



Guru Gobind Singh Indraprastha University
Sector – 16C Dwarka, New Delhi – 110078

(Coordination Branch)

Ph:011-25302135-136, Email: coordination112@gmail.com,
Website: www.ipu.ac.in

F.No.: GGSIPU/Co-ord./46th AC/2019/17

Dated: 13 August 2019

CIRCULAR

The 46th meeting of the Academic Council of the University was held on 22.07.2019. Please find enclosed herewith the minutes of the 46th meeting of the Academic Council for kind information.


(Brig. P.K. Upmanyu)
Registrar

F.No.: GGSIPU/Co-ord./46th AC/2019/17

Dated: 13 August 2019

To

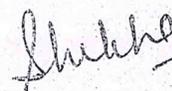
1. Dean- USBAS/ USBT/ USCT/ USEM/ USICT/ USHSS/ USMC/ USLLS/ USM&PMHS/ USMS/ USAP/ USE, GGSIP University
2. Director- Academic Affairs/ Coordination/ Students' Welfare/ CDMS/ Development/ International Affairs/ CEPS/ Research and Consultancy/ Legal Aid / IUIIC, GGSIP University
3. Librarian, GGSIP University.
4. Prof. P.K. Jhulka, (Retired), Max Institute of Cancer Care, 26-A Ring Road, Nirmal Puri, Nirmal Colony, Block -2, Lajpat Nagar-IV, New Delhi-110024
5. Prof. M.C. Sharma, 109, Nav Shakti Sadan, Sector 13, Rohini, New Delhi-110085
6. Prof. Karmeshu, (Retired), 150, Deepali, Road No. 42, Pitampura, Delhi-110034
7. Sh. Arvind Misra, 5/101, Mathura Road, Agra-282002
8. Shri. Sandeep Gupta, 100 UB Jawahar Nagar, Delhi-110007
9. Prof. Rajiv Bhat, School of Biotechnology, Jawaharlal Nehru University, New Delhi
10. Prof. (Dr.) Pradeep Kulshrestha, Dean, School of Law, Sharda University, Plot No. 32 & 34, Knowledge Part-III, Greater Noida-201306 (UP)
11. Dr. Rupal S. Randhawa, 204-A, Pocket B, Mayur Vihar, Phase-2, New Delhi-110091
12. Prof. P.N. Varshney, E-30, Greater Kailash-III, New Delhi-110048
13. Dr. Jagdish Lal Gupta, CP-18, Maurya Enclave, Pitam Pura, Delhi-110034
14. Prof. M.N. Hooda, Director, Bharti Vidyapeeth's Institute of Computer Application & Management, A-4, Paschim Vihar, Rohtak Road, New Delhi-110063
15. Dr. Surendra Kumar, Principal, Delhi Institute of Rural Development, Holambi Khurd, Delhi-110082
16. Dr. Maharaj Krishen Bhat, Director, Maharaja Agrasen Institute of Management Studies, Maharaja Agrasen Camp, Plot No.1, Sec-22, Rohini, Delhi-110086

Contd.....2/-

17. Dr. Dharendra Srivastava, Principal, ESIC Dental College & Hospital, Sector-15, Rohini, New Delhi -110085
18. Prof. Sanjiv Mittal, University School of Management Studies, GGSIP University
19. Prof. U.K. Mandal, University School of Chemical Technology, GGSIP University
20. Prof. Udyan Ghosh, University School of Information Communication & Technology, GGSIP University
21. Dr. Nimisha Sharma, Associate Professor University School of Biotechnology, GGSIP University
22. Dr. Gulshan Dhamija, Asst. Professor, University School of Basic and Applied Science, GGSIP University

Copy for information of the Competent Authority:

- (i) AR to the Vice Chancellor, GGSIP University
- (ii) AR to the Registrar, GGSIP University



(Shikha Agarwal)
Dy.Registrar (Co-ordination)

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY
SECTOR – 16 C, DWARKA, NEW DELHI - 110078



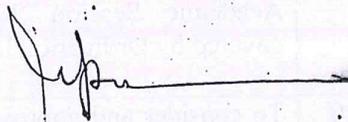
FORTY SIXTH MEETING OF THE ACADEMIC COUNCIL

DATE : 22ND JULY, 2019 (Monday)

TIME : 03:00 P.M.

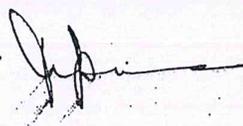
VENUE : VC SECTT., (Conference Hall)

MINUTES FOR 46TH ACADEMIC COUNCIL MEETING

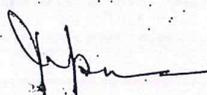


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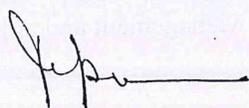
S. No.	Agenda Item(s) No.	Particulars	Page No.
01	AC 46.01	To confirm minutes of the 45 th meeting of the Academic Council held on 19.03.2019.	08-09
02	AC 46.02	To report action taken on the proceedings of 45 th meeting of the Academic Council held on 19 th March, 2019.	09
03	AC 46.03	To consider and approve the typographical error for the course code BCT-422, Bioinformatics, which was inadvertently types as BCT-422, Polymer Engineering.	10
04	AC 46.04	To consider and approve the change of course code from BCT-428 with title Food Biotechnology to BCT-430 with minor modifications of course contents to be implemented from the Academic Session 2019-20.	10
05	AC 46.05	To consider and approve the change of credits from 3 to 4 for the course title Research Methodology and Data Analysis (with course code CT-713 for Ph.D. Course Work) w.e.f. 2018-19.onwards.	10
06	AC 46.06	To consider and approve the course objective & Course outcome(s) for the BT code subjects and allows inclusion of Course objectives & Course outcome(s) for the non-BT code subjects as and when they are approved by their respective school's BOS for the B.Tech Biotechnology- 2019 & M.Tech Biotechnology- 2019 scheme & syllabus.	10
07	AC 46.07	To consider and approve the detailed course content (scheme & Syllabus) of M.Tech (Biotechnology) programme w.e.f. 2019 onwards.	11
08	AC 46.08	To consider and approve the detailed course content (scheme & Syllabus) of B.Tech (Biotechnology) programme w.e.f. 2019 onwards.	11
09	AC 46.09	To consider and ratify the Academic Calendar for the Academic Session 2019-20 for the programmes covered by Ordinance 11.	11
10	AC 46.10	To consider and approve the recommendations of the committee constituted by Vice Chancellor to consider the issuance of Equivalence Certificate from B.Tech	11



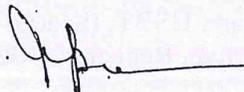
S. No.	Agenda Item(s) No.	Particulars	Page No.
		(Tool Engineering) to B.Tech (Mechanical Engineering).	
11	AC 46.11	To consider and approve the detailed course content (Syllabus) of 5 th and 6 th Semester of B.A. (Honors) Economics Programme from the Academic Session 2019-20 onwards	11-12
12	AC 46.12	To consider and approve the minor revision to the course titles of B.A. (H) Economics programme	12
13	AC 46.13	To approve the format for Memorandum of Understanding (MoU) between GGSIP University and Foreign Educational Institutions as per revised UGC guidelines.	12
14	AC 46.14	To approve the upgradation of CDMS as "Centre of Excellence" in Disaster Management as per Ordinance 35.	12
15	AC 46.15	To consider and approve the syllabus of 3 rd to 10 th Semesters of B.Arch Programme w.e.f. session 2019-20.	12
16	AC 46.16	To consider and approve the Scheme of Examinations (up to 4 semester), and syllabus of the 1 st semester for M.Voc. (Interior Design) programme proposed to be introduced from Academic Session 2019-20.	13
17	AC 46.17	To consider and approve the syllabus of Ph.D. Program offered by CEPS.	13
18	AC 46.18	To consider and approve the syllabus of M.Pharm. (Pharmaceutical Chemistry) offered by CEPS.	13
19	AC 46.19	To consider and approve the syllabus of M.Sc (Medicinal Chemistry & Drug Design) offered by CEPS	13
20	AC 46.20	Finalization of Admission Brochure from the Academic Session 2020-2021 and onwards.	13
21	AC 46.21	To consider and approve, the start of Six Months Diploma (Full Time / Part Time) and One year PG Diploma (Full Time / Part Time) in Disaster Management and approval of syllabus.	14



S. No.	Agenda Item(s) No.	Particulars	Page No.
22	AC 46.22	To consider and approve the start of Ph.D. Programme (Full Time & Part Time) and Syllabus of Ph.D. Programme offered by CDMS.	14
23	AC 46.23	Ratification of MOUs of Centre for Disaster Management Studies (CDMS), GGSIPU with Gujarat Institute of Disaster Management (GIDM), Centre for Disaster management (CDM), Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie, National Fire Service College, Nagpur, Maharashtra and National Institute of Disaster Management (NIDM), Delhi in pursuance of 66 th Board of Management Resolution vide letter No.F.IPU/JR(C)/66 th BOM/2018/519 dated 16.10.2018.	14
24	AC 46.24	To consider and approve the start of One year PG Diploma (Full Time/Part Time) in Fire and Life Safety Audit and approval of Syllabus.	14
25	AC 46.25	To consider and approve the Draft Regulations for financial assistance to faculty members for presenting their work at National and International conferences/seminars/symposia (2019).	15
26	AC 46.26 (a)	Approval of Scheme & Syllabus of MBA (Financial Management) to be offered w.e.f. Academic Session 2019-20.	15
	AC 46.26 (b)	For information on decision taken with respect of Agenda Item No. 45.29 regarding feasible solutions for difficulties in implementation of syllabus of the specialization of "Operations and Analytics".	15
27	AC 46.27	Statutory approval of opening new course or changes in the curriculum and scheme of examination of existing courses prior to the publication of admission brochure.	16
28	AC 46.28	Important Notification regarding Priorities in Defence Categories for Academic Session 2019-20.	16



S. No.	Agenda Item(s) No.	Particulars	Page No.
29	AC 46.29	Implementation of 10% reservation for Economically Weaker Sections (EWS) for academic session 2019-20 as mentioned in No. DHE.1(119)/Estt./2018-19/2549-76 dated 17.06.2019 from Admin Officer (HE) Directorate of Higher Education, enclosed with another letter No. F No: 12-4/2019-U1 dated 17.01.2019 from Director Govt. of India, Department of Higher Education Ministry of Human Resource Development.	16
30	AC 46.30	Few programme which had declared to be held online but held as Offline due time bound of statutory body guidelines for academic session 2019-20	16
31	AC 46.31	To consider the Admission Brochure of B.Voc Programme for the Academic Session 2019-20	16
32	AC 46.32	To consider the Admission Brochure of M.Voc Programme for the Academic Session 2019-20	17
33	AC 46.33	To consider the Admission Brochure of Diploma Programme for the Academic Session 2019-20	17
34	AC 46.34	Allocation of seat for Jammu & Kashmiri Migrants in University Schools of Studies (USS) and Affiliated Institutes/Colleges of GGSIPU.	17
35	AC 46.35	To consider and approve amendment in clause 11.3(vi) of Ordinance 10 and 11 pertaining to Final Year Supplementary End Term Examinations.	17-18
36	AC 46.36	Agenda regarding non receipt of verification of NOC and other documents of the lending University in respect of candidates applied for Inter University Migration for Academic Session 2018-19	18
37	AC 46.37	Agenda regarding information about decision of the Hon'ble High Court Orders in WP(C) No 12219/2018 titled Ritika Jain Vs. GGS IP University and others petitions in which the writ petitions for change of stream in inter shift migration were dismissed.	19



Agenda Item No. AC 46.25:

To consider and approve the Draft Regulations for financial assistance to faculty members for presenting their work at National and International conferences/seminars/symposia (2019).

The Academic Council considered and approved the revised Regulations for financial assistance to faculty members for presenting their work at National and International conferences/seminars/symposia (2019) with the following amendments:

- i) Clause 3 (Eligibility): Eligible faculty members who apply as per the provisions of these regulations (henceforth called 'applicants') may be provided full financial assistance by this University for:
 - (a) One reputed national / International conference/seminar/symposium held within India in one financial year; and
 - (b) One reputed conference/seminar/symposium held abroad in a period of two financial years.
- ii) The point (ii) in criteria for eligibility in clause 3 should be read as "The applicant should be the presenting author at the event."
- iii) In clause 4 (Nature of Financial Assistance) points (vi) and (vii), as well as in clause 5 (Procedure to Apply) point(v), 'as applicable to faculty/PI' should be added for registration rates and accommodation rates.

Agenda Item No. AC 46.26 (a):

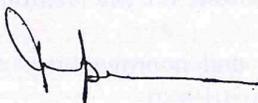
Approval of Scheme & Syllabus of MBA (Financial Management) to be offered w.e.f. Academic Session 2019-20.

The Academic Council approved the Scheme & Syllabus of MBA (Financial Management) to be offered w.e.f. Academic Session 2019-20.

Agenda Item No. AC 46.26 (b):

For information on decision taken with respect of Agenda Item No. 45.29 regarding feasible solutions for difficulties in implementation of syllabus of the specialization of "Operations and Analytics".

The Academic Council took note of the decision taken with respect of Agenda Item No. 45.29 regarding feasible solutions for difficulties in implementation of syllabus of the specialization of "Operations and Analytics" and approved the same.





GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY

Sector – 16C Dwarka, New Delhi – 110078

F.No. IPU/JR(C)/43rd AC/2017/289

Dated: -30 .05.2017

Subject- Proceedings of the 43rd meeting of Academic Council.

Please find enclosed herewith the proceedings of the 43rd meeting of Academic Council of Guru Gobind Singh Indraprastha University held on 25th May, 2017, Thursday at 11.30 a.m. in the Conference Hall of the University, Administrative Block-'A' wing, Dwarka Campus, New Delhi-110078 for approval.

Observations, if any may kindly be communicated to the office of the undersigned within a week, consequent to no observation(s), communicated, the proceedings will be assumed as deemed approved.

C. Swamin
30-5-17
Registrar

coordination112@gmail.com
09868527302/011-25302135

F.No. IPU/JR(C)/43rd AC /2017/289

Dated: 30.05 .2017

- 1) All Deans and Directors of Guru Gobind Singh Indraprastha University.
- 2) Prof.P.K.Julka, Dept. of Clinical Oncology, AIIMS, New Delhi.
- 3) Prof.M.C.Sharma, School of Education, (IGNOU), New Delhi.
- 4) Prof.M.P.Gupta, Department of Management Studies, IIT, Delhi.
- 5) Prof.A.K.Maitra, Former Director, School of Planning & Architecture, Delhi.
- 6) Prof.Karmeshu, School of Computer & System Sciences, JNU, New Delhi.
- 7) Prof. Surender kumar, Deptt. of Chemical Technology, IIT Roorkee, Uttarakhand.
- 8) Prof.J.P.Khurana, Dept. of Plant Molecular Biology, Faculty of Interdisciplinary & Applied Sciences, University of Delhi, South Campus.
- 9) Prof. Lallan Prasad, Retired Head and Dean of Dept. of Business Economics, Faculty of Applied Social Sciences, University of Delhi, South Campus.
- 10) Shri Arvind Misra, Former Dean, Faculty of Law, Dr. B.R. Ambedkar University, Agra, Ex.Direcotr /Head, Post Graduate Deptt. of Law Agra College, Agra Former OSD (Law) to H.E. the Governor of UP, Lucknow.
- 11) Shri Sandeep Gupta, CEO,Academy of Embedded Technology, Delhi.
- 12) Prof. J.K. Garg, Professor, University School of Environment Management
- 13) Prof.Amar Pal Singh,Professor,University School of Law & Legal Stuides.
- 14) Prof. Manpreet Kang, Professor, University School of Humanities & Social Sciences
- 15) Prof. Meenu Kapoor, Professor, University School of Biotechnology
- 16) Prof. Vaishali Singh, Professor, University School of Basic and Applied Sciences

Copy for kind information of the Competent Authority:

- (i) AR to the Vice Chancellor GGSIP University
- (ii) SO to the Pro-Vice Chancellor GGSIP University
- (iii) AR to the Registrar GGSIP University

C. Swamin

Registrar

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GURU GOBIND SINGH
INDRAPRASTHA
UNIVERSITY

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY

43RD MEETING OF THE ACADEMIC COUNCIL

DATE : 25th MAY, 2017 (THURSDAY)
TIME : 11:30 a.m. onwards
VENUE : VC Secretariat; CONFERENCE ROOM

PROCEEDINGS

SECTOR – 16C, DWARKA, NEW DELHI

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Sl.No	Agenda Item(s) No.	Particulars	Page No.
01	AC43.01	To confirm the proceedings of 42 nd meeting of the Academic Council, held on 28 th November, 2016.	08
02	AC43.02	To report action taken on the proceedings of 42 nd meeting of the Academic Council held on 28 th November, 2016.	08
03	AC43.03	To ratify the minor changes in scheme of examination & syllabus of B.Tech. (Bio-Chemical Engg.) programme for 6 th and 8 th Semesters for batches admitted in 2014 and onwards.	08
04	AC43.04	To ratify the revised course content of MA (Economics) programme conducted by the University School of Humanities and Social Sciences, for 2 nd Semester & detailed course content of 4 th Semester for Academic Session 2016-2017 onwards.	09
05	AC43.05	To consider and approve the revised course content & scheme of examination of Master in Prosthetics and Orthotics (MPO) programme conducted by University School of Medical & Paramedical Health Sciences to be implemented from the Academic Session 2017-2018.	09
06	AC43.06	To ratify the Amendment in Guru Gobind Singh Indraprastha University Regulation on Curbing the Menace of Ragging in the University and its affiliated Institutions.	10
07	AC43.07	To ratify the Fee Refund Policy for withdrawal/cancellation of admission for Online and Offline Counseling for Academic Session 2017-2018.	10
08	AC43.08	To consider and approve the scheme and syllabus of B.Voc. Programme (nine vocational disciplines), (5 th and 6 th Semester) offered by University School of Information, Communication and Technology (USICT), to be implemented for the batches admitted in the Academic Session 2015-2016 and 2016-2017 onwards.	10-11
09	AC43.09	To consider and approve the proposed University Regulation for "Correction in name of students studying in the University and its affiliated colleges".	11
10	AC43.10	To ratify the promotion of Mr. Arjun Punia in 3 rd Semester of MBA (Disaster Management)-Weekend Programme.	11-12
11	AC43.11	To ratify the discontinuation of running of MBA (Disaster Management) Weekend Programme during the Academic Session 2017-2018.	12

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Sl.No	Agenda Item(s) No.	Particulars	Page No.
12	AC43.12	To consider and approve the revised syllabus of MBA (Weekend) programme offered by University School of Management Studies, to be implemented from the Academic Session 2017-2018.	13
13	AC43.13	To consider and approve the revised syllabus of MBA (General) programme offered by University School Management Studies, to be implemented from the Academic Session 2017-2018.	13-14
14	AC43.14	To ratify the Admission Brochure of the University for the Academic Session 2017-2018, containing, Part 'A' - Details of various programmes being offered, CET form filling procedure, CET (s) to be conducted, eligibility conditions, syllabus of CET (s), counseling procedures etc., Part 'B' - various appendices and Part 'C' - counseling schedule summary.	14
15	AC43.15	To consider and approve the revised syllabus of MBA (Financial Markets) programme offered by University School of Management Studies, to be implemented from the Academic Session 2017-2018.	15
16	AC43.16	To consider and approve the Memorandum of Understanding (MOU) between Guru Gobind Singh Indraprastha University and NSE Academic Ltd. (NAL) from the Academic Session 2017-2018.	15
17	AC43.17	To consider and approve the revision of fee of NSE share as proposed by NSE under new name NSE Academy Ltd. (NAL) for MBA (FM) programme offered by University School Management Studies, to be implemented from the Academic Session 2017-2018.	16
18	AC43.18	To consider and approve the scheme of examination, detailed course outline for 1 st and 2 nd semester of B.A(H) Economics programme of University School of Humanities & Social Sciences to be offered in the affiliated colleges from Academic Session 2017-2018.	16
19	AC.43.19	To ratify the Admission Brochure for the B.A. (Honours) - Economics (3 Years Undergraduate Programme) of USHSS, to be run in the affiliated institutions of the University from the Academic Session 2017-2018.	16-17

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Sl.No	Agenda Item(s) No.	Particulars	Page No.
20	AC.43.20	To consider and approve the space norms including built up area, teacher student ratio, cadre ratio for B.A. (Honours) Economics programme to be commenced w.e.f Academic Session 2017-2018.	17
21	AC.43.21	To ratify the addendum to the Part A, Admission Brochure 2017-2018 regarding inclusion of Super Specialty Medical Course – DM (Nephrology) / CET CODE 137; for admission during the Academic Session 2017-2018.	17-18
22	AC.43.22	To consider and approve amendment(s) in Clause (iii) of the Regulations governing the Upgradation / Change of Branch of students in the Engineering Degree Programmes in 3 rd Semester of Studies.	18-19
23	AC.43.23	To consider and approve the inclusion of an elective subject and course content on Virology in 1 st Semester of M.Tech. in Biotechnology from the Academic Session 2017-2018.	19
24	AC43.24	To consider and approve the revised Ph.D. Ordinance 12 – Governing Programmes leading to the Degree of Master of Philosophy (M.Phil.) and Doctor of Philosophy (Ph.D.) of the University.	20
<u>Any other item with permission of the Chair.</u>			

C. S. Srinivas

Agenda Item No.AC43.12: To consider and approve the revised syllabus of MBA (Weekend) programme offered by University School of Management Studies, to be implemented from the Academic Session 2017-2018.

The revised syllabus of MBA (Weekend) programme offered by the University School of Management Studies (USMS) to be implemented from the Academic Session 2017-2018 was placed before the Academic Council for consideration and approval. The Ordinance 11 shall apply to this syllabus and scheme. The Academic Council after consideration, modified the scheme of 3rd and 4th semester of the MBA (Weekend) programme in IT specialization by incorporating:

- (i) The lab MS-251 is a part of course MS-235 and students opting for course MS-235 will also study MS-251 in 3rd semester
- (ii) The lab MS-252 is a part of course MS-234 and the students opting for course MS-234 will also study MS-252 in 4th semester.

The Academic Council with the above modifications in the examination scheme, approved the revised syllabus of MBA (Weekend) programme.

The revised syllabus of MBA (Weekend) programme to be implemented from the Academic Session 2017-2018 as modified and approved by the Academic Council is annexed as **Annexure-I** of the proceeding of the Agenda Item No. AC43.12.

Agenda Item No.AC43.13: To consider and approve the revised syllabus of MBA (General) programme offered by University School Management Studies, to be implemented from the Academic Session 2017-2018.

The revised syllabus of MBA (General) programme offered by the University School of Management Studies (USMS) to be implemented from the Academic Session 2017-2018 was placed before the Academic Council for consideration and approval. The Ordinance 11 shall apply to this syllabus and scheme. The Dean, USMS apprised the Council that the University School of Management Studies has been placed at 35th rank in National Institute Ranking Framework (NIRF-MHRD). The Academic Council after consideration, modified the scheme of 3rd and 4th semester of the MBA (General) programme in IT specialization by incorporating:

- (i) The lab MS-261 is a part of course MS-247 and students opting for course MS-247 will also study MS-261 in 3rd semester
- (ii) The lab MS-252 is a part of course MS-240 and the students opting for course MS-240 will also study MS-252 in 4th semester.

The Academic Council with the above modifications in the examination scheme, approved the revised syllabus of MBA (General) programme.

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The revised syllabus of MBA (General) programme to be implemented from the Academic Session 2017-2018 as modified and approved by the Academic Council is annexed as **Annexure-J** of the proceeding of the Agenda Item No. AC43.13.

Agenda Item No. AC43.14: - To ratify the Admission Brochure of the University for the Academic Session 2017-2018, containing, Part 'A' - Details of various programmes being offered, CET form filling procedure, CET (s) to be conducted, eligibility conditions, syllabus of CET (s), counseling procedures etc., Part 'B' - various appendices and Part 'C' - counseling schedule summary.

The Admission Brochure of the University for the Academic Session 2017-2018, containing Part 'A' - Details of various programmes being offered, CET form filling procedure, CET (s) to be conducted, eligibility conditions, syllabus of CET (s), counseling procedures etc., Part 'B' - various appendices and Part 'C' - counseling schedule summary was placed before the Academic Council for consideration and ratification. The said Admission Brochure for the Academic Session 2017-2018, containing Part 'A' alongwith Part 'B' and Part 'C' was released on 16.02.2017 after the approval of the Vice Chancellor. The Academic Council considered the Admission Brochure and ratified the same.

The Academic Council ratified the Admission Brochure with the provision that the fee refund policy detailed in the Admission Brochure 2017-2018, to be replaced by the revised fee refund policy which the Council has considered and approved in its 43rd meeting while considering the Agenda Item AC No.43.07.

The Academic Council was informed that the admission to DM/M.Ch. programme has to be done through the NEET SS merit by the University for which the applications have already been invited by the University. Referring to the direction of the DGHS, the admission to these programmes will be done by the DGHS. Therefore, the fee received from the candidates may be refunded. The Vice Chancellor was authorized to take the decision in this regard. The Academic Council noted the University stand in this matter.

The Admission Brochure of the University for the Academic Session 2017-2018 as ratified by the Academic Council is annexed as **Annexure-K** of the proceeding of the Agenda Item No. AC43.14.

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SCHEME OF EXAMINATION
&
SYLLABUS
OF
**MASTER OF BUSINESS ADMINISTRATION
(MBA)**
FOR
ACADEMIC SESSION 2017- 2018 ONWARDS

Entrepreneurship | Employability | Skill Development



GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY
Dwarka, New Delhi - 110 078 (INDIA).
www.ipu.ac.in

1. Approved in the 43rd Academic Council meeting held on 25/05/2017 vide agenda item 43.13 w.e.f. 2017
2. Modified in the 46th meeting of the Academic Council held on 22/07/2019 vide Agenda Item 46.26(b).

PROGRAM OUTCOMES (POs)

PO1: Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business .

PO2: Analytical and critical thinking abilities for data-based decision making.

PO3: Application of knowledge of all the functional areas of business using integrated problem- solving skills and strategic analysis.

PO4: Develop abilities in relationship building, teamwork, and leadership.

PO5: Generate creative, innovative, and entrepreneurial solutions to business problems.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

Criteria for Internal Assessment

The internal assessment of the students (**out of 25 marks**) shall be as per the criteria given below:

1. Class Test* - **15 marks**

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

2. Individual Participation/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.*

Note: *The Scheme and Syllabus is as per the Ordinance 11 of the University.*

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

FIRST SEMESTER

Code No.	Paper	L	T/P	Credits	Type of Course
MS 101	Management Process & Organizational Behaviour	4	-	4	Core
MS 103	Decision Sciences	4	-	4	Core
MS 105	Managerial Economics	4	-	4	Core
MS 107	Accounting for Management	4	-	4	Core
MS 109	Information Technology Management	3	-	3	Ability Enhancement Course
MS 111	Business Communication	4	-	4	Ability Enhancement Course
MS 113	Legal Aspects of Business	4	-	4	Core
MS 151	Information Technology Management Lab	-	2	1	Ability Enhancement Course
MS 115	Managerial Skills Development (NUES)*	2	-	2	Ability Enhancement Course
	Total	29	2	30	
Open Courses offered under CBCS Scheme by USMS					
MS 101	Management Process & Organizational Behaviour	4	-	4	
MS 111	Business Communication	4	-	4	
MS 115	Managerial Skills Development (NUES)*	2	-	2	

* *NUES: NON UNIVERSITY EXAMINATION SYSTEM*

***Choice Based Credit System*

Note: Students of other University Schools of Studies can take a maximum of two open courses in one semester.

Industrial Visit:

There will be at least one Industrial Visit for the students in the 1st Year either in the First Semester or Second Semester. The students will be required to submit a report and present the same to their Industrial Visit In-Charge.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

SECOND SEMESTER

Code No.	Paper	L	T/P	Credits	Type of Course
MS 102	Management of Technology, Innovation and Change	4	-	4	Core & Inter Disciplinary
MS 104	Financial Management	4	-	4	Core
MS 106	Marketing Management	4	-	4	Core
MS 108	Business Research Methods	4	-	4	Core & Inter Disciplinary
MS 110	Operations Management	4	-	4	Core
MS 112	Human Resource Management	4	-	4	Core
MS 114	E-Business	4	-	4	Core & Inter Disciplinary
MS 116	Business Analytics (NUES) *	2		2	Ability Enhancement Course
	Total	30	-	30	
Open Courses offered under CBCS Scheme by USMS					
MS 104	Financial Management	4	-	4	
MS 106	Marketing Management	4	-	4	
MS 112	Human Resources Management	4	-	4	

* NUES: NON UNIVERSITY EXAMINATION SYSTEM

**Choice Based Credit System

Note:

- (1) Students of other University Schools of Studies can take a maximum of two open courses in one semester.
- (2) The Student is required to undergo Summer Training of Six to Eight Weeks immediately after the final Exam of 2nd Semester and obtain a Certificate of Training from the organization as per the format prescribed.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

THIRD SEMESTER

Code No.	Paper	L	T/P	Credits	Type of Course
MS 201	Summer Training Report	-	-	4	Ability Enhancement Course
MS 203	Management of International Business	4	-	4	Core
MS 205	Information Systems Management	4	-	4	Core
MS 207	Entrepreneurship Development	4	-	4	Core & Inter Disciplinary
MS 209	Business Simulation and Games (NUES) *	2	-	2	Ability Enhancement Course
	Elective – I	3	-	3	
	Elective – II	3	-	3	
	Elective – III	3	-	3	
	Elective – IV	3	-	3	
	Elective – V	3	-	3	
	Total	29	-	33	
Open Courses offered under CBCS Scheme by USMS					
MS 203	Management of International Business	4	-	4	
MS 207	Entrepreneurship Development	4	-	4	

* NUES: NON UNIVERSITY EXAMINATION SYSTEM

**Choice Based Credit System

- Note :
1. All students must specialize in one major and one minor area. Five papers must be taken from the major area and three papers from the minor area of specialization in total.
 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 to be done in 4th Semester, the allocation of Project Guide and selection of Topic will be done in the 3rd Semester and notified.
 4. Students of other University Schools of Studies can take a maximum of two open courses in one semester
 5. The Students can undertake Education cum Industrial Tour to any station within India or Abroad (optional) with the prior permission of Dean/Director.

LIST OF ELECTIVES

I. MARKETING

- MS 211 - Consumer Behavior
- MS 213 - Sales and Distribution Management
- MS 215 - International Marketing
- MS 217 - Services Marketing
- MS 219 - Customer Relationship Management

II. FINANCE

- MS 221- International Financial Management
- MS 223 - Financial Markets and Institutions
- MS 225 - Security Analysis and Investment Management
- MS 227 - Corporate Tax Planning
- MS 229 - Financial Econometric

III. HUMAN RESOURCE

- MS 231 - Compensation Management
- MS 233 - Industrial Relations and Labor Laws
- MS 235 - Training and Development
- MS 237 - Performance Management
- MS 239 - Talent Management

IV. INFORMATION TECHNOLOGY

- MS 241 - Systems Analysis and Design
- MS 243 - Enterprise Systems
- MS 245 - Network Applications and Management
- MS 247 - Database Management Systems - 2 credits
- MS 249 - Information Security Management
- MS 261- Database Management Systems Lab- 1 credits

Note: The Lab MS 261 is a part of course MS 247 and the students opting for MS 247 will also study MS 261.

V. INTERNATIONAL BUSINESS

- MS 251 - International Business Environment
- MS 253 - Export, Import Policies, Procedures, and Documentation
- MS 255 - WTO and Intellectual Property Rights
- MS 257 - International Economics
- MS 259 - International Business Negotiation

VI. Operations & Analytics

MS 243- Enterprise Systems
MS 247- Database Systems
MS 263- Operations and Supply Chain Management
MS 265- Advanced Business Analytics
MS 267- Services Operations Management
MS 269 – Project Management
MS 261- Database Systems Lab

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

FOURTH SEMESTER

Code No.	Paper	L	T/P	Credits	Type of Course
MS 202	Project Dissertation	-	-	6	Ability Enhancement Course
MS 204	Business Intelligence and Applications	3	-	3	Core
MS 206	Strategic Management	3	-	3	Core
MS 208	Corporate Social Responsibility, Human Values & Ethics	3	-	3	Ability Enhancement Course
	Elective – I	3	-	3	
	Elective – II	3	-	3	
	Elective – III	3	-	3	
	Total	18	-	24	
Open Courses offered under CBCS Scheme by USMS					
MS 208	Corporate Social Responsibility, Human Values & Ethics	3	-	3	
MS 210	Project Management	3	-	3	

**Choice Based Credit System*

NOTE:

- (1) Students of other University Schools of Studies can take a maximum of two open courses in one semester
- (2) Syllabus for the Fourth Semester papers shall be completed by April 15 every year and for the remaining period of the Academic Calendar the students will be required to complete the project and submit the same.

LIST OF ELECTIVES

I. MARKETING

- MS 212 - Retail Management
- MS 214 - Advertising and Brand Management
- MS 216 - Internet Marketing
- MS 218 - Business Marketing

II. FINANCE

- MS 220 - Strategic Financial Management
- MS 222 - Mergers, Acquisitions and Corporate Restructuring
- MS 224 - Financial Derivatives
- MS 226 - Behavioral Finance

III. HUMAN RESOURCE

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

IV. INFORMATION TECHNOLOGY

- MS 236 - Digitalization and E-governance
- MS 238 - Software Project Management
- MS 240 - Web Technologies - 2 credits
- MS 242 - Knowledge Management
- MS 252 - Web Technologies Lab. - 1 credit

Note: The Lab MS 252 is a part of course MS 240 and the students opting for MS 240 will also study MS 252.

V. INTERNATIONAL BUSINESS

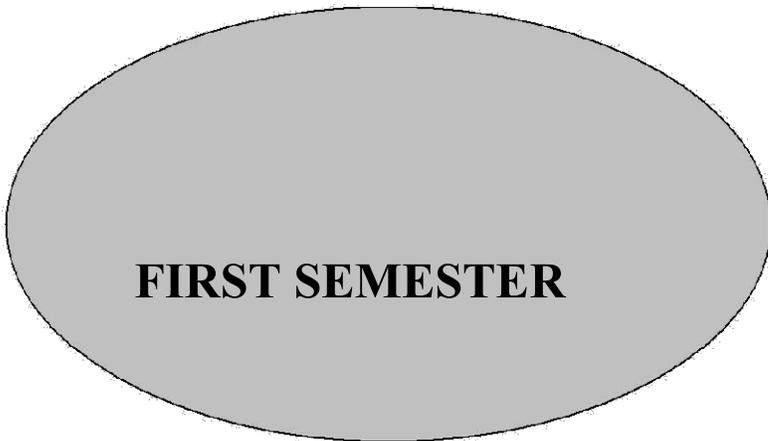
- MS 244 - Global Competitiveness and Strategic Alliance
- MS 246 - Supply Chain Management for International Business
- MS 248 - Managing Diversity
- MS 250 - Global Strategic Management

VI. Operations & Analytics

- MS 216- Internet Marketing
- MS 236- Digitalization and E- governance
- MS 240- Web Technologies
- MS 252 - Web Technologies Lab.
- MS 254- Supply Chain Analytics

Total Credits =	117

To obtain the degree a student shall require 110 Credits.



FIRST SEMESTER

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA)
Management Process & Organizational Behaviour

Course Code: MS 101

L - 4, Credits - 4

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

COURSE OUTCOMES (COs)

Students who have completed this course would have learned to:

CO1: Examine the definition, basic concepts, theories, and principles applicable to the field of management and demonstrate the roles, skills and functions of management.

CO2: Analyse effective application of principles of management knowledge to diagnose and solve organizational problems and develop optimal managerial decisions.

CO3: Illustrate the applicability of the concept of organisational behaviour, its theories and models.

CO4: Analyse the complexities related with management of individual behaviour in the organisation and apply these concepts in motivating and leading people in the organisation.

CO5: Understand the issues related with process of organisational change, management of group behaviour and conflict resolution in the organisation.

Course Contents

Unit I

Introduction to Management: Meaning and Nature of Management, Evolution of Management, Managerial Functions, Skills, Tasks and Responsibilities of a Professional Manager, Management by Objectives. Case Study.

(12 Hours)

Unit II

Process of Management: Planning-Process and Techniques, Directing-Principles and Process, Controlling-Process and Techniques, Decision Making Models. Case Study.

(14 Hours)

Unit III

Fundamentals of Organizational Behaviour: Introduction and Meaning, OB Models & Approaches, Work Force Diversity, Organizational Justice, Whistle Blowing and Social Responsibility, OB Trends, Case Study.

Individual Processes and Behaviour: Personality, Perception, Attitude, Learning, Motivation, Managing Emotions and Stress at Work.

(14 Hours)

Unit IV

Interpersonal Processes and Behavior: Communication, Work teams and group dynamics Leadership, Conflict Management, Interpersonal Behavior and Relations, Transactional Analysis, Case Study.

Organizational Processes and Structure: Organizational Design and Structure, Organizational Culture and Climate, Organizational Change and Development, Cross Cultural Organizational Behavior.

(16 Hours)

Text Books

1. Robbins, Judge S.P., T.A., Vohra, N. (2016), Organizational Behaviour, 16/e, Pearson Education.
2. Nahavandi, A., Denhardt R. B. , Denhardt , J. V., Aristigueta M. P. (2015), Organizational Behaviour, Sage Publications.

Reference Books

1. Nelson D.L., Quick, J.C. & Khandelwal, P. (2014), ORGB, 2/e, Cengage Learning.
2. Greenberg, J. and Baron, R.A. (2015), Behaviour in Organization, 10/e, Pearson Education.
3. Newstrom, J.W. & Davis, K., Organizational Behaviour Human Behavior at Work, 12/e, Mc GrawHill Education.
4. George, J. M. & Jones, G.R. (2009), Understanding and Managing Organizational Behaviour 5/e, Pearson Education.

GURU GOBINDSINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA)

Decision Sciences

Course Code: MS 103

L - 4 Credits - 4

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

COURSE OUTCOMES (COs)

CO1: Understand and use decision making models in solving different business problems.

CO2: Demonstrate effective computational and spreadsheets skills for business analysis.

CO3: Apply an appropriate quantitative technique in analysing the management problems.

CO4: Extract insight from models, and to use those insights to communicate, persuade and motivate change.

Course Contents

Unit I

Probability – Meaning, Approaches of Probability Theory, Addition and Multiplication Theorems, Conditional Probability, Bayes’ Rule, Probability Distributions – Binominal Poisson, Normal Distribution, Application of Probability Theory in Business Decision Making.

(14 hours)

Unit II

Linear Programming – Meaning, Assumptions of Linear Programming, Formulation of Linear Programming Model, Solution of Linear Programming Problem with the help of Graphical and Simplex Method, Concept of Duality, Shadow Prices, Sensitivity Analysis, Role LP in Economic Decision Making. Transportation Problems - Initial Basic Feasible Solution, Test for Optimality. Assignment Problems, Travelling Salesman Model.

(16 hours)

Unit III

Decision Theory - Decision under Certainty, Uncertainty and Risk, Decision Tree Analysis. Game Theory - Pure and Mixed Strategies, Principle of Dominance, Solution of Game Theory Problems with the help of Graphical, Algebraic and Simplex Methods.

(14 hours)

Unit IV

Network Analysis – Meaning of Networking, Network Analysis with help of PERT and CPM Models, Resource Planning and Meaning of crashing, Queuing Theory – Meaning, Concepts and assumptions of queuing models, M/M/1/FIFO. Simulation Modeling.

(12 hours)

Textbooks

1. Render B., Stair R.M., Hanna M.E. and Badri T. N. (2016), Quantitative Analysis for Management, 12/e, Pearson Education.
2. Black K. (2016), Business Statistics: For Contemporary Decision Making, 9/e, Wiley-India.

Reference Books

1. Sharma, J.K. (2016), Operations Research: Theory and Applications, 6/e, Macmillan, India
2. Taha, H. (2013), Operations Research: An Introduction, 9/e, Pearson Education.
3. Levin R. and Rubin D.S. (2017), Statistics for Management, 8/e, Pearson Education.
4. Kapoor V.K., (2014), Operations Research: Techniques for Management, 9/e, Sultan Chand & Sons, New Delhi.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW 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 OUTCOMES (Cos)

At the end of the course, a student will be able to:

CO1: Understand the basic economic principles and methodological knowledge.

CO2: Develop the skills to analyze the market structure and pricing practices

CO3: Understand the production, factors of production, its process and impact of various costs on production

CO4: Develop the ability to analyze and solve complex business problem

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.

(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. H. Craig Petersen, W Cris Lewis, Sudhir K. Jain, (2006), Managerial Economics, 4/e, Pearson Education
2. Robert S. Pindyck Daniel L. Rubinfeld, Prem L. Mehta (2009), Micro Economics, 7/e, Pearson Education.

Reference Books:

1. Lila J. Truett, Dale B. Truett, (2006), Managerial Economics: Analysis, Problems, Cases, 8/e, Wiley India.
2. Chaturvedi, D.D., (2014), Managerial Economics, Scholar Technical Press, New Delhi.
3. Salvatore, D. (2006), Managerial Economics in a Global Economy, 6/e, Oxford University Press.
4. Hirschey M. (2008), Managerial Economics, 12/e, Cengage Learning

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

Course Code: MS-107

L - 4 Credits - 4

Objective: 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 OUTCOMES (Cos)

At the end of the course, a student will be able to:

CO1: Appreciation of fundamental accounting principles and develop understanding of using accounting information for business decision making

CO2: Capacity to understand various implications of accounting information

CO3: Ability to analyze the decision-making context with due regard to the accounting information.

CO4: General awareness of accounting mechanisms and role of accounting rules.

CO5: Acquaintance with the procedural aspects related to financial accounting

CO6: Acquisition of skills necessary to read and understand financial statements.

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 Errors. Classification of Capital and Revenue. Expenditure. Fixed Assets and Depreciation Accounting. Preparation of Final Accounts, Manufacturing Account; Trading Account, Profit and Loss Account; Balance Sheet (with adjustments) **(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 Costing, 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: Marginal Costing, Application of Marginal Costing in Decision Making, Cost Volume Profit Analysis; Profit Planning, Management Accounting for Decision Making and Control; EVA; Introduction to Activity Based Costing, Target Costing, Life Cycle Costing; Uniform Costing. **(14 Hours)**

Text Books

1. Dhamija, S. (2015), Financial Accounting for Managers, Pearson Education
2. Jawahar L. (2016), Advanced Management Accounting, S. Chand & Company.

Reference Books

1. Maheshwari S.N, Suneel K & Maheshwari S. K (2013), A Textbook of Accounting for Management, 3/e, Vikas Publishing House Pvt. Ltd - Noida
2. Arora, M. N., (2012), Cost Accounting Principles & Practice, 12/e, Vikas Publishing House.
3. Duray. C. (2014), Management and Cost Accounting, 8/e, Cengage Learning India Pvt. Ltd.
4. Khan M.Y. and Jain P.K. (2013), Management Accounting-Text, Problems and Cases, 6/e, Mc GrawHill Education.

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

Course Code: MS- 109

L – 3 Credits - 03

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

COURSE OUTCOMES (Cos)

At the end of the course a student will be able to:

CO1: Understand the importance and role of different computer hardware, storage system number system and their conversions.

CO2: Learn about various softwares, programming languages, DBMS, ER models and their applications.

CO3: Gain knowledge about data communication, types of networks and their application.

CO4: Understand about various types of information systems and their application.

Course Contents

Unit I

Computer Hardware and Number System: - CPU, 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.
(08 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.
(12 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.
(12 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.
(10 Hours)

Text Books

1. ITL Education Solutions (2012), Introduction to Information Technology, 2/e, Pearson Education.
2. Turban, Rainer and Potter (2011), Introduction to Information Technology, 8/e, John Wiley and Sons.

Reference Books:

1. Behl R., (2012), Information Technology for Management, 2/e, McGrawHill Education.
2. Joseph A. Brady and Ellen F Monk (2014), Problem Solving Cases in Microsoft and Excel, 12/e, Thomson Learning.
3. Rajaraman V., (2013), Introduction to Information Technology, 2/e, PHI.
4. Dhingra S and Tondon A, (2015), Introduction to Information Technology, 1/e, Galgotia Publishing House

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

Business Communication

Course Code: MS-111

L-4, Credits -4

Objective: The aim of the course is to train students to enhance their skills in written and oral communication through practical conduct of this course. This course will help students develop competence in communication so that they can successfully handle the challenges of all types of communication in business

COURSE OUTCOMES (Cos)

At the end of the course, a student will be able:

CO1: To understand the scope and importance of business communication to become a global employee.

CO2: To understand the principles of communication to make an impact on all the stakeholders of the organization.

CO3: To prepare effective written communication correspondence (e.g. emails, reports, notices, blogs, press release etc.) and understand its role in highlighting the company image. Building confidence for employment correspondence.

CO4: To learn etiquettes for impactful business dealings (dressing sense, listening skills, cultural sensitivity etc) for long lasting relationship building.

CO 5: To be able to solve real life problems from communication perspective.

Course Content

Unit I

Introduction to Business Communication: Business communication- definition, importance. Forms and Types of Communication (Downward, upward, horizontal and lateral communication), Formal and informal communication network. Process of communication. Barriers and Gateways to communication. **(14 Hours)**

Unit II

Written Communication and Applications of Communication: Principles of Written Communication – 7C's Concept. Business and Commercial Letters (Request letters, Good News letters, Bad news letters, Persuasive letters, Sales letters). Minutes of the Meeting, Report Writing, Job application and Resume Writing, Business communication via Social Network, Writing a Blog. **(14 Hours)**

Unit III

Oral Communication and Business Etiquettes: Principles of Oral Presentation, Factors Effecting Presentation, Video-conferencing and Skype, Non – Verbal Communication (Para language, Time, Space, Silence, Body language). Group Discussion and Employment Interview, Business Etiquettes and Professionalism, Introduction and Greetings, Dressing and Grooming, Gifting in Business, Public Speaking, Active Listening. **(14 Hours)**

Unit IV

External Influence on Business Communication: Legal and Ethical dimensions of communication (Dealing with pressure to compromise your ethics). Cross Cultural and Diversity Issues of Communication, Technology Enabled Communication, Negotiation and its relevance in Business Communication, Mass Communication. **(14 Hours)**

Text Books

1. Bovee, C.L, Thill, J.V & Raina, R.L (2017), Business Communication Today, 13/e, Pearson Education.
2. Lesikar, R.V., Flatley M.E., Rentz, K., & Pande N. (2015), Business Communication: connecting in a Digital World, 13/e, McGraw Hill Education.

Reference Books

1. Pearson, J.C., Nelson, P.E., Titsworth S., & Harter, L. (2013), Human Communication, 4/e, McGraw Hill Education.
2. Dignen, B. & McMaster I. (2013), Communication for International Business: The Secrets of Excellent Interpersonal Skills , 4/e, HarperCollins Publishers.
3. Conger, J.A. (2013), HBR's 10 Must Reads on Communication – Harvard Business School Publishing Corporation.
4. Monippally, M.M. (2013), Business Communication: From Principles to Practice, 1/e, McGraw Hill Education.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA)
Legal Aspects of Business

Course Code: MS- 113

L-4 Credits -4

Objective: This course is intended to make students understand the legal aspects of business in terms of various acts that influence business in India so as to enable them appreciate associated opportunities, risks and challenges and their relevance for managerial decisions.

COURSE OUTCOMES (Cos)

At the end of the course, a student will be able to:

CO1: Active appreciation of various legal provisions related to the laws governing general and special contracts, negotiable instruments, companies, competitive markets, consumers' protection and investors' protection.

CO2: Capacity to understand the implications of various laws above mentioned for business decision making.

CO3: Ability to analyze the decision-making context with due regard to the regulatory compliances and the consequences thereof.

CO4: General awareness of various institutional mechanisms set up under the relevant laws for promoting the objectives of respective laws, their role, functions and powers.

CO5: Reasonable level of acquaintance with the procedural aspects related to the availing of the remedies, contesting the matters and participating in proceedings.

CO6: Acquisition of skills necessary to read and understand legal communications and respond to them in an appropriate manner while displaying legal proficiency that matches with the expectations of the job roles.

Course Contents

Unit-I

Business Legislation: Indian Contract Act, 1872– Formation, Essential Elements, Performance and Discharge of Contract, Remedies for Breach of Contract, Overview of Special Contracts. Overview of Alternate Dispute Resolution Mechanisms; Negotiable Instruments Act, 1881: Meaning and Essential Features, Types, Endorsement of NI, Presentment of NI, Discharge of Parties, Liabilities of Banker and Dishonor of Negotiable Instruments like Hundis etc.

(14 Hours)

Unit II

Companies Act 2013 – Meaning and Essential Features of Company, Types of Companies, Formation of Company, Memorandum and Articles of Association, Prospectus; Company Meetings; Concept of Independent Directors, Single Person Company, Company Directors and Managers; Duties of Directors; Appointment Remuneration and allied matters; Company Secretary- Duties and responsibilities; CSR Activities

(14Hours)

Unit -III

Investment Laws: Securities Exchange Board of India Act, 1992: Objective, Salient Features, Definition of Security, Securities Exchange Board of India- Composition, Powers and Functions; SEBI Guidelines-Pre-issue formalities-Disclosure standards; Legal requirements; Operation of clearing; settlement and depository system in securities transaction; SEBI Guidelines for Mutual Funds and Venture Capital.

(14 Hours)

Unit IV

Sales and Competition laws: Sales of Goods Act, 1930-Meaning and Essential Elements of Contract of Sale, Meaning of Goods, Conditions and Warranties, Transfer of Ownership, Performance of a Contract of Sale, Rights of unpaid seller; Competition Act 2002: Objective, Anti Competitive Agreements, Abuse of Dominant Position, Regulation of Combinations, Competition Commission of India –Composition, Duties Powers and Functions, Procedure for inquiry and investigation; Competition Appellate Tribunal; with recent orders.

(14 Hours)

Text Books:

1. Albuquerque D. (2013), Legal Aspects of Business, Oxford University Press, New Delhi
2. Bulchandani K. R. (2014), Business Law for Management, 7/e, Himalaya Publishing House

Reference Books:

1. Pillai R.S.N. and Bagavathi (2011), Legal Aspects of Business, S. Chand & Company Ltd, New Delhi
2. Kapoor S.K. (2013), Law of Contract-I and Specific Relief Act, 13/e., Central Law Agency, Allahabad-2, India.
3. Pranjape N.V (2014), The New Company Law, Central Law Agency, Allahabad, India.
4. Kumar Ravinder (2016), Legal Aspects of Business, 4/e, Cengage Learning India Pvt. Ltd.; Delhi.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

Managerial Skills Development (NUES)

Course Code: MS- 115

L – 2 Credits – 2

Objective: 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 OUTCOMES (COs)

Students who have completed this course would have learned to:

CO1: Be proficient in oral communication for handling all aspects of business.

CO2: Be proficient in corporate and creative written communication to make business more effective.

CO3: Able to manage oneself professionally and show professionalism in every facet of organization.

CO4: Develop abilities in building effective relationships, teamwork, and conflict resolution.

Course Contents

Unit I

Strengthening Oral Communication: Presentations, Extempore, Role Playing, Debates and Quiz
(07 Hours)

Unit II

Strengthening Written Communication: Exercises on Corporate Writing, Creative Writing, Writing for Employment
(07 Hours)

Unit III

Developing Professionalism for Individual Excellence: Presenting oneself professionally, Mock Interviews, Planning and managing your career
(07 Hours)

Unit IV

Developing Skills to Work in Teams: Understanding dynamics of working in teams, Developing Interpersonal Skills, Conflict Resolution Techniques, Group Discussions/ Team Activities
(07 Hours)

Text Books:

1. Joshi, G. (2015), Campus to Corporate-Your Roadmap to Employability, Sage Publication
2. Covey S.R (2015), The 7 Habits of Highly Effective People, Mango Media Inc.

Reference Books:

1. Mcgrath E. H. (2011), Basic Managerial Skills, 9/e, Prentice Hall India Learning Private Limited.
2. Whetten D. (2011), Developing Management Skills, 8/e, Prentice Hall India Learning Private Limited.
3. Gulati S. (2002), Corporate Softskills, Rupa Publication Pvt. Ltd.
4. Gallagher (2010), Skills Development for Business & Management Students, Oxford University Press.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW 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, SQL Queries, Basic HTML Tags, Spreadsheet exercises for data analysis.

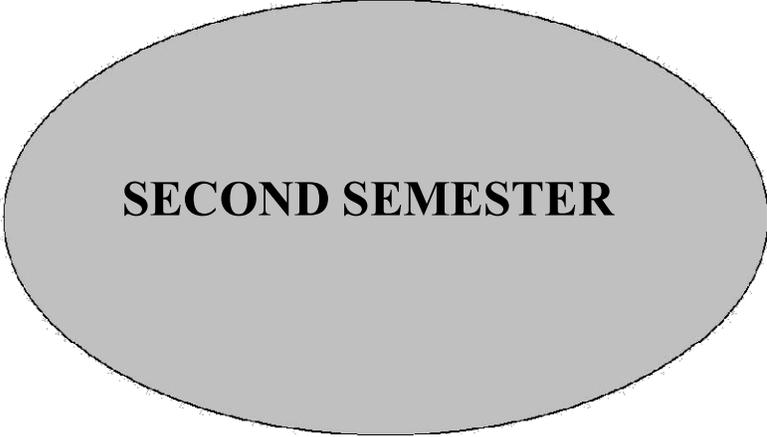
COURSE OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Understand the Windows and DOS interface and showcase a knowledge of basic commands of DOS.

CO2: Apply the knowledge of Editor and Spreadsheet softwares in information processing and report presentation.

CO3: Understand the concept of database and use SQL commands for data retrieval.



SECOND SEMESTER

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

Management of Technology, Innovation and Change

Course Code: MS-102

L-4 Credits-4

Objective: This course is designed to help students to understand the importance of managing technology, innovation and change at the micro and macro level.

COURSE OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Understand the importance of technology and explain its forecasting, development, transfer and acquisition at macro and micro level.

CO2: Understand the importance of technological change and explain the organizational capability to build culture and climate for change and innovations.

CO3: Classify innovation strategies and models and relate these 111 building and managing sustaining innovative organizations.

CO4: Describe creative thinking and demonstrate creative problem solving and lateral thinking management skills.

Course Contents

Unit I

Technology Management: Understanding Technology and its Relationship with Wealth of Nations and Firms Specific Knowledge; Technology Life Cycles, S- curve of Technology Evolution, Technology Strategy, Technological Planning and Forecasting, Technology Policy, Technology Generation and Development, Technology Acquisition and Absorption; Technology Transfer, Technology Exports and Joint Ventures. Global Trends in Technology Management. **(14 Hours)**

Unit II

Change Management: Understanding the Nature, Importance, Forces, Types of Technological Change; Technology Transitions; Diagnosing Organizational Capability to Change: Process, Strategy, Structure, Systems and People; Building Culture and Climate for Change and Innovation, Innovative Firms, Role of Leadership. **(14 Hours)**

Unit III

Innovations Management: Invention vs. Innovation; Types of Innovation, Innovation Strategies and Models; Concurrent Engineering; Process Innovation, Product Innovation, Building, Managing and Sustaining Innovative Organizations; Case Studies on Innovation. **(14 Hours)**

Unit IV

Creative and Lateral Thinking Management: Thinking, Creative Thinking, Myths about Creativity; Factors affecting Creativity; Creative Problem Solving: Approach and Process; MEET framework for Organizational Creativity; Managing Lateral Thinking. **(14 Hours)**

Text Books:

1. Khalil, T. M. and Shankar, R. (2012), Management of Technology: The Key to Competitiveness and Wealth Creation, 2/e, McGraw Hill Education
2. Frederick Betz (2011), Managing Technological Innovation: Competitive Advantage from change, Third Edition, John Wiley & Sons, Inc., USA.

Reference Books:

1. Tushman, Michael L and Anderson P. (2004), *Managing Strategic Innovation and Change*, 2/e, Oxford University Press.
2. Narayanan, V. K. (2006), *Managing Technology and Innovation for Competitive Advantage*, Pearson Education.
3. Khurana V. K. and Saini A.K. (2017), *Management of Technology and Innovation for Competitive Advantage*, Ane Books, New Delhi.
4. Jauhari V. and Bhushan S. (2014), *Innovation Management*, 1/e, Oxford University Press.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION

Financial Management

Course Code: MS-104

L-4 Credits-4

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

COURSE OUTCOMES (Cos)

At the end of the course, a student will be able to:

CO1: Demonstrate the ability to apply the concept of Financial Management to comprehend the managerial decisions and corporate capital structure.

CO2: Apply the concept of leverage and EBIT-EPS Analysis for optimizing the financial decisions.

CO3: Analyse the convolutions associated with management of short-term and long-term funds in the corporate capital Structure.

CO4: Demonstrate how risk is assessed.

CO5: Demonstrate how the concepts of financial management and investment, financing and dividend policy decisions could help in making optimum valuation of a 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, 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

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, Introduction to Financial Analytics. (12 Hours)

Unit IV

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; Concept of Working Capital, Working Capital Approaches, Working Capital Estimations, Management of Cash (Various Theoretical Models), Inventories, Receivables, Marketable Securities and Account Payables. (16 Hours)

Text Books:

1. Van Horne, J., C, Dhamija S., (2012), Financial Management and Policy, 12/e, Pearson Education.
2. Pandey I.M (2015), Financial Management, 11/e, Vikas Publishing House Pvt Ltd, Delhi

Reference Books

1. Prasanna, Chandra (2015), Financial Management: Theory and Practice, 9/e, Mc GrawHill Education.
2. Jonathan Berk, Peter De Marzo, (2016), Financial Management, Pearson Education.
3. Brigham. Eugene F. and Houston. Joel F.(2015), Fundamentals of Financial Management, 14/e, Cengage Learning India Pvt. Ltd.
4. Maheshwari, S.N. (2014), Financial Management – Principles & Practice, Sultan Chand & Sons

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

Marketing Management

Course Code: MS- 106

L - 4 Credits – 4

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

COURSE OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Demonstrate an understanding of the importance of a customer-centric approach and a knowledge of the basic marketing concepts, processes, and techniques.

CO2: Demonstrate an understanding of the major forces in the macro and microenvironment that impact marketing strategy development and implementation.

CO3: Demonstrate the ability to use a systematic research and information-based approach to critically analysing marketing tasks and challenges and to develop creative solutions.

CO4: Demonstrate an understanding of contemporary marketing trends and emerging issues and the consequent opportunities and challenges.

Course Contents

Unit I

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

Unit II

Product and Pricing Decisions: Product Concept; Product Classifications; Product Levels; Product Differentiation; Product Mix; Product Line Decisions; Product Life Cycle-Concept & Strategies; Packaging; Brand and Branding Strategies; New Product Development Process; Pricing-Pricing Objectives, Determinants of Price, Pricing Methods & Strategies. **(14 Hours)**

Unit III

Promotion and Distribution Decisions: Promotion Mix-Advertising, Personal Selling, Publicity, Direct Marketing and Sales Promotion; Integrated Marketing Communication, Channels of Distribution; Functions of Intermediaries; Channel Design Decisions, Selecting Channel Members; Channel Management; Emerging Channels of Distribution. **(14 Hours)**

Unit IV

Contemporary Marketing Trends and Issues: Rural Marketing, Social Marketing; Green Marketing; Digital Marketing; Ethical Issues in Marketing. Introduction to Marketing Analytics. **(12 Hours)**

Text Books :

1. Kotler,P., Keller, K.L. (2015), Marketing Management, 15/e, Pearson Education.
2. Lamb, C.W, Hair, J.F, Sharma, D. & Mc Daniel C. (2016), Marketing- A South Asian Perspective Edition, Cengage India Pvt. Ltd, Delhi

Reference Books:

1. Baines, P., Fill, C., Page, K., Sinha, P.K. (2013), Marketing: Asian Edition, Oxford University Press, New Delhi.
2. Ramaswamy, V.S and Namakumari, S. (2013), Marketing Management: A Strategic Decision Making Approach Global Perspective Indian Context, 5/e, Mc Graw Hill Education.
3. Walker O. C., Mullins J. & Boyd Jr. H. W. (2014), Marketing Strategy: A Decision Focused Approach, 7/e, Mc Graw Hill Education.
4. Etzel, M., Walker, B., Stanton, W. and Pandit, A. (2009), Marketing Management, 14/e, Mc Graw Hill Education.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

Business Research Methods

Course Code: MS-108

L - 4 Credits – 4

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

COURSE OUTCOMES (COs)

At the end of the course, a student will be able to :

CO1: Develop necessary skills to prepare effective research proposal, formulate research questions , and choose appropriate methods to data collection and analysis.

CO2: Ability to apply critical analytical skills on research projects.

CO3: Understand the strengths and weaknesses of different methods of data analysis

CO4: Gain knowledge about the importance of business research in organizations and develop competitive advantages.

Course Contents

Unit I

Introduction: Introduction to business research - types of research, process of research, formulation of the research problem, development of the research hypotheses, types of hypotheses. (14 Hours)

Unit II

Research Design: Definition, functions, exploratory, descriptive, experimental; Experimental research designs - pre-experimental, quasi-experimental, true experimental, statistical; Validity of research instruments – face, content, and construct validity; Reliability of research instruments - internal consistency procedures; Methods of data collection -primary and secondary sources; Attitudinal scales – Likert; Questionnaire designing. (14 Hours)

Unit III

Sampling and Data Analysis: Concept, designs; Types of sampling designs - probability, non-probability, mixed sampling designs; Sampling frame; Sample size determination; Data processing - editing, coding and tabulating; Data analysis - univariate, bivariate, multivariate; Hypothesis testing - concept, types of errors, steps in hypothesis testing. (14 Hours)

Unit IV

Analytical Techniques: Parametric vs. non-parametric tests, ANOVA, Correlation and Regression Analysis, Chi-square Test, Non-parametric tests for Normality, Run Test; Advanced data analysis techniques - basic concepts of Factor Analysis, Discriminant Analysis, and Conjoint Analysis. (14 Hours)

Note: The above course should include lab work of a minimum of 08 hours covering the practical aspects of data analysis.

Text Books

1. Malhotra N. K., Dash S. (2016), Marketing Research 7/e, Pearson Education
2. Zikmund W. G., Babin Barry J, Carr J. C, Adhikari Atanu, Griffin Mitch (2016), Business Research Methods: A South-Asian Perspective, 8/e, Cengage Learning.

Reference Books

1. Cooper D.R., Schindler P., Sharma J K (2012), Business Research Methods, 11/e, McGraw Hill Education.
2. Saunders Mark, Lewis Philip, Thornhill Adrian (2011), Research Method for Business Students, 5/e, Pearson Education.
3. Kumar V., (2015), Marketing Research: A Global Outlook, Sage Publications.
4. Hair Joseph F, Black William C, Babin Barry J. Anderson Rolph E (2014), Multivariate Data Analysis: A Global Perspective, 7/e, Pearson Education.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

Operations Management

Course Code: MS-110

L-4 Credits-4

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

COURSE OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: To understand strategic significance of operations management in a highly competitive global economy.

CO2: To understand various principles, concepts, tools and techniques developed in the area of operations management.

CO3: To analyse the tools and techniques developed in the area of operations management and relate them to practical application.

CO4: To acquire and apply knowledge of global quality management practices in real life situations

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 **(14 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. **(14 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), Introduction to Operations Analytics. **(14 Hours)**

Text Books

1. Jay Heizer & Barry Render, (2015), Operations Management, 11/e, Pearson Education.
2. Mahadevan B. (2015), Operations Management: Theory and Practice, 3/e, Pearson Education.

Reference Books

1. Chase, R.B, Ravi Shanker & Jacobs F.R. (2014), Operations & Supply Chain Management, 11/e, Mc GrawHill Education.
2. Stevenson W. J. (2015), Operations Management, 11/e, Mc GrawHill Education.
3. Gaither Norman and Frazier G. (2013), Operations Management, 14/e, Cengage Learning India Pvt.Ltd.
4. Chary, S.N. (2012), Production and Operations Management, Mc GrawHill Education.

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

Human Resource Management

Course Code: MS-112

L - 4, Credits -4

Objectives: The course shall enhance the understanding of varied practices and processes of managing human resources and their relevance and contribution in terms of not only organization, but the other employees working therein, and also the society at large.

COURSE OUTCOMES (COs)

CO1: Describe the concept of Human Resource Management with the integration of concept of Strategic Human Resource Management for taking major Human Resource Decisions.

CO2: Explain the role Human Resource Manager plays to face the different challenges and strategies for new millennium.

CO 3: Illustrate the applicability of function of Human Resource Planning to Selection process by integrating an analysis of jobs, sources of recruitment and different changes occurring in jobs.

CO4: Identify the steps in assessing the training and development needs, its effectiveness and explain the methods of Performance appraisal and Job Evaluation for deciding the compensation components.

Course Content

Unit I

Introduction to Human Resource Management: Concept of HRM, Nature, Scope, Functions, Models of HRM; Roles and Responsibilities of HR managers; Business and organizational restructuring and its implications for human resource management; The HRM and approaches to HRM; Competitive Challenges and HRM: Workforce Diversity, Managing Protean Careers, Moonlighting Phenomenon, Psychological Contract, developmental leadership, employee engagement. **(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, Turnover and Absenteeism, Job Analysis, Job Design and Re-design: Job enlargement, Job Enrichment, Corporate strategy and human resource management; HRM and culture management. Managing HR after mergers and acquisitions. **(14 Hours)**

Unit III

Expanding the Talent Pool: Recruitment, Selection, Career Development Initiatives, HRM Competencies: Roles of HR Generalists and HR Specialists, Training & Development, Balance Scorecard(BSC), Idea underlying BSC, Research by Kaplan and Norton Introducing BSC- step By- Step. **(14 Hours)**

Unit IV

Contemporary Issues in HR – Strategic Human Resource Management, International Human Resource Management ,Wellness Programs Work Life Balance and Green HRM; Different working patterns (e.g. day work, shift systems, flexi-time, working at home, casual employment)Human Resource Information Systems and e–HR for the digital age. Competency mapping . Empowering managers through positive political skills, Mentorship, Introduction to Human Resource Analytics. **(14 Hours)**

Text Books

1. Dessler, G. & Varkkey B. (2015), Human Resource Management, 14/e, Pearson Education.
2. Denisi, A., Griffin, R. and Sarkar, A. (2016), HR: A South Asian Perspective, 1/e, Cengage Learning (India Edition).

Reference Books

1. Mondy, W., (2016), Human Resource Management, 14/e, Pearson Education.
2. Durai, P. (2016), Human Resource Management, 2/e, Pearson Education.
3. Ivancevich, J.M. (2016), Human Resource Management, 11/e, Mc GrawHill Education.
4. Byars, L.L. & Rue, L.W. (2013), Human Resource Management, 10/e, Mc GrawHill Education.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

E-Business

Course code: MS- 114

L-4 Credits: 4

Objective: The course imparts understanding of the concepts and various application issues of e-business such as internet infrastructure, security over internet, payment systems and various online strategies for e-business.

COURSE OUTCOMES (COs)

At the end of the course, a student will be able:

CO1: To understand the concept of E-business and its application.

CO2: To identify & understand security issues in e-business.

CO3: To impart knowledge about Electronic payment system and its type.

CO4: To impart knowledge about strategies & emerging trend of e-business along with understanding of various legal & ethical issues in e commerce.

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, Ecommerce in India., Intranet, Composition of Intranet, Business Applications on Intranet, Extranets. Electronic Data Interchange, Components of Electronic Data Interchange, Electronic Data Interchange Communication Process.

(14 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.

(14 Hours)

Unit III

Electronic Payment System: Concept of e-Money, Electronic Payment System, Types of Electronic Payment Systems, Credit & Debit cards, Charge cards, Smart cards, RuPay cards, E-Wallets, Infrastructure Issues in EPS, Electronic Fund Transfer.

(14 Hours)

Unit IV

E-Business: Applications & Strategies Business Models & Revenue Models over Internet, Emerging Trends in e-Business, Digital Commerce, Mobile Commerce: Concepts, Benefits and Models, Emerging Trends in Mobile Apps; Strategies for E-Commerce, Internet based Business Models; Legal and Ethical Issues of E-Commerce.

(14 Hours)

Text Books:

1. Chaffey D. (2013), E-Business and E-Commerce Management- Strategy, Implementation and Practice, 5/e, Pearson Education.
2. Schneider, Gary P.(2013), Electronic Commerce Strategy Technology and Implementation, 10/e, Cengage Learning Inda Pvt. Ltd.

Reference Books :

1. Reynolds, Jonathan (2009), E-Business A Management Perspective, South Asian Edition, Oxford.
2. Elias M. Awad (2007), Electronic Commerce- From Vision to Fulfillment, 3/e, PHI Learning.
3. Joseph, P.T. and S. J. (2013), E-Commerce – An Indian Perspective, 4/e, Prentice Hall of India.
4. Bharat Bhaskar (2013), Electronic Commerce- Framework, Technologies and Applications, 4/e, Mc GrawHill Education.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA)
Business Analytics (NUES)

Course Code: MS-116

L-2 Credits- 2

Objective: The course is designed to provide knowledge of Business Analytics tools that can be used for problem solving and decision making in firms. It will help the students to acquire the foundations in handling data and understanding the role of descriptive, predictive and prescriptive analytics in firms.

COURSE OUTCOMES (COs)

At the end of the course, a student will be able:

CO1: Critically thinking on import, manage and structure data files for using business analytics.

CO2: Apply analytical knowledge with the R interface and language for different fields.

CO3: Provide leadership in analytics in existing datasets into R or create new ones.

CO4: Cultivating cognitive skills acquired on existing data and performs all conventional statistical analysis tests, using R knowledge on data management

CO5: Effectively solve business problems and make effective decision-making using R Statistics.

Course Contents

Unit I

Business Statistics: Different types of data; Data summarization methods; Tables, Graphs, Charts, Histograms, Frequency distributions, Relative frequency measures of central tendency and dispersion; Probability distributions, Continuous and discrete distributions, Sequential decision-making. **(07 Hours)**

Unit II

Predictive Analysis: Simple linear regression: Coefficient of determination, Significance tests, Residual analysis, Confidence and Prediction intervals, Multiple linear regression: Interpretation of regression coefficients, heteroscedasticity, Multi-collinearity, outliers. **(07 Hours)**

Unit III

Optimization Analytics: Formulating decision problems using linear programming, interpreting the results and sensitivity analysis. Applications of linear programming, Multi-criteria decision making (MCDM) techniques: Goal Programming (GP) and Analytic Hierarchy Process (AHP) and applications of GP and AHP in solving problems. **(07 Hours)**

Unit IV

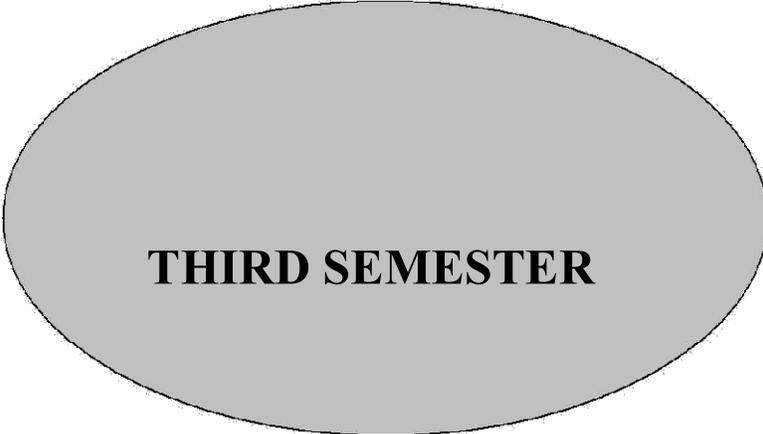
Stochastic Models: Introduction to stochastic models, Markov models, Poisson process with applications, Markov decision process in sequential decision making, future trends in Business Analytics. **(07 Hours)**

Text Books

1. Evans J. R. (2017), Business Analytics, 2/e, Pearson Education.
2. Prasad, R. N. and Acharya S. (2016), Fundamentals of Business Analytics, 2/e, Wiley India.

Reference Books:

1. Hardoon D. R. and Shmueli G. (2016), Getting Started with Business Analytics, CRC Press, Taylor and Francis.
2. Rao P. H. (2014), Business Analytics: An Application Focus, Prentice Hall India.
3. Forte R. M. (2015), Mastering Predictive Analytics with R, Packt Publishing Limited.
4. Camm J. D. et al, (2015), Essentials of Business Analytics, Cengage Learning India Pvt. Ltd.



THIRD SEMESTER

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW 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 from the date of completion of their Summer Training to the concerned Institute/School. The supervisor in the organization under whose guidance the summer training is carried out will be required to grade the student's performance in the format prescribed by the university, attached below. Each student will be attached with one internal faculty guide, with whom he/ she shall be in continuous touch during the training period. The internal faculty guide will be required to evaluate the report (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 for the remaining 60 marks shall be made by an external examiner appointed by the University who shall evaluate the report on the basis of a presentation and the assessment report received from the organization where the student has undergone Summer Training.

COURSE OUTCOMES (COs)

Upon successful completion of the internship, students will be able to:

CO1: Integrate academic theory with practice.

CO2: Develop self-confidence, sensitivity and appreciation for diversity, clarification of work and personal values, and workplace etiquette.

CO3: To apply knowledge and skills learned in company/industry/organization to real-world problems.

CO4: Develop and demonstrate workplace competencies such as oral and written communication, critical thinking, organization, problem solving, decision making, leadership, managing interpersonal relationships, etc. necessary for professional success.

CO5: Carry out research projects, analyse data, and write up and present results in meetings (including experience in using specialized tools at each stage of this process).

SUMMER TRAINING APPRAISAL

Student's Name:

Programme:

You are requested to provide your evaluation of the students performance on the following parameters as per the rating given below:

Outstanding

A

Good

B

Satisfactory

C

Unsatisfactory

D

1. Technical knowledge gathered about the industry and the job he/she was involved.
2. Communication Skills : Oral / Written
3. Ability to work in a team
4. Ability to take initiative
5. Ability to develop a healthy long term relationship with client/associates
6. Ability to relate theoretical learning to the practical training
7. Creativity and ability to innovate with respect to work methods & procedures
8. Ability to grasp new ideas and knowledge
9. Presentations skills
10. Documentation skills
11. Sense of Responsibility
12. Acceptability (patience, pleasing manners, the ability to instill trust, etc.)
13. His/her ability and willingness to put in hard work
14. Punctuality

15. In what ways do you consider the student to be valuable to the organization?

Any other comments

Assessor's Overall Rating

Assessor's Name:

Email id:

Contact No:

Designation:

Organization Name :

Address :

GURU GOBINDSINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA)
Management of International Business

Course Code: MS-203

L-4 Credits-4

Objective: The objective of this course is to enable the students to manage business when the organization is exposed to an overseas environment.

COURSE OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Analyse the environment and reasons for going overseas.

CO2: Formulate different global strategy for international strategic alliances.

CO3: Interpreting business management at global platform.

CO4: Evaluate various components required for the globalization for future m International business.

Course Contents

Unit I

Introduction to International Business: Nature and Scope of International Business; E.P.R.G. Approach, The Environment Of International Business, Reasons for Going International, Analyzing International Entry Modes, Entry Barriers, Porters Diamond Model, Deming Eclectic OLI model and other models. **(14 Hours)**

Unit II

Formulating & Implementing Global Strategy: International Competitive Advantage, International Strategic Alliances, Global Mergers and Acquisition, Organization Design & Structures. **(14 Hours)**

Unit III

Managing Globally: Cross-Cultural Management: Hofstede Study, Edward T Hall Study, Cultural Sensitization using sensitivity analysis, Global Marketing Management, Global Operations Management & Global Supply Chain Management, Global Human Resources Management, Aspects of Global Financial Management. **(14 Hours)**

Unit IV

Broad Issues in Globalization: Ethical issues in Context of International Business, The Social Responsibility of the Global Firm, International Negotiations and Cross-Cultural Communication, Globalization and the Internet, distinction between TNC and MNC, future of International Business and other emerging concepts. **(14 Hours)**

Text Books

1. Daniels John, Radebaugh Lee, Sullivan Daniel, Salwan P. (2016), International Business, 15/e, Pearson Education
2. Luthans Fred & Doh Jonathan, (2012), International Management: Culture, Strategy, and Behavior, 7/e, Mc GrawHill Education.

Reference Books

1. Charles W. L. Hills, Arun Kumar Jain (2014), International Business Competing in the GlobalMarketplace, 10/e, Mc GrawHill Education.
2. K Aswathappa (2015), International Business, 6/e, Mc GrawHill Education.
3. Ball D. A., McCulloch, Jr. W. H. Gerinder J. M., Minor M. S. and Mc Nett J. M., (2013), International Business The Challenge of Global Competition, Mc GrawHill Education.
4. Deresky (2013), International Management: Managing across borders and culture, Text and Cases, 8/e, Pearson Education.

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

Course Code: MS- 205

L-4 Credits-4

Objective: 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 OUTCOMES (COs)

At the end of the course, a student will be able:

CO1: To understand the concept of Information System in Global e- Business and collaboration, Information systems, organization, and strategy.

CO2: To understand concept of DBMS, Telecommunication, Internet, and wireless technology.

CO3: To analyse Key information Systems and Enterprise Applications, concept of E-commerce and Decision making.

CO4: To analyse and understand Building Information Systems- system analysis and design, business value of information system and Project risk.

Course Contents

Unit I

Information Systems in Global Business: Global e-Business and collaboration; Information systems, organizations, and strategy; Ethical and social issues in information systems.

(14Hours)

Unit II

IT Infrastructure and Emerging Technologies: Foundations of business intelligence – databases and information management; Telecommunications, the Internet, and wireless technology; Securing information systems.

(14 Hours)

Unit III

Key Information Systems: Enterprise applications – operational excellence and customer intimacy; E-Commerce – digital markets, digital goods; Knowledge management; Decision making – business intelligence.

(14Hours)

Unit IV

Building and Managing Systems: Building Information Systems – systems analysis and design, principal methodologies; Managing projects – business value of information systems, managing project risk; Managing global systems – strategies, challenges and issues.

(14 Hours)

Text Books

1. Kenneth Laudon and Jane Laudon (2016), Management Information Systems: Managing the Digital Firm, 14/e, Pearson Education.
2. James O'Brien, George Marakas and Ramesh Behl (2013), Management Information Systems, 10/e, McGraw Hill Education.

References Books

1. Ralph Stair and George Reynolds (2012), Information Systems, 10/e, Cengage Learning.
2. Haag, Stephen (2012), Management Information Systems for the Information Age, 9/e, McGraw Hill Education India, Delhi
3. D.P. Goyal (2014), Management Information Systems: Managerial Perspectives, 4/e, Vikas Publishing House.
4. Sahil Raj (2013), Management Information System, Pearson Education.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

Entrepreneurship Development

Course Code: MS 207

L-4 Credits – 4

Objective: 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. It helps in grasping entrepreneurship, based on 3S Model of Stimulate, Sustain and Support, so that a spirit of entrepreneurship can be inculcated among the student participants.

COURSE OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: To understand the basic concepts in the area of entrepreneurship, traits, role and importance of Entrepreneurship & EDP for economic development.

CO2: To develop the ability of analyzing and understanding business opportunity situations and apply the concept of feasibility analysis & report preparation.

CO3: To understand rational, objective, role & relevance of SSI & identify and evaluate the steps involved in starting SSI.

CO4: To evaluate the role of support institutions in the path of entrepreneurship in term of marketing, production.

Course Contents

Unit I

Entrepreneurship: Concept and Definitions; Entrepreneurship and Economic Development; Factor Affecting Entrepreneurial Growth – Economic, Non-Economic Factors; Classification and Types of Entrepreneurs; Entrepreneurial Competencies; EDP Programs; Entrepreneurial Training; Traits/Qualities of an Entrepreneurs; Manager Vs. Entrepreneur; Entrepreneur Vs. Entrepreneurship; Entrepreneur Vs. Administrator. **(16 Hours)**

Unit II

Opportunity / Identification and Product Selection: Entrepreneurial Opportunity Search and Identification; Sources of Information; Criteria to Select a Product; Conducting Feasibility Studies; Marketing Feasibility, Technical Feasibility, Finance Feasibility, HR Feasibility etc; Business Plan Formulation; Format of Business Plan with Practical example; Project Report Preparation; Specimen of Project Report. **(14 Hours)**

Unit III

Enterprise Launching Formalities : Definition of Small Scale as per MSMED Act, 2006; Rationale; Objective; Scope; steps involved in starting enterprise; SME; Registration; NOC from Pollution Board; Machinery and Equipment Selection; Role of SME in Economic Development of India; 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 : Role of Director of Industries, DIC, DCMSME, SIDBI, Small Industries Development Corporation (SIDC), MSME (D-I), NSIC, NISBUED, State Financial Corporation (SFC); Functional areas application for Small Enterprises like Marketing Management issues; Production Management issues; Finance Management issues; Human Resource Management issues; Export Marketing. **(12 Hours)**

Text Books

1. Donald F. & Dr. Kuratko, (2016), Entrepreneurship: Theory, Process and Practice, South Western Publication.
2. Holt D. H., (2016), Entrepreneurship New Venture Creation, Pearson Education.

References Books

1. Nath Suryakant (2012), Entrepreneurship Development and Small Scale Industries, Neha Publishers & Distributors, Delhi.
2. Charantimath (2013), Entrepreneurship Development and Small Business Enterprise Pearson Education.
3. Scarborough N. M. and Cornwall J. R.(2016), Essentials of Entrepreneurship and small Business Management, 8/e, Pearson Education.
4. Taing Kalpana (2014), Entrepreneurship Theory and Practice, Anmol Publication Pvt. Ltd, Delhi.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

Business Simulation and Games (NUES)

Course Code: MS-209

L-2 Credits-2

The students will be trained on Management Games software installed in the Computer Lab. Students will be required to practice management games in small groups to improve their logical and analytical skills.

COURSE OUTCOMES (COs)

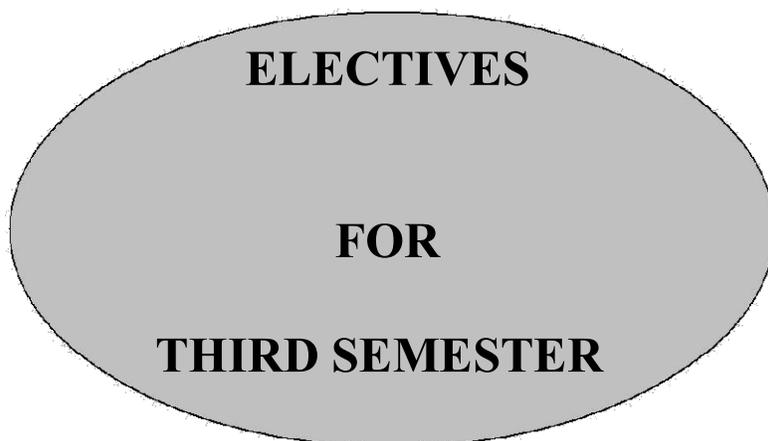
At the end of the course, a student will be able to:

CO1: Represent strategic situation as a game and obtain adequate solution to the situation with the help of simulation techniques.

CO2: Propose the best strategy using decision making methods under uncertainty

CO3: Demonstrate business acumen, enhance strategic thinking and financial understanding

CO4: Apply the knowledge of simulation techniques in real world situations for optimizing the usage of resources.



ELECTIVES

FOR

THIRD SEMESTER

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

Consumer Behaviour

Course Code: MS-211

L-3 Credits – 3

Objective: 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.

COURSE OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Demonstrate an understanding of the importance of studying consumer behaviour and its relevance to decisions in marketing, public policy and social and economic spheres.

CO2: Demonstrate an understanding of the consumer decision-making process and the internal and external determinants that influence this process.

CO3: Demonstrate the ability to apply the various research tools and techniques to gain insights into consumer behaviour.

CO4: Demonstrate the ability to develop creative marketing strategies and solutions based on an understanding of the consumer behaviour of the relevant target groups.

Course Contents

Unit I

Introduction to Consumer Behavior: Scope and Relevance of Consumer Behavior Studies; Approaches to studying Consumer Behaviour, Buying Decision Process- Problem Recognition; Information Search, Alternative Evaluation-Decision Rules- and Purchase, Outlet Selection, Post Purchase Behavior and Customer Satisfaction, Types of Buying Behaviour, Role of Involvement; Models of Consumer Behavior. **(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. **(12 Hours)**

Unit III

External Determinants of Consumer Behavior: Influence of Culture and Subculture; Social Class; Reference Groups, Word of Mouth & Opinion Leadership; Family Influences. **(10 Hours)**

Unit IV

Consumer Behaviour – Related and Emerging Issues: Diffusion of Innovation; Researching Consumer Behavior; Measuring Consumer Satisfaction, Consumer Behavior and Public Policy; Negative Aspects of Consumer Behavior; Online Consumer Behavior. **(10 Hours)**

Text Books:

1. Schiffman, L.G, Wisenblit, J & Ramesh Kumar S. (2016), Consumer Behaviour, 11/e, Pearson Education.
2. Hawkins, D.I, Mother & Baugh, D.L.& Mookerjee, A. (2014), Consumer Behaviour, Building Marketing Strategy, 12/e, Mc Graw Hill Education.

References Books:

1. Solomon, Michael R. (2016), Consumer Behaviour: Buying, Having and Being, 11/e, Pearson Education.
2. Sharma D, Sheth J. N. & Mittal B., (2015), Consumer Behaviour: A Managerial Perspective, 1/e, Cengage Learning, New Delhi.
3. Babin, B. J., Harris, E.G. & Mohan, A. (2016), Consumer Behavior : A south Asian Perspective, 1/e, Cengage Learning India Pvt. Ltd, New Delhi.
4. Loudon, David L. and Della Bitta, J. (2001), Consumer Behaviour, 4/e, Mc GrawHill Education.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA)
Sales & Distribution Management

Course Code: MS 213

L-3 Credits-3

Objective: 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 OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Understand personal selling process, types of sales organizations, and analyze the role of sales strategies, territory allocation, and sales forecasting in sales management.

CO2: Understand the process of sales staffing and sales force management in a sales organization.

CO3: Analyze the role of retailers and wholesalers in the distribution process, and understand the steps in channel creation and management.

CO4: Differentiate between logistics, distribution, and supply chain management, and understand process of efficient physical distribution.

Course Contents

Unit I

Introduction to Sales Management: Scope, Importance and Evolution; Emerging trends in Sales Management; Personal Selling Process and Approaches; Sales Organization Structure; Sales Strategies, Sales Forecasting; Sales Territory Design. **(10 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. **(12 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); IT Enabling Cost Service performance measurement, 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 Decision Strategies & Cases, 5/e, Pearson Education.
2. Rosenbloom, Bert (2012), Marketing Channels: A Management View, 8/e, Cengage Learning, New Delhi.

Reference Books

1. Jobber, David and Lancaster, Geoffery (2013), Selling and Sales Management, 9/e, Pearson Education.
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 (2011), Sales and Distribution Management, 2/e, Oxford University Press, New Delhi.
4. Havaladar, K K. and Cavale, VM. (2011), 2/e, Sales and Distribution Management: Text and Cases, Mc GrawHill Education.

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

International Marketing

Course Code: MS 215

L-3 Credits – 3

Objective: 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 OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Apply basic international marketing theories and concepts to understand the environment

CO2: Understand international environment in order to develop appropriate international marketing objectives and strategies

CO3: Develop unique international marketing plans

CO4: Design and implement effective market access strategies

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 Continuum & Modes: Exporting, licensing, Contract Manufacturing, Joint Venture, Setting-up of Wholly Owned Subsidiaries Aboard, Strategic Alliances. **(12 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. **(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, Global Advertising Regulations, Media and Message Considerations ; Planning for Trade Fairs and Exhibitions **(10 Hours)**

Unit IV

Emerging Trends in International Marketing: Importance of Trade Blocks for International Marketing; Legal Dimensions in International Marketing; Marketing Research for Identifying Opportunities in International Markets. Use of Online Channels for International Marketing Operations; International Marketing Ethics; Negotiating Strategies with International Customers. Case Studies to be taken up as relevant. **(10 Hours)**

Text Books

1. Cateora, Philip R. and Graham John L. (2014), International Marketing, 15/e, Mc GrawHill Education.
2. Czinkota, Michael R., and Ronkainen, Ilkka A. (2013), International Marketing, 10/e, Cengage Learning, New Delhi.

Reference Books

1. Hollensen, S. (2009), Global Marketing, 4/e, Pearson Education.
2. Onkvisit, Sak and Shaw Johan J. (2009), International Marketing- Strategy and Theory, 5/e, Taylor and Francis.
3. Keegan, Warren J. (2010), Global Marketing Management, 7/e, Pearson Education.
4. Joshi, R M (2008), International Marketing, Oxford University Press.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA)
Services Marketing

Course Code: MS 217

L-3 Credits- 3

Objective: 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 OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Demonstrate an understanding of presence of the service element across the tangible- intangible product spectrum and the importance of service marketing management for creating a culture of service.

CO2: Demonstrate an understanding of the process of service positioning, design and development and management of the services marketing mix.

CO3: Define and measure service quality and demonstrate an understanding of the causes for gaps between customer expectations and perceptions of services and ability to develop appropriate innovative solutions.

CO4: Demonstrate the ability to apply the concepts and principles of service marketing to develop creative service strategies across various service industries.

Course Contents

Unit I

Introduction to Services Marketing: Meaning and Nature of Services, Challenges of Services Marketing, Growing Importance of Services Sector in India; 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; Service Design and Development; Service Blueprinting; Service Process; Pricing of Services; Services Distribution Management; Integrated Services Communication Mix; Physical Evidence and Servicescape; Managing Service Personnel; Employee and Customer Role in Service Delivery. Customer Retention Strategies. **(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., Gremler, D.D and Pandit, A. (2013), Services Marketing, 6/e, Mc GrawHill Education.
2. Lovelock C. H., Wirtz, J. and Chatterjee, J. (2011), Services Marketing: People, Technology, Strategy, 7/e, Pearson Education.

Reference Books

1. Hoffman, K. D. & Bateson, J. E.G. (2012), Marketing of Services, 4/e, Cengage Learning India Pvt. Ltd., New Delhi
2. Kurtz D. L. and Clow K. E. (2003), Services Marketing. Biztantra, New Delhi.
3. Nargundkar, Rajendra, (2080), Services Marketing Text and Cases, 3/e, Mc GrawHill Education.
4. Fitzsimmons, JA, and Fitzsimmons, M.J (2014), Service Management: Operations, Strategy, and Information Technology, 7/e, Mc Graw Hill Education.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA)
Customer Relationship Management

Course Code: MS 219

L - 3, Credits - 3

Objective: This course is designed to expose the students to fundamental concepts of relationship management, its processes and its dynamics in organizations to retain the customers.

COURSE OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: To make the students understand the organizational need, benefits and process of creating long-term value for individual customers

CO2: To disseminate knowledge regarding the concept of e-CRM and e-CRM technologies.

CO3: Enable the students understand the technological and human issues relating to implementation of Customer Relationship Management in the organizations

CO4: Design customer relationship management strategies by understanding customers' preferences for the long-term sustainability of the Organizations.

Course Contents

Unit I

Introduction to CRM: Definition, Importance, Elements of CRM, Phases in CRM Process; e-CRM; Relationships – Description, dynamics, Relationship Management theories; Developing CRM strategy, Relationship oriented organizations, Relationship Strategy ; CRM Architecture.

(10 Hours)

Unit II

Marketing Aspects of CRM: Data and Customer Knowledge; Communication channels for CRM – use and influence; Proposition for individual customer – Customisation of product and pricing; Organizational Relationship Policy – Segments and contact moments.

(10 Hours)

Unit III

Analytical CRM: Customer data Management, Data mining - Need, Value, Process and analysis; Designing loyalty program and measuring effectiveness, Cross selling ; Customer Life time value calculations.

(12 Hours)

Unit IV

Operational & System Implementation: Direct mail and call centers; Use of Internet for CRM; CRM Systems overview; Data warehouse & Data mart; CRM Roadmap-Project Management; Challenges & Emerging Trends in CRM.

(10 Hours)

Text Books

1. Peelen, E., (2009), Customer Relationship Management, 1/e, Pearson Education.
2. Buttle, F., (2009), Customer Relationship Management, 2/e, Burlington, MA: Butterworth-Heinemann

Reference Books:

1. Swift R. S. (2001), Accelerating customer relationships: using CRM and relationship technologies, Prentice Hall PTR
2. Dyche J. (2013), The CRM Handbook A Business Guide to Customer Relationship Management, Pearson Education.
3. Kumar. V, Reinartz W. J. (2006), Customer Relationship Management: A Database Approach, Wiley India.
4. Payne (2013), Strategic Customer Management: Integrating Relationship Marketing and CRM, Cambridge University Press

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA)
International Financial Management

Course Code: MS 221

L-3 Credits: 3

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

COURSE OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Develop the conceptual understanding of international monetary systems and exchange rate regimes and the concept of balance of payment.

CO2: Make them understand different types of exchange rate theories.

CO3: Enable the students to understand the risk aversion and hedging strategies.

CO4: Analyse risk factor in international investment and evaluate project with different techniques that result in successful projects.

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. Apte, P.G. (2014), International Financial Management, 7/e, McGraw Hill Education Private Limited, Delhi
2. Siddaiah. T, (2015), International Financial Management: An Analytical Framework, 1/e, Pearson Education.

Reference Books

1. Bhalla. V. K. (2010), International Financial Management, 10/e, S. Chand & Co., Delhi
2. Shapiro. (2012), Multinational Financial Management. WILEY, India
3. Vij. Madhu.(2014), International Financial Management; Excel Books, Delhi
4. Michael H. Moffett. Eiteman. D. K. (2013), Multinational Business Finance, 13/e, Pearson Education.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA)
Financial Markets and Institutions

Course Code: MS 223

L-3 Credits: 3

Objective: To provide the student a basic knowledge of financial markets and institutions and to familiarize them with major financial services in India.

COURSE OUTCOMES (COs)

At the end of the course, a student will be able to:

CO 1: Develop an understanding about the role and structure of the Indian Financial System.

CO2: Analyse the various types of Financial Markets in India and analyse the role and contribution of these markets in meeting the financial and economic needs of business, individuals, and economy.

CO3: Gain an understanding of the role of various regulators in financial system and legal framework pertaining to financial system.

CO4: Understand the role and importance of cooperative sector in fund mobilization for Small Business, role of PERDA in managing efficiently the various Pension Fund Schemes.

Course Content

Unit I:

Introduction to Financial System: Financial markets and institutions and its Components, Financial intermediation, Flow of funds matrix, Financial system and economic development, An overview of Indian financial system, Financial Regulators in India: RBI, Ministry of Corporate Affairs, SEBI, IRDA, Financial Conglomerates. **(10 Hours)**

Unit II:

Financial Markets: Money market-functions, organization and instruments, Role of central bank in money market, Indian money market-An overview, Capital Markets-functions, organization and instruments, Indian debt market; corporate debt market, slow growth of corporate debt market, Development of corporate bond market abroad, Indian equity market primary and secondary markets, Role of stock exchanges in India. **(12 Hours)**

Unit III:

Financial Institutions: Depository and non-depository institutions, Commercial banking-introduction, its role in project finance and working capital finance, Development Financial Institutions (DFIs)-An overview and role in Indian economy, Life and non-life insurance companies in India, Mutual Funds- Introduction and their role in capital market development, Non-banking financial companies (NBFCs), Regional Rural Banks. **(12 Hours)**

Unit IV:

Other Financial Institutions: Urban Cooperative Banks, Rural Cooperative Credit Institutions, Pension Fund Regulatory and Development Authority. **(08 Hours)**

Text Books:

1. Mishkin Frederic S. & Eakins Stanley (2011), Financial Markets and Institutions, 6/e, Pearson Education.
2. M Y Khan (2015), Indian Financial System, 9/e, McGraw Hill Education

Reference Books:

1. Bhasin Niti (2010), Financial Institutions & Financial Markets in India: Functioning & Reforms, 1/e, New Century Publications
2. Fabozzi. Frank J, Bond, (2013), Markets Analysis and Strategies, 8/e, Pearson Education.
3. Saunders A. & Cornett M. M., (2013), Financial Institutions Management: A Risk Management Approach, 7/e, McGraw-Hill Education
4. Mishkin S Frederic & Eakins Stanley (2015), Study Guide for Financial Markets and Institutions, 8/e, Pearson Education.

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

Course Code: MS 225

L-3 Credits: 3

Objective: The basic objective of the course is to acquaint the students with investment decisions related to financial assets. The students will also be exposed to measurement of the risks and the returns involved in financial investments. The students will be made aware about the functioning of securities market along with the theories and concepts involved in portfolio management.

COURSE OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Understand the risk and return nature of various securities available in Indian financial markets.

CO2: Apply the acquired knowledge of security market for valuation of both equity and fixed income securities under goal-based investment planning.

CO3: Understand the concept and importance of derivative market.

CO4: Showcase a deep understanding on the trade-off between risk and return and portfolio optimisation.

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, Duration of bonds, Terms Structure of Interest Rates, Yield to Maturity. **(10 Hours)**

Unit II

Measurement of Risk, Techniques of Risk Measurement and their Application, Concept of Beta, Classification of Beta- Geared and Ungeared Beta, Project Beta, Portfolio Beta, De-composition of total risk into systematic and unsystematic risk, Securities Market Line, Capital Market Line. **(10 Hours)**

Unit III

Efficient Market Hypothesis, Security Analysis: Fundamental Analysis; Economy, Industry and Company Analysis and Technical Analysis; Dow Jones Theory, Elliot Wave Theory, Patterns of Charts, Mathematical Indicators, Risk Management with technical analysis. **(10 Hours)**

Unit IV

Portfolio Analysis, Portfolio Selection and Portfolio Theories – Markowitz Model and Capital Assets Pricing Model, Arbitrage Pricing Theory, Sharp Optimization Model, Constructing an optimal portfolio, Portfolio Revision and Performance Evaluation of Managed Portfolios – Sharp Ratio; Treynor Ratio; Jensen's Alpha, Fama's Net Selectivity Ratio. **(12 Hours)**

Text Books

1. Bodie Z., Investments, 10/e, Mc GrawHill Education.
2. Ranganatham, R and Madhumathi R, (2011), Security Analysis and Portfolio Management, 2/e, Pearson Education.

Reference Books

1. Chandra, Prasanna.(2012), Investment Analysis and Portfolio Management, 4/e, McGraw Hill Education.
2. Punithavathy, Pandian (2012), Security Analysis and Portfolio Management, 2/e, Vikas Publication.
3. Fischer, Donald E. and Ronald J. Jordan (2006), Security Analysis and Portfolio Management, 6/e, Pearson Education.
4. Khatri, Dhanesh Kumar (2012), Investment Management and Security Analysis, 2/e, Trinity Press Pvt. Ltd.

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

Course Code: MS 227

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 OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Appreciate the principles of taxation and classification of types of taxes, and their impact on business decision making

CO2: Understand various implications of corporate taxes laws

CO3: Acquaintance with the procedural aspects related to filing of details with the government.

CO4: Acquisition of skill necessary to comply with legal requirement of tax laws.

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, (2013), Simplified Approach to Corporate Tax Planning and Management, 14/e, Bharat Law House Pvt. Ltd., New Delhi.
2. Singhania V.K, (2014), Singhania Monica, Corporate Tax Planning and Business Tax Procedures, 18/e, Taxman Publications, Delhi.

Reference Books

1. Ahuja Girish, Gupta Ravi, (2013), Systematic Approach to Income Tax, Service Tax and VAT, 30/e, Bharat Law House Pvt. Ltd., New Delhi.
2. Singhania V.K., Singhania Monica, (2015), Student's Guide to Income Tax, 53/e, Taxman Publications, Delhi.
3. Nitin Vashisht and B.B.Lal, (2009), Direct Taxes: Income Tax, Wealth Tax and Tax Planning, 29/e, Pearson Education.
4. Lal, B.B., (2008), Income Tax and Central Sales Tax: Law and Practice, 29/e, Pearson Education.

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

Financial Econometrics

Course Code: MS-229

L-3, Credits-3

Objective: This course aims at enabling the students to understand and analyse financial econometrics and developing their skills for the solution with the help of innovative financial econometrics.

COURSE OUTCOMES (COs)

At the end of the course, a student will be able to:

CO 1: Understand the nature and behaviour of time series data .

CO2: Apply financial econometrics techniques on the real-life financial data.

CO3: Forecast the financial data, derive a relationship between two or more series for useful implications.

CO4: Validate financial theories and methods with the help of empirical data.

Unit I

Financial Econometrics: Meaning, Nature, scope and methodology of Financial Econometrics, Types of Data, Returns in financial modelling, process of formulation of econometric model. Simple Linear Regression Model: Assumptions, Procedures and properties of OLS estimator, Co-efficient of determination, Tests of significance, Maximum Likelihood Method; Multiple Linear Regression Analysis: Method of least squares, Properties of OLS estimator, Test of significance of regression coefficient, R^2 and adjusted R^2 . **(12 Hours)**

Unit II

Issues with Classical Regression Model: Multicollinearity, Autocorrelation and Heteroscedasticity; Functional forms; Dummy variables-Nature and uses. Stationary Time Series Models: Stochastic process, Stationary, Modeling AR, MA, ARMA processes, Deterministic and stochastic trends, unit roots, testing unit roots – Dickey & Fuller, Phillips and Perron tests. **(10 Hours)**

Unit III

Modelling Volatility – Conditional Heteroscedastic Models: ARCH Models, GARCH Models, Estimation of GARCH Models, Forecasting with GARCH Model, Asymmetric GARCH Models, The GARCH-in-Mean Model, Volatility and Correlation: The VECH Model, The Diagonal VECH Model, The BEKK Model, The Constant Correlation Model, the Dynamic Correlation Model. Vector Autoregressive Models: Issues in VAR, Hypothesis Testing in VAR **(10 Hours)**

Unit IV

Advanced Topics in Regression Analysis Selected Topics: Dynamic Econometric Models: distributed lag models; autoregressive models; instrumental variable estimation; simultaneous equation models. Panel Data Models Methods of estimation; fixed effects model; random effects model. **(10 Hours)**

Text Books:

1. Studenmund, (2014), Using Econometrics; A Practical Guide, 6/e, Pearson Education.
2. Gujarati, Damodar N., (2011), Basic Econometrics, Mc GrawHill Education.

Reference Books:

1. Wooldridge, J. Introductory Econometrics (2014), A Modern Approach, Cengage Learning Pvt. Ltd.
2. Christopher Dougherty (2011), Introduction to Econometrics, 4/e, Oxford University.
3. Bhaumik, Kumar Sankar (2015), Principles of Econometrics: A Modern Approach Using EViews, Oxford University Press
4. Brooks, Chris (2014), Introductory Econometrics for Finance, 3/e, Cambridge University Press.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA)
Compensation Management

Course Code: MS 231

L-3 Credits - 3

Objective: The course is designed to promote an understanding of issues related to the compensation Management in organizations and to impart skills in designing, analyzing and restructuring compensation packages related systems, policies and strategies.

COURSE OUTCOMES (COs)

At the end of the course, a student will be able:

CO1: To study about components of pay structure in India and abroad.

CO2: To understand the theories involved and premise of the grant of bonus. wages, and minimum wages to workers.

CO3: To understand various factors required to design compensation structure.

CO4: To understand the role of compensation structure on relationships within the organization to boost morale and appreciate good employees.

CO5: To prepare salary structures of different types of employees.

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, Duality 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.

(10 Hours)

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.

(12 Hours)

Text Books

1. Henderson, R.I. (2007), Compensation Management in a Knowledge-based world 10/e. Pearson Education.
2. Deb, T. (2012), 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. Milkovich G. (2009), Compensation, 9/e, McGraw Hill Education.
4. Martocchio, J. (2014), Strategic Compensation: A Human Resource Perspective Approach. Pearson Education.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

Industrial Relations and Labour Laws

Course Code: MS 233

L-3 Credits-3

Objective: 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 OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Examine the role of various stakeholders of business in maintaining peace at macro and micro level in the local as well as global industry.

CO2: Be acquainted with the concepts, principles and issues connected with trade unions, collective bargaining, workers participation, grievance redressal, and employee discipline and dispute resolution.

CO3: Understand the ethical and legal processes and procedures of handling employee relations.

CO4: Application of knowledge gained about national and international industrial relation's current scenario in problem solving, strategy formation and innovative solutions to business problems.

Course Content

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. **(10 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, 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, Overview of these Acts Only. **(12 Hours)**

Unit IV

Emerging Scenario of Industrial Relations: Industrial Relations & Technological Change, Adjustment Processes and Voluntary Retirement Schemes, Main Recommendations of the National Labour Commission, International Labor Organization (ILO): Objectives, Structure and major role. Managing Without Unions, International Dimensions of Industrial Relations, The Future Direction of Industrial Relations. **(10 Hours)**

Text Books

1. Sinha, P.R.N. Sinha I. B. (2012), Industrial Relations, Trade Unions, and Labour Legislation. Pearson Education.
2. Singh, B.D. (2009), Industrial Relations: Emerging Paradigms. Excel Books

Reference Books

1. Padhi, P.K. (2011), Labor and Industrial Laws. Prentice Hall of India.
2. Srivastava S.C (2012), Industrial Relations and Labour Laws, 6/e, Vikas Publishing House
3. Sen, R. (2009), Industrial Relations: Text and Cases. Macmillan India
4. Ackers, P. & Wilkinson, A. (2003), Understanding Work & Employment: Industrial Relations in Transition. Oxford: Oxford University Press

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA)
Training & Development

Course Code: MS 235

L - 3, Credits - 3

Objective: This Course aims at educating students on the importance of training needs and issue of human resource development in the organization. The persons involved in updating management skills pose issues of design and delivery and review of training requirements.

COURSE OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Understand the importance of training needs and its role in Human Resource Development for preparing a global employee (PO I).

CO2: To link the learning and development to company's strategy effectively and assess the training needs of the people working in the organization. (PO2, PO3).

CO3: To apply various methods of learning and development in real life situations. (PO2, PO3).

CO4: To understand the role of a leader and peers in conducting and implementing learning and training initiatives. (PO4).

CO5: To design, develop, and conduct learning and development programmes (PO5).

Course Contents

Unit I:

The Training Context: Nature and Scope of Training, Training Challenges, Forces Influencing Working and Learning, Understanding, Learning, Training, Development and Education, Learning and Development Strategy, 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. **(10 Hours)**

Unit II:

Training Needs Analysis: The Process and Approaches of TNA, Organizational Analysis, Requirements Analysis, Task, Knowledge, Skill, and Ability Analysis, Person Analysis, Competency mapping and Gap Analysis, Training Content, Designing Training Content, Team Work for Conducting Training Needs Analysis, TNA and Training Process Design, Output Of TNA, Focus on Small Business. **(10 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, 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 used, Types of MDP's, EDP's/Seminars and Conferences, Symposia. Career Management: Traditional Career vs. Protean Career, Models of Career Development, Career Succession Planning, Challenges in Career Management: On boarding, Dual Career Paths, Plateauing, and Managing Career Breaks, Future Aspects of T& D. **(10 Hours)**

Text Books

1. Blanchard, P. N., Thacker, W. J., & Anand Ram, V. (2015), Effective Training: Systems, Strategies and Practices, Pearson India Ltd.
2. Lynton, R.P, Pareek U (2011), Training for Development, Sage Publication.

Reference Books

1. Raymond Noe, A. (2012), Employees Training and Development, 5/e, Mc GrawHill Education.
2. O'Connor, Browner & Delaney (2003), Training for Organizations, Thompson Learning Press (now Cengage Learning).
3. Balakrishnan Lalitha, Ramachandran (2015), Training and Development, 1/e, Vijay Nicole Imprints Pvt. Ltd.
4. Robins P. S., (2015), Training in Interpersonal Skills, 6/e, Pearson Education.

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

Course Code: MS 237

L-3 Credits-3

Objective: 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 OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Demonstrate an understanding of the concept and philosophy of performance management and the linkage between performance management and organization strategy.

CO2: Demonstrate an understanding of the performance management process and the ability to select an appropriate measurement approach and plan the performance management process and documentation for an organization.

CO3: Demonstrate an understanding of the importance of feedback and performance review Discussions, and training programmes for supervisors for skill development in the areas of effective ratings, coaching and counselling.

CO4: Demonstrate the ability to develop creative solutions to the challenges involved in implementing the performance management process and to employ the performance management process for potential appraisal and competency mapping.

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.

(12 Hours)

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. (2013), Performance Management, 3/e, Pearson Education.
2. Kohli, A.S. & Deb, T. (2013), 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, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

Talent Management

Course Code: MS-239

L-3, Credits-3

Objective: The objective of the course is to understand the concept of Talent Management and the importance of retaining Talent in the Organizations.

COURSE OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Apply the knowledge of talent management in assessing talent management practices of an organization and aligning them to organizational strategy and other HR practices.

CO2: Measure the effectiveness of individual talent programs and monitor the health of an organization •s talent management system

CO3: Examine the process for identifying high potential talent and developing a pipeline of talent to serve organizational present and future needs

CO4: Pinpoint the components of the performance management system to maximize people's potential and performance.

CO5: Identify a variety of best practice methodologies to develop professionals. Learn the development methodologies that deliver a return on investment and the ones that do not.

Course Content

Unit-I

Introduction – Talent as an engine of new economy, strategic importance of talent; difference between talent and knowledge worker, leveraging talent, the talent value chain, element, of talent friendly organizations, Concept of Talent Management; difference between workforce diversity and Talent management. **(10 Hours)**

Unit-II

Talent Management System - elements and benefits of Talent Management System; creating TMS, challenges of TMS; Role of HR in Talent Management; building blocks of talents management: competencies- performance management, evaluating employee potential; Talent Multiplication. **(10 Hours)**

Unit-III

Talent Planning, Procurement and Deployment - Identifying talent needs, sourcing talent; developing talent, Deployment of talent, establishing talent management system, succession management process; cross functional capabilities and fusion of talents; talent development budget, value driven cost structure; contingency plan for talent; building a reservoir of talent, leadership coaching. **(12 Hours)**

Unit-IV

Talent Retention – Cost and consequences of talent departure, diagnosing causes of talent departure, Measuring and monitoring turnover and retention data, designing engagement strategies. **Return on Talent** - Return on Talent measurements, optimizing investment in talent; integrating compensation with talent management; developing talent management information system. **(10 Hours)**

Text Books

1. Berger, L. & Berger, D. (2011) *The Talent Management Handbook: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the best people 2/e*, McGraw Hill Education.
2. Lawler III, E & Ulrich, D. (2008). *Talent: Making People Your Competitive Advantage*, Wiley.

Reference Books

1. Cappelli, Peter (2008), *Talent on Demand: Managing Talent in an Age of Uncertainty*, Harvard Business Press, Boston, Massachusetts.
2. *Attracting and Retaining Talent* (2007), National HRD Network special issue, Hyderabad, Vol. I, Issue 3.
3. Rogelberg, S. (2009), *Talent Management Essentials Series*, Wiley.
4. Chowdhary, Subir. *The Talent Era*, Financial Times/Prentice Hall International.

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

Systems Analysis and Design

Course Code: MS 241

L-3 Credits: 3

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

COURSE OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Understand the importance of adopting a structured methodology for system development.

CO2: Prepare and use various information gathering techniques for eliciting user information requirements and systems expectation.

CO3: Produce the necessary system documentation at each stage of the analysis and design of an information system

CO4: Develop an understanding of the overall process of System Development Life Cycle -- and of the roles of the analysis, design, production, implementation, and operation phases of that cycle.

CO5: Construct and interpret a variety of system description documents and techniques such as Domain of change, Physical and logical Data flow diagrams, Entity Relationship diagrams, Structure charts, screen forms and report layouts, etc.

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.

(12 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.

(10 Hours)

Text Books

1. Kendall, Kenneth E and Julie E. Kendall (2015), Systems Analysis and Design, 9/e, Pearson Education.
2. Alan Dennis, Barbara H. Wixom and Roberta M Roth (2009), Systems Analysis & Design, 4/e, Wiley & Sons.

Reference Books

1. Jeffrey L. Whitten and Lonnie D. Bentley (2006), Systems Analysis and Design Methods. 7/e, Mc GrawHill Education.
2. Jeffrey A. Hoffer, Joey F. George and Joseph S. Valacich (2012), Modern Systems Analysis and Design, 6/e, 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. Roger. S. Pressman (2014), Software Engineering: A Practitioner's Approach, 7/e, McGraw Hill Education.

GURU GOBINDSINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA)

Enterprise Systems

Course Code: MS 243

L-3 Credits: 3

Objectives: This course aims at providing overall knowledge regarding the concepts and structure of Enterprise business systems and imparts necessary knowledge for ERP, CRM, SCM implementation in a business enterprise.

COURSE OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: To understand the meaning, definition, concept and type of enterprise system along with its architecture and system development.

CO2: To analyse and understand the concept of ERP and its relationship with CRM, SCM and e-commerce.

CO3: To analyse and understand the concept of SCM, e-SCM, e-Marketplaces, Online Auctions, CPFR and EDI.

CO4: To interpret and understand concept of CRM, e-CRM, elements, models, applications, trends of CRM.

Course Contents

Unit I

Enterprise Systems: An Overview, Business and Enterprise Systems, Types of Enterprise Systems; Enterprise System Architecture, Enterprise System Development, Enterprise System Implementation Strategies and Challenges, Enterprise System Integration.

(10 Hours)

Unit II

ERP: Features of ERP, ERP Components, MIS Integration, ERP drivers, ERP and E-Commerce, ERP Culture, ERP and CRM, ERP and SCM, ERP Selection Issues, Pre and Post Implementation Issues, ERP Vendors, Trends in ERP, Future Directions in ERP.

(10 Hours)

Unit III

SCM: An Introduction, Concepts, Issues in Supply Chain Management, Customer Focus and Distribution Management, Logistics Framework – Concept, Objective and Scope, SCM Technologies – EDI, Internet Enabled SCM, E-Marketplaces, Online Auctions, Collaborative Planning, Forecasting and Replenishment (CPFR);

(12 Hours)

Unit IV

CRM: An Introduction, Concepts of Relationship Management, e-CRM as a Strategic Marketing Tool, Elements of e-CRM, CRM Process, Models of e-CRM, CRM Planning and Implementation, CRM Applications, Trends in CRM.

(10 Hours)

Text Books

1. Luvai Motiwala (2008). Enterprise Systems for Management, Pearson Education.
2. David Olson and Subodh Kesharwani, (2007), Enterprise Information Systems: Contemporary Trends and Issues," World Scientific.Pub.

Reference Books

1. Alexis Leon (2014), ERP Demystified, 3/e Paperback, McGraw Hill Education.
2. Peelan, Ed. (2009) Customer Relationship Management, 1/e, Pearson Education..
3. Sunil Chopra and Peter Meindl, D V Kalra, (2016) Supply Chain Management: Strategy, Planning and Operations, 6/e, Pearson Education.
4. Judith M Myerson, Enterprise Systems Integration: Best Practices Series, 2nd Edition, Auerbach Publications

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

Network Applications and Management

Course Code: MS 245

L-3 Credits: 3

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

COURSE OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: To understand the concept of Data Communication and its component and applications.

CO2: To understand & interpret Fundamentals of Networking and its Application.

CO3: To analyse concept of Network layer, Transport Layer, TCP and Session Layer.

CO4: To analyse and understand Network Management and Network Security.

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. **(10 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, Token Ring (IEEE 802.5). **(10 Hours)**

Unit III

Networking: Network Layer: Network layer 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 and application layer protocols. **(12 Hours)**

Unit IV

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

Text Books:

1. Jerry FitzGerald, Alan Dennis and Alexandra Durcikova (2014), Business Data Communications & Networking. John Wiley & Sons.
2. Dye M.A., McDonald R. and Ruff W.A.(2008), Network Fundamentals, CCNA Exploration Companion Guide, 2/e, Pearson Education, Delhi

Reference Books:

1. Tanenbaum, A. S. and David J. Wetherall, (2013), Computer Networks, 5/e, Pearson Education
2. Stallings (2013), Data Computer Communications. 9/e, Pearson Education.
3. Black U. D., (2015), Computer Networks, Protocols standards and Interface, 3/e, Pearson Education.
4. James Kurose, Keith Ross, (2017), Computer Networking: A Top-Down Approach, 6/e, Pearson Education.

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

Course Code: MS-247

L-3 Credits: 2

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

COURSE OUTCOMES (COs)

At the end of the course, a student will be able:

CO1: To understand the different forms of Database, its purpose, advantages and disadvantages and compare different database models.

CO2: To implement SQL for creation, modify and display data from DBMS, understand the basic concept of ER Models, design issues and key constraints, also Reduction of E-R Schema to Tables.

CO3: To impart knowledge about Oracle, its structure and PL/SQL commands, cursors, triggers procedure and functions.

CO4: To impart knowledge about the Structure of Relational Database, Normalization, Functional Dependencies, and their application, and learn database transaction, concurrency control and methods to manage data integrity.

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. **(06 Hours)**

Unit II

ER-Model: Basic concepts, Design Issues, Mapping Constraints, Keys, E-R Diagram, :Design of an ER 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.** **(06 Hours)**

Text Books

1. Silberschatz, A, Korth H and Sudarshan S (2013), Database System Concepts, 6/e, McGraw- Hill Education.
2. Elmsari R. and Navathe S. (2013), Fundamentals of Database Systems, 6/e, Pearson Education.

Reference Books

1. Koch, G. & Loney, K. (2008), Oracle 11g, The complete reference. Mc GrawHill Education.
2. Bipin C. Desai (2000), Introduction to Database Management System, Galgotia Publication.
3. Singh, Shio Kumar, Database Systems: Concepts, Design and Applications, 2/e, Pearson Education.
4. Rob. Peter (2010), Data base system concepts, 1/e, Cengage Learning India Pvt. Ltd.

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

Course Code: MS 261

L –0 P-02 Credits: 01

Course Contents: This course will be based on MS 247 Database Management Systems Course and is part of it. The concerned teacher shall announced the list of practical in the first week of teaching. Atleast 10 practical have to be performed by the students studying for this paper

COURSE OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Apply the basic concepts of Database Systems and Applications.

CO2: Use the basics of SQL and construct queries using SQL in database creation and interaction.

CO3: Design a commercial relational database system (Oracle , MySQL) by writing SQL using the system.

CO4: Analyze and Select storage and recovery techniques of database system.

GURU GOBINDSINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA)
Operations and Supply Chain Management

Course Code: MS-263

L – 3, Credits – 3

Course Outcomes: With the growth of e-business, Supply Chain Management has become essential part of business. After completion of the course the students will be able to learn the concepts of materials management, inventory management and their integration of Supply Chain Management.

Course Contents

Unit 1:

Materials Management: Objectives and importance, Materials planning and control. Material Classification, Need and usage of classification, Single-dimensional classification, Multidimensional classifications; Materials Codification, Usage of codification, Codification types; Purchase Management: Objectives, functions, policies, Outsourcing: make or buy decisions, vendor development and rating.

(10 Hours)

Unit 2:

Storage and warehousing concepts, Receipt, Warehouse type, Layout, issue of materials and updation of records; Manpower and equipment. Inventory Management: Various costs in inventory management and need : Deterministic models and discounts, Probabilistic inventory management. Role of inventory management in SCM

(10 Hours)

Unit 3:

Introduction to supply chain: Definition, Structure, complexity, key issues, Centralized vs. decentralized systems, Strategic Decisions. **Value of information and supply chain integration:** Bullwhip effect, Push-based, pull based systems.

(10 Hours)

Unit 4: Transportation decision: Drivers of the decision, Network design decisions, Cross-docking, transshipment. **Distribution and logistics in supply chains:** Direct shipment /intermediate storage policies, Vehicle routing models, Third-party logistics; Information technology in supply chain: Enabling supply chain through IT, ERP vendor platforms, Service oriented architecture (SOA), RFID, Global perspectives. Supply Chain Performance Management.

(12 Hours)

Text Books:

1. Bedi, K. , (2016) *Production and Operations Management*, 3rd Edition, Oxford University Press.
2. Krajewski, L.J., Ritzman, L.P., Srivastava, S.K., Malhotra, M.K., *Operations Management ; Process and Supply Chains*, 13 edition, Pearson Education

Reference Books:

1. Chopra, S., Meindl, P., *Supply Chain Management*, 7th edition, Pearson Education.
2. Chandrasekaran, N. (2010), *Supply Chain Management: Process, System and Practice*, 1st edition, Oxford University Press.

GURU GOBINDSINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

Advance Business Analytics

Course Code: MS-265

L – 3, Credits – 3

Course Outcomes: The availability of large data in the organizations are compelling them find patterns in them for better decision making. This course will help the students to analyze the data using data exploration and modeling techniques

Course Contents

Unit I:

Understanding business analytic, Importance of data in business, Framework of business analytics, Basics of R programming-Basics of R, Introduction to R libraries, Data structures and data types in R, Operators, control structures and functions in R, Lists and data frames.

(12 hours)

Unit II:

Data preparation: Treatment of missing values, Identification of outliers and Erroneous data, Data Visualization Techniques ,Dimension Reduction Techniques- Principal Component Analysis

(10 hours)

Unit III:

Supervised learning: Regression – Simple, multiple and logistic regression, K Nearest Neighbors (KNN);
Unsupervised learning: Clustering analysis, Association Rule Learning.

(12 Hours)

Unit IV:

Time series analysis and forecasting: Time series patterns, forecast accuracy, moving averages and exponential smoothing, using regression analysis for forecasting.

(10 Hours)

Text Books:

1. Camm, J.D. et al. (2015) . Essentials of Business Analytics. Cengage Learning
2. Acharya, S (2018). Data Analytics using R. McGraw Hill Education

Reference Books:

1. Rakshit, S (2017). R for Beginners. McGraw Hill Education
2. Prasad, R.N and Acharya, s. (2017). Fundamentals of Business Analytics. Wiley

GURU GOBINDSINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA)
Services Operations Management

Course Code: MS-267

L – 3, Credits – 3

Course Outcomes: Develop an understanding of the terminology and responsibilities that relate to Service Operations Management. Learn to apply analytical tools and skill in managing issues associated with operating the service operations system.

Course Contents

Unit I:

Introduction: Nature & Role of Services in Economy; Service Operations and their Management Fundamentals; Service Strategy; Positioning of Services in the Organization Value Chain, Classification of services and analyzing service operations, Service system design and delivery process. Technology & automation in services. e services and Self-service technologies, Digital Accessibility issues, Service encounter. **(10 Hours)**

Unit II:

Quality Service by Design, Service process control, Service process control, Quality philosophy and performance excellence, Service recovery and Service guarantee, Service facility design :Process analysis of facility layouts, Facility location decision factors, Quantitative models for facility location, Quantitative models for multiple service facilities. **(10 Hours)**

Unit III:

Demand Management In Services: Forecasting Demand In Services, Smoothing Customer Demand In Services, Service Capacity Management. Managing Waiting Lines & Queuing Models :Yield management, Resource and Workforce Scheduling in Services, Introduction to Queuing System, Characteristics of Queuing system, - Queuing Models. **(12 Hours)**

Unit IV:

Service Inventory and Supply Chain Management: Service Inventory Management. Service Supply Chains, Processes in Service Supply Chain; Quantitative Models In Managing Service Operations: Data Envelopment Analysis, Application of simulation in service operations management, Vehicle routing and scheduling. **(10 Hours)**

Text Books:

1. Johnston, R., & Clark, G. (2008). Service operations management: improving service delivery. Pearson Education.
2. Itzsimmons, J. A., Fitzsimmons, M. J., & Bordoloi, S. (2018). Service management: Operations, strategy, information technology, New York, NY: McGraw-Hill.

Reference Books:

1. Haksever, C., & Render, B. (2017). Service and Operations Management. World Scientific Publishing Company.
2. Van Hove, S., & Thomas, M. (2016). Pragmatic application of service management: the five anchor approach. It Governance Ltd.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

Project Management

Course Code: MS-269

L-3 Credits-3

Objective: The Course aims at making the student understand the concept of Project and its management by understanding the various tools and techniques that are used in managing a project from Planning to Control.

Course Contents

Unit I:

Project Identification and Selection: Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project Break-even point and its managerial implications. **(10 Hours)**

Unit II:

Project Planning and Resource Consideration: Introduction, Project Planning, Need of Project Planning, Project Life Cycle, Roles, Responsibility and Team Work, Project Planning Process, Resources Considerations in Projects, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, 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. **(12 Hours)**

Unit III:

Organizational Structure and Quality Issues: Introduction, Concept of Organizational Structure, Roles and Responsibilities of Project Leader, Relationship between Project Manager and Line Manager, Leadership Styles for Project Managers, Conflict Resolution, Team Management and Diversity Management, Change management, Project Quality Management, Quality Concepts, Value Engineering process. **(10 Hours)**

Unit IV:

Project Risk Management, performance management and control: Introduction, types of Risks, risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Risk Analysis, Reducing Risks, Project Performance Measurement, Performance Measurement Matrix, Productivity, Project Performance Evaluation, Benefits and Challenges of Performance Measurement and Evaluation, Controlling the Projects-Project Execution, Project Control Process. **(10 Hours)**

Note: The above course shall include 08 hours of Lab Training on a Project Management Software.

Text Books

1. Chadra P. (2014), Projects: Planning, Analysis, Selection, Financing, Implementation, and Review, 8/e, McGraw Hill Education, Delhi.
2. Jeffrey K. Pinto (2009), Project Management, 1/e, Pearson Education.

Reference Book

1. Panneerselvam. R. and Senthilkumar. P., (2009) Project Management. Prentice Hall of India Pvt. Ltd.
2. Choudhury, S, (2001), Project Management, 1/e, Mc GrawHill Education.
3. Bhavesh, M. Patel (2009), Project Management: Strategic Financial Planning Evaluation and Control, Vikas Publishing House Pvt. Ltd, Delhi.
4. Harvey Maylor, Project Management, 3/e, Pearson Education.

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

Information Security Management

Course Code: MS-249

L-3, Credits-3

Objective : To enable students to identify the emerging security issues in a digital networked environment including security technologies, solutions, IT audit and related cyber laws.

COURSE OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Understand the need for Computer Security & Security Mechanisms

CO2: Explore information and cyber security threats & other related issues

CO3: Understand various methods and techniques for information security

CO4: Apply preventive measures for controlling information threats in business

Course Contents

Unit 1

Information Security : What is Security, Elements of Information Security, Security system development life cycle, Security professionals and organisations, Business Need for security, Threats and attacks- Natural, IPR Software, Hardware, QoS attacks, Professional, Legal and ethical issues in security. Concept of Computer Forensics. **(10 Hours)**

Unit – 2

Managing IT Risk, - Introduction to Risk Analysis, Risk Assessment, Risk Analysis Techniques and Methodologies Risk Mitigation. Business Continuity Planning and Disaster Recovery Planning. **(10 Hours)**

Unit -3

Security Technologies - Wireless, VPNs and Firewalls: Access Controls, Firewalls, VPNs. Prevention Systems: Honeypots, Honeynets, Intrusion Detection and Prevention (IDPS), Digital Signatures and Certificates. Encryption, Decryption, Cryptanalysis. CIPHERING methods. **(12 Hours)**

Unit – 4

IS Auditing- Foundations of Information System Auditing, Objectives, Scope, Audit Process- Management Controls and Application Controls.

Information Technology Law- Concept of Cyber Crime, IT Act - Definition, Important terms under IT Legislation, Electronic records, Certifying authority, Jurisdictional Issues Cyber Regulation Appellate Tribunal, Offences and Penalties. **(10 Hours)**

Text Books :

1. Michael E. Whiteman and Herbert J Mattord (2012). Principles of Information Security 4/e, Cengage Learning India Pvt. Ltd.
2. Pachghare, V.K. (2015) Cryptography and Information Security, 2/e, PHI.

Reference Books:

1. Gupta, Prakash C. (2015), Cryptography and Network Security, 1/e, PHI.
2. Martin Borrett (2014), Practical guide to Staying ahead in the Cyber Security Game
3. Mark S. Merkow and Jim Breithaupt (2014), Information Security: Principles and Practices, 2/e, Pearson Education.
4. Hossein Bidgoli, Handbook of Information Security, Vol. I, II III, Wiley.

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

Course Code: MS 251

L-3 Credits – 3

Objective: 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 OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: The influence of international Environment on business, he can understand the various factors required for export business.

CO2: He can well appreciate the impact of international currency fluctuations on the business.

CO3: He can better understand operations in the multilateral system.

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 (2016), International Business: Environment and Operations, 15/e, Pearson Education.
2. Charles, W. L. Hill (2005). International Business: Competing in the Global Marketplace, 10/e, McGraw Hill Education.

Reference Books

1. Deresky (2013), International Management: Managing Across Borders and Culture, 9/e, Pearson Education.
2. Paul, J (2004), International Business, 6/e, Prentice-Hall.
3. K. Aswathappa (2015), International Business, 6/e, McGraw Hill Education.
4. Hamilton L. Webster P. (2012), The International Business Environment, 2/e, Oxford University Press.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA)
Export-Import Policies, Procedures and Documentation

Course Code: MS 253

L-3 Credits – 3

Objective: 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 OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Understand the basics of Export and Import

CO2: Develop the skills which are required to start the export business from India.

CO3: To learn the export documentation formalities in India

CO4: To understand the custom and quality control formalities and schemes as per foreign trade policy.

Course Contents

Unit I

Policy Framework for India's Foreign Trade: in Pre- and Post-liberalisation Era; Foreign Trade 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.

(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.

(12 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. Ramagopal C. (2006), Export Import Procedure: Documentation and Logistics, New Age Publisher.
2. Paul Justice & Rajiv Aserkar (2014), Export/Import Management 2/e, Oxford Higher Education.

Reference Books

1. Khurana P.K. (2014), Export Management, 8/e, Galgotia Publications.
2. IMPEX Times, various issues.
3. Export Manual, Current year, Anupam Publications
4. Indian Trade Journal current issue

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

WTO and Intellectual Property Rights

Course Code: MS 255

L-3 Credits - 3

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

COURSE OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Understand the working and significance of world trade organization in liberalised era.

CO2: Be familiar with the concept of intellectual property rights and their application

CO3: Appreciate the impact of WTO on Indian Economy

CO4: Understand Trade Related Aspects Of Intellectual Property Rights (TRIPS) & Trade- Related Investment Measures (TRIMS) in context of international business

Course Contents

Unit I

GATT and Evolution of World Trade Organization (WTO): Role of WTO in International Trade, Main Features of WTO, Agreements as a part of WTO: Environment, Investment, Competition Policy, Government Procurement, Trade Facilitation, 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 and 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: World Intellectual Property Organization, TRIPS, Paris Convention for Protection of Industrial Property, Patent Cooperation Treaty, The Hague Agreement on Deposit of Industrial Designs, International Convention for Protection of New Varieties of Plants, Budapest Treaty on International Recognition of Deposit of Microorganisms, Madrid Agreement on International Registration of Trademarks and Protocol Relating to Madrid Agreement, Trademark Law Treaty, Berne Convention for Protection of Literary and Artistic Works, Rome International Convention for Protection of Performers, Producers of Phonograms and Broadcasting Organizations, The Geneva Convention for Protection of Producers of 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 Bainbridge (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 (2008), IPR-unleashing the Knowledge Economy, 1/e, McGraw-Hill Education.
3. Ramappa, T. (2000), Intellectual property rights under WTO: Task before India, Wheeler Publishing.
4. Jain N.K (2009), WTO: Concepts, Challenges and Global Development, Cambridge University Press

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

International Economics

Course Code: MS 257

L-3 Credits: 3

Objective: 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 OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Understand the concept of Gain and Losses in international trade with the help of theories.

CO2: Help to know about various effects of international tariff and non-tariff barriers.

CO3: Enhance conceptual understanding of foreign exchange market and balance of payment.

CO4: Develop an understanding of balance of payment disequilibrium adjustment mechanism.

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. **(10 Hours)**

Unit II

International Trade Policy: Tariffs and Non-tariff Barriers in International Trade: Economic Integration – Custom Unions and Free Trade Areas **(10 Hours)**

Unit III

Balance of Payments and Exchange Rates: Balance of Payments, Foreign Exchange Markets and Exchange Rates, Determination of Exchange Rates. **(10 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 (2007), International Economics, 9/e, John Wiley Sons, Inc.
2. Vaish, M.C. and Sudama Singh, (2010), International Economics, 8/e, Oxford IBH Publishing Co. Pvt. Ltd, New Delhi.

Reference Books

1. Sodersten, B.O., (2003), International Economics, MacMillan, London.
2. Krugman, Paul and Maurice Obstfeld (2013), International Economics, 8/e, Pearson Education
3. Frederick P. Stutz, (2014), The World Economy: Geography, Business & Development, Pearson Education.
4. Salvatore Dominick, (2014), International Economics-Trade and Finance, 11/e, Wiley Publisher

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

Course Code: MS 259

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 OUTCOMES (COs)

At the end of the course, a student will be able to:

CO 1: Understand the strategic importance of international business negotiations•

CO2: Understand the strategies, tactics, ploys and a wide range of negotiations in context of international business

CO3: Build the strategic and tactical skills to negotiate more effectively in international business

CO4: Develop the intelligence competencies to correctly analyse the negotiations outcome

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.

(10 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.

(12 Hours)

Unit-III

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

(10 Hours)

Unit-IV

Negotiating in North America and other parts of the World: Negotiating in Latin America; Negotiating in Asia and the Pacific Rim.; Negotiating in the Near and Middle East; Negotiating in Africa; Negotiating in Europe.

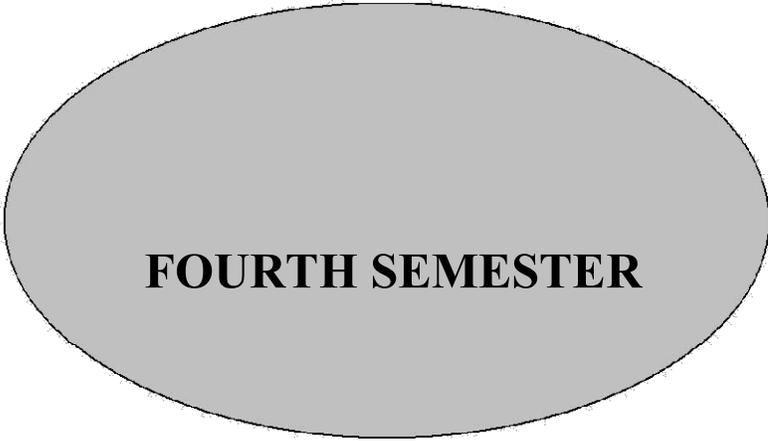
(10 Hours)

Text Books

1. Richard Hodgetts, Fred Luthans, Jonathan Doh (2008), International Management: Culture, Strategy And Behaviour, 9/e, Pearson Education.
2. Pervez N. Ghauri 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 Pvt. Ltd.
2. Roger Fisher and Danny Ertel, (1995) Getting Ready to Negotiate: The Getting to Yes Workbook, Penguin Pvt. Ltd.
3. Robert T. Moran and William G. Stripp, (2004), Successful International Business Negotiations
4. Leigh L. (2003), Negotiation Theory and Research. Thompson Press Ltd.



FOURTH SEMESTER

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

Project Dissertation

Course Code: MS 202

Credits-06

Every student will be assigned a project topic in the third semester and it will be pursued by him/her in the fourth semester under the supervision of an internal supervisor. The dissertation along with a soft copy will be submitted by the students in their respective institutions in the fourth semester. The filled questionnaires, if applicable, be also submitted in the respective Institutions along with the report. The suggested format of the report is given below:

- Executive Summary
- Introduction
- Objectives of the Research Undertaken
- Literature Review
- Hypothesis, if any
- Research Methodology
- Data Analysis
- Findings and Conclusions
- Recommendations
- References/ 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 internal project guide. The total marks will be 100 out of which 60 marks will be given by the external examiner and 40 marks to be given by the internal Project Guide. 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 a Viva Voce and the report by an examiner to be appointed by the University.

COURSE OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Identify and articulate a clear research question or research problem.

CO2: Perform a thorough literature review & formulate a hypothesis.

CO3: Distinguish between different research methodologies and know when to use them.

CO4: Collect pertinent data, analyse it and communicate clearly and effectively the findings and conclusions.

CO5: Give recommendations based on research findings in the interest of benefitting industry and society.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

Business Intelligence and Applications

Course Code: MS- 204

L-3 Credits - 3

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

COURSE OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Understand the concept of business intelligence and business decisions and different tools for decision making.

CO2: Understand the concept of data warehouse and its architecture.

CO3: Implement SQL for creation modify and display data from DBMS.

CO4: Analyse the concept of data mining and knowledge discovery and their application.

CO5: Analyse the concept of knowledge management and issues in business intelligence.

Course Contents

Unit I

Business Intelligence and Business Decisions: Decision Support Systems; Group Decision support and Groupware Technologies, Expert Systems. (10 Hours)

Unit II

Data Warehousing: - Introduction to SQL Server – its features, System Databases, Creating Databases and Tables, Constraints, Data Manipulation Language, OLTP & OLAP, Data Marts, Data Warehousing, Data Warehouse Architecture. Success factors of Data Warehousing. (12 Hours)

Unit III

Data Mining and Knowledge Discovery: Phases of knowledge Discovery in Data Bases (KDD); Data Mining Techniques; Market Basket Analysis, Applications of Data Mining. (10 Hours)

Unit IV

Knowledge Management: Types of Knowledge, Knowledge Assets, Knowledge Generation, Knowledge Storage, Knowledge Utilization, Knowledge Management Technologies, Emerging Issues in Business Intelligence. (10 Hours)

Text Books

1. Turban E. and Aronson E. (2013), Decision Support and Business Intelligent Systems. 9/e, Pearson Education.
2. Anahory S. and Murray D. (2016), Data Warehousing in the Real World, 12/e, Pearson Education.

Reference Books

1. Ponniah P. (2010), Data Warehousing Fundamentals, 2/e, John Wiley.
2. Awad, M. A., Ghaziri H M, Knowledge Management, Pearson Education.
3. Awad E. M. and Ghaziri H. (2007), Knowledge Management, Pearson Education.
4. Adriaans P. and Zantinge D. (2007), Data Mining, 1/e, Pearson Education.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW 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 OUTCOMES (Cos)

At the end of the course, a student will be able to:

CO1: Understand the integrative model of strategic management process along with role of corporate governance in strategic management.

CO2: Demonstrate the knowledge in formulating strategies along with identifying the resource endowments specific to the firm & industry.

CO3: Implement a strategic plan that takes into account the functional areas of business along with procedures in order to achieve organizational goals.

CO4: Evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and cultural differences.

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. **(12 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. **(10 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 (2016), Concept in Strategic Management and Business Policy, 14/e, Pearson Education.
2. Arthur, A, Thompson and Strickland, A. J. (2014), Strategic Management – Concept and Cases, 19/e, McGraw Hill Education.

Reference Books

1. Kark, Rajneesh (2008), *Competing with the Best: Strategic Management of Indian Companies in a Globalizing Arena*, Penguin Books, India.
2. Azhar Kazmi (2015), *Business Policy and Strategic Management*, 4/e, Mc GrawHill Education.
3. Hitt Michael A., Ireland R.D. and Robert E Hoskisson, (2017), *Strategic Management: Competitiveness & Globalization, Concepts and Cases*, 12/e, Addison Wesley.
4. Fred David (2015), *Strategic Management : A Competitive Advantage Approach, Concepts and Cases*, 15/e, Pearson Education.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

Corporate Social Responsibility, Human Values and Ethics

Course Code: MS-208

L-3 Credit-03

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 OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Describe the concepts of values & Ethics. Types of Values, Institutions influencing value system. relevance of value system & ethical conduct in business.

CO2: Explain the role & responsibilities of corporations towards its various Stakeholders.

CO3: Analyse the real-life challenges of moral, values and ethics in variety of functional areas in the organizations.

CO4: Understand the complexities of business corporations in decision making process while upholding the ethical and social responsibility towards its stakeholders.

Course Contents

Unit I

Moral Values and Ethics: Values – Concepts, Types and Formation of Values, Values of Indian Managers; Business Ethics; Schools of Ethics; Ethical Decision Making, Business Ethics Values and ethics as drivers of Corporate Social responsibility (CSR): A Historical Perspective and emerging theories of CSR; CSR and regulatory issues. **(12 Hours)**

Unit II

Ethical Dilemma, Implications of failed corporate responsibilities: Worker rights and health, Technology and Privacy in the workplace, Human rights, Stockholders Right and Corporate Governance; Consumerism; Unethical Issues in Sales, Marketing, Advertising and Supply Chain; Intellectual Property Rights, Corruption in Business and Administration, Building a value based Corporate Culture, Big Data: Ethical and Regulatory Framework.

(10 Hours)

Unit III

Corporate Social Responsibility: Current CSR Practices of the Firms in India and Abroad, International Frameworks of CSR and Sustainability: Global Compact, Caux Round Table, OECD Guidelines for Multinational Enterprises, GRI, SA8000 Standard etc., BS / ISO Guideline on CSR Management (ISO-26000), Social Audit of Government Programs. Indian Guidelines BRR (SEBI), NVG Guidelines (Ministry of Corporate Affairs)

(10 Hours)

Unit IV

Sustainable Development: Challenges of Sustainable Development, Environmental Challenges as Business Opportunity, Kyoto Protocol and Clean Development Mechanism (CDM), managing environmental Quality, Green IT initiatives, emerging trends in Corporate Social Responsibility

(10 Hours)

Text Books

1. Lawrence, A. T., and Weber, J. (2016), Business and society: Stakeholders, Ethics, Public Policy. McGraw-Hill Education.
2. Blowfield, M., & Murray, A. (2014), Corporate Responsibility. Oxford University Press.

Reference Books

1. Hartman , L. P. and DesJardins J. (2013), Business Ethics: Decision-Making For Personal Integrity And Social Responsibility, Mc GrawHill Education.
2. Carroll, A., & Buchholtz, A. (2014), Business and Society: Ethics, Sustainability, and Stakeholder Management, Cengage Learning
3. Steneir J.F. and Steiner G.A. (2016), Business, Government and society: A Managerial Perspective Text and Cases, 13/e, McGraw-Hill Education.
4. Manuel G.Velasquez (2015), Business Ethics Concepts and Cases, Pearson Education.

ELECTIVES

FOR

FOURTH SEMESTER

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

Retail Management

Course Code: MS 212

L-3 Credits: 3

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

COURSE OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Understand the retailing concept, its evolution and importance, and retail scenario at Indian and global level.

CO2: Explain the process of retail strategy formulation and designing & checking of customer service quality goals in retail.

CO3: Analyse the merchandise management process, inventory planning, retail pricing and designing retail promotion-mix.

CO4: Analyse and explain store layout and design process, store management, online and international retailing along with legal & ethical issues in retail.

Course Contents

Unit I:

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 II:

Retail Strategy: Retail Market Strategy, Financial Strategy, Retail Location, Franchising Decisions, Retail Information system, Customer Service, Customer Relationship Management, GAPs Model in Retail. **(12 Hours)**

Unit III:

Merchandise Management & Retail Promotion: Sales Forecasting, Merchandise Budget, Assortment Plan, Inventory Management, Merchandise Buying, Retail Pricing, Retail Communication-Objectives, Promotion Mix. **(10 Hours)**

Unit IV:

Store Design & Management: Store Layout, Design & Visual Merchandising, Atmospherics, Store Management & Responsibilities of a Store Manager, 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. (2012), Retailing Management, 8/e, Mc GrawHill Education.
2. Berman B. Evans J. R. & Mathur, M. (2011), Retail Management, 11/e, Pearson Education.

Reference Books

1. Pradhan S. (2016), Retailing Management – Text and cases, 5/e, McGraw Hill Education.
2. Bajaj C., Tuli R. & Srivastava N. V., (2016), Retail Management, 3/e, Oxford University Press.
3. Lusch, R.F, Dunne, P.M and Carver, J.R (2014), Introduction to Retailing, 8/e, Cengage India Pvt. Ltd, New Delhi.
4. Vedamani, Gibson G. (2012), Retail Management: Functional Principles and Practices, 4/e, Jaico Books, New Delhi.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA)
Advertising and Brand Management

Course Code: MS-214

L-3 Credits: 3

Objective: 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 OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Understand the nature and scope of advertising management as a part of Integrated marketing communication.

CO2: Evaluate different media and media selection for its effectiveness.

CO3: Interpret importance of strategic brand management process with help of different model.

CO4: Analyse managing global brands in different sectors.

Course Contents

Unit I

Concept of IMC: Definition of Advertising- Nature & Scope of Advertising Management; Setting Advertising Objectives, DAGMAR & Other Models, Advertising Planning & Strategy Making, Creative Strategy Development & Implementation. Advertising Budget. (Indian Prospects) **(12 Hours)**

Unit II:

Media Planning: Setting Media Objectives; Developing Media Strategies, Evaluation of Different Media and Media Selection; Media Buying; Measuring Advertising Effectiveness- Pretesting & Post testing; Social, Ethical and Legal Aspect of Advertising. **(10 Hours)**

Unit III:

Brand-Concept: Naming and Importance of Brands; 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, Customer based brand equity, Brand Loyalty, Measures of Loyalty; 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; Branding strategies; Line Extension; Brand Extension, Multiple Brands; New Brands; Extension; range and umbrella branding, Brand reinforcement, brand revitalization of Advertisement, managing global brands, Branding in different sectors, Case studies. **(10 Hours)**

Text Books:

1. Batra Rajiv, Myer G. John, Aaker A. David (2006), Advertising management, 5/e, Pearson Education.
2. Keller K. L. (2015), Strategic Brand Management, 4/e, Pearson Education.

Reference Books

1. O'Guinn, T. and Allen, C. (2012), Advertising Management with Integrated Brand Promotion, 6/e, Cengage Learning India Pvt. Ltd, New Delhi.
2. Shah, Kruti and D'Souza, Alan (2014), Advertising and Promotions" An IMC Perspective, 1/e, Mc GrawHill Education.
3. Aaker, David (2002), Managing Brand Equity, Prentice Hall of India.
4. Shimp T. A., (2013), Advertising Promotion and Other Aspects of Integrated Marketing Communications, 9/e, Cengage India Pvt. Ltd.

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

Internet Marketing

Course Code: MS-216

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 OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Understand the concept, techniques and evolving strategies of internet marketing.

CO2: Assess opportunities of internet medium to support the organization's marketing activities.

CO3: Investigate the main forms of internet media and channels.

CO4: Develop a deep appreciation of the entire internet marketing ecosystem.

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 microenvironment; Business to Consumer and Business to Business Internet Marketing; E-Marketing Research; Internet marketing strategy. **(10 hours)**

Unit 2

Online buyer behaviour and Models; The Marketing Mix in an online context; Managing the Online Customer Experience: Planning website design, Understanding site user requirement, site design and structure, developing and testing content, e-Service quality

(10 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 & SEO, Online PR, Interactive Advertising, Online Partnerships, Viral Marketing, Opt-in-e-mail, Offline Communications; e-CRM **(10 hours)**

Unit 4

Social Media Marketing: Meaning, Scope and Importance; SMM Plan – Goals and Strategies Rules of Engagement & Ethical Issues, Publishing Blogs and Webinars, Sharing Videos/ Images, Social Networks, Microblogging; Mobile Computing and Location Marketing. Social Media Monitoring, Social Media Marketing Plan. **(12 hours)**

The above course shall include Lab work of a minimum of 8 Hours, covering practical aspects.

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. Barker, M., Barker, D., Bormann, N., Neher, N. (2013), Social Media Marketing A Strategic Approach, Cengage Learning, New Delhi.

Reference Books

1. Strauss, Judy and Frost, Raymond (2016), E-Marketing, 7th Edition, Pearson Education.
2. Gay, R., Charleworth, A., Esen, R., (2014), Online Marketing – A Customer Led Approach, Oxford University Press, New Delhi
3. Solomon, M.R., Tuten, T., (2015), Social Media Marketing, Pearson Education.
4. Hanson, W. and Kalyanam, (2010), e-Commerce and Web Marketing, 1st Edition,, Cengage Learning, New Delhi.

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

Business Marketing

Course Code: MS-218

L-3, Credits-3

Objective: To develop the understanding of the fundamentals of Business Marketing and Business buying process and how the marketing activities are carried in B2B mode.

COURSE OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Describe the applications, challenges and the dynamic environment of Business marketing, including the unique nature of organizational buying behaviour.

CO2: Design strategies and structures to effectively serve the Business market.

CO3: Apply a systematic approach to problem solving and decision making in business marketing organizations.

CO4: Develop a business marketing plan for an organization that mainly targets business customers.

Course Contents

Unit I:

Introduction to Business Markets: Nature and Scope of Business Marketing; Understanding Business Markets, Evolution of Business Marketing in India; Organizational Market Environment: Perspectives and Challenges; Understanding Organizational Buying and Buyer Behaviour; Buyer seller relationship; Segmentation, Targeting and positioning in Business Markets. **(12 Hours)**

Unit II:

Product Strategy & Business Marketing Channels: Industrial products classification; Product Strategies for Business Markets; New Product Development and Innovations for Business Markets; Brand Management for Business Markets; Business Marketing Channels- Direct and Indirect distribution channels, designing the channel structure; Logistics and Supply Chain Decisions for Business Markets. **(10 Hours)**

Unit III:

Business Marketing Communication & Pricing: Role of Marketing Communication in B2B Markets, Managing promotion Programme, Personal Selling and Sales management in Business Markets ; Price and Pricing Decisions for Business Markets: Pricing Process, Factors influencing pricing of New Products. **(10 Hours)**

Unit IV:

Recent Trends in Business Marketing: Management of Services for Business Markets – pre and post sales service, Managing Service Quality; B2B e-commerce – Role, Advantages, Forms, e-payments; Globalization of Business Marketing: Issues and Challenges; CRM Strategies for Business Markets; Ethics in Business Marketing. **(10 Hours)**

Text Books:

1. Hutt Michael D., Sharma D. and Speh T.W. (2014), B2B Marketing: A South-Asian Perspective, 11/e, Cengage Learning India Pvt. Ltd.
2. Krishna Havaladar (2014), Business Marketing: Text and Cases, 4/e, Mc GrawHill Education.

Reference Books:

1. Sharad Sarin (2013), Business Marketing: Concepts and Cases, 1/e, McGraw Hill Education.
2. Robert Vitale, Waldemar Pfoertsch, Joseph Giglierano (2011), Business to Business Marketing: Analysis and Practice, Pearson Education.
3. Reeder, Robert R., Brierty, Edard G., Reeder, Betty H., Industrial Marketing: Analysis, Planning and Control, 2/e, Prentice Hall of India.
4. Jamdes C. Anderson, James A. Narus, Das Narayandas, D.V.R. Seshadri (2011), Business Market Management (B2B): Understanding, Creating and Delivering Value, 3/e, Pearson Education.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA)
Strategic Financial Management

Course Code: MS-220

L-3, Credits-3

Objective: This course aims to develop a strategic perspective to financial decision-making

COURSE OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Think critically to creatively in identify and evaluate the alternative solutions to business problems.

CO2: Solve complex problems to support financial evaluations and business management decisions.

CO3: Understand the financial services market in India and acquire skills to solve complex business problems.

CO4: Synthesize and use information and knowledge effectively.

CO5: Suggest the ways to improve a company's performance by employing corporate restructuring strategies

Course Contents

Unit I

Financial Policy and Strategic Management: Financial policy as a part of Strategic management, Components of financial strategy; Objectives and goals; Strategic planning process. Balancing financial goals vis-à-vis sustainable growth. Portfolio Tools, Mean-Variance Analysis and Capital asset pricing model, Factor models and Arbitrage Pricing Theory.

(12 Hours)

Unit II

Capital Budgeting decision: Impact of taxation, depreciation, inflation and working capital on capital budgeting decision, Approaches to capital budgeting; Social cost benefit analysis; Leasing decision, Dividend decision: Dividend theories and dividend policies; Foreign Direct Investment and Foreign Institutional investment.

(10 Hours)

Unit III

Financial analysis and planning: Financial models, Forecasting Financial Statements, Cross sectional analysis of financial statement information, Control, governance and financial architecture. Corporate Valuation and Value Based Management.

(10 Hours)

Unit IV

Expansion and Financial Restructuring: Mergers and amalgamations – corporate restructuring, Buy-back of shares, LBO, Sell-off, Spin-off, Demerger and reverse merger, reasons for merger, legal procedure for merger, benefits and cost of merger; Determination of swap ratios; Evaluation of merger proposal; Corporate and distress restructuring.

(10 Hours)

Textbooks:

1. Chandra P. (2014), Strategic Financial Management, 1/e, Mc GrawHill Education.
2. Van Horne, James C. (2011), Financial Management and Policy, 12/e, Pearson Education..

Reference Books:

1. Kumar Rajesh, (2017), Strategic Management Case Book, Academic Press.
2. Copeland, T.E. and Weston, (2004), J.F: Financial Theory and Corporate Policy, 4/e, Pearson Education.
3. Kaplan, Robert S., and Cooper, Robin (1997), Cost & Effect: Using Integrated Cost Systems to Drive Profitability and Performance, 1/e, Harvard Business Press.
4. Khan M.Y. and Jain P.K. (2013), Management Accounting-Text, Problems and Cases, 6/e, Mc GrawHill Education.

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

Course Code: MS-222

L-3, Credits-3

Objective: 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 are implemented.

COURSE OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Analyse difference between various mergers along with the motives of undergoing mergers.

CO2: Understand the role of different regulators of mergers & acquisition.

CO3: Apply correct evaluation technique of target companies

CO4: Evaluate appropriate defence mechanisms against hostile takeovers.

Course Contents:

Unit I:

Introduction to 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. (10 Hours)

Unit II:

Legal Aspects of Mergers/ Amalgamation and Acquisition; 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. Recent cases of Mergers and Acquisitions. (12 Hours)

Text Books:

1. Gaughan, Patrick A.(2015), Mergers Acquisitions and Corporate Restructurings, 5/e, Wiley India.
2. J. Fred Weston, Mitchell, Mulherin and Salwan (2011), Takeovers, Restructuring and Corporate Governance, 4/e, Pearson Education.

Reference Books:

1. Depamphilis Donald (2015), Mergers Acquisitions and Other Restructuring Activities, 8/e, Academic Press Advanced Finance Series, Elsevier Incorporation.
2. Sundarsanam (2015), Creating Value from Mergers and Acquisitions, 2/e, Pearson Education.
3. Ramanujan. S.(2015), Mergers: The New Dimensions for Corporate Restructuring, Mc GrawHill Education.
4. Prasad G. Godbole, (2013), Mergers, Acquisitions and Corporate Restructuring, 2/e, Vikas Publishing House.

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

Financial Derivatives

Course Code: MS-224

L-3, Credits-3

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

COURSE OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Develop the conceptual understanding of derivatives.

CO2: Enhance the knowledge to understand the risk aversion strategies and the concept of hedging.

CO3: Acquire the understanding about the use of options to face the dynamics of financial market.

CO4: Enable to understand about structure of derivative market in India and its 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. **(12 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 (2013), Guidelines of SEBI and RBI. **(08 Hours)**

Text Books

1. Hull, J. C., (2016), Options, Futures and other Derivatives, 9/e, Pearson Education.
2. Summa, J.F., Lubow, J. W.(2002), Options on Futures: New Trading Strategies,, John Wiley and Sons Inc., Newyork

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. Chance, D.M, and Brooks, R.(2009), Derivatives and Risk Management Basics, 3/e, Reprint, Cengage Learning.
4. Gupta, S.L.(2009), Financial Derivatives: Theory, Concepts and Problems, 3rd Indian Reprint, 1/e, Prentice-Hall of India

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA)
Behavioral Finance

Course Code: MS-226

L-3, Credits-3

Objective: The course covers details of rational and other behavioural aspects of market participants which influence the return from market to investors.

COURSE OUTCOMES (COs)

At the end of the course, a student will be able to:

CO 1: Understand interrelationship of economic, social, psychology theories underlying human decision making.

CO2: Develop understanding of foundations of behavioural finance and its theories.

CO3: Learn tools and techniques for analysing stock market behaviour and will be able to make strategies for designing portfolios.

CO4: Start entrepreneurial ventures as investment consultants, advisors and investment banking.

Course Contents

Unit I

Foundation of Behavioural Finance, Rationality to psychology, Agency theory, Prospect theory, Traders brain, Overreaction and optimism. **(10 Hours)**

Unit II

Challenges to Market Efficiency, Momentum Vs Reversal, Noise trader risk in financial market, Attitude to risk, Expected utility, Mental accounting. **(10 Hours)**

Unit III

Heuristic and Biases, Overconfidence, Emotion and reasoning, Excessive risk taking, Behavioural explanation for anomalies, Excessive volatility, Loss aversion, Gamblers' fallacy **(12 Hours)**

Unit IV

Investor behaviour, Conformity, Contrarian investing, Group psychology on Board, Personality and biases. **(10 Hours)**

Text Books:

1. Ackert, Lucy (2011), Understanding Behavioural Finance, Cengage Learning Pvt. Ltd.
2. Forbes, William, (2011), Behavioural Finance, Wiley Books.

Reference Books:

1. Thaler, Richard H. (1998), Advances in Behavioral Finance, Russell Sage Foundation
2. Shefrin, Hersh, (2000), Beyond Greed and Fear: Understanding Behavioral Finance and the Psychology of Investing, Harvard Business School Press.
3. Shleifer, Andrei, (2000), Inefficient Markets: An Introduction to Behavioral Finance, Oxford University Press.
4. Singhal, V., Beyond the Random Walk: A Guide to Stock Market Anomalies and Low-Risk Investing, Oxford University Press.

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

Strategic Human Resource Management

Course Code: MS-228

L-3, Credits-3

Objective: 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 OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: To understand the evolution of SHRM and its role for competitive advantage.

CO2: To Demonstrate critical thinking skills in analysing theoretical and applied perspectives of SHRM.

CO3: To learn existing SHRM Practices worldwide. To understand the relationship of HR strategy with overall corporate strategy and craft effective functional strategies.

CO4: To be able to develop solutions to issues of different types of employees at both national and international level.

CO5: To enable students meet HRM challenges through effective SHRM strategies

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. Process of strategic management **(12 Hours)**

Unit II

HR Strategies: Recruitment and Retention, Training and Development, Performance Management, Reward and Compensation, retrenchment, Online recruitment; Employee referrals; Recruitment process outsourcing Head hunting; Executive education; Flexi timing; Quality of work life; Work - life balance; Employee empowerment, Employee involvement, Non-Traditional Approaches: Investment in Disabled Employees, Inclusive workplace Employee Engagement, Knowledge Management, Talent Management, The Role of Strategic HR Leader, Managing Workforce Diversity. **(10 Hours)**

Unit III

Internationalization of HRM: socio cultural contexts – and institutional contexts IHRM trends complexity challenges and choices in the future , 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, Recruiting and selecting staff for international assignments, Approaches to International Compensation and Benefits, Re entry and career issues, Global Workforce Training and Development, Performance Management in International Organization, International Reward systems, Integrating two cultures, Developing talent in transnational Enterprise , Expatriation and Repatriation, HRM in International Joint ventures, Organizational Ethics in International Context. **(10 Hours)**

Text Books

1. Rees, C. & Edwards, T.(2010), International Human Resource Management, 2/e, Pearson Education.
2. Greer, C. (2008), Strategic Human Resource Management, Pearson Education.

References

1. Mello, J.A. (2011), Strategic Management of Human Resources, 3/e, Cengage Learning India Pvt. Ltd.
2. Dowling, P.J. & Welch, D.E. (2010), International Human Resource Management: Managing People in a Multinational Context, Cengage Learning India Pvt. Ltd.
3. Kandula S. R. (2009), Strategic Human Resource Development, Prentice Hall India.
4. Evans, P., Pucik, V. & Barsoux, J.L.(2010), The Global Challenge: Frameworks for International Human Resource Management, Mc GrawHill Education.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW 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 OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Apply principles of systems thinking and relevant theories that are foundational to organizational change current research concerning individuals, groups. and organizations to the process of change.

CO2: Ability to think analytically and creatively in their approach to organizational problem- solving using change management strategies.

CO3: Collect and analyse organizational data in order to frame effective OD interventions.

CO4: Develop interventions to improve group dynamics. teamwork, leadership, structure, culture, processes. and practices in the organizations.

CO5: To explore the role of OD in addressing issues relating to globalization and ethical issues

Course Contents

Unit I

Introduction: Nature and Characteristics of Organization Development, Organization Development as a Profession and evolving field of Practice. Managing the Organization Development Process, Organizational Change Theories and Models, Action Research, Organizational Change process, Values, Ethics 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: Survey Feedback. Designing Interventions, Characteristics of Effective Interventions, The Intervention Process.

(10 Hours)

Unit III

Organizational Development Interventions: 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, MBO.

(10 Hours)

Unit IV

Techno Structural and Strategic Interventions: Restructuring Organizations, Job Enrichment, Socio-technical Systems, TQM and Quality Circles, Culture Change, Self –Designing Organizations, Learning Organizations, OD practitioners as Agents of Social Change, Future of OD in a VUCA World (Volatility, Uncertainty, Complexity, Ambiguity).

(12 Hours)

Text Books

1. Jones, B.B. & Brazzel, M (2014), The NTL Handbook of Organizational Development and Change: Principles, Practices and Perspectives (2nd Edition), Wiley
2. Cummings, T.G. & Worley, C.G. (2009). Organizational Development and Change. Cengage Learning.

Reference Books

1. Brown, D.R. & Harvey, D. (2013). An Experiential Approach to Organization Development. Pearson Education.
2. Jones, G. R. (2010). Organizational Theory Design and Change. Pearson Education.
3. Edward.D.H. (2007). The Road to Organic Growth, Mc GrawHill Education.
4. French, W., Cecil, H. Bell & Jr. (2007). Organizational Development. Pearson Education.

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

Team Building

Course Code: MS-232

L-3, Credits-3

Objective: 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 become effective team players.

COURSE OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Ability to understand the structure of teams. its types, behavioural dynamics, creative and effective problem solving in teams.

CO2: Ability to analyse roles that can be played by individuals in teams and managing globally, nationally, and demographically diverse teams.

CO3: Develop and facilitate team building activities that promote trust, collaboration, communication. and conflict resolution.

CO4: Ability to understand the role of leaders in teams and design strategies to develop effective team leadership.

Course Contents

Unit I

Workgroup Vs. Teams: Transforming Groups to Teams, Types of Teams, Stages of Team Building and its Behavioural Dynamics, 5 P's in Teams (purpose, place, power, plan and people), Team Role, Goal Setting and Problem Solving. **(12 Hours)**

Unit II

Interpersonal Competence & Team Effectiveness: Interpersonal process and conflict resolution, Team Effectiveness, How to motivate team members?, Measuring Interpersonal Competence using FIRO-B, Team Size, Team Member Roles and Diversity, Team norms, Team Cohesiveness, Measuring Team Effectiveness, Cross Cultural Team Building.

(10 Hours)

Unit III

Communication and Creativity: Communicating in Teams, Fostering Team Creativity, Delphi Technique; Nominal Group Technique; Traditional Brain Storming; Electronic Brain Storming. Negative Brain Storming, Communicating Team Values and Ethics

(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, Recent researches in Team Building. **(10 Hours)**

Text Books

1. Dyer et al (2013), Team Building: Proven Strategies for Improving Team Performance, Jossey-Bass.
2. Frontiera, J., & Leidl, D. (2012), Team Turnarounds: A Playbook for Transforming Underperforming Teams, Jossey-Bass – A Wiley Imprint, USA.

Reference Books

1. HBR's 10 Must Reads on Teams (2013), Harvard Business Review Press.
2. Barner, R.W. & Barner, C.P. (2012), Building Better Teams: 70 Tools and Techniques for Strengthening Performance Within and Across Teams, John Wiley & sons.
3. Maginn, M. (2004), Making Teams Work : 24 Lessons for Working Together Successfully, Mc GrawHill Education.
4. Katzenbach, J.R. & Smith, D.K.(2006), The Wisdom of Teams: Creating the High-Performance Organization, Harper Business.

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

Behaviour Testing & Counseling

Course Code: MS-234

L-3, Credits-3

Objective: 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 OUTCOMES (COs)

Students who have completed this course would have learned to:

CO1: Ability to understand the personality, interest, ability, attitude of individuals in the organization.

CO2: Ability to assess the personality, interpersonal relations, motivation, attitudes, and interests of the individuals for effective workplace management.

CO3: Ability to develop measurement tools for various aspects of HR.

CO4: Ability to provide basic counselling for managing behaviour, interpersonal relationships, leadership, group dynamics, teamwork, and handling problem 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. **(12 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/ Jungian Typology, Interpersonal Relationships Anxiety Test, Motivation Analysis Test, Thematic Apperception Test/Word Association Test. **(10 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. (2012), Counseling Skills for Managers. PHI.

Reference Books

1. Samuel T. Gladding, (2015), Counseling: A Comprehensive Profession, 7/e, Pearson Education.
2. Kaplan, R. M. & Saccuzzo, D.P. (2009), Psychological Testing: Principles, Applications, and Issues. Cengage Learning India Pvt. Ltd.
3. Ramnath Sharma, Rachana Sharma, (2004), Guidance and Counselling in India, 1/e, Atlantic Publishers
4. Edward S. Neukrug , (2012), Counseling Theory and Practice, Thomson Press (India) Ltd.

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

Digitalization and E-governance

Course Code: MS 236

L-3 Credits: 3

Objective: The course is aimed at providing exposure and making the students aware about the role of IT in business enterprises and government enterprises through electronic governance.

COURSE OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Gain a familiarity with the basic concepts, terminology and technology of digitalisation and e-governance.

CO2: Develop skills to critically evaluate government web sites and eservices against current "best practice" principles and standards.

CO3: Understand the major federal and state laws and regulations impacting the evolution of e-governance.

CO4: Be able to articulate the policy and social issues facing agencies in implementing e-government initiatives.

CO5: Be able to apply basic business case and government IT management concepts in preparing e-government proposals, plans or strategies.

Course Content:

Unit I

Overview of Digitalization, Digitalization for growth and Innovation: How digitalization leads to disruption and change of competition, IT and Business Advantage: Overview of Business Models, IT Impact on Business Models, IT Business Value, Developing the business case for IT. Understanding IT Infrastructure, Reliable and Secure IT Services. Governance and the IT function. Application of IT in digital governance. **(08 Hours)**

Unit II

Understanding IT Infrastructure, Emerging Trends in IT Infrastructure acquisition and Service delivery, Managing a networked Organization, Organizational Issues in Managing and Controlling IT function, Managing IT Outsourcing: Why, What and When to outsource.

(12 Hours)

Unit III

E-Governance: Meaning of E-governance, Understanding the Evolution of e-Governance in the Indian and Global Context, Benefits of e-governance; Developing a strategic perspective on E-Governance, Models of e-governance, E-governance action plan: National e-Governance Plan (NeGP), E-governance Infrastructure: Data Centres, State wide area networks (SWAN), National Service Delivery Gateways (NSDG), and Common Service Centres.

(10 Hours)

Unit IV

Life Cycle of an e-Government Project, Critical Success Factors in implementing e-Governance. Public Private Partnership for e-Governance Project, Managing a e-Governance project, Change Management and Capacity Building for e-Governance, Information Security Management, Technology architecture for e-Governance - Enterprise Applications and Open Source for e-Governance, Regulatory framework for e-Governance (IT Act)

(12 Hours)

Text Books:

1. Lynda M. Applegate, Robert D. Austin, Deborah L. Soule (2009), Corporate Information Strategy and Management, 8/e Mc GrawHill Education.
2. Vinod Kumar T.M. (2015), E-governance for Smart Cities, Springer.

Reference Books:

1. S. Pankaj (2013). Electronic Governance, APH Publishing.
2. Obi.T. (2009) E-governance: A Global Perspective on a new Paradigm, Vol-I IOS Press.
3. Nanditha Das (2014). E-governance and Social Inclusion: Concepts and Cases, IGI Global Press.

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

Course Code: MS-238

L-3, Credits-3

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

COURSE OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Understand about the Software, its Characteristics and Application of different Models for software development.

CO2: Understand the basic concept of Software Requirement and its Specification, Planning and Scheduling.

CO3: Comprehend the importance of Software Quality Assurance and Configuration Management.

CO4: Understand the Risk Management in Software Development.

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.

(12 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.

(10 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.

(10 Hours)

Unit IV

Risk Management: Software Risks, Reactive and Pro-active Risk Strategies, Risk Identification, Risk Projection, Risk Mitigation, Risk Monitoring and Management.

(10 Hours)

Text Books

1. Roger. S. Pressman (2014), Software Engineering: A Practitioner's Approach. 7/e, Mc GrawHill Education.
2. Aggarwal, K. K. & Singh, Yogesh (2008), Software Engineering. 3/e, New Age International.

Reference Books:

1. Bob Hughes and Mike Cotterell (2011), Software Project Management, 5/e, Mc GrawHill Education.
2. Jack. R. Meredith and Samuel J. Mantel Jr. (2002), Project Management: A Managerial Approach. John Wiley & Sons, 4/e, Singapore.
3. Robert K. Wysocki, Robert Beck Jr. and David B. Crane (2002), Effective Project Management, 2/e, John Wiley & Sons, Singapore.
4. Pankaj Jalote (2015), Software Project Management in Practice, 1/e, Pearson Education Pvt. Ltd.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

Web Technologies

Course Code: MS-240

L-2, Credits-2

Objective: To familiarize the students with trends in Web Technologies.

COURSE OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Apply a structured approach to identifying needs, interests, and functionality of a website and design dynamic websites that meet specified needs and interests by writing well-structured, easily maintained, standards compliant, accessible HTML code.

CO2: Use tools to add dynamic content to pages by writing well-structured, easily maintained codes

CO3: Understand basic fundamental of webtools that works to validate on client site.

CO4: Develop a data driven web application.

Course contents:

Unit I

Web Servers: HTTP Request Types, Introduction to Microsoft IIS, Features, Creating Virtual Directory. **(07 Hours)**

Unit II

HTML and DHTML: Creating forms and tables in HTML, Client Side Validations Using JavaScript, Cascading Style Sheets.

(07 Hours)

Unit III

Active Server Pages: Working with ASP Pages, ASP Objects, Session Tracking and Cookies, ActiveX Data Objects.

(07 Hours)

Unit IV

Connecting ASP Pages with Databases: ADO connection object, Record set, Accessing a Database from Active Server Page.

(07 Hours)

Text Books:

1. John A. Roussel (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 Education.
2. Jackson C. Jeffery (2014), Web Technologies, 1/e, Pearson Education.
3. Uttam K. Roy, (2010), Web Technologies, Oxford.
4. Puntambekar A.A., (2009), Web Technologies, Technical Publications.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

Web Technologies Lab

Course Code: MS-252

L-2, Credits-1

Course Contents: This course will be based on MS 240 Web Technologies and is part of it.

COURSE OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Analyze a web page and identify its elements and attributes.

CO2: Create web pages using XHTML and Cascading Style Sheets.

CO3: Build dynamic web pages using JavaScript (Client side programming).

CO4: Create XML documents and Schemas.

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

Knowledge Management

Course Code: MS-242

L-3, Credits-3

Objective: 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 OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Describe how valuable individual, group and organizational knowledge is managed throughout the knowledge management cycle

CO2: Define the different knowledge types and explain how they are addressed by knowledge management

CO3: Describe the major roles and responsibilities in knowledge management implementations

CO4: Identify some of the key tools and techniques used in knowledge management applications.

CO5: Identify and evaluate major issues related with knowledge management such as ethics, knowledge ownership vs. authorship, copyright, intellectual property and knowledge sharing incentives.

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.

(12 hours)

Unit II

Strategic Dimensions of KM: Business Strategy on Knowledge Strategic Advantage, Knowledge Knowledge Strategy Knowledge Management Strategies, Strategic Drivers, Impact of Strategy, Porter's Five forces Model, Resource Strategy Model, Maps, Strategic Knowledge Resources, Balanced Scorecard.

(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.

(10 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, McGrawHill Education.
2. Awad ME and Ghaziri, M.H. (2008), Knowledge Management, Pearson Education

Reference Books:

1. Warier, Sudhir (2009), Knowledge Management, 1/e, Vikas Publishing House.
2. Fernandez A.C. (2009), Knowledge Management, 1/e, Pearson Education
3. Joseph M. Firestone, Mark W. McElroy, (2003), Key Issues in the New Knowledge Management, KMCI (Knowledge Management Consortium International) and Butterworth Hienemann.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

Global Competitiveness and Strategic Alliance

Course Code: MS-244

L-3, Credits-3

Objective: 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 OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Understand the concept of strategic alliances and acquaint themselves with the worldwide trends in this area.

CO2: Explain the factors responsible for the rise of strategic alliances.

CO3: Develop an awareness of costs and benefits of alliance arrangements.

CO4: Explain the process of planning successful alliances and responsibility of the alliance partners.

Course Contents

Unit I

Global Competitiveness: Framework for Assessing Competitiveness – Various Approaches; International and National Competitiveness Studies. **(12 Hours)**

Unit II

Developing Competitiveness –Government Policy and Competitiveness, Role of Quality and Productivity in achieving World Class Competitiveness; 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 Innovations. **(10 Hours)**

Unit III

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

Unit IV

Strategic Alliances – Value Creation through Alliances, Management of Strategic Alliances; Strategic Alliances in Indian Context. **(10 Hours)**

Text Books

1. Momaya Kiran (2001), International Competitiveness: Evaluation and Enhancement, Hindustan Publishing Corporation (India).
2. Ajitabh (2008), Global Competitiveness; Excel books (India).

References Books:

1. Marcela, Vivian Walsh (2007), International Competitiveness and Technological Change, Oxford Press.
2. Hamel G. and Prahlad 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, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA)
Supply Chain Management for International Business

Course Code: MS-246

L-3, Credits-3

Objective: The objective of the course is to provide a comprehensive analysis of the principles and practices of International Distribution and Logistics.

COURSE OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Understand the challenges involved in managing international supply chain.

CO2: Gain command of the key factors in new business models based on e-commerce and an insight on how it affects the logistic system.

CO3: Distinguish the forces shaping international logistics in global market.

CO4: Use analytical tools & concept in as well as better understand the major strategic issues and trade off in international business related with supply chain management .

Course Contents

Unit I

Supply Chain Management - Concepts, Issues in Supply Chain Management; Supply chain Management for Strategic Advantage, Demand Volatility and information distortion, Leading to bullwhip effect, Managing networks and relationships; Sourcing Internationally, International Distribution Management: Types of Intermediaries, Channel Objectives and Constraints, Channel Selection and Management, Global Retailing.

(12 Hours)

Unit II

Logistics Framework – Concept, Objective and Scope; Customer Service-Order Receiving, Order Processing, Use of IT in Customer Service and Customer Service Index, Transportation and Containerization, Warehousing, Inventory Management; Packing and Unitization; Control and Communication.

(10 Hours)

Unit III

Role of Information Technology in Logistics: Logistics Service Firms and Third Party Logistics, 4 PL, 7 PL and 9 PL; Global Logistics Network Configuration, Information Management for Global Logistics: Information Technology and SEM, Electronic Data Interchange (EDI), Quick Response and Efficient Customer Response (QR/ECR), The Global LIS/LITS: Characteristics of Logistics Information and Telecommunications Systems.

(10 Hours)

Unit IV

Global Supply Chain Management (GSCM): Status of GSCM, Decision Tools for GSCM, Global Supply Chain Strategy, Performance Measurement and Evaluation in Global Logistics: Key Activities of Global Supply Chain Management, Organizational Structure for Global Logistics Excellence; The Evolving role of ASIAN Countries in GSCM.

(10 Hours)

Text Books

1. Chopra Sunil (2016), Supply Chain Management Strategy, Planning and Operation 6/e, Pearson India Ltd.
2. Nada R. Sanders (2012), Supply Chain Management: A Global Perspective (WSE), Wiley India Private Limited.

Reference Books:

1. Monczka (2012), Sourcing and Supply Chain Management, 5/e, Cengage India Pvt. Ltd.
2. D. J., David, J & Cooper (2016), Supply Chain Logistics Management, Bowersox, 3/e, Mc GrawHill Education.
3. John Mangan, (2008), Global Chain and Supply Chain Management, John Wiley & Sons Ltd.
4. John. J. Koyle (2013), Managing Supply Chain: A logistics Approach, 9/e, Cengage Learning India Pvt. Ltd.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA)
Managing Diversity

Course Code: MS-248

L-3, Credits-3

Objective: The objective of the course is to develop an insight into diversity dynamics as it manifests in organizations and to develop a holistic understanding of the nature and challenges of workforce diversity within an organisation.

COURSE OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Understand the various aspects of diversity management in an organisation.

CO2: Exemplify the impact of diversity management and also understand the challenges and significance of diversity management in an organisation.

CO3: Demonstrate the knowledge of the theories and applications of diversity management.

CO4: Compare and use tools of diversity management, formulate policies for managing the employees coming from diverse cultures and prepare them to work in a global environment.

Unit 1:

Introduction to Diversity: Meaning, Need for Diversity, Diversity legislation in Global perspective: Equality and Fairness in Employment, , Defining Diversity in global context, Global Demographic Trends: Impact on workforce diversity, personal dimension, group dimension and institutional dimension, Business Advantages of Diversity in the Workplace, Consequences of Ignoring Diversity. **(12 Hours)**

Unit 2:

Cultural Perspectives of Workplace Diversity: Defining diversity in global context, Theoretical perspective on Diversity and Exclusion in the Workplace Culture and communication in the global workplace, Intercultural and issues of power, Interpersonal Relationships in a Global Work Context. **(10 Hours)**

Unit 3:

Managing a Diverse Workplace: Inclusive workplace, An overview of the Inclusive workplace model, Globally Inclusive workplace, Management process, Developing organisational competency to manage diversity, Resources needed for diversity management, Guiding principles, Social policies and Action programs, Diversity Legislation in Global perspective. **(10 Hours)**

Unit 4:

Negotiating Across Cultures : Culture and Conflict Resolution, Intercultural Dissonance: A Theoretical Framework; Negotiating Behavior in various cultures, Negotiating in North-America, Negotiating in Japan - Negotiating in Russia, Negotiating in Germany - Negotiating in France. **(10 Hours)**

Text books

1. Michalle E. Mor Barak (2010), Managing Diversity: Toward a Globally Inclusive Workplace Paperback, Sage Publications
2. Harvey, (2015), Understanding and Managing Diversity: reading, Cases and exercises, Pearson Education

Reference Books

1. Gill Kirton, Anne Marie Greene, (2010), The Dynamics of Managing Diversity: A critical approach, 3/e, Butterworth Heinemann ,Elsevier Ltd.
2. Taylor Cox (1994), Cultural Diversity in Organisations: Theory, Research and Practice, 1/e, Berrett-Koehler publications
3. Mustafa Ozbilgin, Ahu Tatli (2008), Global Diversity Management: An Evidence Based Approach, Palgrave Macmillan, NewYork
4. R. Roosevelt Thomas Jr. , World Class Diversity Management: A Strategic Approach, 1/e, Berrett-Koehler publications

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

Global Strategic Management

Course Code: MS-250

L-3, Credits-3

Objective: The objective of this paper is to help students understand strategy making process in the light of rapid changes in an organization's globally oriented environment and also to help them understand tasks of implementing strategy in a global market.

COURSE OUTCOMES (COs)

At the end of the course, a student will be able to:

CO1: Understand the range of competitive opportunities and challenges businesses face in creating value worldwide, especially the forces of globalization.

CO2: Appreciate the complexities of national institutions and the dynamics of industry competition at the global level.

CO3: Know the resources, capabilities, and core competences enabling a company to sustain above-average returns over the long run in context of international business.

CO4: Develop critical thinking skills to address business challenges and opportunities taking into consideration the various stakeholders that are important to the organization at the global level.

CO5: Identify the issues of social responsibility, environmental sustainability, and corporate governance at global level.

Course Content:

Unit I

Introduction to Strategy formulation: Steps of strategy formulation, role of Strategic planners and top management; Developing strategic vision and mission for global companies; Setting objectives and forming a strategy; analyzing company's internal competencies for global companies, Globalization and strategic management; Strategic flexibility and learning organization. **(10 Hours)**

Unit II

Environmental Scanning and Competitiveness Analysis: Appraising company's external strategic situation, competitive strategy and competitive advantage in global market, Competitive advantages to diversified multinational corporations in a globally competitive business world, Situation Specific Strategies: Strategies for situation like competing in emerging industries, maturing or declining industries, fragmented industries, hyper –competitive industries and turbulent industries; Strategies for industry leaders, runner -up firms and weak businesses. **(12 Hours)**

Unit III

Strategy implementation and administration: Organization building; Budgets and support system, culture and leadership; Issues in global strategy implementation; strategy evaluation and control. Strategic Issues in Managing Technology and Innovation: Social responsibility and ethics management. **(10 Hours)**

Unit IV

Strategic Issues and Alternatives in Globally Competitive Markets: Multi-country and global strategies; Concepts of global market dominance, Corporate turnaround, retrenchment and portfolio restructuring strategies; Multinational diversification strategies; Building shareholder value, Roles of cost sharing and skills transfer in creating competitive advantage via diversification, Outsourcing strategies. **(10 Hours)**

Text Books:

1. Hitt, Michael A., R.Duane Ireland and Robert E. Hokisson (2014), Strategic Management: Competitiveness and Globalisation, 11/e, South Western College Publishing, Australia
2. Mike W. Peng, (2010), International Strategic Management, 1/e, Cengage Learning

Reference Books:

1. Ellis, J. and D. Williams (1995), International Business Strategy, Pitman, London.
2. J. George Frynas, Kamel Mellahi, (2011) Global Strategic Management, 2/e, Oxford Press.
3. Porter, M.E. (1998), The Competitive Advantage of Nations, Macmillan, London, 1990.
4. Root, F.R. and K. Visudtibhean (1992), International Strategic Management: Management Challenges and opportunities, Taylor and Francis, New York.