., Edward Freeman Daniel R Gilbert Jr., *Management* 6<sup>TH</sup> Ed, .Prentice-Hall of India.

### **Reference Books**

1. George, J. M. & Jones, G.R. (2009). *Understanding and Managing Organizational Behaviour* 5<sup>th</sup> Edition, Pearson Education.
2. Green Berg, J. and Baron, R.A. (2008), *Behaviour in Organization*. Prentice Hall of India.
3. Schermerhorn, J. (2007). *Organizational Behaviour*, 10<sup>th</sup> Edition, Wiley
4. Mcshane, S.L., Von Glinow, M.A., Sharma, R.R. (2006) *Organizational Behaviour*. Tata McGraw Hill
5. Pierce, J.L. & Gardner, D.G. (2010). *Management and Organizational Behavior*, Cengage Learning.

# GURU GOBINDSINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA)

### Decision Sciences

Course Code: MS 103

L - 4 Credits - 4

**Objectives:** To expose students to quantitative techniques in management decision making.

#### Course Contents

##### Unit I

(20 hours)

Descriptive Statistics - Presentation of Data, Measures of Central Tendency and Variation, Probability - Concepts, Theorems, Bayes' Rule. Probability Distributions - Discrete and Continuous. Correlation and Regression - Simple.

##### Unit II

(12 hours)

Linear Programming – Formulation, Graphical and Simplex Method, Duality.

##### Unit III

(12 hours)

Decision Theory - Decision under Certainty, Uncertainty and Risk, Decision Tree analysis. Game Theory - Pure and Mixed strategies, Dominance and Algebraic Methods.

##### Unit IV

(12 hours)

Transportation Problems - Initial Basic Feasible Solution, Test for Optimality. Assignment problems. Network Analysis - PERT and CPM. Queuing model - M/M/1/∞ /FIFO.

#### Textbooks

1. Ken Black (2009) *Business Statistics: For Contemporary Decision Making*, 5<sup>th</sup> edition, Wiley-India.
2. Barry Render, RM Stair, ME Hanna and TN Badri (2009) *Quantitative Analysis for Management*, 10<sup>th</sup> edition, Pearson Prentice Hall.

#### Reference Books

1. Richard Levin and DS Rubin (2009) *Statistics for Management*, 7<sup>th</sup> edition, Pearson Education.
2. Gupta, S.P. & Gupta M.P. (2009) *Business Statistics*, 15<sup>th</sup> edition, Sultan Chand and Sons.
3. Sharma, J.K. (2009). *Operations Research: Theory and Applications*, 4<sup>th</sup> ed. Macmillan.
4. Gupta, M.P. (2009) *Operations Research for Management*.

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA)

### Managerial Economics

Course Code: MS 105

L - 4 Credits – 4

**Objective:** The course is aimed at building a perspective necessary for the application of modern economic concepts, precepts, tools and techniques in evaluating business decisions taken by a firm. The course will also look at recent developments in business in the context of economic theory.

#### Course Contents

##### Unit I

**Introduction:** Nature, Scope and Significance of Managerial Economics, its Relationship with other Disciplines, Role of Managerial Economics in Decision Making; Opportunity cost Principle, Production Possibility Curve, Incremental Concept, Cardinal and Ordinal Approaches to Consumer Behaviour: Equi-Marginal Principle, Law of Diminishing Marginal Utility, Indifference Curve Analysis.

(14 Hours)

##### Unit II

**Demand Analysis and Theory of Production:** Demand Function, Determinants of Demand, Elasticity of Demand, Demand Estimation and Forecasting, Applications of Demand Analysis in Managerial Decision Making; Theory of Production: Production Function, Short Run and Long Run Production Analysis, Isoquants, Optimal Combination of Inputs, Applications in Managerial Decision Making.

(14 Hours)

##### Unit III

**Theory of Cost and Market Structures:** Traditional and Modern Theory of Cost in Short and Long Runs, Economies of Scale and Economies of Scope; Revenue curves; Market Structures: Price-Output decisions under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly; Strategic Behaviour of Firms and Game Theory:- Nash Equilibrium, Prisoner's Dilemma – Price and Non-price Competition.

(14 Hours)

##### Unit IV

**Introduction to Macro Economics:** Nature and Importance; Economic Growth and Development, Determinants of Economic Development; Methods of Measurement of National Income; Inflation: Meaning, Theories, and Control Measures; Recent Developments in Indian Economy.

(14 Hours)

#### Text Books

1. Hirschey, Mark (2009). *Fundamentals of Managerial Economics*, 9<sup>th</sup> edition, Cengage Learning.
2. Salvatore, D.(2006). *Managerial Economics in a Global Economy*, 6<sup>th</sup> Edition, Oxford University Press.

#### Reference Books:

1. Truett Lila J., Truett, Dale B. and Truett J. Lila (2006). *Managerial Economics: Analysis, Problems, Cases*, 8th Edition, John Wiley & Sons.
2. Atmanand (2008). *Managerial Economics*, 2<sup>nd</sup> Edition, Excel Books.
3. Christopher R Thomas & S Charles Maurice (2008). *Managerial Economics*, 9<sup>th</sup> edition, McGraw Hill Co.
4. Petersen, H. C., Cris, L W and Jain, S.K. (2008). *Managerial Economics*, 1<sup>st</sup> edition, Pearson Education

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**Accounting for Management**

Course Code: MS 107

L - 4 Credits - 4

**Objectives:** The course aims at enabling students to understand the basic accounting principles and techniques of preparing & presenting the accounts for users of accounting information. The course also familiarizes the students with the basic cost and management accounting concepts and their applications in managerial decision making.

**Course Contents**

**Unit I**

**Nature of Accounting Information:** Scope and Nature of Accounting, Accounting concepts, Principles & Standards, Accounting Cycle, Journalisation, Subsidiary Books; Ledger Posting, Preparation of Trial Balance, Rectification of Error. Classification of Capital and Revenue. Fixed Assets and Depreciation Accounting. Preparation of Final Accounts, Manufacturing Account; Trading Account, Profit and Loss Account; Balance Sheet (with adjustments), Contents of Corporate Annual Reports with Annexures.

**(14 Hours)**

**Unit II**

**Cost Accounting:** Objectives, Classification of Cost, Preparation of Cost Sheet, Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level, Labour Cost Accounting, Remuneration and Incentive Schemes. Overhead Cost Allocations, Over and Under Absorption. Job and Contract Costing, Operating Costing, Reconciliation of Financial and Cost Accounting

**(14 Hours)**

**Unit III**

**Performance Evaluation Techniques:** Introduction to Budgeting and Budgetary Control; Performance Budgeting; Classification of Budget; Fixed and Flexible Budgets, Zero Based Budgeting, Standard Costing and Variance Analysis; Balanced Scorecard; Responsibility Accounting.

**(14 Hours)**

**Unit IV**

**Decision Making Techniques:** Cost Volume Profit Analysis; Profit Planning, Management Accounting for Decision Making and Control; Financial Leverage, Operating Leverage and Combined Leverage, EVA; Introduction to Activity Base Costing, Target Costing, Life Cycle Costing; Uniform Costing.

**(14 Hours)**

**Text Books**

1. Horngren, Datar, Foster, Rajan, Iitner (2009). *Cost Accounting- A Managerial Emphasis*, 13<sup>th</sup> Edition, Pearson Education.
2. M.Y.Khan and P.K.Jain (2010) *Management Accounting*, Edition 5. Tata Mc Graw Hill.

**Reference Books**

1. Arora, M. N. (2008). *Cost Accounting*, 10<sup>th</sup> Edition, Vikas Publishing House.
2. Duray. Colin. (2004). *Management and Cost Accounting*, 6th Edition, Cengage Learning.
3. Maheshwari, S.N (2009). *Accounting for Management*, 2<sup>nd</sup> Edition., Sultan Chand & Sons.

4. Glautier, M.W.E. And Underdown B. (2010). *Accounting Theory and Practice*, Financial Times / Pearson.

### **Periodicals**

1. American Accounting Association, The Accounting Review
2. Institute of Chartered Accountant of India, The Chartered Accountant
3. The Institute of Cost and Works accountant of India, The Management Accountant

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**Information Technology Management**

**Course Code: MS 109**

**L – 3 P-0 Credits - 03**

**Objectives:** The primary objective of this course is to familiarize the student with basic concepts of information technology and their applications to business processes.

**Course Contents**

**Unit I**

**Computer Hardware and Number System:** - CPU, Basic Logic Gates, Computer Memory and Mass Storage Devices, Computer Hierarchy, Input Technologies, Output Technologies.

Number Systems and Arithmetic: Decimal, Binary, Octal and Hexadecimal Number Systems, Binary Arithmetic. **(06 Hours)**

**Unit II**

**Computer Software:** Application and System Software, Programming Languages and their Classification, Assemblers, Compilers and Interpreters. Process of Software Development. Data Analysis using Spreadsheets

Operating Systems- Functions of Operating Systems, Types of Operating Systems (Batch Processing, Multitasking, Multiprogramming and Real time Systems)

DBMS: Traditional File concepts and Environment, Database Management Systems Concepts, Types of Data Models, ER Modeling, Integrity Constraints, SQL queries. **(14 Hours)**

**Unit III**

**Data Communication and Networks:** Concepts of Data Communication, Types of Data-Communication Networks, Communications Media, Concepts of Computer Networks, Primary Network Topologies, Network Architectures-The OSI Model, Inter-Networking devices. The Internet, Intranet and Extranets: Operation of the Internet, Services provided by Internet, World Wide Web. Creating Web Pages using HTML, Intranets and Extranets. **(14 Hours)**

**Unit IV**

**Functional and Enterprise Systems:** Data, Information and Knowledge Concepts, Decision Making Process, Physical Components of Information Systems, Classification of Information Systems. Overview of Security Issues in Information Technology, Emerging Trends in Information Technology. **(8 Hours)**

**Text Books**

1. ITL Education Solutions (2009). *Introduction to Information Technology*, Pearson Education.
2. Turban, Rainer and Potter (2006). *Introduction to information technology*, 2<sup>nd</sup> Edition, John Wiley and Sons.

**Reference Books**

1. Turban Efraim, Ephraim McLean, James Wetherbe (2006). *Information Technology for Management - Transforming organizations in the digital economy*, 4th Edition, Wiley India.
2. Joseph A. Brady and Ellen F Monk (2007). *Problem Solving Cases in Microsoft and Excel*, Fourth Annual Edition, Thomson Learning.

3. Saini A. K.and Pradeep Kumar (2003). *Computer Applications in Management*, Anmol Publications.
4. Deepak Bharihoke, (2009). *Fundamentals of Information Technology*, 3<sup>rd</sup> Edition, Excel Books.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**Business Communication**

**Course Code: MS 111**

**L - 4 Credits – 4**

**Objectives:** To train students to enhance their skills in written as well as oral Communication through practical conduct of this course. This course will help students in understanding the principles & techniques of business communication.

**Course Contents**

**Unit I**

**Theory of Communication:** Nature, Importance and Role of Communication; The Communication Process; Barriers and Gateways to Communication.

**(10 Hours)**

**Unit II**

**Forms of Communication**

- (a) Written Communication: Principles of Effective Written Communication; Commercial Letters, Report Writing, Speech Writing, Preparing Minutes of Meetings; Executive Summary of Documents, Writing Positive, Negative Persuasive, Electronic Messages
- (b) Non-Verbal Communication
- (c) Oral Communication: Art of Public Speaking, Effective Listening
- (d) Communicating in Teams

**(15 Hours)**

**Applications of Communication**

- (a) Writing a Summer Project Report
- (b) Writing CVs & Application Letters
- (c) Group Discussions & Interviews
- (d) The Employment Interview

**(14 Hours)**

**Unit III**

**Important Parameters in Communication**

- (a) The Cross Cultural Dimensions of Business Communication
- (b) Technology and Communication
- (c) Ethical & Legal Issues in Business Communication
- (d) Mass Communication: Mass Communication & Promotion Strategies, Advertisements, Publicity, and Press Releases. Media Mix, Public Relations, Newsletters.

**(10 Hours)**

**Unit IV**

**Other Communication Parameters:** Negotiation Process & its Management, Designing Visual Communication, Creating and Delivering Online Presentations

**(07 Hours)**

**Text Books**

1. Lesikar et al (2009). *Business Communication: Making Connections in a Digital World*. Tata McGraw Hill Publishing Company Ltd. New Delhi.
2. Boove, C.L., Thill, J.V. & Chaturvedi, M. (2009). *Business Communication Today*, Pearson.

**Reference Books**

1. Krizan et al (2010). *Effective Business Communication*, Cengage Learning.
2. Scot, O. (2009). *Contemporary Business Communication*, Biztantra, New Delhi.
3. Chaney & Martin (2009). *Intercultural Business Communication*, Pearson Education
4. Penrose et al (2009). *Business Communication for Managers*, Cengage Learning.



**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**Business and Legal Environment**

**Course Code: MS 113**

**L-4 Credit -4**

**Objectives:** This course is intended to make students understand various social, political, legal and economic and other factors that influence business in India so as to enable them appreciate associated opportunities, risks and challenges and their relevance for managerial decisions.

**Course Contents**

**Unit-I**

Meaning of Business Environment, Economic and Non-Economic Factors Influencing Business, and Their Interaction, Economic Systems, Historical Perspective on Public Control of Business, Constitutional Framework of State Control of Business.

**(8 Hours)**

**Unit –II**

**Planning and Economic Policies**

- a) Planning Commission and National Development Council, Objectives of Planning in India, Industrial Licensing Policy, Economic Reforms
- b) Fiscal Policy: Types of Fiscal Policy, Fiscal Policy Instruments- Taxation and Public expenditure and Their Impact on Economy.
- c) Monetary Policy: Types of Monetary Policy and Monetary Policy Instruments.

**(10 Hours)**

**Unit -III**

**Business Legislation**

**1. Elements of Indian Law and Judicial System**

- a. **Indian Contract Act, 1872** – Formation, Essential Elements, Vitiating Elements, Performance and Discharge of Contract, Remedies for Breach of Contract, Overview of Special Contracts.
- b. **Indian Partnership Act, 1932** – Meaning and Essential Elements, Formation of Partnership, Registration, Types of Partners and Partnership, Rights and Duties of Partners, Dissolution of Partnership Firm, Old Partnership vs. Limited Partnership (Limited Liability Partnership Act, 2008)
- c. **Sale of Goods Act, 1930** - Meaning and Essential Elements of Contract of Sale, Meaning of Goods, Conditions and Warranties, Transfer of Ownership, Doctrine of Caveat Emptor, Performance of a Contract of Sale, Transfer of Title by Non-Owners, Unpaid Seller, Auction Sale
- d. **Negotiable Instruments Act, 1881:** Meaning and Essential Features, Types, Endorsement of NI, Presentment of NI, Discharge of Parties, Liabilities of Banker and Dishonour of NI, Hundis
- e. **Companies Act 1956** – Meaning and Essential Features of Company, Types of Companies, Formation of Company, Memorandum and Articles of Association, Prospectus, Allotment of Shares, Share and Share Capital, Corporate Governance, Dividends, Bonus and Interest.
- f. **Arbitration and Conciliation Act 1996,** Meaning of Arbitration and Conciliation, Arbitrators and their Appointment, Conciliators and Their Appointment, Powers and Duties of Arbitrators and Conciliators, Procedures, Arbitral Awards and Settlement Agreements.

**(20 Hours)**

## Unit -IV

### Overview of Economic Legislation

- a) **Consumer Protection Act, 1986:** Objective, Legal Definitions of Consumer and Complainant, 3Tier-Redressal Mechanism, Jurisdiction of District forums, State Commissions and National Commission, Consumer Protection Councils and Their Functions.
- b) **Environment Protection Act, 1986:** Objective, Salient features, Basic Terminology, Pollution Control Boards and Their Functions, Powers of Central Government, Liability of the Parties for Violation of the Provisions of the Act and Environmental Regulations.
- c) **Securities Exchange Board of India Act, 1992,:** Objective, Salient Features, Definition of Security, Securities Exchange Board of India- Composition, Powers and Functions.
- d) **Competition Act 2002:** Objective, Anti Competitive Agreements, Abuse of Dominant Position, Regulation of Combinations, Competition Commission of India –Composition, Powers and Functions, Competition Appellate Tribunal.
- e) **The Foreign Exchange Management Act, 1999-** Objective and Applicability of the Act, FEMA Vs FERA, Basic Terminology, Regulation and Management **(18 Hours)**

### Text Books

1. Saleem, Shaikh (2010). *Business Environment*, 2<sup>nd</sup> edition, Pearson Education.
2. Francis Cherunilam. (2009). *Business Environment, Text and Cases*, 9<sup>th</sup> edition, Himalaya Publishing House.
3. Pailwar, V K(2010), “*Economic Environment of Business*,” 2<sup>nd</sup> Edition, Prentice Hall India Learning, New Delhi
4. Kuchal, M.C., Prakash D(2009), “ *Business Legislation for Management* ,” 2<sup>nd</sup> Edition ,Vikas Publishing house, New Delhi
5. Tulsian, P C(2009) , “*Business Laws*,”Tata Mc Graw Hill, New Delhi

### References Books

1. Gupta, C.B. (2008). *Business Environment*, 4<sup>th</sup> edition, Sultan Chand and Sons
2. Bedi, Suresh (2004) *Business Environment*. Excel Books, New Delhi.
3. Paul J (2010) *Business Environment Text & Cases*, Third Edition, Tata Mc Graw Hill
4. A.Ramaiyya, *Guide to the Companies Act*, 16<sup>th</sup> edition, Lexis Nexis Butterworths
5. Maheshwari, S.N. and Maheshwari, S.K. (2008). *A Manual of Business Laws*, 3<sup>rd</sup> ed. Himalaya Publishing House.
6. Prakash, B A (2009) ed “*The Indian Economy Since1991; Economic reforms and performance*” Pearson Education, New Delhi
7. Ray S.K.(2007) *The Indian Economy* Prentice- Hall of India

### Acts

#### 1. Bare Acts

- a. The Indian Contract Act, 1872
- b. The Sale of Goods Act,1930
- c. The Negotiable Instruments Act, 1881
- d. The Companies Act, 1956
- e. The Indian Partnership Act, 1932
- f. Consumer Protection Act, 1986
- g. Environment Protection Act, 1986
- h. Securities and Exchange Board of India Act,1992
- i. Competition Act,2002
- j. Foreign Exchange Management Act,1999

***Course instructor to suggest relevant materials published by professional and regulatory bodies***

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**Information Technology Management Lab.**

**Course Code: MS 151**

**L – 0 P-2 Credits - 01**

Lab will be based on Paper MS 109 and will basically cover the following: Operating System Commands, Basic HTML Tags, SQL Queries and Spreadsheet.



**SECOND SEMESTER**

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**Management of Technology, Innovation and Change**

**Course Code: MS 102**

**L-4 Credits-4**

**Objectives:** This course is designed to help students to understand the importance of managing technology, innovation and change at the firm's level and also at the national level.

**Course Contents**

**Unit I**

**Technology Management :** Understanding Technology and its Relationship with Wealth of Nations and Firms Specific Knowledge; Technology Life Cycles, Technology Acquisition and Absorption; Technology Exports / Joint venture Abroad. Technological Intelligence and Forecasting, Global Trends in Technology Management.

**(16 Hours)**

**Unit II**

**Change Management:** Understanding the Nature, Importance, Forces, Types of Change; Diagnosing Organizational Capability to Change-strategy, Structure, Systems and People; Building Culture and Climate for Change: Role of Leadership; Managing Transformations.

**(16 Hours)**

**Unit III**

**Innovations Management:** Invention vs. Innovation; Innovation Strategies and Models; Concurrent Engineering; Process Innovation, Product Innovation, Innovation Management.

**(14 Hours)**

**Unit IV**

**Creative and Lateral Thinking Management:** Thinking, Creative Thinking, Problem Solving, Managing Lateral Thinking.

**(10 Hours)**

**Text Books**

1. Hossein Bidgoli (2010). *The Handbook of Technology Management* (3 Volume Set), Wiley.
2. Larisa V. Shavinina(2003), *The International Handbook of Innovation*, First Edition, Elsevier Science, Permagon.

**Reference Books**

1. Tushman, Michael L and Philip Anderson (2004). *Managing Strategic Innovation and Change*, 2<sup>nd</sup> Edition, Oxford University Press.
2. Adair, John (2007). *Leadership for Innovation*, Kogan Page India Private Limited.
3. Narayanan, V K. (2001). *Managing Technology and Innovation for Competitive Advantage*. Pearson Education.
4. Frederick Betz (2003), *Managing Technological Innovation, Competitive Advantage from change*, Second Edition, John Wiley & Sons, Inc. , USA.

### **Supporting Documents/Readings:**

1. “Technology Information Forecasting & Assessment Council” (TIFAC) Telecommunication: Technology Vision 2020, TIFAC, (1997), New Delhi, India.
2. Abdul Kalam, APJ and Rajan Y.S. (1990). *India 2020: A vision for the New Millenium*, Penguin Books.
3. DeBono, Edward (1990). *Lateral Thinking*, Penguin Books.
4. Melissa A. Schilling (2008). *Strategic Management of Technological Innovation*, Special Indian Edition, Tata McGraw Hill.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**Financial Management**

**Course Code: MS 104**

**L-4 Credits - 4**

**Objectives:** The course is aimed at building an understanding of concepts, vital tools and techniques applicable for financial decision making by a business firm.

**Course Contents**

**Unit I**

Nature and Scope of Financial Management; Financial Objectives; Impact of Financial and Economical Environment on Financial Management; Time Value of Money including Pension Funds, Computation of EMI, Annuity, Annuity Due. Funds Flow Analysis; Cash Flow Statement and its Interpretation (AS-3), Financial Statement Analysis, Ratio Analysis, Time Series, Common Size Statements, Du Pont Analysis.

**(14 Hours)**

**Unit II**

Planning for Sources of Finance (Domestic and International); Capital Structure; Net Income Approach; Net Operating Income Approach; Traditional Approach and MM Approach, Cost of Capital; EBIT – EPS Analysis, Capital Gearing/Debt-Equity Ratio, Generation of Internal Funds.

**(14 Hours)**

**Unit III**

Retained Earning Vs. Dividend Decision; Gordon Model; Walter Model; MM Approach; Lintner Model; Planning of Funds through Management of Assets - Fixed and Current: Sustainable Growth Rate. Working Capital Management; Management of Cash (Various Theoretical Models), Inventories (Including Risk Analysis) and Receivables; Operating Cycle.

**(14 Hours)**

**Unit IV**

Capital Budgeting - Conventional and DCF Methods; Inflation and Capital Budgeting; Risk Analysis and Capital Budgeting-Certainty Equivalent Factor; Risk Adjusted Discounting Rate; Decision Tree; Independent and Dependent Risk Analysis; Replacement Decisions, Sensitivity Analysis, Basic International Capital Budgeting.

**(14 Hours)**

**Note:** Use of MS-Excel Functions and Formulas should be promoted amongst students for all topics given in the syllabus.

**Text Books**

1. Khan, M. Y. and Jain P. K. (2007). *Financial Management, Text, Problems & Cases*, 5th Edition, Tata McGraw Hill Company, New Delhi.
2. Maheshwari, S.N.(2009)., *Financial Management – Principles & Practice*, 13<sup>th</sup> Edition, Sultan Chand & Sons.

## Reference Books

1. Van Horne, James, C (2002). *Principles of Financial Management*, Pearson.
2. Prasanna, Chandra (2007) *Financial Management: Theory and Practice*, 7<sup>th</sup> Edition, Tata McGraw Hill.
3. Sheeba Kapil(2010). *Financial Management*, Pearson Education..
4. Bhalla. V. K.(2009). *Financial Management and Policy: Text and Cases*, 9<sup>th</sup> Edition, Anmol Publications Pvt. Ltd.
5. Brigham. Eugene F. and Houston. Joel F.(2006). *Fundamentals of Financial Management*, 10<sup>th</sup> Edition, Cengage Learning.
6. Gitman, L.J.(2006). *Principles of Managerial Finance*, New York.



# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA)

### Marketing Management

Course Code: MS 106

L - 4 Credits – 4

**Objectives:** The course aims at making students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm.

#### Course Contents

##### Unit I

**Introduction to Marketing:** Meaning and Scope of Marketing; Marketing Philosophies; Marketing Management Process-An Overview; Concept of Marketing Mix; Understanding Marketing Environment; Consumer and Organization Buyer Behavior; Demand Forecasting; Market Segmentation, Targeting and Positioning. (16

Hours)

##### Unit II

**Product and Pricing Decisions:** Product Concept; Types of Products; Product Levels; Major Product Decisions; Brand Management; Product Life Cycle, New Product Development Process; Pricing Decisions: Determinants of Price; Pricing Process, Policies and Strategies.

(14 Hours)

##### Unit III

**Promotion and Distribution Decisions:** Communication Process; Promotion Tools-Advertising, Personal Selling, Publicity and Sales Promotion; Emerging Channels of Distribution, Distribution Channel Decisions-Types and Functions of Intermediaries; Channel Design; Selection and Management of Intermediaries.

(14 Hours)

##### Unit IV

**Emerging Trends and Issues in Marketing:** Consumerism, Rural Marketing, Social Marketing; Direct Marketing; Online Marketing, Green Marketing.

(12 Hours)

#### Text Books

1. Kotler,P., Keller, K.L. Koshy, A. and Jha, M., (2009). *Marketing Management: A South Asian Perspective*, 13th Edition, Pearson Education, New Delhi.
2. Etzel, M., Walker, B., Stanton, W. and Pandit, A (2009) *Marketing Management*, Tata McGrawHill, New Delhi

#### Reference Books

1. Ramaswamy, V.S and Namakumari, S. (2009) *Marketing Management: Global Perspective Indian Context*, 4<sup>th</sup> Edition, Macmillan Publishers India Ltd., New Delhi
2. Saxena, Rajan (2009), *Marketing Management*, Fourth Edition, Tata McGraw Hill Education Pvt. Ltd. New Delhi.
3. Louis E. Boone and David L. Kurtz (2007). *Principles of Marketing*, 12 th Edition, Cengage Learning.
4. Pride, William, M., and O.C. Ferrell (2010). *Marketing Planning, Implementation and Control*, Cengage Learning, New Delhi.

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA)

### Business Research

Course Code: MS 108

L - 4 Credits - 4

**Objectives:** The course aims at equipping students with an understanding of the research process, tools and techniques in order to facilitate managerial decision making.

#### Course Contents

##### Unit I

Definition and Applications of Business Research; Types of Research – Descriptive, Exploratory, Quantitative, Qualitative; Steps in the Research Process; Reviewing of Literature; Formulating A Research Problem – Identifying Objectives, Establishing Operational Definitions; Identifying Variables – Defining Concepts, Indicators, Variables; Types of Measurement Scales – Nominal, Ordinal, Interval, Ratio; Constructing Hypotheses – Functions, Characteristics, Types of Hypotheses.

(12 Hours)

##### Unit II

Research Design – Definition, Functions; Study Designs – Based on Number of Contacts, Based On Reference Period, Experimental, Non-Experimental And Quasi-Experimental Study Designs, Cross-Over Comparative Experimental Design, Replicated Cross-Sectional Design, Action Research. Methods of Data Collection – Primary and Secondary Sources; Primary Data Collection Instruments; Attitudinal Scales – Likert, Thurstone, Guttman Scales; Validity of Research Instruments – Face And Content, Concurrent And Predictive, Construct Validity; Reliability of Research Instruments – External And Internal Consistency Procedures.

(14 Hours)

##### Unit III

Sampling – Concepts, Principles; Types of Sampling – Probability, Non-Probability, Mixed Sampling Designs; Sampling Frame; Sample Size Determination; Writing A Research Proposal; Ethical Issues In Data Collection; Data Editing, Coding And Tabulating.

(14 Hours)

##### Unit IV

Introduction to Hypothesis Testing; Advanced Data Analysis Techniques – Basic Concepts of Discriminant Analysis, Factor Analysis, Cluster Analysis, Multi-Dimensional Scaling And Conjoint Analysis; Displaying Data; Writing A Research Report.

(16 Hours)

**\* Working Knowledge of Statistical Package such as SPSS/Systat/ SAS etc may be provided to the Students.**

#### Textbooks:

1. Ranjit Kumar (2009) *Research Methodology*, 2nd edition, Pearson Education.
2. Naresh Malhotra and S Dash (2009) *Marketing Research*, 5th edition, Pearson Prentice Hall.

#### Reference Books

1. Donald Cooper and PS Schindler (2009) *Business Research Methods*, 9th edition, Tata McGraw Hill.
2. Uma Sekaran (2010) *Research Methods for Business*, 4th edition, Wiley.
3. Robert Stine and D Foster (2010) *Statistics for Business*, 1st edition, Pearson Education.
4. Richard Levin and DS Rubin (2009) *Statistics for Management*, 7th edition, Pearson Education.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**Operations Management**

**Course Code: MS 110**

**L-4 Credit-4**

**Objectives:** The course is designed to enable students appreciate the strategic significance of operations management in highly competitive global economy and to introduce various principles, concepts, tools and techniques developed in the area of operations management over the years. It is envisaged that students would gain a conceptual understanding of the subject and relate them to practical applications in real life situation.

**Course Contents**

**Unit I**

Introduction to Operations Management, Nature & Scope of Operations Management, Historical Evolution of Operations Management, Systems Perspectives of Operations Management, and Relationship of Operations Management with Other Functional Areas, Operations Strategy, Recent Trends in the Field of Operations Management **(12 hours)**

**Unit II**

Product Development: Product Development Process, Concurrent Engineering, Tools and Approaches in Product Development viz: Quality Function Deployment, Design for Manufacturability, Design for Assembly, Design for Quality, Mass Customization; Process Selection and Facilities Layout: Determinant of Process Selection, Process-Product Matrix, Types of Layouts, Line Balancing; Facilities Location; Work Measurement and Job Design.

**(14 hours)**

**Unit III**

Demand Forecasting; Capacity Planning; Resources Planning: Aggregate Production Planning Materials Requirement Planning, Scheduling; Theory of constraints and Synchronous Manufacturing; Lean Management and Just in Time Production; Supply Chain Management; Inventory Planning and Control.

**(16 hours)**

**Unit IV**

Quality Management, Quality: Definition, Dimension, Cost of Quality, Continuous Improvement (Kaizen), ISO (9000&14000 Series), Quality Awards, Statistical Quality Control: Variable & Attribute, Process Control, Control Chart (X , R , p , np and C chart ) Acceptance Sampling Operating Characteristic Curve (AQL , LTPD, a & b risk ) Total Quality Management (TQM) **(14 hours)**

**Text Books**

1. Mahadevan B. (2010). *Operations Management: Theory and Practice*, 2<sup>nd</sup> Edition, Pearson Education.
2. Chase, R.B, et. Al (2010), *Operations Management for Competitive Advantage*, Tata McGraw Hill, New Delhi
3. Stevenson W. J (2007). *Operations Management*, 9<sup>th</sup> Edition, Tata McGraw Hill, New Delhi

## Reference Books

1. Gaither Norman and Frazier G.(2004). *Operations Management*, 9<sup>th</sup> Edition, Cengage Learning.
2. Chary, S.N and Paneerselvam R. (2009). *Production and Operations Management*, Tata McGraw Hill, New Delhi
3. Terry Hill (2005). *Operation Management*. Palgrave McMillan.

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA)

### Human Resource Management

Course Code: MS 112

L - 4, Credits -4

**Objectives:** This Course will aid the students in having a clear understanding about the concepts, methods and techniques and issues involved in managing human resource so as to facilitate employing, maintaining and promoting a motivated force in an organization.

#### Course Content

##### Unit I

**Introduction to Human Resource Management:** Concept of HRM, Nature, Scope, Functions, Objectives, Processes, Importance and Evolution of HRM, HRM Models (In India and Abroad), Roles and Responsibilities of HR managers.

Competitive Challenges and HRM: Technological Changes, Workforce Diversity, Employee Empowerment, Managing Protean Careers, Moonlighting Phenomenon etc.

(14 Hours)

##### Unit II

**Strategy and Workforce Planning:** Strategic Planning and HR Planning: Linking the Processes, Methods and Techniques of Forecasting the Demand and Supply of Manpower, Computing Turnover and Absenteeism, Job Analysis, Job Design: Behavioral Concerns, Ergonomic Considerations and Flexible Work Schedules.

(10 Hours)

##### Unit III

**Expanding the Talent Pool:** Recruitment, Selection, Career Management: Developing Talent Overtime, Career Development Initiatives, HRM Competencies: Roles of HR Generalists and HR Specialists, Training & Development, Appraising and Improving Performance: Performance Appraisal Programs, Processes and Methods, Job Evaluation, Managing Compensation, Incentives and Employee Benefits, Health and Social Security Measures, Managing Labor Relations: An Overview.

(18 Hours)

##### Unit IV

**Contemporary Issues in HR –** Strategic Human Resource Management, International Human Resource Management Creating High Performing HR Systems: Wellness Programs and Work Life Balance and Green HRM

Human Resource Information Systems, Human Resource Audit, and Human Resource Accounting,

(14 Hours)

#### Text Books

1. Snell et al (2010). *Human Resource Management*, Cengage Learning(India Edition).
2. Dessler et al (2008). *Human Resource Management*, Pearson Education.

#### Reference Books

1. Armstrong, M. (2009). *Armstrong's Handbook of Human Resource Practice*, Kogan Page
2. Lepak, D. & Gowan M. (2009). *Human Resource Management*, Pearson Education.
3. Ivancevich (2009). *Human Resource Management*, Tata Mc Graw Hill
4. Denisi, A S, Griffin, R W (2005). *HRM an Introduction*, Cengage Learning

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**e-Business**

**Course code: MS 114**

**L-4 Credits: 4**

**Objectives:** The course imparts understanding of the concepts and various application issues of e-business like Internet infrastructure, security over internet, payment systems and various online strategies for e-business.

**Course Contents**

**Unit I**

**Introduction to e-business:**

Electronic Business, Electronic Commerce, Types of Electronic Commerce, Benefits, Limitations and Barriers of E-commerce, Electronic Commerce Models, Value Chains in Electronic Commerce, E-Commerce in India., Web Based Tools for Electronic Commerce, Intranet, Composition of Intranet, Business Applications on Intranet, Extranets. Electronic Data Interchange, Components of Electronic Data Interchange, Electronic Data Interchange Communication Process.

**(18 Hours)**

**Unit II**

**Security Issues in e-business**

Security Overview, Electronic Commerce Threats, Encryption, Cryptography, Public Key and Private Key Cryptography, Digital Signatures, Digital Certificates, Securing E-commerce Networks: Security Protocols such as HTTP, SSL, Firewalls, Personal Firewalls, IDS, VPNs, Public Key Infrastructure (PKI) for Security.

**(16 Hours)**

**Unit III**

**Electronic Payment System**

Concept of e-Money, Electronic Payment System, Types of Electronic Payment Systems, Smart Cards, Stored Value cards and Electronic Payment Systems, B2B Electronic payments, Infrastructure Issues in EPS, Electronic Fund Transfer.

**(12 Hours)**

**Unit IV**

**e-Business Applications & Strategies**

Business Models & Revenue Models over Internet, Emerging Trends in e-Business, e-Governance, Digital Commerce, Mobile Commerce, Strategies for E-Commerce, Internet based Business Models; Legal, Ethical and Societal Impacts of E-Commerce.

**(10 Hours)**

**Text Books**

1. Dave Chaffey (2009). *E-Business and E-Commerce Management- Strategy, Implementation and Practice*, 3rd Edition, Pearson Education.
2. Bharat Bhaskar (2009). *Electronic Commerce- Framework, Technologies and Applications*, 3rd Edition, Tata McGraw Hill.

**Reference Books**

1. Efraim Turban, David King, Dennis Viehland, Jae Lee, (2009): *Electronic Commerce – A Managerial Perspective*, 4th Edition, Pearson Education.
2. Elias M. Awad (2007). *Electronic Commerce- From Vision to Fulfillment*, 3rd Edition. PHI Learning.
3. Joseph, P.T. and S.J. (2008). *E-Commerce – An Indian Perspective*, 3rd Edition, PHI.
4. Schneider Gary P. and Perry, James T (2007). *Electronic Commerce Strategy*, 1st Edition, Cengage Learning.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**Managerial Skills Development**  
**(Non University Examination)**

Course Code: MS 116

L-2 Credits- 2

**Objectives:** This course will focus on overall Personality Development of students by enhancing their communication skills, shaping their attitudes and behaviour and ultimately preparing them for corporate roles.

**Course Contents**

**Unit I**

**Strengthening Oral Communication:** Presentations and Extempore.

**(07 Hours)**

**Unit II**

**Strengthening Oral Communication:** Role Playing, Debates and Quiz.

**(07 Hours)**

**Unit III**

**Strengthening Written Communication:** Case Studies. Exercises on Corporate Writing, Creative Writing, Poster Making, Framing Advertisements, Slogans, Captions, Preparing Press Notes.

**(07 Hours)**

**Unit IV**

**Group Discussion and Mock Interviews.**

**(07 Hours)**





**THIRD SEMESTER**



# **GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**

## **MASTER OF BUSINESS ADMINISTRATION (MBA)**

### **Summer Training Report**

**Course Code: MS 201**

**L-0**

**Credits-4**

All the students will submit their Summer Training Reports (in duplicate) within a period of one month in the concerned institute/school; this period shall be counted from the last date of completion of their Summer Training. The supervisor in the organization under whose guidance the summer training is carried out will be required to grade the student's report in the format prescribed by the university (Annexure – A). Each student will be attached with one internal faculty guide, with whom they shall be in continuous touch during the training period. The internal faculty guide will be required to evaluate (out of 40 marks) on the basis of the assessment report provided by the organization where the Summer Training has been completed and his/her own assessment about the work done by the student. The evaluation of the remaining 60 marks shall be made by external examiner appointed by the University who shall evaluate the report on the basis of presentation and the assessment report received from the organization where student has undergone Summer Training.

# GURU GOBINDSINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA)

### Management of International Business

Course Code: MS 203

L-4 Credits-4

**Objectives:** The objective of this course is to enable the students to manage business when the Organizations are exposed to international business environment.

#### Course Contents

##### Unit I

**Nature and Scope of International Management:** Introduction to International Business; E.P.R.G. – Approach, The Environment Of International Business, Reasons for Going International, Analyzing International Entry Modes, Strategy in the Internationalization of Business, Basic Models for Organization Design in Context of Global Dimensions; Entry Barriers, Global Competitiveness of Indian Organizations. **(14 Hours)**

##### Unit II

**Managing Globally :** Global Marketing Management, Global Operations, Cross-Cultural Management : Hofstede Study, Edward T Hall Study, Cultural Adaptation through Sensitivity Training, Global Human Resources Management , Aspects of Global Financial Management **(14 Hours)**

##### Unit III

**Formulating Strategy for International Management:** Strategy as a Concept, Implementing Global Strategy, International Competitive Advantage; International Strategic Alliances, Global Mergers and Acquisition. **(14 Hours)**

##### Unit IV

**Broad issues in Globalization :** Emerging Global Players , Ethical issues in Context of International Business, The Social Responsibility of the Global Firm , Cross-Culture Communication and Negotiation, Leadership Issues, , Business Improvement: Integrating Quality, Innovation, and Knowledge Management, , The Role of the Parent: Managing the Multi Business Firm, Organizing and Structuring the Multi Business Firm **(14 Hours)**

#### Text Books

1. Lasserre, Philippe (2007). *Global Strategic Management*, Palgrave MacMillan.
2. John D Daniels, Lee H Radebaugh Daniel P Sullivan , Prashant Salwan (2010). *International Business Environments and Operations*, Pearson Education

#### Reference Books

1. Tamer Cavusgil, Gary Knight (2010). *International Business: Strategy, Management and the New Realities*, 1st Edition, Pearson Education.
2. K Aswathappa(2008). *International Business*, Tata Mcgraw Hill.
3. Richard Hodgetts, Fred Luthans, Jonathan Doh (2008). *International Management: Culture, Strategy And Behaviour*, Pearson Education.
4. Deresky (2010). *International Management: Managing across borders and culture*. Pearson Education.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**Information Systems Management**

Course Code: MS 205

L-4 Credits-4

**Objectives:** The objective of this course is to expose the students to the managerial issues relating to information systems and help them identify and evaluate various options in this regard.

**Course Contents**

**Unit I**

Meaning and Role of Information Systems. Types of Information Systems: Operations Support Systems, Management Support Systems, Expert Systems, and Knowledge Management Systems. Information Systems for Strategic Management: Competitive Strategy Concepts, Strategic Role of Information Systems. Integrating Information Systems with Business Strategy, Value Chain Analysis, and Strategic Information Systems Framework.

**(16 Hours)**

**Unit II**

Planning for Information Systems: Identification of Applications, Business Planning Systems and Critical Success Factors, Method of Identifying Applications, Risks in Information Systems. Resource Requirements for Information Systems: Hardware and Capacity Planning, Software Needs, Procurement Options – Make or Buy decisions, Outsourcing as an Option.

**(16 Hours)**

**Unit III**

Systems design and Development Methodologies: SDLC Approach, Prototyping, Spiral Method, End User Development. Logical and Physical Design. Evaluation of Information Systems.

**(12 hours)**

**Unit IV**

Emerging Concepts and Issues in Information Systems: Supply Chain Management, Customer Relationship Management, ERP. Introduction to Data Warehousing, Data Mining and its Applications.

**(12 Hours)**

**Note:** Each student will write a research paper on a specific Information System related issue of their choice. This paper may include the following:

- Historic Development
- Examination of Current Issues
- Exploration of the Actual or Expected Impact on Employees, Industry or Government, Presentation of available Alternatives if Applicable
- References

**Text Books**

1. James A O'Brien, George M Marakas and Ramesh Behl (2010). *Management Information Systems*, Ninth Edition, Tata McGraw Hill Education, New Delhi.
2. Ken Laudon and Jane Laudon and Rajanish Dass (2010). *Management Information Systems*, Eleventh Edition, Pearson, New Delhi.

## References Books

1. Turban, E., McLean, E. and Wetherbe, J. (2001). *Information Technology for Management: Making Connections for Strategic Advantage*. John Wiley and Sons.
2. D.P.Goyal (2008). *Management Information Systems-Managerial Perspectives*, Second Edition, Macmillan, New Delhi.
3. S.A.Kelkar (2009). *Management Information Systems-A concise Study*, Second Edition, PHI Learning, New Delhi.
4. Nirmalya Bagchi (2010), *Management Information Systems*, Vikas Publishing House, New Delhi

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**Entrepreneurship and Small Business Management**

Course Code : MS 207

L-4 Credits - 4

**Objectives:** The course aims at instituting entrepreneurship skills in the students by giving an overview of who the entrepreneurs are and what competences are needed to become an entrepreneur or entrepreneur. The Course aims at giving insights into the Management of Small Family Business, based on 3S Model: Stimulate, Sustain and Support so that a spirit of entrepreneurship can be inculcated among the student participants.

**Course Contents**

**Unit I**

**Entrepreneurship:** Concept and Definitions; Entrepreneurship and Economic Development; Classification and Types of Entrepreneurs; Entrepreneurial Competencies; Factor Affecting Entrepreneurial Growth – Economic, Non-Economic Factors; EDP Programmes; Entrepreneurial Training; Traits/Qualities of an Entrepreneurs; Entrepreneur; Manager Vs. Entrepreneur.

**(14 Hours)**

**Unit II**

**Opportunity / Identification and Product Selection:** Entrepreneurial Opportunity Search and Identification; Criteria to Select a Product; Conducting Feasibility Studies; Project Finalization; Sources of Information.

**(14 Hours)**

**Unit III**

**Small Enterprises and Enterprise Launching Formalities :** Definition of Small Scale; Rationale; Objective; Scope; Role of SME in Economic Development of India; SME; Registration; NOC from Pollution Board; Machinery and Equipment Selection; Project Report Preparation; Specimen of Project Report; Project Planning and Scheduling using Networking Techniques of PERT / CPM; Methods of Project Appraisal.

**(14 Hours)**

**Unit IV**

**Role of Support Institutions and Management of Small Business :** Director of Industries; DIC; SIDO; SIDBI; Small Industries Development Corporation (SIDC); SISI; NSIC; NISBUED; State Financial Corporation SFC; Marketing Management; Production Management; Finance Management; Human Resource Management; Export Marketing; Case Studies-At least 4 (four) in whole course.

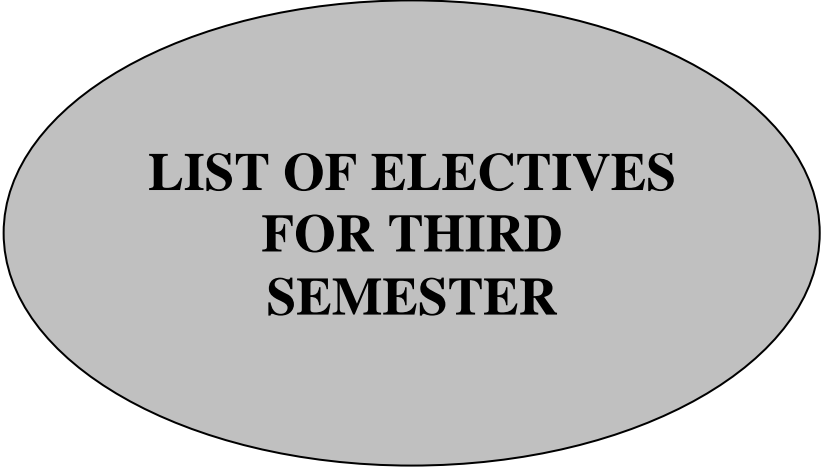
**(14 Hours)**

**Text Books**

1. Kuratko, D.F. & Hodgetts, R.M. ( 2009). *Entrepreneurship: Theory, Process and Practice*. Thomson Press
2. Charantimath, P. (2009). *Entrepreneurship Development: Small Business Enterprises*. Pearson

**References Books**

1. Desai, Vasant (2009). *Small-Scale Industries and Entrepreneurship*. Himalaya Publishing House, Delhi.
2. Kaulgud, Aruna (2003). *Entrepreneurship Management*. Vikas Publishing House, Delhi.
3. Balaraju, Theduri (2004). *Entrepreneurship Development: An Analytical Study*. Akansha Publishing House, Uttam Nagar, New Delhi.
4. David, Otes (2004). *A Guide to Entrepreneurship*. Jaico Books Publishing House, Delhi.



**LIST OF ELECTIVES  
FOR THIRD  
SEMESTER**



# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA)

### Consumer Behaviour

Course Code: MS 209

L-3 Credits – 3

**Objectives:** This course aims at enabling students to understand the various aspects of consumer behavior, the external and internal factors that influence consumer behaviour and to apply this understanding to the development of marketing strategy.

#### Unit I

**Introduction to Consumer Behavior:** Scope and Relevance of Consumer Behavior Studies; Basic Model of Consumer Behavior: Buying Decision Process- Problem Recognition; Information Search, Alternative Evaluation-Decision Rules- and Selection, Outlet Selection and Purchase, Post Purchase Behavior and Customer Satisfaction, Role of Involvement; Types of Buying Behaviour.

(10 Hours)

#### Unit II

**Individual Determinants of Consumer Behavior:** Motivation; Attention, Perception and Consumer Imagery; Learning and Memory; Personality and Self Concept; Consumer Attitudes – Formation and Change; Consumer Values and Lifestyles.

(14 Hours)

#### Unit III

**External Determinants of Consumer Behavior:** Influence of Culture and Subculture; Social Class; Reference Groups and Family Influences.

(10 Hours)

#### Unit IV

Diffusion of Innovation, Models of Consumer Behavior; Researching Consumer Behavior; Online Consumer Behavior.

(8 Hours)

#### Text Books

1. Schiffman L.G. and Kanuk L.L. (2006), *Consumer Behaviour*, 9<sup>th</sup> Edition, Pearson Education, New Delhi.
2. Hawkins, D. I. & Best R. J. and Coney, K.A. and Mookerjee, A, (2007) *Consumer Behaviour- Building Marketing Strategy*. Tata McGraw Hill, New Delhi.

#### References Books

1. Solomon, Michael R. (2009), *Consumer Behaviour: Buying, Having and Being*, PHI Learning Pvt. Ltd., New Delhi
2. Assel Henry, (2005), *Consumer Behaviour*, Cengage Learning, New Delhi.
3. Majumdar, R. (2010), *Consumer Behaviour: Insights from the Indian Market*, PHI Learning Pvt. Ltd., New Delhi
4. Loudon, David L. and Della Bitta, J. (2002) *Consumer Behaviour*, 4th Edition, Tata McGraw Hill, New Delhi.

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA)

### Sales & Distribution Management

Course Code: MS 211

L-3 Credits-3

**Objectives:** The course aims to impart the knowledge and skills needed to manage the sales force and distribution functions in a business organization so as to help gain a competitive advantage.

#### Course Contents

##### Unit I

**Introduction to Sales Management:** Scope and Importance; The Evolving Face of Personal Selling; Personal Selling Process and Approaches; Sales Organization Structure; Sales Strategies, Sales Forecasting; Sales Territory Design. **(12 Hours)**

##### Unit II

**Sales Force Management:** Sales Force Job Description; Recruitment and Selection; Training Sales Personnel; Sales Force Motivation; Compensation; Sales Quotas: Evaluating Sales Performance; Information Technology in Sales Management; **(10 Hours)**

##### Unit III

**Distribution Planning and Control:** Functions of Intermediaries; Types and Role of Channel Intermediaries in India for Consumer and Industrial Products: Wholesale and Retail Structure, Complex Distribution Arrangement (Structural Separation and Postponement) Channel Strategy and Design; Selection, Motivation and Evaluation of Intermediaries; Managing Channel Dynamics, Relationships and Channel Conflict; Ethical and Legal Issues in Sales and Distribution Management in Indian context. **(10 Hours)**

##### Unit IV

**Distribution System and Logistics:** Physical Distribution System –Objectives and Decision Areas; Customer Service Goals; Logistics Planning; An overview of Transportation, Warehousing and Inventory Decisions; Efficient Supply Chain Management (SCM); Integration of Sales and Distribution Strategy; Case Studies. **(10 Hours)**

#### Text Books

1. Still, R. R. & Cundiff, E. W., Govoni, N. A. P. (2007). *Sales Management*. 5<sup>th</sup> Edition Pearson Education, New Delhi
2. Rosenbloom, Bert (2004) *Marketing Channels: A Management View*, 7<sup>th</sup> Edition ,Cengage Learning, New Delhi.

#### Reference Books

1. Jobber , David and Lancaster, Geoffery (2006), *Selling and Sales Management*, 7th Edition, Pearson Education, New Delhi
2. Tanner Jr., J.F., Honeycutt Jr., E.D. and Erffmeyer, R.C. (2009), *Sales Management*., Pearson Education, New Delhi
3. Panda, T.K. and Sahadev, S (2005) *Sales and Distribution Management*, Oxford University Press, New Delhi.
4. Havaldar, K K. and Cavale, VM. ((2007), *Sales and Distribution Management:Text and Cases*, Tata McGraw Hill, New Delhi

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA)

### International Marketing

Course Code : MS 213

L-3 Credits – 3

**Objectives:** The course aims at acquainting students with the concepts and procedures for international marketing and trains them to develop and implement plans and strategies for entering international markets and managing overseas operations.

#### Course Contents

##### Unit I

**International Marketing:** Meaning, Scope and Importance; International Marketing Orientation: E.P.R.G. – Approach: An overview of the International Marketing Management Process; International Marketing Environment. International Market Segmentation and Positioning; Screening and Selection of Markets; International Market Entry Strategies: Exporting, licensing, Contract Manufacturing, Joint Venture M & A, Setting-up of Wholly Owned Subsidiaries Aboard, Strategic Alliances.

(6 Hours)

##### Unit II

**International Product and Pricing Strategies:** Product Designing: Product Standardization Vs. Adaptation; Managing Product Line, International Trade Product Life Cycle, New Product Development; Pricing for International Markets: Factors Affecting International Price Determination; Price Quotations and Terms of Sale.

(10 Hours)

##### Unit III

**Managing International Distribution and Promotion:** Distribution Channel Strategy – International Distribution Channels, their Roles and Functions; Selection and Management of Overseas Intermediaries; International Distribution Logistics; Building brands in International markets; International Promotion Mix – Advertising and other Modes of Communication, Standardization Vs Adaptation, Global Advertising Regulations, Media and Message Considerations ; Planning for Trade Fairs and Exhibitions

(14 Hours)

##### Unit IV

**Emerging Trends in International Marketing:** Regionalism v/s Multilateralism; Trade Blocks; Important Grouping in the World; Legal Dimensions in International Marketing (Role of IMF and WTO); Marketing Research for Identifying Opportunities in International Markets. Use of Online Channels for International Marketing Operations

(12 Hours)

#### Case Studies

#### Text Books

1. Cateora, Philip R. and Graham John L. (2008). *International Marketing*. 11th Edition, Tata McGraw- Hill, New Delhi .
2. Czinkota, Michael R., and Ronkainen, Ilkka A. (2007) ). *International Marketing*, 8th Edition, Cengage Learning, New Delhi.

#### Reference Books

1. Hollensen, S. (2010), *Global Marketing* , 4th Edition, Pearson Education.
2. Onkvisit, Sak and Shaw Johan J. (2009) *International Marketing- Strategy and Theory*, Fifth Edition, Taylor and Francis.
3. Keegan, Warren J. (2009). *Global Marketing*, 4th Edition, Pearson Education, New Delhi..
4. Joshi, R M (2005) , *International Marketing*, Oxford University Press

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA)

### Services Marketing

Course Code: MS 215

L-3 Credits- 3

**Objectives:** This course aims at enabling students to apply marketing concepts and principles to the unique challenges and opportunities of services marketing to create customer value.

#### Course Contents

##### Unit I

**Introduction to Services Marketing:** Meaning and Nature of Services Growing Importance of Services Sector; Classification of Services and Marketing Implications; Services Marketing Management Process.

(10 Hours)

##### Unit II

**Understanding Consumer Behavior in Services;** Consumer Decision Making in Services, Customer Expectations and Perceptions; Defining and Measuring Service Quality and Customer Satisfaction, Servqual, House of Quality , GAPs Model; Service Recovery.

(10 Hours)

##### Unit III

**Services Marketing Mix:** Service Positioning, Services Design and Development; Service Blueprinting; Service Process; Pricing of services; Services Distribution Management; Managing the Integrated Services Communication Mix; Physical Evidence and Servicescape; Managing Service Personnel; Employee and Customer Role in Service Delivery.

(12 Hours)

##### Unit IV

**Marketing Applications in Select Service Industries:** Hospitality Services, Airlines, Tourism Services, Health Care and Wellness: Banking and Insurance Services.

(10 Hours)

#### Text Books

1. Zeithaml V. A. , Bitner M. J. and Pandit, A. (2008), *Services Marketing*, 5<sup>th</sup> Edition, Tata McGraw Hill Publishing Co. Ltd. New Delhi.
2. Lovelock C. H., Wirtz, J. and Chatterjee, J. (2010). *Service Marketing: People, Technology, Strategy*, 6<sup>th</sup> Edition, Pearson Education, New Delhi.

#### Reference Books

1. Hoffman, K. D. & Bateson, J. E.G. (2006), *Marketing of Services*, Cengage Learning,
2. Kurtz D. L. and Clow K. E. (2003). *Services Marketing*. Biztantra, New Delhi.
3. Nargundkar, Rajendra, (2010), *Services Marketing Text and Cases*, 3<sup>rd</sup> Edition, Tata McGraw Hill Publishing Co. Ltd. New Delhi.
4. Fitzsimmons, JA, and Fitzsimmons, MJ (2005) *Service Management: Operations, Strategy, and Information Technology* 5<sup>th</sup> Edition. Irwin/McGraw-Hill

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**International Financial Management**

**Course Code: MS 217**

**L-3 Credits: 3**

**Objective:** The fundamental aim of the course is to develop those skills that equip students to understand and appreciate the international financial issues that companies face when they operate in several separate countries. This course discusses various issues related to international capital markets, foreign exchange rate determination and global financial management.

**Course Contents**

**Unit I**

**Global Financial Environment:** Overview, International Monetary System: Exchange Rate Regimes, IMF, Euro Currency Market, EURO Market, Capital Market, Balance of Payments: Understandings, Analysis & Interpretation. **(10 Hours)**

**Unit II**

**Foreign Exchange Market:** Nature, Structure, Types of transactions, Exchange rate quotation & Arbitrage, Spot & Forward, Foreign Exchange Market in India: Nature, Structure, Operations & Limitations, Exchange Rate Determination: Structural Models of Exchange Rate Determination, Exchange Rate Forecasting, The Exchange Rate of Rupee. **(12 Hours)**

**Unit III**

**Foreign Exchange Risk Exposure:** Types of Risk, The Risk Management Process: Hedging, Swaps, Futures, Options, Types of Derivatives, Role of SEBI/RBI. **(10 Hours)**

**Unit IV**

**Foreign Investment Decision:** International Project Appraisal, Exchange Rate Risk & Cost of Capital, International Joint Ventures, A review of NPV Approach. **(10 Hours)**

**Text Books**

1. Bhalla. V. K. (2010). *International Financial Management*, 10<sup>th</sup> Edition, Anmol Publications Pvt. Ltd.
2. Siddaiah, (2010). *International Financial Management*, 1<sup>st</sup> edition, Pearson Education.

**Reference Books**

1. Apte, P.G. (2009). *International Financial Management*, 5<sup>th</sup> edition, Tata Mcgraw-Hill.
2. Vij. Madhu.(2006). *International Financial Management*, 2<sup>nd</sup> Edition, Excel Books.
3. Shapiro. (2006). *Multinational Financial Management*. 8<sup>th</sup> Edition. Prentice-Hall
4. V. Sharan, (2004). *International Financial Management*, 3<sup>rd</sup> edition, Prentice- Hall.

**Periodicals**

1. Elsevier Incorporation, Journal of International Management.
2. Sage Publication, Global Business Review.
3. Wiley Blackwell, Journal of International Financial Management & Accounting.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**Financial Markets and Institutions**

**Course Code: MS 219**

**L-3 Credits-3**

**Objective:** The objective of the course is to give the students an insight into the principles, operational policies and practices of the prominent Financial Markets and Institutions, their structure and functioning in the changing economic scenario, and to make critical appraisal of the working of the specific financial institutions of India.

**Course Contents**

**Unit I**

**Indian Financial System and Financial Markets:** Organizational structure of the Indian Financial System, Major Components- Financial Markets; Financial Institutions/ Intermediaries; Financial Instruments; Financial Services, Primary market - Public Issue, Right Issue and Private Placement, Underwriters, Book Building Process, Indian Money Markets and Recent Reforms Call Money Market, Treasury Bills Market, Commercial Bills Market, Markets for Commercial Paper & Certificate of Deposits, Secondary Market - Capital Markets in India (Recent development like E-Trading).

**(12 Hours)**

**Unit II**

**Financial & Banking Institutions:** Role, Meaning and Importance of Financial Institutions and Banks, Banking Concept and Norms - E-Banking, Securitisation, Universal Banking, Consortium Loaning, Maximum Permissible Banking Finance, Loan Pricing, Non-Performing Assets, Asset Classifications, Income Recognition Provisioning and Capital Adequacy Norms, Disinvestments, Interest Rate Analysis, Narasimham Committee Reports, Credit Gaps, Yield Curve, Risk and Inflation.

**(10 Hours)**

**Unit III**

**Mutual Funds & Regulators in IFS:** Investment Trust Companies v/s Unit trust, Mutual Funds, A Detailed Critical Appraisal of UTI in the Indian Financial System, Reserve Bank of India, Securities and Exchange Board of India, Objectives and functions of RBI and SEBI.

**(10 Hours)**

**Unit IV**

**NBFC and Financial Services:** Activities and Role of NBFC; Regulatory Framework of NBFC; Credit Rating, Leasing and Hire purchase, Factoring, Housing Finance, Venture Capital, Merchant Banking.

**(10 Hours)**

**Text Books**

1. Bhole, L.M. (2009). *Financial Institutes & Markets*, 5<sup>th</sup> Edition, Tata McGraw Hill.
2. Pathak Bharti V. (2007). *Indian Financial System- Markets, Institutions and Services*”, 2<sup>nd</sup> edition, Pearson Education.

**Reference Books**

1. M Y Khan,(2009). *Financial Services*, 6<sup>th</sup> Edition, Tata McGraw Hill.
2. Hull. John C. (2009). *Management and Financial Institutions*”, 2<sup>nd</sup> Edition, Prentice Hall.
3. Fabozzi, Frank J. “*Foundations of Financial Markets and Institutions*”, (Latest Edition). Prentice Hall.
4. Varshney and Mittal. (2009). *Indian Financial System*, 10<sup>th</sup> Edition, Sultan Chand & Sons.

**Periodicals:**

1. Reserve Bank of India, RBI Bulletin.
2. Indian Institute of Finance, Finance India.
3. NSE/BSE Publications
4. SEBI Publications

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**Security Analysis and Investment Management**

**Course Code: MS 221**

**L-3 Credits: 3**

**Objective:** The basic objective of the course is to acquaint the students in respect to the investment decisions related to financial assets, the risks and the returns involved, to make aware about the functioning of securities market alongside the theories and concepts involved in portfolio management.

**Course Contents**

**Unit I**

Investment: Meaning, Nature and Scope, Decision Process; Investment Alternatives; Investment Risks – Interest Risk, Market Risk, Inflation Risk, Default Risk, etc.; Measurement of Systematic and Unsystematic Risk, Valuation of Securities, Notion of Dominance.

**(12 Hours)**

**Unit II**

Techniques of Risk Measurement and their Application, Concept of Beta, Classification of Beta-Geared and Ungeared Beta, Project Beta, Portfolio Beta, Securities Market Line, Capital Market Line.

**(10 Hours)**

**Unit III**

Security Analysis: Fundamental Analysis; Economy, Industry and Company Analysis and Technical Analysis; Dow Jones Theory, RSI, Elliot 5 Wave Theory, Efficient Market Hypothesis.

**(10 Hours)**

**Unit IV**

Portfolio Analysis, Portfolio Selection and Portfolio Theories – Markowitz Model and Capital Assets Pricing Model, Arbitrage Pricing Theory, Portfolio Revision and Performance Evaluation of Managed Portfolios – Sharp Ratio; Treynor Ratio; Jensen's Alpha, Portfolio Reconstruction, Introduction to Derivatives.

**(10Hours)**

**Text Books**

1. Chandra. Prasanna.(2009). *Investment Analysis and Portfolio Management*, 3<sup>rd</sup> Edition, Tata McGraw Hill, New Delhi.
2. Fischer. and Jordon (2009). *Security Analysis and Investment Management*, 6<sup>th</sup> Edition, Pearson Education.

**Reference Books**

1. Rustagi. R. P. (2008). *Investment Analysis and Portfolio Management*, 2<sup>nd</sup> Edition, Sultan Chand & Sons.
2. Bhalla, V.K. (2010). *Investment Management: Security Analysis and Portfolio Management*, 17<sup>th</sup> Edition, S.Chand & Sons.
3. Frank K. Reilly, Keith E Brown. (2009). *Investment Analysis and Portfolio Management*, 8<sup>th</sup> Edition, Cengage Learning.
4. Ranganatham, (2004). *Investment Analysis and Portfolio Management*, 1<sup>st</sup> edition, Pearson Education.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**Corporate Tax Planning**

**Course Code: MS 223**

**L-3, Credits-3**

**Objective:** The basic objective of this course is to provide an insight into the concept of corporate tax planning and to equip the students with a reasonable knowledge of tax planning devices. The focus is exclusively on corporate income tax.

**Course Contents**

**Unit I**

**Introduction:** Definitions: Income, Person, Assessee, Assessment Year, Previous Year, Gross Total Income, Total Income; Residential Status and Scope of Total Income on the basis of Residential Status, Agricultural Income, (10 Hours)

**Unit II**

**Taxation of Companies:** Definitions: Company and its Types, Heads of Income, Deductions from Gross Total Income for Companies, Simple Problems on Computation of Taxable Income of Companies, Minimum Alternate Tax u/s 115JB. (10 Hours)

**Unit III**

**Tax Planning:** Concepts relating to Tax Avoidance and Tax Evasion and Tax Planning. Tax Planning with Reference to: Location of Undertaking, Type of Activity, Ownership Pattern; Tax Planning relating to: Mergers and Demergers of Companies. Tax Considerations in respect of Specific Financial and Managerial Decisions like Capital Structure Decisions, Deemed Dividend, Make or Buy, Own or Lease, Repair or Renewal, Managerial Remuneration. (12 Hours)

**Unit IV**

**Tax Management:** Filing of Returns and Assessments, Penalties and Prosecutions, Appeals and Revisions, Advance Tax, TDS, Advance Rulings, Avoidance of Double Taxation Agreements. (10 Hours)

**Text Books**

1. Ahuja Girish, Gupta Ravi, "*Simplified Approach to Corporate Tax Planning and Management*", Bharat Law House Pvt. Ltd., New Delhi
2. Singhanian V.K., Singhanian Monica, "*Corporate Tax Planning and Business Tax Procedures*", Taxman Publications, Delhi

**Reference Books**

1. Ahuja Girish, Gupta Ravi, (2010). *Systematic Approach to Income Tax, Service Tax and VAT*, Bharat Law House Pvt. Ltd., New Delhi
2. Singhanian V.K., Singhanian Monica (2006) "*Student's Guide to Income Tax*", Taxman Publications, Delhi.
3. Nitin Vashisht and B.B.Lal (2008). *Direct Taxes: Income Tax, Wealth Tax and Tax Planning*, 29<sup>th</sup> Edition, Pearson Education.
4. Lal, B.B. (2008). *Income Tax and Central Sales Tax: Law and Practice*, 29<sup>th</sup> Edition, Pearson Education.



**Periodicals**

1. ICAI, The Chartered Accountant
2. ICSI, Chartered Secretary, Journal for Corporate Professionals
3. Indian Institute of Finance, Finance India
4. American Accounting Association, The Accounting Review

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA)

### Compensation Management

Course Code: MS 225

L-3 Credits - 3

**Objectives:** The course is designed to promote understanding of issues related to the compensation or rewarding Human Resources in the Corporate Sector, public services and other forms of organizations and to impart skills in designing, analyzing and restructuring compensation packages related systems, policies and strategies.

#### Course Contents

##### Unit I

**Introduction to Compensation:** Compensation Defined, Goals of Compensation System, Foundations of Compensation Management, Compensation Strategy Monetary & Non-Monetary Rewards, Intrinsic Rewards Cafeteria Style Compensation, Fringe Benefits and Supplementary Compensation, Compensation Structure- Indian Practices.

(10 Hours)

##### Unit II

**Compensation for Employees:** Wage Theories, Evolution of Modern Day Labor Force, Incentive Plans, ESOP's, EVA Reward Management in TNC's, Discrimination in Labor Market, Quality in Labor Market, Industry's Compensation Policy (micro-level) Compensation for Chief Executives and Other Employees: Guidelines of Companies Act Relating to CEO Compensation. Different Components of Compensation Package.

(10 Hours)

##### Unit III

**"Job Evaluation" Job Description and Job Specification:** Job Analysis & Its Process, Methods of Job Evaluation, Internal and External Equity in Reward Management, Role of Wage Board & Pay Commissions, Knowledge Based Compensation, Team Compensation, Competency Based Compensation

(10Hours)

##### Unit IV

**Modern Techniques of Compensation:** Incentive Schemes/ Payment –By-Results (PBR), Performance Linked Compensation, Tax Planning: Tax Implication of Employee Compensation Package to the Employer, Tax Efficient Compensation Package, VRS: Approaches to deal with the Workforce Redundancy, International Compensation: Problems, Objectives, Elements of Expatriate's Compensation Package. Case Studies

(12Hours)

#### Text Books

1. Henderson, R.I. (2009). *Compensation Management in a Knowledge-based world* 10/e. Pearson Education
2. Deb, T. (2009). *Compensation Management: Text and Cases* Excel Books

#### Reference Books

- 1.. Singh, B.D. (2007). *Compensation and Reward Management*. Excel Books
2. Gerhart, B. & Rynes, S.L. (2008). *Compensation, Evidence, and Strategic Implications*. Sage Publication
3. Berger & Berger. (2008). *The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design*. McGraw Hill.
4. Martocchio, J. (2004). *Strategic Compensation: A Human Resource Perspective Approach*. Pearson Education.

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA)

### Industrial Relations and the Labour Laws

Course Code: MS 227

L-3 Credits-3

**Objectives:** The Management of employees, both individually and collectively, remains a central feature of organizational life. This course is an attempt to understand the conceptual and practical aspects of employee relations at the macro and micro levels.

#### Course Contents

##### Unit I

**Introduction to Industrial Relations:** The Concept of Industrial Relations, Background to Industrial Relations, Evolution of Industrial Relations in India, The Dynamic Context of Industrial Relations: Globalization and the National Economy, Responses to Competitive Pressures, Changes in Employment Practices, The Actors in Employee Relations: Management, Unions and the State. Role of Trade Union in Industrial Relations, Changing Profiles of Major Stakeholders of Industrial Relations in India.

(8 Hours)

##### Unit II

**Interactions & Outcomes in Industrial Relations:** Employee Involvement & Participation: Concept, Objectives and Forms, Ethical Codes, Discipline & Grievance Management: Forms and Handling of Misconduct. Collective Bargaining: Importance, Forms, Process of Negotiation and Recent Trends in Collective Bargaining, Positive Employee Relations.

(10 Hours)

##### Unit III

**Legal Framework of Industrial Relations:** Settlement Machinery for Industrial Disputes: Conciliation, Arbitration & Adjudication, Legislation: The Trade Unions Act 1926, The Industrial Dispute Act 1947, The Factory's Act 1948, The Contract Labor Act 1970, The Payment of Bonus Act, 1965, The Industrial Employment (Standing Orders) Act 1972, The Minimum Wages Act 1948, The Payment of Wages Act 1936, The Workmen's Compensation Act 1923, The ESI Act 1948, The Employees' Provident Fund and Miscellaneous Provisions Act 1952 and The Maternity Benefits Act 1961,

(14 Hours)

##### Unit IV

**Industrial Relations & The Emerging Scenario:** Industrial Relations & Technological Change, Adjustment Processes and Voluntary Retirement Schemes, Main Recommendations of the Second National Labour Commission, International Labor Organization (ILO): Objectives, Structure and Procedure for Admission as a Member. Managing Without Unions, International Dimensions of Industrial Relations, The Future Direction of Industrial Relations.

(10 Hours)

#### Text Books

1. Sinha, P.R.N. et al (2009). *Industrial Relations, Trade Unions, and Labour Legislation*. Pearson Education.
2. Blyton, P. & Turnbull, P. (2004). *The Dynamics of Employee Relations*. Palgrave Macmillan.

#### Reference Books

1. Ackers, P. & Wilkinson, A. (2003). *Understanding Work & Employment: Industrial Relations in Transition*. Oxford: Oxford University Press.
2. Padhi, P.K. (2010). *Labor and Industrial Laws*. Prentice Hall of India.
3. Singh, B.D. (2009). *Industrial Relations: Emerging Paradigms*. Excel Books.
4. Sen, R. (2009). *Industrial Relations: Text and Cases*. Macmillan India

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA)

### Training & Developments: Systems & Practices

Course Code: MS 229

L-3 Credits-3

**Objectives:** This Course aims at educating students on important of training needs and issue of human resource development in organization. The persons involved in uprating management skills pose issues of design and delivery and review of training requirements, which also stands the objective of the given course.

#### Course Contents

##### Unit I

**The Training Context:** Nature and Scope of Training, Training Challenges, Forces Influencing Working and Learning, Role of Training in Organizations, Systematic Approach to Training, Learning: Theories and Process

Strategic Training: Models of Training- Faculty, Customer, Matrix, Corporate University and Business Embedded Model, Snapshots of Training Practices: Training Facts and Figures, Training Investment Leaders etc.

(12 Hours)

##### Unit II

**Training Needs Analysis:** The Process and Approaches of TNA, Organizational Analysis, Requirements Analysis, Task, Knowledge, Skill, and Ability Analysis, Person Analysis, Team Work for Conducting Training Needs Analysis, TNA and Training Process Design, Output Of TNA, Focus on Small Business

(8 Hours)

##### Unit III

**Training Design, Delivery & Evaluation:** Understanding & Developing the Objectives of Training, Considerations in Designing Effective Training Programs: Selecting and Preparing the Training Site, Selecting Trainers, Program Design: Learning Environment, Pre-training Communication, Facilitation of Training with Focus on Trainee (Motivation of Trainee, Reinforcement, Goal setting).

Transfer of Training: Conditions of Transfer, Facilitation of Transfer with Focus on Organization Intervention (Supervisor Support, Peer Support, Trainer Support, Reward Systems, Climate etc.) Training Methods, Implementation and Evaluation of Training Programme, Training Aids.

(12 Hours)

##### Unit IV

**Employee Development, Career Management and Future of T & D:** Approaches to Employee Development, The Development Planning Process, Companies Strategies to Provide Development, Types of MDP's, EDP's/Seminars and Conferences, Symposia.

Career Management: Traditional Career vs. Protean Career, Models of Career Development, Challenges in Career Management: Onboarding, Dual Career Paths, Plateauing, and Managing Career Breaks, Future Aspects of T& D.

(10 Hours)

#### Text Books

1. Goldstein, I.L. & Ford, J.K. (2009). *Training in Organizations*, Cengage Learning.
2. Blanchard, P. N. & Thacker, W. J. (2008). *Effective Training: Systems, Strategies and Practices*, Pearson

#### Reference Books

1. Raymond Noe, A. (2008). *Employees Training and Development*, McGraw Hill Publication.
- 2 O'Connor, Browner & Delaney (2003). *Training for Organizations*, Thompson Learning Press (now Cengage Learning).

3. Lynton Rolf, P. & Pareek, Udai (2000). *Training for Organisational Transformation*, Sage Publication.
4. Leatherman, D. (2007). *The Training Trilogy: Conducting Needs Assessments, Designing Programs, Training Skills*, HRD Press

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**Performance Management**

**Course Code: MS 231**

**L-3 Credits-3**

**Objectives:** The objective of the course is to apprise the students about the importance of Performance Management in organizations and impart an understanding of the process of managing performance to achieve the organization's current and future objectives.

**Course Contents**

**Unit I**

**Foundations of Performance Management:** Concept and Philosophy underlying Performance Management, Significance, Objectives, Pre-Requisites, and Characteristics of Effective Performance Management; Performance Management versus Performance Appraisal; Performance Management and Strategic Planning, Performance Management Process-Conceptual Model, Overview of Strategies for Performance Management

**(10 Hours)**

**Unit II**

**Planning and Implementation of Performance Management-**

Overview of Performance Planning, Defining Performance and Selecting a Measurement Approach, Developing Job Descriptions, Defining Performance Standards, Key Result Areas, Competencies and Skills, Characteristics of Effective Performance Metrics

**(10 Hours)**

**Unit III**

**Performance Appraisal and Monitoring:** Characteristics of effective Appraisals; Methods of Performance Appraisal; Designing Appraisal Forms; Implementing Performance Appraisal Process, Performance Review Discussions; Improving Quality of Performance Ratings; 360 Degree Appraisal; e-Appraisal; Performance Monitoring; Performance Management Documentation; Annual Stock Taking, Performance Management Audit,

**(12hours)**

**Unit IV**

**Other Performance Management and Development Issues:** Coaching, Counseling and Mentoring; Potential Appraisal, Competency Mapping; Performance Related Pay; Implementing Performance Management System- Strategies and Challenges; Role of HR Professionals in Performance Management; Ethical and Legal Issues, Appraisal and Management Practices in Indian Organizations.

**(10 Hours)**

**Text Books**

1. Agunis, H. (2008), *Performance Management*, Second Edition. Pearson Education, New Delhi
2. Kohli, A.S. & Deb, T. (2009). *Performance Management*. Oxford University Press, New Delhi

**Reference Books**

1. Bagchi., S.N. (2010). *Performance Management*, Cengage Learning, New Delhi.
2. Smither, J.W. (2009). *Performance Management: Putting Research into Practice*. Wiley
3. Rao, T.V. (2008). *Performance Management and Appraisal Systems: HR Tools for Global Competitiveness*. Response Books: A division of Sage Publications
4. Kandula, S.R.(2007). *Performance Management*. PHI of India, New Delhi

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**Systems Analysis and Design**

**Course Code: MS 233**

**L-3 P-0 Credits: 3**

**Objectives:** To teach techniques and approaches to students so that they may analyze and develop business systems more effectively and efficiently.

**Course Contents**

**Unit I**

- Systems Development Life Cycle: Planning, Analysis, Design, Implementation.
- Systems Development Methodologies: Structured Design, RAD, JAD, Prototyping.
- Project Team Roles and Skills.
- Project Initiation: Identifying Business Value, Feasibility Analysis.
- Project Management: Creating a Work Plan, Project Staffing, Controlling the Project.

**(10 Hours)**

**Unit II**

- Systems Analysis: Developing an Analysis Plan.
- Process Modeling: Data Flow Diagrams (Gane and Sarson, DeMarco and Yourdan), Use Case Diagrams.
- Data Modeling: Entity Relationship Diagrams.
- System Design: Physical Data Flow Diagrams, Physical Entity Relationship Diagrams.
- Architecture Design: Computing Architectures, Infrastructure Design, Global and Security Issues.

**(10 Hours)**

**Unit III**

- User Interface Structure Design: User Interface Design Principles and Processes, User Interface Design Components.
- Data Storage Design: File and Database Formats, Optimization for Data Storage and Data Access.
- Program Design: Structure Chart, Program Specification.
- Construction: System Construction Process, Managing Programming, Designing Tests, Developing Documentation.
- Installation: System Installation Process, Conversion Strategies, Change Management, Post-Implementation Activities.

**(10 Hours)**

**Unit IV**

- Object-Oriented Analysis and Design, and Testing: Object Concepts, Introduction to the Unified Modeling Language, Use Case Diagrams, Sequence Diagrams, Class Diagrams, Statechart Diagrams.

**(12 Hours)**

**Text Books**

1. Roger. S. Pressman (2009). *Software Engineering: A Practitioner's Approach*. McGraw Hill, New Delhi, Seventh Edition.
2. Kendall, Kenneth E and Julie E. Kendall(2009). *Systems Analysis and Design*,Seventh Edition, PHI Learning, New Delhi.

## Reference Books

1. Jeffrey, L. Whitten and Lonnie D. Bentley (2000). *System and Design Methods*. Irwin McGraw-Hill.
2. Jeffrey A. Hoffer, Joey F. George and Joseph S. Valacich (2009). *Modern Systems Analysis and Design*, Fifth Edition. Pearson Education.
3. Roger H.L.Chinan , Keng Siau, and Bill C. Hardgrave (2009). *Systems Analysis and Design-Techniques, Methodologies, Approaches, and Architectures*, PHI Learning, New Delhi.
4. Alan Dennis, Barbara H. Wixom and Roberta M Roth (2009). *Systems Analysis & Design*, 4th edition, Wiley & Sons.



**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**Enterprise Resource Planning**

**Course Code: MS 235**

**L-3 Credits: 3**

**Objectives:** This course aims at providing overall knowledge regarding the concepts and structure of ERP systems and imparts necessary managerial skills for ERP implementation in a business enterprise.

**Course Contents**

**Unit I**

**ERP: Enterprise Perspective:** An Overview, Features of ERP, MIS Integration, ERP drivers, Trends in ERP, ERP in India. **(8 Hours)**

**Unit II**

**ERP: System Perspective:** Management Information System, Operations Support System, DSS, Transaction Processing System, Network Structure of ERP System, ERP Work flow, Process modeling for ERP Systems, Communication in ERP Systems, OLTP, (On Line Transaction Processing), OLAP (On Line Analytical Processing), Enterprise Integration Application Tools for ERP. **(12 Hours)**

**Unit III**

**ERP: Resource Management Perspective:** Business Modules in ERP Packages, Finance, Production, Human Resource, Plant Maintenance, Materials Management, Quality Management, Sales and Distribution, Resource Management, Business Process Reengineering, Relationship between ERP & BPR, ERP Implementation Life Cycle, Implementation methodology, ERP Project Management & Monitoring. **(12 Hours)**

**Unit IV**

**ERP: Key Issues:** ERP and E-Commerce, ERP Culture, ERP and CRM, ERP and SCM, ERP Selection Issues, ERP in Public Sector Enterprises, Pre and Post Implementation Issues, ERP Vendors, Key ERP Consultants in India, Future Directions in ERP. **(10 Hours)**

**Text Books**

1. Alexis, Leon (2<sup>nd</sup> Edition, 2008). *Enterprise Resource Planning*, Tata McGraw Hill.
2. Luvai Motiwalla (2008). *Enterprise Systems for Management*, First edition, Pearson.

**Reference Books**

1. Alexis, Leon (2007). *ERP Demystified*, Tata McGraw Hill.
2. Imhoff, C. Loftis Lisa & Geiger, G. Jonathan (2001). *Building the Customer Centric Enterprise*, 1<sup>st</sup> Edition, John Wiley & Sons.
3. Luvai Motiwalla (2008). *Enterprise Systems for Management*, First edition, Pearson Education.
4. Ashim Singla (2009). *Enterprise Resource Planning*, First edition, Cengage Learning.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**Network Applications and Management**

**Course Code: MS 237**

**L-3 Credits: 3**

**Objectives:** The course aims to combine the fundamental concepts of data communications and networking with emphasis on business applications.

**Course Contents**

**Unit I**

**Data Communication Concepts and Applications:** Introduction to Data Communications, Components of Data Communications, Trends in Computer Communications and Networking, Network Applications. **(08 Hours)**

**Unit II**

**Fundamentals of Data Communications and Networking:**

Physical Layer: Architectures, Devices and Circuits, and Data Transmission. Data Link Layer: Media Access Control, Error Control in Networks, Functions and working of switches and bridges.

Local Area Network (LAN): LAN Components, Ethernet (IEEE 802.3), Fast Ethernet, Working of CSMA/CD, FDDI Token Ring (IEEE 802.5), Selecting a LAN, Improving LAN Performance.

**(12 Hours)**

**Unit III**

**Networking:**

Network Layer: Network Protocols, Function and Working of Routers, Network Addressing and Routing, Subnetting

Transport Layer: TCP Three-Way Hand Shake, TCP Acknowledgement with Windowing. Session Layer, Presentation Layer, Application Layer: Functions of Session Layer, Presentation Layer, Application Layer, User Application, Services and Application Layer Protocols Functions,

**(12 Hours)**

**Unit IV**

**Network Management:** Design of Business Networks, Network Management, and Network Security. **(10 Hours)**

**Text Books**

1. Jerry, Fitz Gerald and Alan, Dennis (2002). *Business Data Communications & Networking*. John Wiley & Sons.
2. Dye M.A., McDonald R. and Rufi W.A.(2008), *Network Fundamentals, CCNA Exploration Companion Guide*, Second Edition, Pearson Education, Delhi

**Reference Books**

1. Tanenbaum, A. S. (2004). *Computer Networks*. Pearson Education
2. David A Stamper (2003). *Business Data Communications*. Addison Wesley.
3. Burke Richard J (2008). *Network Management: Concepts and Practice, A Hands-On Approach*, First edition, Pearson.
4. Stallings, W. (2007). *Data and Computer Communications*, Eighth Edition, Pearson Education.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**Database Management Systems**

**Course Code: MS 239**

**L-2 Credits: 2**

**Objectives:** This course will help students to understand how databases can be used to store an organization's information.

**Course Contents**

**Unit I**

Purpose, Advantages and Disadvantages of DBMS, Data Models, Schemas and Instances, DBMS Architecture and Data Independence, Types of DBMS – Hierarchical, Network, Relational, Object-Oriented and Object Relational. **(04 Hours)**

**Unit II**

ER-Model – Basic concepts, Design Issues, Mapping Constraints, Keys, E-R Diagram, Design of an E-R Database Schema, Reduction of E-R Schema to Tables.

SQL: Background, Basic Structure, Set Operations, Aggregate Functions, Null Values, Nested Sub Queries, Derived Relations, Views, Modification of Database, Joined Relations, Data Definition Language, Domain Constraints, Referential Integrity. **(08 Hours)**

**Unit III**

Oracle: Basic Architecture, Data Definition, Data Manipulation (LIKE Operator, String Commands, Numeric Function, Date Function, Translate and Decode Function), Introduction to PL/SQL (Conditional, Logic, Loops, Go to Statements, Exceptional Handling, Triggers, Procedures, Functions, Cursor, LOB's). **(08 Hours)**

**Unit IV**

Structure of Relational Databases, Relational Algebra, Functional Dependencies, Normal forms NF1, NF2, NF3 and BCNF, Multivalued Dependencies and Fourth Normal Form, Join Dependencies and Fifth Normal Form.

Transaction, Concurrency: ACID Properties, Transaction State, Locks, Deadlock Condition, Two-Phase Locking Protocol. **(08 Hours)**

**Text Books**

1. Silberschatz, A, Korth H and Sudarshan S (2010), *Database System Concepts*, Sixth Edition, McGraw-Hill.
2. Elmsari R. and Navathe S. (2008). *Fundamentals of Database Systems*, Fifth Edition, Pearson Education, Delhi.

**Reference Books**

1. Koch, G. & Loney, K. (2005). *Oracle 9i The complete reference*. Tata McGraw-Hill.
2. Bipin C. Desai (2000). *Introduction to Database Management System*. Galgotia Publication.
3. Singh Shio Kumar (2006), *Database Systems: Concepts, Design and Applications*, First edition, Pearson Education.
4. Rob. Peter (2010). *Data base system concepts*, first edition, Cengage Learning.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**Database Management Systems Lab.**

**Course Code: MS 251**

**L-0 P-02**

**Credits: 01**

**Course Contents** This course will be based on MS 239 Database Management Systems Course and is part of it.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**International Business Environment**

**Course Code: MS 241**

**L-3 Credits - 3**

**Objectives:** The purpose of the course is to familiarize students with various environmental factors and forces that affect a firm's overseas operations and learn to manage international business.

**Course Contents**

**Unit I**

**International Business and Environment:** An Interface; World Trade in Goods and Services – Major Trends and Developments; Framework for Understanding International Business Environment: Analysis of Physical, Demographic, Economic, Socio-cultural, Political, Legal and Technological Environment of a Foreign Country, Legal Framework of International Business: Nature and Complexities; Code and Common Laws and their Implications to Business; International Business Contract – Legal Provisions; International Sales Agreements, Rights and Duties of Agents and Distributors.  
**(12 Hours)**

**Unit II**

**Global Trading Environment:** Liberalization of World Trade. FDI and their Impact on the Economy, Multinationals and their Economic Impact; Political and Legal Impact of Multinational Corporations; Strategies for Dealing with Multinationals; Technology Transfer – Importance and Types, Issues in Transfer of Technology to Developing Countries.  
**(10 Hours)**

**Unit III**

**International Financial Environment:** Foreign Investment – Types and Flows; Asian Model, Monetary System- Exchange Rate Mechanism and Arrangements, Movements in Foreign Exchange Rates and Impact on Trade and Investment Flows, Global Capital Markets, Euro Currency.  
**(10 Hours)**

**Unit IV**

**International Economic Institutions and Regional Economic Groups:** IMF, World Bank, MIGA, UNCTAD and WTO; ATC, GSP and International Commodity Agreements. Forms and their Functioning: Multilateralism Vs. Regionalism; EU, NAFTA, ASEAN, SAFTA and other Regional Economic Groupings.  
**(10 Hours)**

**Text Books**

1. Daniels, John D. and Radebaugh, Lee H. and Prashant Salwan (2010). *International Business: Environment and Operations*, 8<sup>th</sup> Edition, Pearson Education.
2. Charles, W. L. Hill (5<sup>th</sup> Edition, 2005). *International Business: Competing in the Global Marketplace*, Tata McGraw Hill.

**Reference Books**

1. Deresky (2003). *International Management: Managing Across Borders and Culture*, Pearson Education.
2. Paul, J (2004). *International Business*, Prentice-Hall.
3. Aswathappa (2005). *International Business*, Tata McGraw Hill.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**Export-Import Procedures and Documentation**

**Course Code : MS 243**

**L-3 Credits - 3**

**Objectives:** The purpose of this course is to familiarize students with policy, procedures and documentation relating to foreign trade operations, and to train them to handle the export-import business.

**Course Contents**

**Unit I**

Policy Framework for India's Foreign Trade in Pre- and Post-liberalisation Era; Export-Import Policy, Infrastructural Support for India's Foreign Trade: Policy Formulating, Consultative and Deliberative Bodies; Export Promotion Councils, Commodity Boards and Product Development Authorities; Support Organizations and Services – IIFT, ITPO, Export Inspection Agencies; Indian Council of Arbitration; FIEO, Commercial Representatives Abroad; State Governments and their Role in Trade Promotion; Canalization Policy and Role of Public Sector Organizations.

**(10 Hours)**

**Unit II**

(a) Setting up Export Company, IEC Number / RCMC from Export Promotion Council, Benefits and Costs. Export Sales Contracts - Terms / Conditions, Terms of Shipment, Processing of Export Order

**(5 Hours)**

(b) Documentation : Proforma Invoice, Commercial Invoices and its Attestation, Packing List, Inspection Certificate, Certificate of Origin, Shipping Bills, AR4 Form, Mate's Receipt, GR Form, Marine Insurance Policy, ECGC Policy, Bill of Exchange, Bank Realization Certificate, Bill of lading, Airway Bill, BSP Certificate / Spl Consular Invoice and other related documents.

**(07 Hours)**

**Unit III**

Methods and Terms of Payments for Exports; Cargo, Credit and Foreign Exchange Risks: Procedure for Filing Claims; Quality control and Pre-shipment Inspection; Excise and Custom Clearance; Export Incentives: Major Incentives and Procedures for Claiming them, Procurement for Exports – Planning and Methods of Procurement for Exports; Custom Clearance of Imports – Regulations and Procedures; Managing Risks Involved in importing ; Duty Exemption Schemes : Objectives, Benefits, Procedures and Documentation; Schemes for Import of Capital Goods: Procedures for New/second Hand Capital Goods.

**(10 Hours)**

**Unit IV**

Foreign Trade Financing and Insurance Schemes: Pre-and Post-shipment Export Credit Schemes, Import Financing Schemes; Role of EXIM Bank and Commercial Banks; Export Credit and Foreign Exchange Covers, Export Credit and Guarantee Corporation (ECGC), Financial Guarantees; Export / Trading/ Star trading/ Superstar Trading Houses : Objective Criteria and Benefits; Procedures and Documentation; Policy for EOU / FTZ / EPZ units : Objectives, Criteria and Benefits; Procedures and Documentation.

**(10 Hours)**

**Text Books**

1. Foreign Trade Policy (2009-2013).

2. Ram Paras (2009). *Export: What, Where and How?*, Anupam Publications.

### **Reference Books**

1. IMPEX Times, various issues.
2. Export Manual, Anupam Publications
3. Indian Trade Journal

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**WTO and Intellectual Property Rights**

**Course Code: MS 245**

**L-3 Credits - 3**

**Objectives:** The course is intended to sensitize the students about the importance of WTO and Intellectual property in the global economy.

**Course Contents**

**Unit I**

GATT and Evolution of World Trade Organization (WTO), Role of WTO in International Trade, Main Features of WTO, New Issues in WTO: Environment, Investment, Competition Policy, Government Procurement, Trade Facilitation, Electronic Commerce, Social Clause, Labour Standards; Implementation and Implication. **(10 Hours)**

**Unit II**

General Introduction in the Intellectual Property Law: The Notion of Intellectual Property, Historical Background, The Main Fields of Intellectual Property, Industrial Property Law: Inventions, Industrial Creations Characterized by Relative Novelty (innovations), Know-How, Industrial Designs and Models, Utility Models, Layout-designs of Semiconductor Integrated Circuits (semiconductor chips), Plant Varieties, Trademarks, Geographical Indications, Trade-names, Emblems, Other Distinctive Signs; Scientific Discoveries, Neighbouring Rights. **(10 Hours)**

**Unit III**

IPR and Economic Development, Copyright Law ("Rights of Authors"), Correlation of Intellectual Property Law with Unfair Competition, Common Features of the Intellectual Property Rights, Legal Nature of the Intellectual Property Rights, Position of the Intellectual Property Law in the Legal System. **(10 Hours)**

**Unit IV**

International Protection of Intellectual Property: The World Intellectual Property Organization, The Agreement on Trade-Related Aspects of Intellectual Property Rights ("TRIPS"), The Paris Convention for the Protection of Industrial Property, The Patent Cooperation Treaty, The Hague Agreement Concerning the Deposit of Industrial Designs, The International Convention for the Protection of New Varieties of Plants, The Budapest Treaty on the International Recognition of the Deposit of Microorganisms, The Madrid Agreement Concerning the International Registration of Trademarks and the Protocol Relating to the Madrid Agreement, The Trademark Law Treaty, The Berne Convention for the Protection of Literary and Artistic Works, The Rome International Convention for the Protection of Performers, Producers of Phonograms and Broadcasting Organizations, The Geneva Convention for the Protection of Producers of Phonograms Against Unauthorized Duplications of their Phonograms. **(12 Hours)**

**Text Books**

1. Das Bhagirath Lal (2003). *The WTO and the Multilateral Trading System: Past, present and future*, Third World Network and Zen Books.
2. David Rainbridge (2003). *Intellectual Property*, Pearson Education.



## Reference Books

1. Maskus Keith E. (2000). *Intellectual Property Right in the global economy*, Institute for International Economies, Washington.
2. Ganguli, Prabudha (2001). *IPR-unleashing the Knowledge Economy*, Tata McGraw-Hill Publishing Co. Ltd.
3. Ramappa, T. (2000). *Intellectual property rights under WTO: Task before India*, Wheeler Publishing.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**International Economics**

**Course Code: MS 247**

**L-3    Credit: 3**

**Objectives:** The purpose of this course is to acquaint the students with concepts, techniques and policies in the field of International Economics to understand the dynamics of International Trade.

**Course Contents**

**Unit I**

**International Trade Theory:** Introduction to International Economics, Law of Comparative Advantage, Standard Trade Model, Factor Endowments and Heckscher Ohlin Theory, Economies of Scale, Imperfect Competition and International Trade. **(14 Hours)**

**Unit II**

**International Trade Policy:** Tariffs and Non-tariff Barriers in International Trade: Economic Integration – Custom Unions and Free Trade Areas **(08 Hours)**

**Unit III**

**Balance of Payments and Exchange Rates:** Balance of Payments, Foreign Exchange Markets and Exchange Rates, Determination of Exchange Rates. **(08 Hours)**

**Unit IV**

**Open-Economy Macroeconomics:** The Price Adjustment Mechanisms with Flexible and Fixed Exchange Rates, Income Adjustment Mechanism and Synthesis of Automatic Adjustments, Other Adjustment Policies. **(12 Hours)**

**Text Books**

1. Salvatore Dominicks (2004). *International Economics*, John Wiley Sons, Inc.
2. Mannur, H. G. (2003). *International Economics*, 2<sup>nd</sup> Edition, Vikas Publishing House, New Delhi.

**Reference Books**

1. Sodersten, B.O. *International Economics*. (2003), MacMillan, London.
2. Krugman, Paul and Maurice Obstfeld (2010). *International Economics*, New York, Addison Wesley.



**FOURTH  
SEMESTER**

## **Project Dissertation**

**Course Code: MS 202**

**Credits-06**

Every student will be assigned a project topic at the end of the second semester and it will be pursued by him/her under the supervision of an internal supervisor. The dissertation along with soft copy will be submitted by the students in their respective institutions. The format of the report is given below:

- Executive Summary
- Introduction
- Objective of the Research Undertaken
- Hypothesis, if any
- Literature Review
- Research Methodology
- Data Analysis
- Findings and Conclusions
- Recommendations
- Bibliography
- Appendices – to include questionnaire, if any

The student shall be required to submit progress reports as per the schedule to be announced by the School/Institutions for assessment by the project guide.

The dissertation shall be evaluated by External and Internal Examiners separately from out of 60 and 40 marks respectively. The internal assessment shall be done on the basis of a presentation by the student as per the assessment schedule to be decided and announced by the School/Institution. The external assessment shall be done on the basis of Viva Voce and the report.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**Business Intelligence and Applications**

Course Code: MS 204

L - 03 Credits - 03

**Objectives:** This course is intended to expose the students to the latest tools of Business Intelligence and applying those tools for effective decision-making.

**Course Contents**

**Unit I**

**Business Intelligence and Business Decisions:** Decision Support Systems; Group Decision Support and Groupware Technologies, Expert Systems.  
**(08 Hours)**

**Unit II**

**SQL Server and Data Warehousing:** - Features, System Databases, Creating Databases and Tables, Constraints, Data Manipulation Language, OLTP & OLAP, Data Marts, Data Warehousing, Data Warehouse Architecture.  
**(16 Hours)**

**Unit III**

**Data Mining and Knowledge Discovery:** Data Mining Techniques; Applications of Data Mining.  
**(10 Hours)**

**Unit IV**

**Knowledge Management:** Knowledge Assets, Knowledge Generation, Knowledge Storage, Knowledge Utilization, Knowledge Management Technologies.  
**(08 Hours)**

**Text Books**

1. Efraim Turban, E. Aronson (2008). *Decision Support Systems and Intelligent Systems*. Eighth Edition, Pearson Education.
2. Sam Anahory, Dennis Murray (2005). *Data Warehousing in the Real World*. Pearson.

**Reference Books**

1. Anu Singh Lather, Anil K Saini and Sanjay Dhingra Ed. (2010), *Knowledge Management*, Macmillan.
2. Paulraj Ponniah (2003). *Data Warehousing fundamentals*. John Wiley.
3. Fernandez, Irma Becerra (2008). *Knowledge Management*, first edition, Pearson.
4. Panda, Tapan K (2008). *Knowledge Management*, First edition, Excel Books.

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA)

### Strategic Management

Course Code : MS 206

L-3 Credit-03

**Objective:** To develop an understanding of the Strategic Management process in a dynamic and competitive global environment.

#### Course Contents

##### Unit I

**Nature of Strategic Management:** Concept of Strategy; Vision Mission, Goals and Objectives; External Environmental Analysis; Analyzing Companies Resource in Competitive Position; Mintzberg's 5Ps of Strategy; Strategic Management Process, Corporate Governance .

(10 Hours)

##### Unit II

**Strategy Formulation:** External Environmental Analysis; Analyzing Companies Resource in Competitive Position- Concept of Stretch, Leverage and Fit; Strategic Analysis and Choice, Porter's Five Forces Model, Concept of Value Chain, Grand Strategies; Porter's Generic Strategies; Strategies for Competing in Global Markets.

(10 Hours)

##### Unit III

**Corporate-Level Strategies:** Diversification Strategies: Creating Corporate Value and the Issue of Relatedness, Vertical Integration: Coordinating the Value Chain, The Growth of the Firm: Internal Development, Mergers & Acquisitions, and Strategic Alliances Restructuring Strategies: Reducing the Scope of the Firm.

(12 Hours)

##### Unit IV

**Strategy Implementation and Evaluation :** Structural Considerations and Organizational Design; Leadership and Corporate Culture; Strategy Evaluation: Importance and Nature of Strategic Evaluation; Strategic and Operational Control, Need for Balanced Scorecard.

(10 Hours)

#### Text Books

1. Thomas L. Wheelen, J. David Hunger (2010). *Strategic Management and Business Policy*, Pearson/Prentice Hall.
2. Arthur, A, Thomson and Strickland, A. J. (2002). *Strategic Management – Concept and Cases*. Tata McGraw Hill, New Delhi.

#### Reference Books

1. Kark Rajneesh (2008). *Competing with the Best: Strategic Management of Indian Companies in a Globalizing Arena* Penguin Books.
2. Azhar Kazmi (2004). *Business Policy and Strategic Management*. Tata McGraw Hill, New Delhi.
3. Hitt Michael A., Ireland R.D. and Robert E Hoskisson. *Strategic Management: Competitiveness & Globalization, Concepts and Cases*, Addison Wesley.
4. Fred David (2008) *Strategic Management : Concepts and Cases* , 12th Edition Prentice hall of India

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**Corporate Social Responsibility, Human Values and Ethics**

**Course Code: MS 208**

**L-3 Credits-3**

**Objective** The objective of this course is to develop an understanding and appreciation of the importance of value system, ethical conduct in business and role and responsibilities of corporate in social systems. It aims at applying the moral values and ethics to the real challenges of the organizations.

**Course Contents**

**Unit I**

**Moral Values and Ethics:** Values – Concepts, Types and Formation of Values, Ethics and Behaviour. Values of Indian Managers; Managerial Excellence through Human Values; Development of Ethics, Ethical Decision Making, Business Ethics- The Changing Environment and Stakeholder Management, Relevance of Ethics and Values in Business, Spiritual Values. Modern Business Ethics and Dilemmas, Overview of Corporate Social Responsibilities (CSR) and Sustainability.

**(12 Hours)**

**Unit II**

**Managing Ethical Dilemmas at Work:** The Corporation and External Stakeholders, Corporate Governance: From the Boardroom to the Marketplace, Corporate Responsibilities towards Consumer Stakeholders and the Environment; The Corporation and Internal Stakeholders; Values-Based Moral Leadership, Culture, Strategy and Self-Regulation; Spiritual Leadership for Business Transformation. Organizational Excellence and Employee Wellbeing through Human Values.

**(10 Hours)**

**Unit III**

**Corporate Social Responsibility:** A Historical Perspective from Industrial Revolution to Social Activism; Moral Arguments for Corporate Social Responsibility, Development of Corporate Conscience as the Moral Principle of Corporate Social Responsibility, Corporate Social Responsibility of Business, Employees, Consumers and Community. Corporate Governance and Code of Corporate Governance, Consumerism, Current CSR Practices of the Firms in India and Abroad. Challenges of Environment: Principles of Environmental Ethics, Environmental Challenges as Business Opportunity, Affirmative Action as a form of Social Justice.

**(10 Hours)**

**Unit IV**

**Issues in Moral conduct of Business and CSR:** Failure of Corporate Governance, Social Audit, Unethical Issues in Sales, Marketing, Advertising and Technology: Internet Crime and Punishment, Intellectual Property Rights, Corruption in Business and Administration. BS / ISO Guideline on CSR Management (ISO-26000).

**(10 Hours)**

**Text Books**

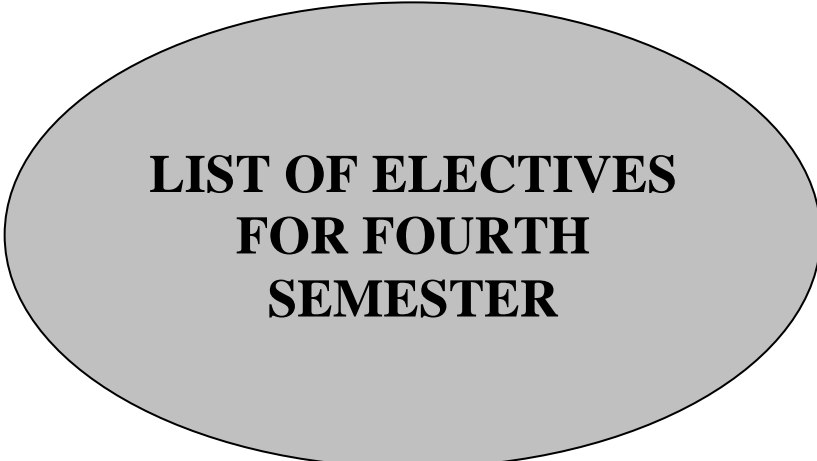
1. Weiss, Joseph W (2009). *Business Ethics: Concepts & Cases*, Cengage Learning.
2. Colin Fisher and Alan Lovell (2009). *Business ethics and values: Individual, Corporate and International Perspectives*, Prentice Hall.

**Reference Books**

1. Hartman , Laura P. and Joe DesJardins (2007). *Business Ethics: Decision-Making For Personal Integrity And Social Responsibility*, McGraw-Hill/Irwin.

2. Hartman, Laura P and Abha Chatterjee (2006). *Perspectives in Business Ethics*, Tata McGraw Hill
3. Manuel G.Velasquez (2007) , *Business Ethics Concepts*, PHI
4. Baxi C.V. and Prasad Ajit (2007): *Corporate Social Responsibility*, Excel Books.





**LIST OF ELECTIVES  
FOR FOURTH  
SEMESTER**

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA)

### Retail Management

Course Code: MS 212

L-3 Credits: 3

**Objectives:** This course is aimed at providing students with a comprehensive understanding of the theoretical and applied aspects of retail management.

#### Course Contents

**Unit 1: Introduction to Retailing:** Definition, Scope and Importance of Retailing; Retail Formats; Theories of Retail Development; Global and Indian Retail Scenario; Information Gathering in Retail  
(10 hours)

**Unit 2:** Retail Market Strategy, Financial Strategy, Retail Location, , Franchising Decisions, Retail Information system, Customer Service, Customer Relationship Management, GAPs Model.  
(10 hours)

**Unit 3:** Merchandise Management Process, Sales forecasting, Merchandise Budget, Assortment Plan, Inventory Management, Merchandise Buying, , Retail Pricing, Retail Communication-Objectives, Promotion Mix .  
(12 hours)

#### Unit 4: Store Management & other issues:

Store Layout, Design & Visual Merchandising, Atmospherics, Responsibilities of a Store Manger, Inventory Shrinkage, Retail HRM Online Retailing, International Retailing, Legal & Ethical Issues in Retailing.  
(10 hours)

#### Text Books

1. Levy M., Weitz B.A and Pandit A. (2008), *Retailing Management*, 6<sup>th</sup> Edition, Tata McGraw Hill.
2. Berman B. Evans J. R. (2007), *Retail Management*, 10<sup>th</sup> Edition, Pearson Education.

#### Reference Books

1. Pradhan S. (2009), *Retailing Management – Text and cases*, 3<sup>rd</sup> Edition, Tata McGraw Hill, New Delhi
2. Vedamani, Gibson G. (2008) *Retail Management: Functional Principles and Practices*, 3<sup>rd</sup> Edition, Jaico Books, New Delhi.
3. Easterling, R. C., Flottman, E.L., Jernigan, M. H. and Wuest, B.E.S. (2008) *Merchandise Mathematics for Retailing*, 4<sup>th</sup> Edition, Pearson Education, New Delhi.
4. Sinha P.K., Uniyal D.P., (2007) *Managing Retailing*, 1<sup>st</sup> Edition, Oxford University Press

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA)

### Advertising and Brand Management

Course Code: MS 214

L-3 Credits: 3

**Objectives:** The objective of this course is to provide an understanding of the basic principles of advertising management and to develop an understanding of the brand concept.

#### Course Contents

##### Unit I

Role of Integrated Marketing Communication; Process of Marketing Communication; Definition and Scope of Advertising Management; Determination of Target Audience, Advertising and Consumer Behavior; Setting Advertising Objectives, DAGMAR; Determining Advertising Budgets; Advertising Strategy and Planning, Creative Strategy Development and Implementation. **(10 Hours)**

##### Unit II

Media Planning: Setting Media Objectives; Developing Media Strategies, Evaluation of Different Media and Media Selection; Media Buying; Measuring Advertising Effectiveness; The Organization for Advertising; Social, Ethical and Legal Aspect of Advertising. **(10 Hours)**

##### Unit III

Brand-concept: Nature and Importance of Brand; Types of brands , Strategic Brand Management Process; Brand Identity perspectives , Brand identity prism, Identity levels, Concepts and Measures of Brand Equity, Brand Assets and liabilities, Aaker Model of Brand Equity, Designing marketing programs to build brand Equity, customer based brand equity , Brand Loyalty, Measures of Loyalty,, Branding strategies – product ,line , range and umbrella branding , Brand Personality: Definition, Measures and, Formulation of Brand Personality; Brand Image dimensions, Stages of Concept Management for functional ,symbolic and experiential brands. **(10 Hours)**

##### Unit IV

Brand Positioning: Concepts and Definitions, 3 Cs of positioning ,Brand positioning and differentiation strategies, Repositioning, Celebrity Endorsements, Brand Extension; Managing brands over time, Brand reinforcement , brand revitalization, managing global brands ,Branding in different sectors  
Case studies **(12 Hours)**

#### Text Books

1. Wells W., Burnet J. and Moriarty S. (2007). *Advertising: Principles & Practice*, 7<sup>th</sup> Edition, Pearson Education.
2. Keller K. L. (2008), *Strategic Brand Management*, 3rd Edition, Pearson Education

#### Reference Books

1. O'Guinn, T. and Allen, C. (2009), *Advertising Management with Integrated Brand Promotion*, 1<sup>st</sup> Edition, Cengage Learning, New Delhi.
2. Shah, Kruti and D'Souza, Alan (2009) *Advertising and Promotions" An IMC Perspective*, 1<sup>st</sup> Edition, Tata McGraw Hill , New Delhi
3. Aaker, David (2002), *Managing Brand Equity*, Prentice Hall of India.
4. Belch, G. E. & Belch, M. A. (2001). *Advertising and Promotion*, Tata McGraw Hill.

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA)

### Rural and Social Marketing

Course Code: MS 216

L-3 Credits: 3

**Objectives:** The course aims at creating an understanding of the unique challenges of rural and social marketing and to enable students to apply the concepts and methods of marketing management to rural markets and social and cause related marketing.

#### Course Contents

##### Unit I

Rural Marketing Introduction: Definition; Rural Markets in India: Characteristics of Rural Consumers; Rural Market Environment and Infrastructure; Challenges of Rural Marketing

(10 Hours)

##### Unit II

Rural Marketing Strategies: Rural Market Segmentation; Product Strategies; Pricing Strategies; Promotion Strategies; Distributor Strategies; Rural Marketing Research; Role of IT in Rural Marketing (e-Chaupals etc.) with few case studies; Marketing of Rural and Cottage Industry Products. Future of Rural Marketing in India.

(10 Hours)

##### Unit III

Foundation of Social Marketing: Definition, Scope and Importance; Social Marketing Challenges; Conceptual Framework of Social Marketing; Social Markets Segmentation; Marketing Mix: Product Strategies; Pricing Strategies; Promotion Strategies, Distribution.

(10 Hours)

##### Unit IV

Social Marketing Applications: Role of Govt. and NGO's in Social Marketing; Social Marketing Applied in Family Planning, Healthcare, Small Savings, Literacy, AIDS Prevention, Environmental Protection, Anti-Smoking, Substance Abuse.

(12 Hours)

#### Text Books

1. Kotler P and Andreasen (2008) *Strategic Marketing for Non-Profit Organisations*, Prentice Hall of India, PHI, New Delhi
2. Kashyap, Pradeep, Amp, Raut, Siddhartha(2005) *Rural Marketing*, Wiley, New Delhi
3. Krishnamacharyulu, C.S.G and Rama Krishnan Lalitha, (2006), "*Rural Marketing – Text and Cases*", Pearson Education, New Delhi.

#### Reference Books

1. Balram, Dogra and Ghuman, Kharminder. (2008) *Rural Marketing*, Tata McGraw Hill, New Delhi,
2. Kotler, P. Lee, N. R., Lee, N.(2008) *Social Marketing: Influencing Behaviors for Good*, Sage Publications.
3. Kotler, P. Roberto, N. Lee, N. (2002) "*Social Marketing: Strategies for Changing Public Behavior*", 2<sup>nd</sup> Edition, Sage Publications
4. Bhatia, Tek K. (2007) *Advertising and marketing In Rural India*, 2nd Edition, Macmillan Publishers India Ltd., New Delhi

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA)

### Internet Marketing

Course Code: MS 218

L-3 Credits- 3

**Objectives:** This course aims at creating an understanding of the concepts and techniques of internet marketing so as to exploit the opportunities of this medium to support the organization's marketing activities.

#### Course Contents

**Unit 1:** Introduction to Internet Marketing: Meaning, scope and importance of internet marketing, Application of internet marketing, Internet versus traditional marketing communication: the internet micro-environment; Business to Consumer and Business to Business Internet Marketing; E-Marketing Research; Internet marketing strategy; **(10 hours)**

**Unit 2:** Online buyer behavior and Models; The Marketing Mix in an online context: Product, Price, Distribution, Promotion, People, Process and Physical Evidence; Managing the Online Customer Experience: Planning website design, Understanding site user requirement, site design and structure, developing and testing content, Service quality **(12 hours)**

**Unit 3:** Characteristics of interactive marketing communications; Integrated Internet Marketing Communications (IIMC); Objectives and Measurement of Interactive marketing communication; Online Promotion Techniques: Search Engine Marketing, Online PR, Interactive Advertising, Online Partnerships, Viral Marketing, Opt-in-e-mail, Offline Communications **(10 hours)**

**Unit 4:** Relationship Marketing using the internet: e-CRM, Customer Life Cycle Management, Approaches to Implementing e-CRM; Performance Management for Internet Marketing; Creating a performance system, defining the performance metrics framework, Tools and techniques for Measurement, Maintenance Process; Responsibilities in Website Maintenance. **(10 hours)**

#### Text Books

1. Chaffey, D., Ellis-Chadwick, F., Johnston, K. and Mayer, R. (2009) *Internet Marketing: Strategy, Implementation and Practice*, Third Edition, Pearson Education, New Delhi.
2. Strauss, Judy and Frost, Raymond (2009), *E-Marketing*, 5th Edition, PHI Learning Pvt. Ltd., New Delhi.

#### Reference Books

1. Roberts, M.L. (2009) *Internet Marketing*, 1st Indian Edition, Cengage Learning, New Delhi.
2. Hanson, W. and Kalyanam, (2010), *e-Commerce and Web Marketing* 1st Edition, Cengage Learning, New Delhi.
3. Shainesh G. and Jagdish N Sheth (2008). *Customer Relationship Management- A strategic perspective*, Macmillan India Ltd.
4. Mohammed, Rafi. (2004). *Internet Marketing: Building Advantage in a Networked Economy*, 2nd Edition, Tata McGraw Hill.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**Project Planning and Analysis**

**Course Code: MS 220**

**L-3 Credits: 3**

**Objectives:** Projects are non-recurring activities requiring a different set of skill for planning as compared to regular and operative activities. The course is aimed at developing understanding of project activities and relevant skills.

**Course Contents**

**Unit I**

**Project Identification Analysis:** Concept of Project, Search for Business Idea, Project Identification, Project Planning Formulation and Analysis, Project Screening and Presentation of Projects for Decision Making; Socio-economic Consideration in Project Formulation; Social Infrastructure Projects for Sustainable Development; Investment Opportunities.

**(10 Hours)**

**Unit II**

**Market and Technical Analysis:** Market and Demand Analysis – Market Survey, Demand Forecasting, Uncertainties in Demand Forecasting; Technical Analysis- Product Mix, Plant Capacity, Materials and Inputs, Machinery and Equipment.

**Project Costing and Finance:** Cost of project; Cost of production; Break Even Analysis; Means of Financing Project; Tax Aspects in Project Finance; Role of Financial Institution in Project Finance.

**(10 Hours)**

**Unit III**

**Project Appraisal:** Time Value of Money; Project Appraisal Techniques – Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Benefit Cost Ratio; Social Cost Benefit Analysis; Effective Rate of Return.

**Risk Analysis:** Measures of Risk; Sensitivity Analysis; Stimulation Analysis; Decision Tree Analysis.

**(10 Hours)**

**Unit IV**

**Project Scheduling/Network Techniques in Project Management:** CPM and PERT Analysis; Float Times; Crashing of Activities; Contraction of Network for Cost Optimization, Updating; Cost Analysis of Resources Allocation.

**Multiple Projects:** Project Dependence; Capital Rationing; Ranking Methods of Projects; Mathematical Programming Approach; Linear Programming Model; Post Project Evaluation.

**(12 Hours)**

**Text Books**

1. Chandra. P.(2009). *Projects*, (7<sup>th</sup> Edition). Tata McGraw Hill.
2. Pinto, (2009). *Project Management*, 1st edition, Pearson Education.

**Reference Book**

1. Panneerselvam. R. and Senthilkumar. P. “Project Management”. PHI Learning Pvt. Ltd.
2. Sharma. J. K.(2007). *Operations Research: Theory and Applications*, 3rd Edition, Macmillan India Ltd.
3. Choudhury, S, (2007). *Project Management*, 1st Edition, Tata Mc Graw Hill Publishing Company.
4. Bhavesh, M. Patel (2009). *Project Management: Strategic Financial Planning Evaluation and Control*, Vikas Publishing House Pvt. Ltd.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**Mergers, Acquisitions & Corporate Restructuring**

**Course Code: MS 222**

**L-3 Credits – 3**

**Objectives:** Liberalized economy has generated many opportunities of combining businesses to create wealth. The fundamental aim of the course is to prepare students to take advantage of the current scenario and understand how mergers, acquisition and corporate restructuring is implemented.

**Course Contents**

**Unit I**

Introduction in Mergers, Types of Mergers, Merger Strategy-Growth, Synergy, Operating Synergy, Financial Synergy, Diversification, Other Economic Motives, Hubris Hypothesis of Takeovers, Other Motives, Tax Motives Financial Evaluation, Joint Venture and Strategic Alliances.

**(12 Hours)**

**Unit II**

Legal Aspects of Mergers/ Amalgamation and Acquisition / Labour, Provisions of Companies Act, Regulation by SEBI, Takeover Code: Scheme of Amalgamation, Approval from Court. Valuation of a Business.

**(10 Hours)**

**Unit III**

Methods of Valuation – Cashflow Basis, Earning Potential Basis, Growth Rate, Market Price etc. Computation of Impact on EPS and Market Price, Determination of Exchange Ratio, Impact of Variation in Growth of the Firms, MBO, LBO, Boot Strapping; Criteria for Negotiating Friendly Takeover, Financing of Merger.

**(10 Hours)**

**Unit IV**

Defence Against Hostile Takeover, Poison Pill, Bear Hug, Greenmail, Pacman. Post Merger H.R. and Cultural Issues.

**(10 Hours)**

**Text Books**

1. Gaughan, Patrick A. (2008). *Mergers Acquisitions and Corporate Restructurings*, 4<sup>th</sup> edition, Wiley India.
2. J. Fred Weston, Kwang and Susan (2006). *Mergers and Acquisitions*, 1<sup>st</sup> Indian Reprint, Prentice Hall, India.

**Reference Books**

1. Depamphilis Donald (2008). *Mergers Acquisitions and Other Restructuring Activities*, 4<sup>th</sup> edition, Academic Press Advanced Finance Series, Elsevier Incorporation.
2. Sundarsanam (2006). *Creating Value from Mergers and Acquisitions*, 1<sup>st</sup> Edition, Pearson Education.
3. Ramanujan. S. (1999). *Mergers: The New Dimensions for Corporate Restructuring*, McGraw Hill.
4. Gupta, Manju (2010). *Contemporary Issues in Mergers and Acquisitions*, Himalaya Publishing.

**Periodicals**

1. The Economist Group, The Economist.
2. Association for Corporate Growth, Mergers and Acquisitions Journal.

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA)

### Insurance and Risk Management

Course Code: MS 224

L-3 Credits: 3

**Objectives:** This course is intended to develop an understanding among students about identifying analyzing and managing various types of risk. Besides the students will be in a position to understand principles of insurance and its usefulness in business.

#### Course Contents

##### Unit I

Concept of Risk, Types of Risk, Managing Risk, Sources and Measurement of Risk, Risk Evaluation and Prediction. Application of Statistical Techniques in Risk Avoidance. Disaster Risk Management.

(10 Hours)

##### Unit II

Risk Retention and Transfer, Pooling, Loss Exposure, Legal Aspects of Insurance Contract, Principle of Indemnity, Estoppels, Endowment, Insurance.

(10 Hours)

##### Unit III

Concept of Insurance, Need for Insurance, Insurance Industry in India, Globalization of Insurance Sector, Role of IRDA, Regulation of Risk Reduction by IRDA. Reinsurance, Co-insurance, Assignment.

(10 Hours)

##### Unit IV

Nature of Insurance Contract, Utmost Good Faith, Insurable Interest, Types of Insurance, Fire and Motor Insurance, Health Insurance, Distinction between Life Insurance and Marine Insurance. Control of Malpractices, Negligence, Loss Assessment and Loss Control, Exclusion of Perils, Actuaries, Automobile Insurance, Computation of Insurance Premium.

(12 Hours)

#### Text Books

1. Gupta. P.K. (2009). *Insurance and Risk Management*, 2<sup>nd</sup> Edition, Himalaya Publishing House.
2. George. E. Rejda. (2005). *Principles of Risk Management and Insurance*, 9<sup>th</sup> Edition, Pearson Education.

#### Reference Books

1. Mittal. Alka. And Gupta. S. L.(2008). *Principles of Insurance and Risk Management*, 2<sup>nd</sup> Edition, Sultan Chand and Sons.
2. Panda. G.S.(2005). *Principles and Practices of Insurance*, Kalyani Publications.
3. Mishra. M. N.(2004). *Principles and Practices of Insurance*, Sultan Chand and Sons
4. Jeevanandam. C. (2005). *Risk Management*, Sultan Chand and Sons.



**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**Financial Derivatives**

**Course Code: MS - 226**

**L-3, Credit 3**

**Objective:** The course aims at providing detailed understanding of the characteristics and applicability of financial derivatives along with the relevant regulatory framework.

**Course Content**

**Unit I**

**Financial Derivatives:** An Introduction to Financial Derivative Markets; Past and Present, Concept, Purpose and Types of Financial Derivative Instruments; Forwards, Futures, Options, Swaps, and Other Derivatives; Weather Derivatives, Energy Derivatives and Insurance Derivatives. Hedgers, Arbitrageurs and Speculators. Difference between Exchange Traded and OTC Derivatives.

**(10 Hours)**

**Unit II**

**Financial Forward and Futures Contracts:** Financial Forward Contracts; Concept Characteristics, and Type of Financial Forward Contracts; Equity Forward, Currency Forward, Bond and Interest Rate Forward, Forward Rate Agreements.

Financial Future Contracts: Concept, Characteristics, and Type of Financial Future Contracts; Stock Future, Index Future, Currency Future, Interest Rate Future and Commodity Future. Future Market-Trading and Mechanism; Future Pricing-Theories, Cost of Carry Model, Valuation of Individual Contracts.

**(10 Hours)**

**Unit III**

**Financial Option and Swap Contracts:** Financial Options; Concept, Characteristics and Types of Financial Options; Stock Options, Index Options, Currency Options, Commodity Options, Option on Futures, Interest Rate Options. Option Pricing Models-the Black-Scholes Option Pricing Model, Binomial Option Pricing Model, Trading with Option, Option Strategies; Straddle, Strangle, Spreads. Option Greeks; Delta, Gamma, Theta, Vega, Rho. Exotic Option; Types of Exotic Options; Bermuda Option, Forward Start Option, Barrier Option, Chooser Option, Compound Option, Basket Option, Binary Option, Look Back Option, Asian Option.

Swaps; Concept, characteristics and Types of Swaps,

**(12 Hours)**

**Unit IV**

**Regulatory Framework for Derivatives:** Regulation of Financial Derivatives in India; Securities and Contracts (Regulation) Act, Guidelines of SEBI and RBI.

**(10 Hours)**

**Text Books**

- 1.Hull, J. C., (2010). "Options, Futures and other Derivatives", 7<sup>th</sup> Edition, Pearson Education..
- 2.Gupta, S.L.(2009). Financial Derivatives: Theory, Concepts and Problems, 3<sup>rd</sup> Indian Reprint, 1st edition, Prentice-Hall of India.

**Reference Books**

1. Chako, G., Sjoman, A., Motohashi, H., Dessain, V.(2006). "*Credit Derivatives: A Primer on Credit Risk, Modeling and Instruments*", Wharton School Publishing
2. Bernstein, J. (2000). "*How the Future Markets Work*", Penguin USA, New York Institute of Finance, Cornell University
3. Summa, J.F., Lubow, J. W.(2002). *Options on Futures: New Trading Strategies*, John Wiley and Sons Inc., Newyork
4. Chance, D.M, and Brooks, R.(2009). *Derivatives and Risk Management Basics*, 3<sup>rd</sup> Indian Reprint, Cengage Learning.

**Periodicals**

1. Palgrave Macmillan, Journal of Derivatives and Hedge Funds.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**Strategic and International Human Resource Management**

**Course Code: MS - 228**

**L-3 Credit-3**

**Objectives:** The objective of this course is to appreciate how human resource is emerging as a key resource for competitive advantage and understanding the role of HRM in organizational performance and International Context.

**Course Contents**

**Unit I**

**Introduction to SHRM:** Definition, need and importance, evolution of SHRM, HRs New Role Orientation, SHRM for Competitive Advantage, HR strategy and HR Planning, Behavioral Issues in Strategy Implementation, Matching Culture with Strategy, Human Side of Mergers and Acquisitions

**(10 Hours)**

**Unit II**

**HR Strategies:** Recruitment and Retention, Training and Development, Performance Management, Reward and Compensation, retrenchment, Non-Traditional Approaches: Investment in Disabled Employees, Employee Engagement, Knowledge Management, Talent Management, The Role of Strategic HR Leader, Managing Workforce Diversity.

**(10 Hours)**

**Unit III**

**International Human Resource Management-** Introduction to IHRM, Cultural foundations of IHRM- Understanding Culture, Major Models of National Culture, Cultural Convergence and Divergence, Cross Cultural Theories, Importance of Cultural Sensitivity, Potential Cross- Cultural Problems, IHRM trends and Future Challenges

**(10 Hours)**

**Unit IV**

**Global Human Resource Management Process-** Global Human Resource Planning, International Staffing, Compensation and Benefits, Global Workforce Training and Development, Performance Management in International Organization, International Reward systems, Integrating two cultures, Models of people management in different cultures, Expatriation and Repatriation, Organizational Ethics in International Context.

**(12 Hours)**

**Text Books**

1. Armstrong, M. (2009). *Strategic Human Resource Management*. Kogan Page.
2. Mello, J. (2008). *Strategic Human Resource Management*. Thompson Learning.
3. Dowling, P.J. & Welch, D.E. (2010). *International Human Resource Management: Managing People in a Multinational Context*. Cengage Learning
4. Vance, C.M. & Paik Y. (2009). *Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management*. PHI

**Reference Books**

1. Greer, C. (2008). *Strategic Human Resource Management*. Pearson Education.
2. Kandula S. R. (2009). *Strategic Human Resource Development*. Prentice Hall India.
3. Edwards, T. & Rees, C. (2007). *International Human Resource Management*. Pearson Education
4. Rao, P.L. (2008). *International Human Resource Management: Text and Cases*. Excel Books

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**Organizational Development**

**Course Code: MS 230**

**L-3 Credits-3**

**Objectives:** For the organization to survive and remain effective with the changing environment, it must develop effective strategies for renewal. The course aims at acquainting the students with theory and practice of planned change, organizational renewal and development.

**Course Contents**

**Unit I**

**Introduction to Organizational Development:** Definition, Nature and Characteristics of Organization Development, Managing the Organization Development Process, Theories of Planned Change, Goals, Values and Assumptions of OD, Role and Competencies of the OD practitioner.  
**(10 Hours)**

**Unit II**

**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. Characteristics of Effective Interventions, Designing Interventions, The Intervention Process.  
**(10 Hours)**

**Unit III**

**Human Process and HRM Intervention:** Sensitivity Training, Process Consultation, Third-Party Interventions, Team Building, Organization Confrontation Meeting, Intergroup Relations Interventions, Large Group Interventions: Grid OD; System 4 Management; Role Playing, Employee Empowerment, Performance Management Systems, Employee Wellness Interventions, Career Planning, Goal Setting, MBO.  
**(12 Hours)**

**Unit IV**

**Techno Structural and Strategic Interventions:** Restructuring Organizations, Job Enrichment, Sociotechnical Systems, TQM and Quality Circles, Culture Change, Self –Designing Organizations, Learning Organizations, Challenges and Future for the Organization, Future trends in OD, Ethical Issues in Organizational Development  
**(10 Hours)**

**Text Books**

1. Cummings, T.G. & Worley, C.G. (2009). *Organizational Development and Change*. Cengage Learning.
2. French, W., Cecil, H. Bell & Jr. (2007). *Organizational Development*. Pearson

**Reference Books**

1. Brown, D.R. & Harvey, D. (2006). *An Experiential Approach to Organization Development*. Pearson Education.
2. Jones, G. R. (2008). *Organizational Design and Change*. Pearson Education.
3. Srivastava, B. (2009). *Organizational Design and Development- Concepts and Applications*. Biztantra
4. Edward.D.H. (2007). *The Road to Organic Growth*, Tata McGraw Hill.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**Team Building in Organizations**

**Course Code: MS 232**

**L-3 Credits-3**

**Objectives:** This course offers to teach students the importance of raising groups and turning them into passionate teams in organizations. It gives understanding of how individuals as team players must behave to sustain teams.

**Course Contents**

**Unit I**

**Workgroup Vs. Teams:** Transforming Groups to Teams; Types of Teams; Stages of Team Building and its Behavioural Dynamics; Team Role; Interpersonal Processes; Goal Setting and Problem Solving.  
**(10 Hours)**

**Unit II**

**Interpersonal Competence & Team Effectiveness:** Team Effectiveness and Important Influences on Team Effectiveness. Role of Interpersonal Competence in Team Building; Measuring Interpersonal Competence FIRO-B. Context; Goals; Team Size; Team Member Roles and Diversity; Norms; Cohesiveness; Leadership, Measuring Team Effectiveness.  
**(10 Hours)**

**Unit III**

**Communication and Creativity:** Communication Process; Communication Effectiveness & Feedback; Fostering Team Creativity; Delphi Technique; Nominal Group Technique; Traditional Brain Storming; Electronic Brain Storming. Negative Brain Storming.  
**(10 Hours)**

**Unit IV**

**Role of Leaders in Teams:** Supporting Teams; Rewarding Team Players; Role Allocation; Resource Management for Teams; Selection of Team Players; Leaders as Facilitators, Mentors; Developing Collaboration in Teams: Functional and Dysfunctional Cooperation and Competition; Interventions to Build Collaboration in Organizations; Social Loafing, Synergy in Teams, Self-Managed Teams.  
**(12 Hours)**

**Text Books**

1. McShane, S. L & Glinow M. A. V. (2001). *Organizational Behaviour: Emerging Realities for the Workplace Revolution*. Tata McGraw-Hill Publishing Company Ltd.
2. Hellriegel, D. & Slocum, J. W. (2004). *Organizational Behaviour*. Thomson Asia Pvt. Ltd., Singapore.

**Reference Books:**

1. Robbins, S. P. (2004). *Organizational Behavior*. Pearson Education.
2. Luthans, F. (2002). *Organizational Behavior*. McGraw-Hill International Edition.
3. Pareek, Uday. (2004). *Understanding Organizational Behaviour*. Oxford University Press.
4. Naper, Rodhey, W & Gershenfeld Mattik, (1996). *Groups Theory & Experience*, AITBS, India.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**Behavior Testing and Counseling**

Course Code: MS - 234

L - 3, Credits -3

**Objectives** This Course will aid the students in having a clear understanding about the concepts, methods and techniques and issues involved in Behavior testing and counseling and a comprehensive learning of using various behavior tests in organizations and counseling skills to deal with employees.

**Course Content**

**Unit I**

**Introduction to Behavior Testing-** Behavior Testing, Introduction to the concepts of Freud, Adler, Cattell, and Jung, Types of Tests-Ability, Intelligence, Achievement, Interest, Attitude, Personality, Projective Tests. Observation and Interviews, Checklists and Rating Scales, Ethical Issues in Testing,  
(10 Hours)

**Unit II**

**Methodology of Assessment-** Test Design and Construction, Test Administration and Scoring, Item Analysis and Test Standardization, Reliability and Validity  
(10 Hours)

**Unit III**

**Practical Exposure to Psychological Tests:** 16 PF, MBTI, FIRO-B, Conflict Resolution Inventory, Anxiety Test, Motivation Analysis Test, Leadership Assessment Test, Thematic Apperception Test, Word Association Test  
(12 Hours)

**Unit IV**

**Counseling-** Introduction, Approaches, Goals, Process, Procedures, Counseling Skills, Changing Behavior through Counseling, Organizational Application of Counseling, Dealing with Problem Employees, Ethics in Counseling  
(10 Hours)

**Text Books**

1. Aiken, L.R. & Grith- Marnat, G. (2009). *Psychological Testing and Assessment*. Pearson Education.
2. Singh, K. (2010). *Counseling Skills for Managers*. PHI

**Reference Books**

1. Gladding, S.T. (2009). *Counseling*. Pearson Education
2. Kaplan, R. M. & Saccuzzo, D.P. (2009). *Psychological Testing: Principles, Applications, and Issues*. Cengage Learning.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**Front End Design Tools**

**Course Code: MS 236**

**L-2 P-0 Credits: 2**

**Objectives:** This course is intended to expose the students to latest tools of front end design and its connectivity to databases.

**Course Contents**

**Unit I**

Variable Declaration, Built-in & User Defined data types, If-then-else expression, Print Statement, Arrays, Subroutine and Functions, Boolean Operators, Arithmetic Operators, Loops, Private and Public procedures. **(06 Hours)**

**Unit II**

Structure of VB program, Forms & built in controls, Properties and events, Code Module, Common dialog Boxes, Error Handling, Classes, Control Arrays, MDI, SDI., Creating Help files, Adding Help files to VB project, using Windows API Functions, Active X Controls, Creating Active X Control with VB **(10 Hours)**

**Unit III**

Database Interface, Review of ANSI SQL, ODBC, Pass through ODBC, DAO, MS-Jet database Engine, Workspaces, Databases, Recordsets, Data bound controls, ADO, RDO. **(06 Hours)**

**Unit IV**

Developer-2000: Connecting to Oracle Data Base, Elements of Oracle Data Base, Master-Details Forms, Layout Editor. **(06 Hours)**

**Text Books**

1. B. Reselman et al.,(2002) "Using Visual Basic 6", PHI.
2. Michael Halvorson (2010). Microsoft Visual Basic 2010, EEE, PHI.

**Reference Books:**

1. E. Petroustos, "Mastering Visual Basic 6.0", BPB.
2. Perry, Greg (2008). Sams Teach yourself Visual Basic 6 in 24 Hours. First edition, Pearson.
3. M. Abbey, M. J. Corey, (2009) "Oracle 9i: A Beginners Guide", TMH
4. B. Siler & L. Spotts, (2009) "Using Visual Basic 6", PHI.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**Front End Design Tools Lab.**

**Course Code: MS 252**

**L-0 P-2 Credits: 1**

**Course Contents** The course will be based on MS 226 Front End Design Tools and is part it.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**Software Project Management**

**Course Code: MS 238**

**L-3 P-0 Credits-3**

**Objectives:** To acquaint the students with the software project management concepts, techniques and issues related to implementation.

**Course Contents**

**Unit I**

**Software Product and Process:** Software Characteristics & Applications, Software Process, Software Process Models; Linear Sequential Model, Prototyping Model, RAD Model, Evolutionary Software Process Models, Software Development Process. **(10 Hours)**

**Unit II**

**Software Project Planning and Scheduling:** Software Requirement, Software Requirements Specification, Requirements Validation, Software Design Principles, Software Project Estimation: Size Oriented, Function Oriented, Software Metrics, Software Cost Estimation, COCOMO Model, Project Scheduling, Software Staff & Personnel Planning, Rayleigh Curve, Software Team Organization & Control Structure. Project Monitoring & Control Techniques. **(12 Hours)**

**Unit III**

**Software Quality Assurance & Configuration Management:** Software Quality, Software Quality Assurances, Software Testing, Formal Technical Reviews, ISO Software Quality Standards, Software Configuration Management, SCM Process, Configuration Audit. **(12 Hours)**

**Unit IV**

**Risk Management:** Software Risks, Reactive and Pro-active Risk Strategies, Risk Identification, Risk Projection, Risk Mitigation, Risk Monitoring and Management. **(08 Hours)**

**Text Books**

1. Roger. S. Pressman (2009). *Software Engineering: A Practitioner's Approach*. McGraw Hill, New Delhi, Seventh Edition.
2. Aggarwal, K. K. & Singh, Yogesh (2008). *Software Engineering*. New Age International Third Edition.

**Reference Books:**

1. Bob Hughes and Mike Cotterell (2001). *Software Project Management*. Tata McGraw Hill, New Delhi, Second Edition.
2. Jack. R. Meredith and Samuel J. Mantel Jr. (2002). *Project Management: A Managerial Approach*. John Wiley & Sons, Singapore, Fourth Edition.
3. Robert K. Wysocki, Robert Beck Jr. and David B. Crane (2002). *Effective Project Management*. John Wiley & Sons, Singapore, Second Edition.
4. Pankaj Jalote (2002). *Software Project Management in Practice*, first edition, Pearson.



**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**Web Technologies**

**Course Code: MS 240**

**L-2 P-0 Credits: 2**

**Objectives:** To familiarize the students with latest trends in Web Technologies.

**Course Contents**

**Unit I**

**Web Servers:** HTTP Request Types, Introduction to Microsoft IIS, Features, Creating Virtual Directory. **(04 Hours)**

**Unit II**

**DHTML:** Client Side Validations Using JavaScript, Cascading Style Sheets. **(06 Hours)**

**Unit III**

**Active Server Pages:** Working with ASP Pages, ASP Objects, File System Objects, Session Tracking and Cookies, ActiveX Data Objects, Accessing a Database from Active Server Page. **(13 Hours)**

**Unit IV**

**MS Visual Interdev:** Introduction, Features, Developing Asp Pages using MS Visual Interdev. **(05 Hours)**

**Text Books**

1. Roussel A. John (2003). *Mastering ASP*. BPB Publication.
2. Mitchell Scott and James Atkinson (2002). *Teach Yourself Active Server Pages 3.0 in 21 Days*. Techmedia – India Publications

**Reference Books**

1. Deitel & Deitel, Goldberg (2009). *Internet & World Wide Web*, Fourth edition. Pearson.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**Web Technologies Lab.**

**Course Code: MS 254**  
**1**

**L-0 P-2 Credits:**

**Course Contents** This course will be based on MS 230 Web Technologies and is part of it.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**Knowledge Management**

Course Code: MS 242

L – 3 Credits – 3

**Objectives:** The proposed course tend to provide the students understanding of concepts and role of Knowledge Management in organizations & introduce key themes of organizational practices, techniques, and technology to realize more value from knowledge assets.

**Course Contents**

**Unit I**

**Introduction :** Overview of Knowledge Management: Data, Information and Knowledge; History of Knowledge Management, Demystifying and Importance of Knowledge Management, Information Management Vs Knowledge Management; Knowledge Management's Value Proposition, Users Vs Knowledge Workers, Role of Consultant in Knowledge Management **(10 Hours)**

**Unit II**

**Strategic Dimensions of KM:** Knowledge Management Strategies, Strategic Drivers, Impact of Business Strategy on Knowledge Strategy, Porter's Five forces Model, Resource Strategy Model, Strategic Advantage, Knowledge Maps, Strategic Knowledge Resources, Balanced Scorecard and Knowledge Strategy **(10 Hours)**

**Unit III**

**Knowledge Management System:** Knowledge Management Processes; Knowledge Management Systems: Types of Knowledge Systems, Knowledge Management Architecture, Knowledge Management System Implementation, Knowledge Discovery in Database; Knowledge Management Infrastructure; Knowledge Management System Life Cycle (KMSLC), SDLC Vs KMSLC; Challenges and Barriers to Knowledge Management Systems, Drivers of Knowledge Management System **(12 Hours)**

**Unit IV**

**Tools & Techniques in KM:** Knowledge Management Mechanisms & Technologies, Role of IT in KM, Knowledge Portals and Knowledge Management Tools, Communities and Collaborations, Intelligent Techniques in Building KMS, Data Mining in KM; Scope, Cost Efficiency and Reliability of Technologies to Support Knowledge work; Measurement Systems for KM, Knowledge Audit, Knowledge Divestiture, IP Protection, KM Certifications; Practices of Knowledge Management in Modern Global Organizations **(10 Hours)**

**Text Book:**

1. Natarajan G and Shekhar S (2010). *Knowledge Management: Enabling Business*, Tata McGraw Hill.
2. Fernandez A.C. (2009). *Knowledge Management*, 1<sup>st</sup> edition, Pearson Education.

**Reference Books:**

1. Anu Singh Lather, Anil K Saini and Sanjay Dhingra Ed. (2010), *Knowledge Management*, Macmillan.
2. Warier, Sudhir (2009). *Knowledge Management*, Third Reprint, Vikas Pub. House.
3. Awad ME and Ghaziri, M.H. (2008). *Knowledge Management*, Pearson Education.
4. *Key Issues in the New Knowledge Management*, Joseph M. Firestone, Ph. D. and Mark W. McElroy(2003), KMCI (Knowledge Management Consortium International) and Butterworth Hienemann

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**Global Competitiveness and Strategic Alliances**

**Course code: MS 244**

**L-3 Credits-3**

**Objectives:** The purpose of the course is to familiarize students with the basics of global competitiveness and learn strategies to gain competitiveness in world markets. The course also aims at exposing the students to the forms and success ingredients of strategic alliances, which are fast emerging as basic tools for business success.

**Course Contents**

**Unit I**

Global Competitiveness: An Overview – Macroeconomic and Business Strategy Perspective, Framework for Assessing Competitiveness – Various Approaches; International and National Competitiveness Studies. **(10 Hours)**

**Unit II**

Developing Competitiveness –Government Policy and Competitiveness, Role of Quality and Productivity in Achieving World Class Competitiveness; Attaining Competitiveness through Integrative Process Management; Science, Technology and Innovation Policy, Human Capital and Competitiveness, Role of Information Systems in Building Competitiveness, Industrial Clusters and Business Development, Strategic Management of Technology and Innovation. **(15 Hours)**

**Unit III**

Global Competitiveness of Indian Industry – Status; Cause of Uncompetitiveness; Strategic Options for Building Competitiveness, Internationalization of Indian Business: Selected Case Studies of Globally Competitive Indian Companies. **(10 Hours)**

**Unit IV**

Strategic Alliances – Value Creation in Alliances Strategy, Management of Strategic Alliances; Strategic Alliances in Indian Context. **(07 Hours)**

**Text Books**

1. Momaya Kiran (2001). *International Competitiveness: Evaluation and Enhancement*, Hindustan Publishing Corporation (India).
2. Fidelis Ezeala Harrison (1999). *Theory and Policy of International Competitiveness*, Greenwood Publishing Group.

**References Books:**

1. Marcela, Vivian Walsh (2007). *International Competitiveness and Technological Change*, Oxford Press.
2. Hamel G. and Prahalad C.K (1994). *Competing for the future*. Harvard Business Press.
3. IMD, *World Competitiveness Year Book*, Latest issue.
4. World Economic Forum, *Global Competitiveness Report*, Latest report.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**Distribution and Logistics for International Business**

Course code: MS 246

L-3 P-0 Credits-3

**Objectives:** The objective of the course is to provide a comprehensive analysis of the principles and practices of international Distribution and logistics.

**Course Contents**

**Unit I**

Supply Chain Management - Concepts, Issues in Supply Chain Management; Demand Volatility and information distortion, Managing networks and relationships; Sourcing Internationally, Subcontracting within an International Dimension, The Architecture of Physical distribution network in a Global Operation Approach, International Distribution Management: Types of Intermediaries, Channel Objectives and Constraints, Channel Selection and Management, Global Retailing, International Channel Innovation. **(10 Hours)**

**Unit II**

Logistics Framework – Concept, Objective and Scope; Transportation, Warehousing, Inventory Management; Packing and Unitization; Control and Communication, Role of Information Technology in Logistics, Logistics Service Firms and Third Party Logistics. **(10 Hours)**

**Unit III**

Logistics Network Design for Global Operations: Global Logistics Network Configuration, Orienting International Facilities: Considerations and Framework, Trade-offs Associated with each Approach, Mapping the different Approaches, Capacity Expansion Issues; Information Management for Global Logistics: The Global LIS/LITS: Capabilities and Limitations, Characteristics of Logistics Information and Telecommunications Systems. **(12 Hours)**

**Unit IV**

Performance Measurement and Evaluation in Global Logistics: Operations and Logistics Control: Key Activities Performance Information, Measuring Performance in Functional Integration, Measuring Performance in Sectoral Integration; Organizational Structure for Global Logistics Excellence; The Organizational Implications of Sectoral Logistics Cooperation, The International Factor in Global Organizations. **(10 Hours)**

**Text Books**

1. Rushton, A., Croucher, P. and Peter Baker, (2006). *Handbook of Logistics and Distribution Management*, 3<sup>rd</sup> Edition, Kogan Page Pub..
2. Christopher Martin. (2005). *Logistics & Supply Chain Management Creating Value-adding Networks*, 3<sup>rd</sup> Edition, Pearson Education.

**Reference Books:**

1. Chopra Sunil and Peter Meindl (2009). *Supply Chain Management*, 4<sup>th</sup> Edition, Pearson Education.
2. Ballou, R. H. (2004). *Business Logistic Management*, 5<sup>th</sup> Edition, Prentice Hall, New Delhi.
3. Bowersox, D. J., David, J & Cooper (2002). *Supply Chain Logistics Management*, McGraw Hill.
4. Alan Harrison, Remko Van Hook (2007), *Logistics Management & Strategy-Competing Through the Supply Chain*, 3<sup>rd</sup> edition, Pearson Education.

**Students are also expected to use relevant journals:**

1. International Journal of Physical Distribution and Logistics Management
2. Journal of Business Logistics
3. International Journal of Logistics: Research and Applications.

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**Foreign Language**  
**German for Business**

**Course Code: MS 248**

**L-3 Credits-3**

**Objectives:** The Objective of the course is to provide the student with a Foreign Language Skill to manage preliminary international business transactions.

**Course Contents** Foreign Language Knowledge Related To:

**Unit I**

Listening: Understand Simple Questions and Instructions.

Reading: Understand Single Words and Sentences but also Signposts, Signs and Posters.

Speaking: Provide Short Information about the Job and the Person.

Writing: Fill in Forms and Provide Information About Name, Address, Nationality etc.

**(10 Hours)**

**Unit II**

Listening: Understand Information about the Person and the Work.

Reading: Understand Simple Letters, Appointments, Invitations and Information in Short Texts.

Speaking: Answer Simple Questions About One's Working Field.

Writing: Write Faxes and e-mails

**(10 Hours)**

**Unit III**

Listening: Understand Standard Information Related to the Working Field.

Reading: Understand Standard Letters and Texts about Working Processes and Product Descriptions.

Speaking: Provide Information about the Job, the Departments, the Company, the Products and Processes in a Conversation or on the Phone.

Writing: Answer Standard Inquiries, Make Quotations, Write Short Texts with a Familiar Content, Possibly Give Some Explanation and Answer Simple Questions.

**(10 Hours)**

**Unit IV**

Listening: Understand Complex Information Related to the Working Field in Meetings, Discussions and at Presentations.

Reading: Understand Reports and Contracts with a Company-related Content.

Speaking: Describe and Explain Work Processes and Projects. Report on Meetings and Presentations. Explain Concepts and Clarify Misunderstandings.

Writing: Write Formal Standard Letters and Texts about One's Field of Expertise. Explain a Graphic and Reflect the Content.

**(12 Hours)**

**Text Books**

(A) Primarily for GRAMMER

(A-1)

Moment mal

Lehwerk fur Deutsch

Als Fremdsprache

Martin Muller

Paul Rusch

Theo Scherling

Lehrbuch 1

Reiner Schmidt

A-2)

Moment mal  
Lehrwerk für Deutsch  
Als Fremdsprache  
Arbeitsbuch 1

Christiane Lemuck  
Martin Müller  
Paul Rusch  
Theo Scherling  
Reiner Schmidt

(B) Primarily for COMMERCIAL / BUSINESS TOPICS

(B-1)

Dialog Beruf Starter

Norbert Becker / Jörg Braunert

(B-2)

Dialog Beruf Starter  
Arbeitsbuch

Norbert Becker / Jörg Braunert

(Covering up to Total 12 lessons, 3 of each book).



**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**International Business Negotiation**

**Course Code: MS 250**

**L-3 Credits – 3**

**Objective:**

The objective of this course is to introduce the students to the principles of business negotiation, to the existing social, cultural differences in the International Environment and their influence on the strategy and tactics in the business negotiation with foreign partners in different reasons. The student will be able to understand the main rules and approaches to the process of business negotiation.

**Course Contents**

**Unit-I**

**Culture, its Definition and Characteristics.** Culture's Consequences on Different Aspects of Business; Personality of a Successful Negotiator. Process of Negotiation: Main Attributes and Stages; Preparation for and Planning of Business Negotiation. The Organizational and Factual Side of the Negotiation Process, and Specifics of the International Environment.

**(12 Hours)**

**Unit II**

**Rules of Effective Persuasion. Problems of Concessions:** Guidelines on Making Concessions, and Ways to Break Deadlocks; Position of Strength and its Main Factors. Analysis of Strong and Weak Spots and Commonly used Procedures and Tactics; Time Aspects of Business Negotiation, The Problem of Terms and Dates, Their Use and Fulfillment. How to Negotiate by Telephone. Main Advice and Techniques, Cross-Cultural Differences.

**(10 Hours)**

**Unit-III**

**Negotiating Strategies:** Competitive and Cooperative Strategies, Negotiation Tactics. Comparison of Different Negotiation Styles.

**(10 Hours)**

**Unit-IV**

**Negotiating in North America;** Negotiating in Latin America; Negotiating in Asia and the Pacific Rim.; Negotiating in the Near and Middle East; Negotiating in Africa; Negotiating in Europe.

**(10 Hours)**

**Text Books**

1. Richard Hodgetts, Fred Luthans, Jonathan Doh (2008). *International Management: Culture, Strategy And Behaviour*, Pearson Education.
2. Pervez N. Gauri and Jean Claude Usunier, (2008) *International Business Negotiations*, Elsevier Ltd.

**Reference Books**

1. Roger Fisher, William Ury, and Bruce Patton (1991). *Getting to Yes: Negotiating Agreement without giving*, Penguin.
2. Roger Fisher and Danny Ertel, (1995) *Getting Ready to Negotiate: The Getting to Yes Workbook*, Penguin,
3. Robert T. Moran and William G. Stripp, (2004) *Successful International Business Negotiations*
4. Leigh L. (2003). *Negotiation Theory and Research*. Thompson