

Scheme of Examination

&

Syllabi

of

Two Year

**MASTER OF BUSINESS ADMINISTRATION
(ENTERPRISE SYSTEMS MANAGEMENT)
WEEKEND PROGRAMME**

for

Academic Session 2008 ONWARDS



GURU GOBIND SINGH
INDRAPRASTHA
UNIVERSITY

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY
Kashmere Gate, Delhi - 110 006 (INDIA).

www.ipu.ac.in

FIRST TRIMESTER

Code No.	Paper	L	T/P	Credits
MEW -101	Management Process & Organizational Behaviour	3	-	3
MEW- 102	Quantitative Techniques	3	-	3
MEW – 103	Managerial Economics	3	-	3
MEW- 104	Systems Engineering	4	-	4
Total		13	-	13

$$3*15 \text{ days} = 45+45+45+60=195$$

SECOND TRIMESTER

Code No.	Paper	L	T/P	Credits
MEW – 201	Human Resource Management	3	-	3
MEW – 202	Marketing Management-I	3	-	3
MEW- 203	Industrial R&D Management	3	-	3
MEW – 204	Accounting for Managers	3	-	3
MEW – 205	Minor Project -	4	-	4
	Total	12	-	16

180 hrs + 4 = 184

THIRD TRIMESTER

Code No.	Paper	L	T/P	Credits
MEW- 301	Financial Management	3	-	3
MEW - 302	Business Research	3	-	3
MEW – 303	Marketing Management-II	3	-	3
MEW - 304	Supply Chain Management	4	-	4
MEW – 305	Minor Project –II	4	-	4
	Total	17	-	17

$$45+45+45+60+4 = 199$$

FOURTH TRIMESTER

Code No.	Paper	L	T/P	Credits
MEW- 401	Operations Management	3	-	3
MEW – 402	Management Information Systems	3	-	3
MEW - 403	Communication Skills and Report Writing	2	-	2
MEW – 404	Minor Project Work-III	-	-	4
	Elective –I	3	-	3
	Elective-II	3	-	3
Total		14	-	18

Note: Student shall select two elective papers from the opted area of specialization.

ELECTIVES

45+45+30+4+45+45=214

Enterprise Systems Management

MEW – 405 Computer Stimulation in Enterprise Systems

MEW – 406 Re-engineering of Systems : e-governance Case

FIFTH TRIMESTER

Code No.	Paper	L	T/P	Credits
MEW - 501	Management of Technology, Innovation and Change	3	-	3
MEW – 502	Management of International Business	3	-	3
MEW – 503	Corporate Governance and Social Responsibility	3	-	3
	Elective–III	3	-	3
	Elective-IV	3	-	3
	Total	15		15

Note: Student shall select two elective papers from the opted area of specialization.

45+45+45+45+45= 225

ELECTIVES

Enterprise Systems Management

MEW – 504 Enterprise Architecture

MEW – 505 E-Learning to Enterprise Management

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MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

SIXTH TRIMESTER

Code No.	Paper	L	T/P	Credits
MEW 601	Strategic Management	3	-	3
MEW 602	E-Business	3	-	3
MEW 603	Major Research Project	-	-	12
	Elective –V	3	-	3
	Elective –VI	3	-	3
Total		12	-	24

Note: Student shall select two elective papers from the opted area of specialization.

ELECTIVES

45+45+12+45+45= 180+12= 192

Enterprise Systems Management

MEW – 604 Enterprise Management and Entrepreneurship

MEW – 605 Enterprise Management and Artificial Intelligence

Total Credits = 103

Minimum Credits required for the Award of Degree= 100

Management Process & Organizational Behaviour

Course Code: MEW 101

Credits - 3

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

Course Contents:

1. **Introduction:** Meaning and Nature of Management, Management Approaches, Processes, Managerial Skills, Tasks and Responsibilities of a Professional Manager.
2. **Organizational Structure and Process:** Organizational Culture and Climate, Managerial Ethos, Organization Structure & Design, and Managerial Communication.
3. **Organization Behavior: An Introduction, Behavioural Dynamics:** Individual Determinants of Organization. Behaviour: Perception, Learning, Personality, Attitudes and Values, Motivation, Job Anxiety and Stress. Group Dynamics and Interpersonal Relations, Management of Organizational Conflicts, Management of Change, Leadership and Theories and Styles.
4. **Planning and Controlling:** Planning Types and Process, Management By Objectives, Decision-Making Types and Models, Problem Solving Techniques, Controlling: Process and Techniques.

Text Books:

1. Robbins, S.P. & Decenzo, D (2002). Fundamental of Management. Pearson Education.
2. Stoner, et.al. (2002). Management. Prentice Hall of India.
3. Luthans, F (2004). Organisational Behaviour. McGraw Hill, International Edition.

Reference Books:

1. Weiss, J.W. (reprint of 2002). Organizational Behavior & Change. Managing Diversity, Cross-cultural Dynamics & Ethics. Vikas Publishing House Pvt. Ltd.
2. Pettinger, R (2002). Introduction to Management. Palgrave McMillan.
3. Pareek, U (2004). Understanding Organisational Behaviour. Oxford University Press.

Quantitative Techniques

Course Code: MEW 102

Credits - 3

Objectives: To expose students to Quantitative Techniques in management decision-making.

Course Contents:

Section 1

- Descriptive Statistics: - Presentation of data, Measures of Central tendency
- Probability (Concept, Theorems, Conditional Probability, Bayes' Theorem)
- Probability Distribution (Discrete and Continuous)
- Correlation and Regression

Section 2

- Linear Programming: Graphical Solution and Simplex Method, Duality

Section 3

- Decision Theory (Decision Under certainty, risk and Uncertainty, Marginal Analysis, Decision tree Analysis)
- Game Theory (Pure and Mixed Strategy, Graphical, Dominance and Algebraic Method)

Section 4

- Transportation Problems (Initial Basic Feasible Solution, Test for Optimality and Transshipment)
- Assignment Problem
- Network Analysis (PERT & CPM)
- Introduction to Statistical, Optimization and related Software

Textbooks:

1. Hillier, F. S. & Hillier, M. S. (2005), Introduction to Management Science. Tata McGraw Hill.
2. Gupta S.P & Gupta, M.P (2003) Statistical Methods. Sultan Chand & Sons, New Delhi.

Reference Books:

1. Taha, H. A. (7th ed. 2002). Operation Research: An introduction. Pearson Education New Delhi
2. Vohra, N.D (2003). Quantitative Techniques in Management. Tata McGraw Hill, New Delhi

Managerial Economics

Course Code: MEW 103

Credits - 3

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

Course Contents:

1. **Introduction:** Nature, Scope and Significance of Managerial Economics, its Relationship with other Disciplines, Role of Managerial Economics in Decision Making.
2. **Consumer Behaviour and Demand Analysis:** Cardinal and Ordinal Approaches to Consumer Behaviour, Demand Functions, Determinants of Demand, Elasticity of Demand, Derivation of market Demand, Demand Estimation and Forecasting.
3. **Theory of Production and Cost:** Managerial uses of Production Function, Short Run and Long Run Production Analysis, Isoquants, Optimal Combination of Inputs, Empirical Estimation of Production Functions; Traditional and Modern Theory of Cost in Short and Long Runs, Economies of Scale and Economies of Scope, Empirical Estimation of Cost Function.
4. **Theory and Behaviour of Firm:** Profit Maximization, Alternative Objectives of Business Firms, Price Output decisions under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly, Pricing Policies and Methods.

Text Books:

1. Christopher R Thomas & S Charles Maurice (2006), Managerial Economics. Tata McGraw Hill Co.
2. Truett & Truett (2004). Managerial Economics. John Wiley & Sons Inc.
3. Petersen, H. Craig & Cris, L W (2004). Managerial Economics. Pearson Education (Singapore) Ltd.
4. Salvatore, D. (2004). Managerial Economics in a Global Economy. Irwin, Mc Graw-Hill.

Systems Engineering

Course Code: MEW 104

Credits - 4

Objective: This course is designed to expose the students to fundamental concepts of Systems Engineering, Simulation models and design of systems for production, and distribution.

Unit -1 Introduction

Classification of simulation models, Computer Simulation packages for management, Development of models for manufacturing systems and service systems, model development for supply chain, development of DSS based on simulation,

Unit – 2

the simulation process, enterprise system investigation, model formulation, validation and translation, tactical planning and management aspects, time flow mechanism of Enterprise Systems

Unit – 3

Systems Simulation

Computer simulation of systems. Design of simulation models of discrete systems. Statistical foundations and methodology. Generation of random variants.

Unit – 4

Design of simulation experiments. Simulation programming languages. Applications: the analysis and design of systems for production, and distribution.

Unit – 5

Model validation. Simulation output analysis. Use of software.

Suggested Readings:

1. Martin, James N., *Systems Engineering Guidebook: A Process for Developing Systems and Products*. CRC Press, New York, 1997 copyright Lucent Technologies
2. Reich, Robert B., *The Work of Nations*, Random House, New York, 1991.
3. Sage, Andrew P., *Systems Engineering*, John Wiley & Sons, Inc., New York, 1992.
4. Senge, Peter M., *The Fifth Discipline: The Art and Practice of the Learning Organization*, Doubleday, New York, 1990.
5. Stevens, Richard, et al, *Systems Engineering: Coping with Complexity*, Prentice Hall Europe, 1998.

Human Resource Management

Course Code: MEW 201

Credits - 3

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

Course Contents:

1. **Human Resource Management (HRM):** A Macro Level Scenario; Concept of Human Resource Management; Processes Involved in HRM; Total Quality Management and Employee Empowerment, Learning Organization.
2. **Strategic Human Resource Management:** Methods and Techniques of Forecasting the Demand and Supply of Manpower, Job Analysis, Business Process Reengineering and Role of HRM.
3. **Issues and Experiences:** Selection and Recruitment; Induction and placement; Performance and Potential Appraisal, Job Evaluation: Concept, Scope and Limitation; Compensation, Transfer, Promotion and Reward Policies; Training and Development; Competency Based Training and Assessment, Motivational Model., Human Resource Information System; Human Resource Audit and Human Resource Accounting.
4. **Research Project:** Each Student will write a scholarly research paper on a specific Human Resource Management issue of his choice. This paper may include the following:
 - Historic Development
 - Examination of Current Issues
 - Exploration of the Actual or Expected Impact on Employees, Industry or Government. Presentation of Available Alternatives if Applicable and
 - References

Text Books:

1. DeCenzo, D. A. and Robbins, S. P. (8th ed., 2005). Fundamentals of Human Resource Management. John Wiley.
2. Dessler Gary (2004). Human Resource Management. Pearson Education.
3. Ivancevich, John M. (2003). Human Resource Management. Tata McGraw Hill.

Reference Books:

1. Monappa, A. and Saiyadain, M. (2001). Personnel Management. Tata McGraw-Hill, New Delhi.
2. Rao, V.S.P. Human Resource Management.
3. Fisher Cythia D., Schoenfeldt Lyle F. and James B. Shaw (2004). Human Resource Management. Bizantra.

Marketing Management-I

Course Code: MEW 202

Credits - 3

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

Course Contents:

1. **Introduction to Marketing:** Meaning, Nature and Scope of Marketing; Marketing Philosophies; Marketing Management Process; Concept of Marketing Mix; Market Analysis: Understanding Marketing Environment; Consumer and Organisation Buyer Behaviour; Market Measurement; Market Segmentation, Targeting and Positioning.
2. **Product Planning and Pricing:** Product Concept; Types of Products; Major Product Decisions; Brand Management; Product Life Cycle, New Product Development Process; Pricing Decisions; Determinants of Price; Pricing Process, Policies and Strategies.
3. **Promotion and Distribution decisions:** Communication Process; Promotion Tools- Advertising, Personal Selling, Publicity and Sales Promotion; Distribution Channel Decisions- Types and Functions of Intermediaries, Selection and Management of Intermediaries.
4. **Marketing Organization and Control:** Emerging Trends and Issues in Marketing – Consumerism, Rural Marketing, Social Marketing; Direct and Online Marketing; Green Marketing.

Text Books:

1. Philip Kotler. (2003). Marketing Management: Analysis, Planning, Implementation & Control. Prentice Hall of India.
2. Michael, J. E., Bruce, J. W. and Williom, J. S. (13th Edition, 2004). Marketing Management. Tata McGrawHill, New Delhi.

References Books:

1. Louis E. Boone and David L. Kurtz (2001). Contemporary Marketing. Harcourt Collye Publishers.
2. Douglas, J. Darymple & Leonard J. Parsons (2002). Marketing Management: Text and Cases. Seventh Edition, John Wiley and Sons.
3. Pride, William, M., and O.C. Ferrell (2005). Marketing: Concepts and Strategies. Biztantra, New Delhi.

Industrial R&D Management

Course Code: MEW 203

Credits – 3

Objectives: This course is designed to expose the students to fundamental concepts of Management of R&D, Flexible Systems methodology, Quantitative research methods for Industrial R&D Management

Unit 1

Need of R&D, Management of R&D, Industrial view of R&D, Problem conceptualization and definition.

Unit 2

Hypothesis formulation, selection of Research Methods, Flexible Systems methodology for preparing research design

Unit 3

Scaling sampling methods, Questionnaire design, Field experiments, Quasi experiments

Unit 4

Quantitative research methods for Industrial R& D Management.

Accounting for Managers

Course Code: MEW 204

Credits - 3

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

Course Contents:

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

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

Performance Evaluation Techniques: Introduction to Budgeting and Budgetary Control; Performance Budgeting; Classification of Budget; Standard Costing and Variance Analysis; Balanced Scorecard; Responsibility Accounting.

Decision Making Techniques: Cost Volume Profit Analysis; Management Accounting for Decision Making and Control; EVA and Performance Measurement; Introduction to Activity Base Costing, Targeting Costing, Life Cycle Costing; Uniform Costing.

Text Books:

1. Maheshwari, S.N. (2nd ed., 2003). Financial and Cost Accounting. Sultan Chand & Sons.
2. Bhattacharya, Ashish K. (2003). Financial Accounting for Business Managers. Prentice Hall of India.
3. Arora, M. N. (2004). Cost Accounting. Vikas Publication.

Reference Books:

1. Maheshwari, S.N. (8th ed., 2004 – Vol-I) & (9th ed., 2004-Vol-II). Advanced Accountancy – Vol. I & II. Vikas Publishing House.
2. Maheshwari, S.N. (2004). Corporate Accounting for Managers. Vikas Publishing House, New Delhi.
3. Khan, M.Y. and Jain, P.K (4th ed., 2004). Financial Management, Text, Problems & Cases. Tata McGraw Hill Company, New Delhi.

Minor Project – I

Course Code: MEW 205

Credits - 4

Objectives:

The primary objective of this course is to enhance the analytical skills and nurture critical thinking in the students of this course.

Course Contents:

Outlines: In the Term paper, students are required to select a relevant business topic/issue, carry out a detailed literature review followed by a critical analysis. The conclusions drawn from the analysis must also be brought out in the paper. The topic for the term paper could be either a contemporary management issues or may be taken from the organizational situations faced by the individuals at their work place or organizations you are familiar with.

Alternatively, a student can also develop a case study on some specific business issue or on organizational situation in an industry you are working or you are familiar with.

The written term paper/case study shall be evaluated both by an internal supervisor as well as an external examiner.

Each student would be required to select a topic for the above and inform the same to the office latest by the second week of the trimester. The progress of work shall be assessed by the Internal Supervisor on a periodic basis through presentations, discussions and other means to arrive at a final assessment.

The last date for the submission of term paper/minor project shall be the last date of instructions in the trimester.

Financial Management

Course Code: MEW 301

Credits - 3

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

Course Contents:

1. Nature and Scope of Financial Management; Financial Objectives; Impact of Financial and Economical Environment on Financial Management; Time Value of Money including Pension Funds. Funds Flow Analysis; Cash Flow Statement and its Interpretation (AS-3), Ratio Analysis
2. Planning for Sources of Finance (Domestic and International); Capital Structure; Leverages; Cost of Capital; Net Income Approach; Net Operating Income Approach; Traditional Approach and MM Approach; Capital Gearing/Debt-Equity Ratio, Generation of Internal Funds.
3. Retained Earning Vs. Dividend Decision; Gordon Model; Walter Model; MM Approach; Lintner Model; Planning of Development of Funds Through Management of Assets - Fixed and Current: Working Capital Management; Management of Cash (Various Theoretical Models), Inventories (Including Risk Analysis) and Receivables; Operating Cycle.
4. 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; Basic International Capital Budgeting.

Text Books:

1. Maheshwari, S.N. (9th ed., 2004). Financial Management – Principles & Practice. Sultan Chand & Sons.
2. Chandra, Prasanna (6th ed., 2004). Financial Management: Theory and Practice. Tata McGraw Hill.
3. Khan, M. Y. and Jain P. K. (4th ed., 2004). Financial Management, Text, Problems & Cases. Tata McGraw Hill Company, New Delhi.

Reference Books:

1. Maheshwari, S.N. (14th ed., 2004). Management Accounting and Financial Control. Sultan Chand & Sons.
2. Maheshwari, S.N. (14th ed., 2004). Principles of Management Accounting. Sultan Chand & Sons, New Delhi.
3. Maheshwari, S.N. (2004). Corporate Accounting for Managers. Vikas Publishing House, New Delhi.
4. Narayana Swamy (2nd Ed., 2005). Financial Accounting a Managerial Perspective. Prentice Hall of India.

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MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

Business Research

Course Code: MEW 302

Credits - 3

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

Course Contents:

1. **Introduction to Business Research:** Definition; Nature and Scope of Business Research; The Research Process; Problem Identification and Definition; Determination of Information Needs; Hypothesis Formulation; Developing Research Proposal; Ethical issues in Research.
2. **Research Design and Data Collection:** Types of Research Design; Secondary and Primary Data; Primary Data Collection Instruments – Questionnaire Designing and Testing; Schedule; Observation Methods; Qualitative Research; Scaling Techniques and Attitude Measurement; Online Data Sources and Research.
3. **Sample Design:** Defining the Universe and Sampling Unit; Sampling Frame; Probability and Non-probability Sampling Methods; Sample Size Determination, Data Collection and Survey Errors.
4. **Data Analysis, Interpretation and Report Preparation:** Data Editing and Coding; Tabulation; Hypothesis Testing; Analysis of Variance; Advanced Data Analysis Techniques- Factor Analysis, Cluster Analysis, Discriminant Analysis; Conjoint Analysis; Multi Dimensional Scaling; Report Preparation and Presentation.

Text Books:

1. Donald, R. Cooper and Parmela, S. Schindler (2003). Business Research Methods. Tata McGraw Hill.
2. Kothari C.R. (2004). Research Methodology Methods and Techniques. Wishwa Prakashan.

Reference Books:

1. Malhotra, Naresh K. (4th Edition, 2004). Marketing Research. Pearson Education Pvt. Ltd.
2. Richard, I Levin (2003). Statistics for Management. PHI, Delhi.

Marketing Management-II

Course Code: MEW 303

Credits - 3

Objectives: The course aims at sensitizing students to the challenges of services management and equipping them with an understanding of the knowledge and skills necessary to manage service organizations.

Course Contents:

1. **The Foundation of Services:** Characteristics of Services; Comparison of Goods and Services; Services Management Challenges; Types of Services; Carriers in Services Sectors.
2. **Planning and Implementing Service Strategy:** Formulating Service Strategy; Services Operational Design and Positioning; Management of Service Process and Servicescape; Employee Role in Service Delivery; Customer Management; Delivering through Service Intermediaries.
3. **Managing Service Quality and Customer Retention:** Defining Service Quality; Measurement of Service Quality; House of Quality; Return on Quality; Balanced Performance Scorecard; Customer Retention Strategies and Customer Relationship Management.
4. **Services Management Applications:** Service Issues in Banking and Insurance; Travel and Tourism; Telecommunications; Business Process Outsourcing; Healthcare Services.

Text Books:

1. Bert Van Looy, Roland, V. Dierdonck, Paul Gemmel (2003). Services Management: An Integrated Approach. Pearson Education (Paperback).
2. Collier, D.A. (2002). Service Management. Prentice Hall of India.

Reference Books:

1. Sasser, W.E., Oison R. P. and Wyckoff D.D. (2003). Management of Services Operations. Allyn and Bacon Inc.
2. Valarie, A. Zeithaml and Mary J. Bitner (2004). Services Marketing. Tata McGraw Hill, Delhi.

Supply Chain Management

Course Code: MS (WE) 304

Credits – 4

Unit 1. Supply Chain Management : Concepts, Issues in Supply Chain Management; Customer Focus and Distribution Management.

Unit 2. Logistics Framework – Concept, Objective and Scope; Transportation, Warehousing, Inventory Management; Packing and Unitization; Control and Communication; Supply chain management.

Unit 3. International Air Transport System : International set up for Air Transport, Freight rates, India's Export-Import Trade by air, problems and prospects.

Unit 4. Ocean Transport : World Seaborne Trade and Shipping Industry – Characteristics and Structure; Liner Operation; Tramp Operations, Value, Volume and direction of seaborne trade; Liner freighting practices : Principles, structure and freighting practices; Chartering principles and practices : Types of chartering, contract of affreightment; Charterparty agreement; forms and clauses; Developments in ocean transport – unitization, containerization, intermodal and multimodal transport, C.F.S. and I.C.D.

Unit 5. Indian shipping – Growth, policy and problems; Port and Port Trust: their role and responsibility.. Cargo Intermediaries: Ship agents, broker, freight forwarder, cargo booking ante stevedore and longshoremen, terminal operators.

Carriage of Goods by Sea, Air and Combined transport – National law and International Conventions; Maritime frauds and unethical practices: causes and precaution.

References:

1. Daniel Marks, Shipping Carterls,
2. J. Bes, Dictionary of Shipping and Chartering Terms,
3. M. S. Ram, Shipping.
4. H. B. Desai, Indian Shipping Perspectives, Anupma. Publications, Delhi.
5. J. D. Jansson and D. Shneerson, Liner Shipping Economics.Liner Shipping Economics.
6. J. F. Hagff, Physical Distribution.
7. J. Bes, Chartering Practices.
8. Limited Nations/ESCAP, Use of Maritime Transport.
9. UNCAT, Shipping Documents.
10. Journals
 - (i) (i) The Marine Times, Bombay.
 - (ii) (ii) Indian Shipping, Bombay.
 - (iii) (iii) Containerisation International, Bombay.
 - (iv) (iv) Indian Shipping and Transport, Bombay.

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Minor Project Work – II

Course Code: MEW 305

Credits - 4

Objectives:

The primary objective of this course is to enable the students apply the knowledge acquired in the first and second trimesters to either study a business system and perform a critical analysis of the same or to study, analyse and design a solution for a business problem.

Course Contents:

Outlines: The Minor research project report is required to be prepared in the prescribed format and shall be evaluated both by an internal supervisor as well as a University appointed external examiner.

Each student would be required to select a topic for the Minor Project. A synopsis is required to be submitted by each student on the topic of the project.

The School would allocate the Internal supervisor on the basis of the subject area. The topic selection must be completed by the second week of the trimester. The progress of the Minor Project shall be assessed by the Internal Supervisor on a periodic basis through presentations, discussions and other means to arrive at a final assessment.

Suggested Contents of Synopsis: The project synopsis or proposal must give information on the following items:

1. Descriptive title of the study
2. Nature of the study
 - Problem to be examined
 - Significance and need for the study
 - Background information available
 - Scope of the study – extent and limitations
 - To whom will it be useful?
3. Hypothesis, if any, to be tested
4. Data Sources and Collection procedure
5. Methodology for data analysis
6. Schedule – target dates for completing
 - Review of Literature (Library/Internet research)
 - Primary research
 - Data organization and analysis
 - Outlining the report
 - First draft
 - Final draft
7. Bibliography

Operations Management

Course Code: MEW 401

Credit-3

Objectives: The Course is designed to make student understand the strategic significance of Operation management, to acquaint them with application of discipline to deal with real life business problem.

Course Contents:

1. Introduction to Operation Management, Nature & Scope of Operation/ Production Management, Relationship with other functional areas, Recent trend in Operation Management, Manufacturing & Theory of Constraint, Types of Production System, Just in Time (JIT) & lean system
2. Product Design & Process Selection, Stages in Product Design process, Value Analysis, Facility location & Layout: Types, Characteristics, Advantages and Disadvantages, Work measurement, Job design.
3. Forecasting & Capacity Planning, Methods of Forecasting, Overview of Operation Planning, Aggregate Production Planning, Production strategies, Capacity Requirement Planning, MRP, Scheduling, Supply Chain Management, Purchase Management, Inventory Management.
4. 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)

Text Books:

1. Krajewski & Ritzman (2004). Operation Management – Strategy and Analysis. Prentice Hall of India.
2. Charry, S.N (2005). Production and Operation Management- Concepts , Methods & Strategy. John Willy & Sons Asia Pvt . Limited.

Reference Books:

1. Terry Hill (2005). Operation Management. Pal Grave McMillan (Case Study).
2. Adam Jr., E and Ebert, R. (1998). Production and Operation Management.

Management Information Systems

Course Code: MEW 402

Credit-3

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

Course Contents:

1. Meaning and Role of Information Systems. Types of Information Systems: Operations Support Systems, Management Support Systems, Expert Systems, and Knowledge Management Systems. Information Systems for Strategic Management: Competitive Strategy Concepts, Strategic Role of Information Systems. Integrating Information Systems with Business Strategy, Value Chain Analysis, and Strategic Information Systems Framework.
2. Planning for Information Systems: Identification of Applications, Business Planning Systems and Critical Success Factors, Method of Identifying Applications, Evaluation of Information Systems. Risks in Information Systems. Resource Requirements for Information Systems: Hardware and Capacity Planning, Software Needs, Procurement Options – Make or Buy decisions, Outsourcing as an Option.
3. Emerging Concepts and Issues in Information Systems: Supply Chain Management, Customer Relationship Management, ERP. Emerging Concepts in Information System Design and Application. End User Computing.
4. Research Project:
Each student will write a research paper on a specific Information System related issue of their choice. This paper may include the following:
 - Historic Development
 - Examination of Current Issues
 - Exploration of the Actual or Expected Impact on Employees, Industry or Government, Presentation of available Alternatives if Applicable
 - References

Text Books:

1. Kenneth, Laudon and Jane Laudon (2005). MIS: Managing the Digital Firm. Pearson Education.
2. James, A. O'Brien (2005). Introduction to Information Systems. Tata McGraw Hill.

References Books:

1. Turban, E., McLean, E. and Wetherbe, J. (2001). Information Technology for Management: Making Connections for Strategic Advantage. John Wiley and Sons.
2. Jawadekar, W. S. (2004). Management Information Systems. Tata McGraw Hill.

Communication Skills and Report Writing

Course Code: MEW 403

Credits - 2

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

Course Contents:

1. Forms of Communication

- (a) Written Communication: Principles of Effective Written Communication; Commercial Letters, Report Writing, Speech Writing, Preparing Minutes of Meetings; Executive Summary of Documents
- (b) Non-verbal Communication
- (c) Oral Communication: Art of Public Speaking, Effective Listening

2. Important Parameters in Communication

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

3. Business Negotiation: Negotiation Process & its Management

4. Business Report Writing

Text Books:

1. Scot, O. (2004). Contemporary Business Communication. Biztantra, New Delhi.
2. Lesikar, R.V. & Flatley, M.E. (2005). Basic Business Communication Skills for Empowering the Internet Generation. Tata McGraw Hill Publishing Company Ltd. New Delhi.
3. Ludlow, R. & Panton, F. (1998). The Essence of Effective Communications. Prentice Hall of India Pvt. Ltd.

Reference Books:

1. Adair, J. (2003). Effective Communication. Pan Mcmillan.
2. Thill, J. V. & Bovee, G. L. (1993). Excellence in Business Communication. McGraw Hill, New York.
3. Bowman, J.P. & Branchaw, P.P. (1987). Business Communications: From Process to Product. Dryden Press, Chicago.

Minor Project Work -III

Course Code: MEW 404

Credits - 4

Objectives: The objective of this course is to enable the students to apply the knowledge gained in various aspects of management in some real life or simulated environment and learn the nuances of report preparation.

Course Contents:

Each student would be required to select a topic for the Minor Project. The topic selection must be completed by the second week of the trimester. A synopsis is required to be submitted by each student on the topic of the project.

The project will have to be pursued by him/her under the supervision of either an internal supervisor or professionally qualified supervisor from the industry for which prior approval must be taken from the Dean. The School would allocate the Internal supervisor on the basis of the subject area. The progress of the Minor Project shall be assessed by the Internal Supervisor on a periodic basis through presentations, discussions and other means to arrive at a final assessment.

The Project Report (one copy) along with one soft copy will be required to be submitted by the students prior to the date of the commencement of the End-Term Examinations for the Fourth Semester.

Internal/External Examiners shall evaluate the Project on the basis of a presentation by the student and the project report in the ratio of 40 and 60 marks respectively.

Computer Stimulation in Enterprise Systems

Course Code: MEW 405

Credits – 3

Computer simulation in Enterprise Systems:

Classification of simulation models, Computer Simulation packages for management, Development of models for manufacturing systems and service systems, model development for supply chain, development of DSS based on simulation, the simulation process, enterprise system investigation, model formulation, validation and translation, tactical planning and management aspects, time flow mechanism of Enterprise Systems

Re-engineering of Systems: e-governance Case

Course Code: MEW 406

Credits – 3

Nature, significance and rationale of Reengineering, reengineering scenario in major countries, Methodology and steps, IT enabled reengineering, paradigm of mass customization, reinventing the enterprise, reengineering management

Management of Technology, Innovation and Change

Course Code: MEW 501

Credits – 3

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

Course Contents:

1. **Technology Management** : Understanding Technology and its Relationship with Wealth of Nations and Firms Specific Knowledge; Technology Life Cycles, Technology Acquisition and Absorption; Technology Transfer, Technology Exports / Joint venture Abroad. Technological Forecasting and Perspective Planning in Business Enterprises. Global Trends in Technology Management.
2. **Change Management:** Understanding the Nature & Importance of Change, Types of Change; Building Culture for Change. Managing Transformations.
3. **Innovations Management:** Invention vs. Innovation; Innovation Strategies, Models; Concurrent Engineering; Process Innovation. Economics of Innovation. Innovation Management.
4. **Creative and Lateral Thinking Management:** Creative Thinking, Lateral Thinking.

Text Books:

1. Azad, R. R.(2000). Technology Transfer & Joint Ventures Abroad. Deep & Deep Publications, India.
2. Betz Fredrick. Managing Technological Innovation- Competitive Advantage from Change, Second Edition. John Wiley & Sons, 2003.
3. Narayanan V.K. Managing Technology and Innovation for Competitive Advantage, Pearson Education. 2006.
4. Szakonyi Robert. Handbook of Technology Management. Viva Books Pvt. Ltd. CRC Press 1999.
5. Tushman, M.L. & Lawrence, P.R. (1997). Managing Strategic Innovation & Change. Oxford University Press, USA, New York.
6. Jones T. (2003). Innovating at the Edge: How Organizations Evolve and Embed Innovation Capability. Butterworth Heinemann, U. K.

Reference Books:

1. "Technology Information Forecasting & Assessment Council" (TIFAC) Telecommunication: Technology Vision 2020, TIFAC, (1997), New Delhi, India.
2. Richard, C. D. (2001). Technology, Human and Society: Towards a Sustainable World. Academic Press, USA.
3. Carnall, C. (2003). Change Management Tool Kit. Thomson Learning Press, Singapore.
4. Amidon, D. M. (1997). Innovation Strategy for the Knowledge Economy: The Kan Awakening. Butterworth-Heinemann, New Delhi, India.

Management of International Business

Course Code: MEW 502

Credits – 3

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

Course Contents:

1. **Nature and Scope of International Management:** Introduction to International Business; Concept and Definition of International Management; Reasons for Going International, International Entry Modes, Their Advantages and Disadvantages, Strategy in the Internationalization of Business, Global Challenges; Entry Barriers, India's Attractiveness for International Business.
2. **Environment Facing Business:** Cultural Environment facing Business, Managing Diversity within and Across Culture, Hofstede Study, Edward T Hall Study, Cultural Adaptation through Sensitivity Training, Political, Legal, Economic, Ecological and Technological Facing Business and their Management.
3. **Formulating Strategy for International Management:** Strategy as a Concept, Implementing Global Strategy, Emerging Models of Strategic Management in International Context, Achieving and Sustaining International Competitive Advantage; International Strategic Alliances, Global Mergers and Acquisition.
4. **Organizing and Controlling for International Competitiveness:** International Human Resource Management-concept and Dimensions, Human Resource Issues in Developing and Maintaining an Effective Work Force, Leadership Issues; Motivation; Basic Models for Organization Design in Context of Global Dimensions; Future of International Management in the East, Global Operations Management.

Text Books:

1. Thakur, M., Burton & Gene, E (2002). International Management. Tata McGraw Hill.
2. Hodgetts, R. and Luthens, F. (2003). International Management. McGraw Hill Inc.
3. Deresky (2003). International Management: Managing across borders and culture. Pearson Education.

Reference Books:

1. Daniels, John D. and Radebaugh, Lee H. (2005). International Business. Wiley India.
2. Lasserre, Philippe (2005). Global Strategic Management. Palgrave McMillan.

Corporate Governance and Social Responsibility

Course Code: MEW 503

Credits – 3

Objective: To develop understanding and encourage students to think analytically and critically on issues concerning Corporate Governance, Business Ethics and Social Responsibility.

Course Contents:

1. **Corporate Governance:** Needs & Issues, corporate governance code, transparency and disclosure, role of auditors, board of directors and shareholders;
2. **Global issues of governance:** Accounting and regulatory framework, corporate scams, committees in India and abroad.
3. **Corporate Social Responsibility:** social responsibility of a business firm, Response of Indian firms towards corporate social responsibility.
4. **Corporate Ethics:** Principles and concepts, Principles of Managerial Ethics, Corruption in Business and Administration

Suggested Readings:

1. Robert A.G. Monks and Nell Minow, Corporate Governance, 3rd Edition.
2. John. L. Colley Jr. (etal), Corporate Governance, Ist Edition.
3. Velasquez (2002)-Business Ethics-Concepts and Cases , Prentice Hall, 5th edition.
4. Baxi C.V. and Prasad Ajit (2005): Corporate Social Responsibility, Excel Books.
5. www.bite.org.uk

Enterprise Architect

Course Code: MEW 504

Credits – 3

Unit 1

Introduction to enterprise, Overview of Enterprise Architect, Main features,

Unit 2

Diagrams, UML 2.0 diagrams, Use Case diagrams, Activity diagrams, Sequence diagrams, Communication diagrams, Class diagrams, Object diagrams, State Chart diagrams, Component diagrams, and Deployment diagrams,

Unit 3

Integration of Enterprise Architect model with version control system
Code Engineering: code generation and reverse engineering features

Suggested Readings:

1. IT Architecture and Middleware: Strategies for Building Large Integrated Systems – Britton, Pearson Education
2. Developing Enterprise web Services an Architects Guide – Person Education

E-Learning to Enterprise Management

Course Code: MEW 505

Credits – 3

Introduction to e-learning, e-learning models, Software & Hardware requirement for e-learning, Various tools of e-learning, e-business, e-technology, Enterprise management through e-learning, use of IT in business, e-business concepts and tools.

Strategic Management

Course Code: MEW 601

Credits – 3

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

Course Contents:

1. **Nature of Strategic Management:** Concept of Strategy; Mintzberg's 5Ps of Strategy; Strategic Decision Making; Strategic Management Process; Strategists and their roles.
2. **Strategy Formulation:** Concept of Stretch, Leverage and fit; Vision Mission, Goals and Objectives; Need for Balanced Scorecard; External Environmental Analysis; Analysing Companies Resource in Competitive Position; SWOT Analysis; Grand Strategies; Porter's Generic Strategies; Strategies for competing in Global Markets; Strategic Analysis and Choice – BCG, GE, Directional Policy and Hofer's Matrices; Industry and Competitive Analysis. Concept of Value Chain, Strategic Alliances.
3. **Strategy Implementation:** Resource Allocation; Structural Considerations and Organisational Design; Leadership and Corporate Culture; Fundamental and Operational Strategies; Plans and Policies.
4. **Strategy Evaluation:** Importance and Nature of Strategic Evaluation; Strategic and Operational Control; Evaluation Process for Operational Control; Evaluation Techniques for Strategic and Operational Control.

Text Books:

1. Arthur, A, Thomson and Strickland, A. J. (2002). Strategic Management – Concept and Cases. Tata McGraw Hill, New Delhi.
2. Glueck, W. T. and Lawrence, R. Jauch (2003). Business Policy and Strategic Management. Frank Bros & Co.
3. Azhar Kazmi (2004). Business Policy and Strategic Management. Tata McGraw Hill, New Delhi.

Reference Books:

1. Henry, Mintzberg, Bruce, Ahlstrand and Joseph, Lampel (1998). Strategy Safari. Free Press, New York.
2. Gary, Hamel and Prahalad, C. K. (1999). Competing for the Future. HBS Press.

E-Business

Course Code: MEW 602

Credits – 3

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

Course Contents:

1. **Introduction to e-business:**

Electronic Business, Electronic Commerce, Electronic Commerce Models, Types of Electronic Commerce, Value Chains in Electronic Commerce, E-Commerce in India. Internet, World Wide Web, Internet Architectures, Internet Applications, Web Based Tools for Electronic Commerce, Intranet, Composition of Intranet, Business Applications on Intranet, Extranets. Electronic Data Interchange, Components of Electronic Data Interchange, Electronic Data Interchange Communication Process.

2. **Security Threats to e-business**

Security Overview, Electronic Commerce Threats, Encryption, Cryptography, Public Key and Private Key Cryptography, Digital Signatures, Digital Certificates, Security Protocols over Public Networks: HTTP, SSL, Firewall as Security Control, Public Key Infrastructure (PKI) for Security, Prominent Cryptographic Applications.

3. **Electronic Payment System**

Concept of Money, Electronic Payment System, Types of Electronic Payment Systems, Smart Cards and Electronic Payment Systems, Infrastructure Issues in EPS, Electronic Fund Transfer.

4. **e-Business Applications & Strategies**

Business Models & Revenue Models over Internet, Emerging Trends in e-Business, e-Governance, Digital Commerce, Mobile Commerce, Strategies for Business over Web, Internet based Business Models.

Text Books:

- 1 Whitley, David (2000). e-Commerce Strategy, Technologies and Applications. Tata McGraw Hill.
- 2 Schneider Gary P. and Perry, James T (1st Edition 2000). Electronic Commerce. Thomson Learning.
- 3 Bajaj, Kamlesh K and Nag, Debjani (1st Edition 1999). E-Commerce: The Cutting Edge of Business. Tata McGraw Hill, Publishing Company Ltd., New Delhi.

Reference Books:

- 1 Trepper Charles (1st Edition 2000). E-Commerce Strategies. Prentice Hall of India, New Delhi.
- 2 Rehman S.M. & Raisinghanian (1st Edition 2000). Electronic Commerce Opportunity & Challenges. Idea Group Publishing, USA.
- 3 Knapp C. Michel (1st Edition, 2003). E-commerce Real Issues & Cases. Thomson Learning.

Major Research Project

Course Code: MEW 603

Credits – 12

Every student will be assigned a project at the end of the Fourth Semester and it will be pursued by him/her under the supervision of an internal supervisor. The Project Reports (in duplicate) along with one soft copy will be submitted by the students prior to the date of the commencement of the End-Term Examinations for the Sixth Semester. The format of the report is given below:

- Objective of the Research Undertaken
- Literature Review
- Research Methodology
- Data Analysis
- Findings and Conclusions
- 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 for assessment by the project guide.

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

Enterprise Management and Entrepreneurship

Course Code: MEW 604

Credits – 3

Objectives: The Course Aims at Instituting Entrepreneurship Skills in the Students by giving an overview of who the entrepreneurs are and what competences are needed to become an Entrepreneur or Entrepreneur. The Course aims at giving insights into the Management of Small Family Business, based on 3S Model: Stimulate, Sustain and Support so that a spirit of Entrepreneurship can be inculcated among the student participants.

Course Contents:

Unit 1. Entrepreneurship: Concept and Definitions; Entrepreneurship and Economic Development; Classification and Types of Entrepreneurs; Entrepreneurial Competencies; Factor Affecting Entrepreneurial Growth – Economic, Non-Economic Factors; EDP Programmes; Entrepreneurial Training; Traits/Qualities of an Entrepreneurs; Entrepreneur; Manager Vs. Entrepreneur. (14 Hours)

Unit 2. Opportunity / Identification and Product Selection: Entrepreneurial Opportunity Search and Identification; Criteria to Select a Product; Conducting Feasibility Studies; Project Finalization; Sources of Information. (14 Hours)

Unit 3. Small Enterprises and Enterprise Launching Formalities : Definition of Small Scale; Rationale; Objective; Scope; Role of SSI in Economic Development of India; SSI; Registration; NOC from Pollution Board; Machinery and Equipment Selection; Project Report Preparation; Specimen of Project Report; Project Planning and Scheduling using Networking Techniques of PERT / CPM; Methods of Project Appraisal. (14 Hours)

Unit 4. Role of Support Institutions and Management of Small Business : Director of Industries; DIC; SIDO; SIDBI; Small Industries Development Corporation (SIDC); SISI; NSIC; NISBUD; State Financial Corporation SIC; Marketing Management; Production Management; Finance Management; Human Resource Management; Export Marketing; Case Studies-At least 4 (four) in whole course. (14 Hours)

Text Books:

1. Desai, Vasant (2003). Small-Scale Industries and Entrepreneurship. Himalaya Publishing House, Delhi.
2. Kaulgud, Aruna (2003). Entrepreneurship Management. Vikas Publishing House, Delhi.
3. Cynthia, L. Greene (2004). Entrepreneurship Ideas in Action. Thomson Asia Pvt. Ltd., Singapore.

References Books:

1. Chandra, Ravi (2003). Entrepreneurial Success: A Psychological Study. Sterling Publication Pvt. Ltd., New Delhi.
2. Balaraju, Theduri (2004). Entrepreneurship Development: An Analytical Study. Akansha Publishing House, Uttam Nagar, New Delhi.
3. David, Otes (2004). A Guide to Entrepreneurship. Jaico Books Publishing House, Delhi.
4. Taneja (2004). Entrepreneurship. Galgotia Publishers.

Enterprise Management and Artificial Intelligence

Course Code: MEW 605

Credits – 3

Unit 1

Introduction to the subject, Basics of Artificial intelligence, Problem solving techniques, Search techniques, control strategies,

Unit 2

Knowledge representation through predicate logic, role of AI in enterprise management, techniques of AI for Enterprise systems management

Unit 3

Learning through neural nets and expert systems, Use of expert systems in Enterprise Systems

Suggested Reading:

1. Artificial Neural Network – Yegnarayan, PHI
2. Architecting and Building Enterprising Solutions – Gupta, PHI
3. Introduction to Expert Systems – Jacson, Pearson Education
4. Artificial Intelligence: A Modern approach, Rucell & Morvin