Scheme of Examination

&

Syllabi

of

Two Year

MASTER OF BUSINESS ADMINISTRATION (M B A) WEEKEND GENERAL

for

Academic Session 2010 Onwards

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY
Kashmere Gate, Delhi - 110 403 (INDIA).
www.ipu.ac.in
WEEKEND PROGRAMMES

The school realized the continuing educational needs of the growing population of working professionals in the government, public and private sector who want to assume higher responsibilities to better serve the industry and the society by upgrading their qualification without leaving their jobs i.e. who cannot leave their full-time jobs to pursue an MBA. With this realization, USMS has launched first of its kind innovative MBA (Weekend) programmes for working/employed personnel and serve the various sections of the industry.

PROGRAM FOCUS

To develop conceptual knowledge and behavioral skills of the participants to assume higher responsibilities through efficient and effective management of contemporary business environment.

EVALUATION SYSTEM

The evaluation of students in this course shall be continuous and dynamic. The evaluation of students shall be done in each semester. In every semester, each paper will carry a total weightage of 100 marks. The complete evaluation shall be done by two methods having different weightages:

- Internal evaluation - 40 marks
- External evaluation - 60 marks

The internal evaluation shall be done by the teacher who is teaching the course. The weightage for various components of assessment of students shall be:

**Internal Evaluation**

- Class Test –I (based on written test) : 20 Marks
- Class Test –II (Presentations/Assignments/Class interaction/Conduct of Practical and Practical file) : 20 Marks

The exact breakup of the above component shall be decided by the concerned teacher in each semester and informed to the students in the beginning of the semester.

**External Evaluation**

The evaluation shall also be done through a written test (external evaluation) to be done at the end of each semester comprising of 60 marks. This would be based on the curriculum specified for each
paper. A student to clear the paper must obtain at least 50% marks in the internal and external evaluation taken together.
**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**

**MASTER OF BUSINESS ADMINISTRATION (WEEKEND) (GENERAL)**

**FIRST SEMESTER**

<table>
<thead>
<tr>
<th>Code No.</th>
<th>Course</th>
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<tr>
<td>MS (WE) 101</td>
<td>Management Process &amp; Organizational Behaviour</td>
<td>2</td>
<td>-</td>
<td>3</td>
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<tr>
<td>MS (WE) 103</td>
<td>Quantitative Methods</td>
<td>2</td>
<td>-</td>
<td>3</td>
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<tr>
<td>MS (WE) 105</td>
<td>Managerial Economics</td>
<td>2</td>
<td>-</td>
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<tr>
<td>MS (WE) 107</td>
<td>Business Communication</td>
<td>2</td>
<td>-</td>
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<td>MS (WE) 109</td>
<td>Accounting for Management</td>
<td>2</td>
<td>-</td>
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<td>MS (WE) 111</td>
<td>Information Technology Management</td>
<td>2</td>
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<tr>
<td>MS (WE) 113</td>
<td>Term Paper</td>
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<td>2</td>
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<td>MS (WE) 151</td>
<td>Information Technology Management Lab</td>
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*Teaching Hours:* The total number of teaching hours for each course of 3 credits is of 42 hours spread over 21 weeks i.e. one Semester.
# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (WEEKEND) (GENERAL)

### SECOND SEMESTER

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<td>Human Resource Management</td>
<td>2</td>
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<tr>
<td>MS (WE) 104</td>
<td>Business Research</td>
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<td>MS (WE) 106</td>
<td>Financial Management</td>
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<td>MS (WE) 108</td>
<td>Operations Management</td>
<td>2</td>
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<td>MS (WE) 110</td>
<td>Marketing Management</td>
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<td>MS (WE) 112</td>
<td>Strategic Management</td>
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<td>MS (WE) 114</td>
<td>Information Systems Management</td>
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<td>MS (WE) 116</td>
<td>Minor Project</td>
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*Teaching Hours: The total number of teaching hours for each course of 3 credits is of 42 hours spread over 21 weeks i.e. one Semester*
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (WEEKEND) (GENERAL)

THIRD SEMESTER

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<th>Course</th>
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<tr>
<td>MS (WE) 201</td>
<td>Management of Technology. Innovation &amp; Change</td>
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<tr>
<td>MS (WE) 203</td>
<td>Corporate Social Responsibility, Human Values &amp; Ethics</td>
<td>2</td>
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<td>MS (WE) 205</td>
<td>Economic Environment of Business</td>
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<td>MS (WE) 207</td>
<td>Management of International Business</td>
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ELECTIVES (Any Three)

**Marketing**
MS (WE)- 209 Consumer Behaviour  
MS (WE)- 211 Retail Management  
MS (WE)- 213 Rural & Social Marketing  
MS (WE)- 215 Sales & Distribution Management

**Finance**
MS (WE)- 217 Financial Markets and Institutions  
MS (WE)- 219 Security Analysis and Investment Management  
MS (WE)- 221 Project Planning and Analysis  
MS (WE)- 223 Corporate Tax Planning

**Human Resource**
MS (WE)- 225 Organizational Development  
MS (WE)- 227 Strategic & International Human Resource Management  
MS (WE)- 229 Training and Developments: Systems and Practices  
MS (WE)- 231 Compensation Management
Information Technology
MS (WE)- 233 Systems Analysis and Design
MS (WE)- 235 Database Management Systems
MS (WE)- 251 Database Management Systems Lab. (This paper is based on DBMS and is part of it)
MS (WE)- 237 Network Applications and Management
MS (WE)- 239 Front End Design Tools
MS (WE)- 253 Front End Design Tools Lab. (This paper is based on Front End Design Tools and is part of it)

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

Consultancy
MS (WE)- 249 Business Process Reengineering
MS (WE) 261 Knowledge Management
MS (WE) 263 Consultancy Practice Fundamental –I
MS (WE) 265 Project Management-I
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (WEEKEND) (GENERAL)

FOURTH SEMESTER

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<td>MS (WE) 202</td>
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<tr>
<td>MS (WE) 204</td>
<td>Business Laws</td>
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<tr>
<td>MS (WE) 206</td>
<td>Entrepreneurship &amp; Small Business Management</td>
<td>2</td>
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<td>Elective- IV</td>
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<td>MS (WE) 270</td>
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*Teaching Hours: The total number of teaching hours for each course of 3 credits is of 42 hours spread over 21 weeks i.e. one Semester

ELECTIVE (Any Three)

**Marketing**
- MS (WE)- 208 Services Marketing
- MS (WE)- 210 International Marketing
- MS (WE)- 212 Advertising & Brand Management
- MS (WE)- 214 Internet Marketing

**Finance**
- MS (WE)- 216 International Financial Management
- MS (WE)- 218 Financial Derivatives
- MS (WE)- 220 Insurance and Risk Management
- MS (WE)- 222 Mergers, Acquisitions and Corporate Restructuring

**Human Resource**
- MS (WE)-224 Performance Management
- MS (WE)-226 Industrial Relations and Labor Laws
- MS (WE)-228 Team Building in Organizations
- MS (WE)-230 Behavioral Testing and Counseling

**Information Technology**
- MS(WE) 232 Business Intelligence and Applications
- MS (WE)- 234 Software Project Management
- MS (WE)- 236 Web Technologies
- MS (WE)- 252 Web Technologies Lab. (This paper is based on Web Technologies and is part of it)
- MS (WE)- 238 Enterprise Resource Planning
International Business
MS (WE)- 240  Distribution and Logistics for International Business
MS (WE)- 242  Global Competitiveness and Strategic Alliances
MS (WE)- 246  International Business Negotiations
MS (WE)- 248  Foreign Language

Consultancy
MS (WE)  262 Consultancy Practice Fundamental II
MS (WE)  264  Project Management-II
MS (WE)  266  Total Quality Management
MS (WE)  268  Enterprise Resource Planning
Note: The Project Dissertation work will start in the beginning of the third semester and the submission will take place in the fourth semester.

**Scheme of total credits in two-year MBA Weekend Programme**

<table>
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<th>Semester</th>
<th>Credits</th>
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<td>FIRST SEMESTER</td>
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<td>FOURTH SEMESTER</td>
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<td>TOTAL CREDITS OF THE COURSE</td>
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<td>MINIMUM CREDITS REQUIRED FOR DEGREE</td>
<td>100</td>
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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 to Management
   Meaning and Nature of Management, Management Approaches, Managerial Skills, Tasks and Responsibilities of a Professional Manager Planning Types and Process, Controlling Process and Techniques, Management by Objectives (8 Hours)

2. Process of Management
   Functions of Management in detail: Planning-process and techniques, Organizing-process and Organizational structure, Directing-principles and process, Controlling-Process and Techniques, Problem Solving and decision making. (10 Hours)

3. Fundamentals of Organizational Behaviour
   Introduction and meaning, Models of OB, Emergence of OB as a discipline, OB Trends, Organizational Culture and Climate, Managerial Ethics, Leadership Theories and Styles, Motivation-Theories and Practices, Managerial Communication, Organizational Change and Development. (12 Hours)

4. Individual & Group Behaviour and Process in Organization
   Individual determinants of OB: Perception, Learning, Attitudes, Personality, Stress and Its Implication on Management Practices, Group Dynamics and Work Teams, Power, Politics, Conflict and Negotiation, Interpersonal Behaviour and Relations, Transactional Analysis. (12 Hours)

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

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

**Text Books:**


**Reference Books:**

2. Greenberg, J. and Baron, R.A. (2008), Behaviour in Organization. PHI
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

Quantitative Methods

Course Code: MS (WE) 103

L-2 Credits - 3

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

Course Contents:


2. Decision theory: Decision under Certainty, Uncertainty and Risk, Decision Tree Analysis; Game Theory: Pure and Mixed Strategies, Dominance and Algebraic methods. (10 hours)

3. Optimisation Techniques: Linear programming- Graphical solution, Simplex method, Duality; Assignment problems; Transportation problems- Initial Basic Feasible Solution, Test for optimality. (14 hours)

4. Network analysis- PERT and CPM, Resource Optimisation. (8 hours)

Textbooks:


Reference Books:


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

Course Contents:

1. **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.

   (8 Hours)

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

   (10 Hours)

3. **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.

   (12 Hours)

4. **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.

   (12 Hours)

Text Books:

Reference Books:

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (GENERAL)

Business Communication

Course Code: MS (WE)107 L -2 Credits 3

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

Course Contents:

1. Theory of Communication: Nature, Importance and Role of Communication; The Communication Process; Barriers and Gateways to Communication. (10 Hours)

2. Forms of Communication
   (a) Written Communication: Principles of Effective Written Communication; Commercial Letters, Report Writing, Speech Writing, Preparing Minutes of Meetings; Executive Summary of Documents, Writing positive, negative persuasive, electronic messages
   (b) Non-verbal Communication
   (c) Oral Communication: Art of Public Speaking, Effective Listening
   (d) Communicating in Teams (10 Hours)

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

3. Important Parameters in Communication
   (a) The Cross Cultural Dimensions of Business Communication
   (b) Technology and Communication
   (c) Ethical & Legal Issues in Business Communication

4. Other Communication Parameters: Negotiation Process & its Management, Designing Visual Communication, Creating and Delivering Online Presentations (10 Hours)

Text Books:

Reference Books:
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (GENERAL)

Accounting for Management

Course Code: MS (WE)109                   L – 2 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:

1. **Financial Accounting**: Scope and nature of Accounting, Accounting concepts and Principles, Introduction to Accounting Standards, Accounting Cycle, Journalisation; Subsidiary Books; Ledger Posting; Preparation of Trial Balance; Rectification of Error; Depreciation Accounting; Preparation of Final Accounts: Trading Account, Profit and Loss Account, Balance Sheet (with adjustments); Introduction to Company Financial Statement; Contents of Corporate Annual Report with Annexures. (12 Hours)


3. **Cost Accounting**: Objectives, Classification of Cost, Preparation of Cost Sheet, Methods, Techniques and Systems of Cost Accounting; Accounting for Direct Material, Direct Labour & Overheads; Contract Costing; Budgetary Control- Meaning, Importance and Classification; Fixed and Flexible Budgets Zero-based Budgeting, Performance Budgeting; Responsibility Accounting. (10 Hours)

4. **Management Accounting**: Standard Costing and Variance Analysis: Material, Labour and Overhead Variances; Cost Volume Profit Analysis; Profit Planning; Introduction to Activity Based Costing, Target Costing, Life Cycle Costing, Balance Scorecard, EVA and Performance Measurement. (10 Hours)

Text Books:


Reference Books:


Periodicals:
2. Institute of Chartered Accountant of India, The Chartered Accountant
3. The Institute of Cost and Works accountant of India, The Management Accountant
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (GENERAL)

Information Technology Management

Course Code: MS (WE) 111 L – 2 Credits - 03

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

Course Contents:


3. **Data-Communication and Networks**: Data Communication concepts, Communication Media/channels, Networking concepts, Types of Networks- LAN, MAN and WAN, Network Topologies, Network Architectures, The Internet, Intranet and Extranets, Creating Web Pages using HTML. (14 Hours)


Text Books:

1. ITL Education Solutions (2009), Introduction to Information Technology, Pearson Education.
Reference Books:


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

TERM PAPER

Course Code: MS (WE) 113

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, carryout 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 semester. 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 semester.
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (GENERAL)

Information Technology Management Lab.

Course Code: MS (WE) 151
L – 0, P-2 Credits - 01

Lab will be based on Paper MS (WE)111 and will basically cover the following: Operating System Commands, Basic HTML Tags, SQL Queries and Spreadsheet.
SECOND SEMESTER
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (GENERAL)

Human Resource Management

Course Code: MS (WE) 102         L -2, 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 Content

   HRM in a Dynamic Environment- Technological Changes, TQM, Workforce Diversity, Employee Empowerment, Learning Organization. (10 Hours)

2. Work Design and Workforce Planning: Methods and Techniques of Forecasting the Demand and Supply of Manpower, Job Analysis, Human Resource Planning. (10 Hours)

3. Managing Employees in Organization
   (a) Managing Employee Competencies – Recruitment, Selection, Induction, Placement, Internal Mobility, Training & Development, Career and Succession Planning, Job Evaluation, Competency based Training and Assessment
   (b) Managing Employee Attitudes & Behavior – Performance management and potential appraisal, compensation administration, Incentives and Employee benefits. (12 Hours)


Text Books

Reference Books:
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (GENERAL)

Business Research

Course Code: MS (WE) 104                  L -2      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; Types of Research; Steps in the Research Process; Reviewing of literature; Formulating a Research problem – Identifying Objectives, Establishing operational definitions; Identifying variables – defining concepts, indicators, variables; Constructing Hypotheses – Functions, Characteristics, Types of hypotheses.
   (12 Hours)

2. Research design – Definition, Functions; Study designs – based on number of contacts, based on reference period, experimental, non-experimental and quasi-experimental study designs, cross-over comparative experimental design, replicated cross-sectional design, action research.
   Methods of data collection – primary and secondary sources; Primary data collection instruments; Attitudinal scales – Likert, Thurstone, Guttman scales; Types of measurement scales – nominal, ordinal, interval, ratio; Validity of research instruments – face and content, concurrent and predictive, construct validity; Reliability of research instruments – external and internal consistency procedures.
   (12 Hours)

3. Sampling – concepts, principles; Types of sampling – probability, non-probability, mixed sampling designs; Sampling frame; Sample size determination; Writing a research proposal; Ethical issues in data collection; Data editing, coding and tabulating.
   (10 Hours)

4. Introduction to hypothesis testing; Advanced data analysis techniques – basic concepts of discriminant analysis, factor analysis, cluster analysis, multi-dimensional scaling and conjoint analysis; Displaying data; Writing a research report.  (8 hours)

Textbooks:
Reference Books:

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (GENERAL)
Financial Management

Course Code: MS (WE) 106  L-2 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:


   (10 Hours)


   (12 Hours)

3. **Investment Decisions:** 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; Working Capital Management: Estimation of Working Capital Requirement, Operating Cycle; Management of Inventories; Management of Cash; Management of Receivables.

   (12 Hours)

4. **Dividend Decision:** Concept of Retained Earning, Walter Model, Gordon Model, MM Approach, Lintner Model, Factors affecting Dividend Decision; Rights and Bonus Shares.

   (8 Hours)

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

Text Books:


Reference Books:
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (GENERAL)

Operations Management

Course Code: MS (WE) 108                                      L-2, Credit-3

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

Course Contents:


3. 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. (12 Hours)


Text Books:


Reference Books:


GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (GENERAL)

Marketing Management

Course Code: MS (WE) 110 L - 2 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 and Scope of Marketing; Marketing Philosophies; Marketing Management Process-an overview; Concept of Marketing Mix; Understanding Marketing Environment; Consumer and Organization Buyer Behavior; Demand Forecasting; Market Segmentation, Targeting and Positioning. (12 Hours)

2. **Product and Pricing Decisions**: Product Concept; Types of Products; Product Levels; Major Product Decisions; Brand Management; Product Life Cycle, New Product Development Process; Pricing Decisions: Determinants of Price; Pricing Process, Policies and Strategies. (10 Hours)

3. **Promotion and Distribution Decisions**: Communication Process; Promotion Tools-Advertising, Personal Selling, Publicity and Sales Promotion; Emerging Channels of Distribution, Distribution Channel Decisions-Types and Functions of Intermediaries; Channel Design; Selection and Management of Intermediaries. (10 Hours)

4. **Emerging Trends and Issues in Marketing**: Consumerism, Rural Marketing, Social Marketing; Direct Marketing; Online Marketing, Green Marketing. (10 Hours)

Text Books:


Reference Books:

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; 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)

2. Strategy Formulation: External Environmental Analysis; Analyzing Companies Resource in Competitive Position- Concept of Stretch, Leverage and fit; Strategic Analysis and Choice, Porter’s Five Forces Model, Concept of Value Chain, Grand Strategies; Porter’s Generic Strategies; Strategies for competing in Global Markets. (10 Hours)


4. 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:

Reference Books:

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (GENERAL)

Information Systems Management

Course Code: MS (WE) 114 L-2 Credits-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:

   (12 Hours)

   (10 Hours)

   (10 hours)

   (10 Hours)

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

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


References Books:

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

Minor Project

Course Code: MS (WE) 116
Credits 6

Objectives:

The primary objective of this course is to enable the students apply the knowledge acquired so far in the course 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:

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 semester. 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
THIRD SEMESTER
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (GENERAL)

Management of Technology, Innovation and Change

Course Code: MS (WE) 201     L-2     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:


   (12 Hours)

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

   (12 Hours)


   (10 Hours)

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

   (8 Hours)

Text Books:


Reference Books:


Supporting Documents/Readings:


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

Course Contents

1. Moral Values and Ethics: Values – Concepts, Types and Formation of values. Ethics and Behaviour. Values of Indian Managers; Managerial Excellence through Human Values; Development of Ethics, Ethical decision making.

   Business Ethics- the Changing Environment and Stakeholder Management, Relevance of ethics and values in business, Spiritual Values. Modern business ethics and dilemmas, Overview of Corporate Social Responsibilities (CSR) and Sustainability.

   (12 Hours)

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

   (10 Hours)


   (10 Hours)


   (10 Hours)


Reference Books


GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

Economic Environment of Business

Course Code: MS (WE) 205

Objectives: The purpose of this course is to acquaint students with the business environment in terms of various laws, forces and regulatory measures governing business operations in India.

Course Contents:

1. Business Environment: Nature and Significance, interaction matrix of different environment factors, process of environmental scanning, basic philosophies of capitalism and socialism with their variants. (10 Hours)


3. New Economic Environment: Liberalization, Privatization and Globalisation of Indian Economy - Trends and Issues. (10 Hours)


Text Books:

Reference Books:
3. Monthly Bulletins, Reserve Bank of India, Mumbai
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION ((GENERAL))

Management of International Business

Course Code: MS(WE)- 207 L-2 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:


Text Books:

Reference Books:


GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION ((GENERAL))

Consumer Behaviour

Course Code: MS (WE) 209

L-2  Credits – 3

Objectives:

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

Course Contents:

1. Introduction to Consumer Behavior: Scope and Relevance of Consumer Behavior Studies;
   Basic Model of Consumer Behavior: Buying Decision Process- Problem Recognition; Information Search, Alternative Evaluation-Decision Rules- and Selection, Outlet Selection and Purchase, Post Purchase Behavior and Customer Satisfaction, Role of Involvement; Types of Buying Behaviour. (10 Hours)

2. Individual Determinants of Consumer Behavior: Motivation; Attention, Perception and Consumer Imagery; Learning and Memory; Personality and Self Concept; Consumer Attitudes – Formation and Change; Consumer Values and Lifestyles. (14 Hours)

3. External Determinants of Consumer Behavior: Influence of Culture and Subculture; Social Class; Reference Groups and Family Influences. (10 Hours)

4. Diffusion of Innovation, Models of Consumer Behavior; Researching Consumer Behavior; Online Consumer Behavior. (8 Hours)

Text Books:


References Books:

Academic Session 2010 Onwards

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION ((GENERAL))

Retail Management

Course Code: MS(WE) 211 L-2 Credits: 3

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

Course Contents:

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

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

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

Unit 4: Store Management & other issues: Store Layout, Design & Visual Merchandising, Atmospherics, Responsibilities of a Store Manager, Inventory Shrinkage, Retail HRM Online retailing, International Retailing, Legal & Ethical Issues in Retailing. (10 hours)

Text Books:

Reference Books:
Course Code: MS(WE) 213  
L-2 Credits: 3

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

**Course Contents:**

1. Rural Marketing Introduction: Definition; Rural Markets in India: Characteristics of Rural Consumers; Rural Market Environment and Infrastructure; Challenges of Rural Marketing (10 Hours)

2. Rural Marketing Strategies: Rural Market Segmentation; Product Strategies; Pricing Strategies; Promotion Strategies; Distributor Strategies; Rural Marketing Research; Role of IT in Rural Marketing (e-Chaupals etc.) with few case studies; Marketing of Rural and Cottage Industry Products. Future of Rural Marketing in India. (10 Hours)

3. Foundation of Social Marketing: Definition, Scope and Importance; Social Marketing Challenges; Conceptual Framework of Social Marketing; Social Markets Segmentation; Marketing Mix: Product Strategies; Pricing Strategies; Promotion Strategies, Distribution. (10 Hours)

4. Social Marketing Applications: Role of Govt. and NGO’s in Social Marketing; Social Marketing Applied in Family Planning, Healthcare, Small Savings, Literacy, AIDS Prevention, Environmental Protection, Anti-Smoking, Substance Abuse. (12 Hours).

**Text Books:**


**Reference:**

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

Course Contents:

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

2. **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)

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

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

Text Books:


Reference Books:

2. Tanner Jr., J.F., Honeycutt Jr., E.D. and Erffmeyer, R.C. (2009), Sales Management; Pearson Education, New Delhi
**Objective:** The objective of the course is to give the students an insight into the principles, operational policies and practices of the prominent Financial Markets and Institutions, their structure and functioning in the changing economic scenario, and to make critical appraisal of the working of the specific financial institutions of India.

**Course Contents:**


2. **Financial & Banking Institutions:** Role, Meaning and Importance of Financial Institutions and Banks, Banking Concept and Norms - E-Banking, Securitisation, Universal Banking, Consortium Loaning, Maximum Permissible Banking Finance, Loan Pricing, Non-performing Assets, Asset Classifications, Income Recognition Provisioning and Capital Adequacy Norms, Disinvestments, Interest Rate Analysis, Narasimham Committee Reports, Credit Gaps, Yield Curve, Risk and Inflation. (10 Hours)

3. **Mutual Funds & Regulators in IFS:** Investment Trust Companies vs Unit trust, Mutual Funds, A Detailed Critical Appraisal of UTI in the Indian Financial System, Reserve Bank of India, Securities and Exchange Board of India, Objectives and functions of RBI and SEBI. (10 Hours)

4. **NBFC and Financial Services:** Activities and Role of NBFC; Regulatory Framework of NBFC; Credit Rating, Leasing and Hire purchase, Factoring, Housing Finance, Venture Capital, Merchant Banking. (10 Hours)

**Text Books:**

Reference Books:


Periodicals:

1. Reserve Bank of India, RBI Bulletin.

2. Indian Institute of Finance, Finance India.

3. Fore School of Management, Abhigyan.

4. The Institute of Cost and Works Accountant of India, The Management Accountant.

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

Course Contents:

   
   (12 Hours)

   
   (10 Hours)

   
   (10 Hours)

   
   (10 Hours)

Text Books:

Reference Books:

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

Course Contents:

1. **Project Identification Analysis:** Concept of Project, Search for Business Idea, Project Identification, Project Planning Formulation and Analysis, Project Screening and Presentation of Projects for Decision Making; Socio-economic Consideration in Project Formulation; Social Infrastructure Projects for Sustainable Development; Investment Opportunities. (10 Hours)

2. **Market and Technical Analysis:** Market and Demand Analysis – Market Survey, Demand Forecasting, Uncertainties in Demand Forecasting; Technical Analysis- Product Mix, Plant Capacity, Materials and Inputs, Machinery and Equipment.
   - **Project Costing and Finance:** Cost of project; Cost of production; Break even Analysis; Means of Financing Project; Tax Aspects in Project Finance; Role of Financial Institution in Project Finance. (10 Hours)

3. **Project Appraisal:** Time Value of Money; Project Appraisal Techniques – Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Benefit Cost Ratio; Social Cost Benefit Analysis; Effective Rate of Return.
   - **Risk Analysis:** Measures of Risk; Sensitivity Analysis; Stimulation Analysis; Decision Tree Analysis. (10 Hours)

4. **Project Scheduling/Network Techniques in Project Management:** CPM and PERT Analysis; Float times; Crashing of Activities; Contraction of Network for Cost Optimization, Updating; Cost Analysis of Resources Allocation.
   - **Multiple Projects:** Project Dependence; Capital Rationing; Ranking Methods of Projects; Mathematical Programming Approach; Linear Programming Model; Post Project Evaluation. (12 Hours)

Text Books:


Reference Book:


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

Course Contents:

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)

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)

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)

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)

Textbooks:

Reference Books:


**Periodicals**
1. ICAI, The Chartered Accountant
2. ICSI, Chartered Secretary, Journal for Corporate Professionals
3. Indian Institute of Finance, Finance India
Organizational Development

Course Code: MS(WE) 225         L-2 Credits-3

Objectives: For the organization to survive and remain effective with the changing environment, the management must continuously evaluate how the organization divides up the work and controls its resources. The given cause appreciates the aspects of challenges of designing organization structure and also the use of theory and practice of planned change.

Course Contents:

1. **Introduction to Organizational Development**: Foundations of Organisational Development and Managing the Organisational Development Process. Organizational Culture, Socialization Process, Psychological Contracts, Model for Organizational Development, Organizational Renewal: Adapting to change, Changing the Culture, Goals and Values of OD. (10 Hours)


3. **Developing Excellence in Individuals and Teams**: Process Intervention Skills, OD intervention Strategies, Employee Empowerment and Interpersonal Interventions, Team development Interventions, Intergroup development intervention, Sensitivity training, Third-Party Peacemaking Interventions, MBO, Role Playing, Goal setting for effective organizations, Work team Development (10 Hours)

4. **Developing Success in Organizations**: High Performing systems and Learning Organization, Organization Transformation and Strategic Change, Technostructural Intervention: Restructuring Organization, Challenges and Future for the Organization: Future organization, emerging issues and values, future trends in OD, Ethical Issues in Organizational Development (10 Hours)

Text Books:


Reference Books:

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 Contents:
1. Introduction to SHRM: Definition, need and importance, evolution of SHRM, HRs New Role Orientation, SHRM for Competitive Advantage, HR strategy and HR Planning, Behavioral issues in strategy implementation, matching culture with strategy, human side of mergers and acquisitions (10 Hours)

2. HR Strategies: Recruitment and retention, Training and Development, Performance management, reward and compensation, retrenchment, Non-traditional Approaches: Investment in Disabled Employees, employee engagement, knowledge management, talent management, The Role of Strategic HR Leader, Managing Workforce Diversity (10 Hours)


Text Books:

Reference Books:
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (GENERAL)

Training & Developments: Systems & Practices

Course Code: MS (WE) 229                          L-2 Credits-3

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

Course Contents:

1. Introduction: The Changing Organizations, Role of Training in Organizations, HR and the Training Functions, Models of Training: Faculty, customer, matrix, corporate university and business embedded model, Training: Learning, Motivation and Performance


3. Training Design & Evaluation: Understanding & Developing the Objectives of Training, Identifying the Training Objective, Models of Training Design, Facilitation of Training with Focus on Trainee (Motivation of Trainee, Reinforcement, Goalsetting), Training with Focus on Training Design (Learning Environment, Pre-training Communication etc.) 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.


Text Books:

Reference Books:
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (GENERAL)

Compensation Management

Course Code: MS (WE) 231

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

Course Contents:


Text Books:

Reference Books:
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (GENERAL)

Systems Analysis and Design

Course Code: MS (WE) - 233
L-2 P-0 Credits: 3

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

Course Contents:

Section 1: (10 Hours)
- Project Team Roles and Skills.
- Project Initiation: Identifying Business Value, Feasibility Analysis.
- Project Management: Creating a Work Plan, Project Staffing, Controlling the Project.

Section 2: (10 Hours)
- 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.

Section 3: (10 Hours)
- Data Storage Design: File and Database Formats, Optimization for Data Storage and Data Access.
- Program Design: Structure Chart, Program Specification.

Section 4: (12 Hours)

Text Books:

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

Course Contents:

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

2. ER-Model – Basic concepts, Design Issues, Mapping Constraints, Keys, E-R Diagram, Design of an E-R Database Schema, Reduction of E-R Schema to Tables. SQL: Background, Basic Structure, Set Operations, Aggregate Functions, Null Values, Nested Sub Queries, Derived Relations, Views, Modification of Database, Joined Relations, Data Definition Language, Domain Constraints, Referential Integrity. (08 Hours)

3. 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)

4. Structure of Relational Databases, Relational Algebra, Functional Dependencies, Normal forms NF1, NF2, NF3 and BCNF, Multivalued Dependencies and Fourth Normal Form, Join Dependencies and Fifth Normal Form. Transaction, Concurrency: ACID Properties, Transaction State, Locks, Deadlock Condition, Two-Phase Locking protocol. (08 Hours)

Text Books:

Reference Books:
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (GENERAL)

Database Management Systems Lab.

Course Code: MS (WE) 251
L –0     P-02     Credits: 01

Course Contents: This course will be based on MS 235 Database Management Systems Course and is part of it.
Objectives: The course aims to combine the fundamental concepts of data communications and networking with emphasis on business applications.

Course Contents:

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

2. **Fundamentals of Data Communications and Networking**: (12 Hours)
   Physical Layer: Architectures, Devices and Circuits, and Data Transmission.
   Data Link Layer: Media Access Control, Error Control in Networks, Functions and working of switches and bridges.
   Local Area Network (LAN): LAN Components, Ethernet (IEEE 802.3), Fast Ethernet, working of CSMA/CD, FDDI Token Ring (IEEE 802.5), Selecting a LAN, Improving LAN Performance.

3. **Networking**: (12 Hours)
   Network Layer: Network Protocols, Function and working of Routers, Network addressing and Routing, Subnetting
   Transport Layer: TCP Three-way hand shake, TCP acknowledgement with windowing,
   Session layer, Presentation layer, Application layer: Functions of Session layer, Presentation layer, Application layer, User application, Services and Application layer protocols functions,

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

Text Books:


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

Course Contents:


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

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

4. Developer-2000: Connecting to Oracle Data Base, Elements of Oracle Data Base, Master-Detials Forms, Layout Editor. (Lectures: 06)

Text Books:

1. B. Reselman et al., “Using Visual Basic 6”, PHI.

Reference Books:

1. E. Petroutsos, “Mastering Visual Basic 6.0”, BPB.
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (GENERAL)

Front End Design Tools Lab.

Course Code: MS(WE) 253
L-0   P-2   Credits: 1

Course contents: The course will be based on MS 226 Front End Design Tools and is part it.
International Business Environment

Course Code : MS (WE) 241  L-2  Credits - 3

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

Course Contents:


2. 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 Multinations; Technology Transfer – Importance and Types, Issues in Transfer of Technology to Developing Countries. (10 Hours)


4. 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:


Reference Books:


GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (GENERAL)

Export-Import Procedures and Documentation

Course Code : MS (WE) 243          L-2      Credits - 3

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

Course Contents:

1. Policy Framework for India’s Foreign Trade in Pre- and Post-liberalisation Era; Export-Import Policy, Infrastructural Support for India’s Foreign Trade: Policy Formulating, Consultative and Deliberative Bodies; Export Promotion Councils, Commodity Boards and Product Development Authorities; Support Organizations and Services – IIFT, ITPO, Export Inspection Agencies; Indian Council of Arbitration; FIEO, Commercial Representatives Abroad; State Governments and their Role in Trade Promotion; Canalization Policy and Role of Public Sector Organizations. (10 Hours)

2. (a) Setting up Export Company, IEC Number / RCMC from Export Promotion Council, Benefits and Costs. Export Sales Contracts - Terms / Conditions, Terms of Shipment, Processing of Export Order (5 Hours)


3. 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)
4. 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:


Reference Books:

1. IMPEX Times, various issues.
3. Indian Trade Journal
Objectives: The course is intended to sensitize the students about the importance of WTO and Intellectual property in the global economy.

Course Contents:


Text Books:


Reference Books:


International Economics

Course Code: MS (WE) 247  L-2  Credit: 3

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

Course Contents:

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


Text Books:


Reference Books:

Objective: This course has been designed to develop an appreciation of process view of businesses and redesign of its key elements.

Course Contents:

1. **Introduction and Overview**: BPR-Definitions, Concepts and Background; Nature, Significance and Rationale of BPR, Process Improvement and Process Redesign, BPR and ERP, BPR Vs Total Quality Management, Kaizen & Quality Function Deployment; Reengineering Scenarios in Major Countries, BPR Experiences in Indian Industry; Issues, Scope and Trends in BPR (12 Hours)


4. **Case Studies**: Common Pitfalls in BPR, BPR in Public Systems, Case Studies of success as well as failure. (6 Hours)

Text Books:


Reference Books:

2. Business Process Reengineering and the Important Role of Change Management by Jennifer Joksch

Additional Suggested Readings:

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

Course Contents:

1. **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. (8 Hours)


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

4. **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. (12 Hours)

Text Book:

Reference Books:
1. The Knowledge Management Fieldbook:, Wendi R. Bukowitz and Ruth L. Williams
3. Knowledge Horizons: The Present and Promise of Knowledge Management (Butterworth-Hienemann)
4. Key Issues in the New Knowledge Management, Joseph M. Firestone, Ph. D. and Mark W. McElroy, 2003, KMCI (Knowledge Management Consortium International) and Butterworth Hienemann
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA-WEEKEND)

Consultancy Practice Fundamental - I

Course Code: MS (WE) 263 L – 2 Credits – 3

Objectives: The objective of this course is to familiarize the students with various basic aspects of management consulting.

Course Contents:

1. Introduction: Nature and Purpose of Consulting, Evolution, Growth and Present Status of Consulting, Types of Consulting Services and Firms, Internal Consultants; Consulting Skills: EQ, Communication and Negotiation Skills, Presentation Skills; Role of Consultants; Consulting as a Career Option. (10 Hours)


3. Research Methodology and Proposal Preparation: Preparation and Format for Consultancy Agreements; Data Collection Methods and Data Analysis; Proposal Preparation and Presentation; Consultancy Report Writing. (10 Hours)


Text Book:

Reference Books/Websites:
6. http://finmin.nic.in/the_ministry/dept_expenditure
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI  
MASTER OF BUSINESS ADMINISTRATION (GENERAL) 

Project Management- I  

Course Code: MS (WE) 265                                                                                     L – 2 Credits – 3 

Objectives: This course provides the students an overview of Project Management and enable the student to appreciate the importance of Project Management in the execution of Projects and to understand the approaches to deploy Project Management techniques to solve problems in different functional areas. 

Course Contents:  


2. Project Planning and Scheduling: Defining the Project: Project Scope, Project Priorities, Risk Management, Work Breakdown Structure, Project Plan, Planning Time Scale-Network Analysis (Time-Cost Trade Off), PERT; Resource Considerations: Materials and Equipment, Human Resources; Project costing and Financing, Organization Structures in Projects. (10 Hours) 


4. Project Management Information Systems: Objectives and Role of PMIS, PMIS Characteristics and Requirements, Selection of PMIS, Errors Managed by PMIS, Advanced IT Based Communication Systems for PM, Web Based Project Management, PMIS Software: MS Project and Primavera. (8 Hours) 

Text Book:  

Reference Book:  
FOURTH SEMESTER
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:**
   (10 Hours)

2. **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.
   (12 Hours)

3. **Electronic Payment System**
   Concept of e-Money, Electronic Payment System, Types of Electronic Payment Systems, Smart Cards, Infrastructure Issues in EPS, Electronic Fund Transfer.
   (10 Hours)

4. **e-Business Applications & Strategies**
   (10 Hours)

Text Books:


Reference Books:

Objectives: To develop an understanding of the basic business and corporate laws as well as the contemporary issues of corporate governance and corporate social responsibility in the Indian context.

Course Contents:


3. **Law of Partnership**: Introduction, Formation, Rights Duties and liabilities of Partners, dissolution of Partnership Firm, Limited Liability Partnership. (8 Hours)

4. **Law of Negotiable Instruments**: Introduction, Parties to Negotiable Instruments, Presentation, Negotiation, Dishonour and Discharge, Banker and Customer. (10 Hours)

5. **Law Relating to Companies**: Meaning and Types, Formation, Documents-Memorandum, Articles and Prospectus, Shares and Share Capital, Debentures, Meetings and Management, Protection of minority shareholders’ rights .IPR Laws. (6 Hours)

Text Books:


Reference Books:

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:

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. (12 Hours)

2. Opportunity / Identification and Product Selection: Entrepreneurial Opportunity Search and Identification; Criteria to Select a Product; Conducting Feasibility Studies; Project Finalization; Sources of Information. (10 Hours)

3. Small Enterprises and Enterprise Launching Formalities : Definition of Small Scale; Rationale; Objective; Scope; Role of SME in Economic Development of India; SME; Registration; NOC from Pollution Board; Machinery and Equipment Selection; Project Report Preparation; Specimen of Project Report; Project Planning and Scheduling using Networking Techniques of PERT / CPM; Methods of Project Appraisal. (10 Hours)

4. Role of Support Institutions and Management of Small Business : Director of Industries; DIC; SIDO; SIDBI; Small Industries Development Corporation (SIDC); SISI; NSIC; NISBUED; State Financial Corporation SFC; Marketing Management; Production Management; Finance Management; Human Resource Management; Export Marketing; Case Studies.. (10 Hours)

Text Books

References Books
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (GENERAL)

Services Marketing
Course Code: MS (WE) 208 \hspace{1cm} L-2 Credits- 3

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

Course Contents:

1. **Introduction to Services Marketing**: Meaning and Nature of Services; Growing Importance of Services Sector; Classification of Services and Marketing Implications; Services Marketing Management Process. (10 Hours)

2. **Understanding Consumer Behavior in Services**: Consumer Expectations and Perceptions; Defining and Measuring Service Quality and Customer Satisfaction; Servqual; House of Quality; Return on Quality; GAPs Model; Service Recovery. (10 Hours)

3. **Services Marketing Mix**: Service Positioning; Services Design and Development; Service Blueprinting; Service Process; Pricing of services; Services Distribution Management; Managing the Integrated Services Communication Mix; Physical Evidence and Servicescape; Managing Service Personnel; Employee and Customer Role in Service Delivery. (12 Hours)

4. **Marketing Applications in Select Service Industries**: Hospitality Services, Airlines, Tourism Services, Health Care and Wellness; Banking and Insurance Services. (10 Hours)

Text Books:


Reference Books:

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 Contents:


3. **Managing International Distribution and Promotion:** Distribution Channel Strategy – International Distribution Channels, their Roles and Functions; Selection and Management of Overseas Intermediaries; International Distribution Logistics; Building brands in International markets; International Promotion Mix – Advertising and other Modes of Communication, Standardization Vs adaptation, Global advertising regulations, Media and Message considerations ; Planning for Trade Fairs and Exhibitions (14 Hours)

4. **Emerging Trends in International Marketing:** Regionalism v/s Multilaterism; Trade Blocks; Important Grouping in the World; Legal Dimensions in International Marketing (Role of IMF and WTO); Marketing Research for Identifying Opportunities in International Markets. Use of Online Channels for International Marketing Operations (12 Hours)

Case Studies

Text Books:

Reference Books:
4. Joshi, R M (2005), International Marketing, Oxford University Press
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (GENERAL)
Advertising and Brand Management

Course Code: MS(WE) 212                      L-2 Credits: 3

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

Course Contents:

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

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


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

Text Books:

Reference Books:
Objective: This course aims at creating an understanding of the concepts and techniques of internet marketing so as to exploit the opportunities of this medium to support the organization’s marketing activities.

Course Contents:

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

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

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

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

Text Books:


Reference Books:

International Financial Management

Course Code: MS(WE) 216       L–2       Credits: 3

Course Contents:

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

Course Contents:


Textbooks:

References:

Periodicals
1. Elsevier Incorporation, Journal of International Management.
Financial Derivatives

Course Code: MS (WE) 218         L-2, Credit 3

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

1. **Financial Derivatives:** An Introduction to Financial Derivative Markets; Past and Present, Concept, Purpose and Types of Financial Derivative Instruments; Forwards, Futures, Options, Swaps, and Other Derivatives; Weather Derivatives, Energy Derivatives and Insurance Derivatives. Hedgers, Arbitrageurs and Speculators. Difference between Exchange Traded and OTC Derivatives. (10 Hours)

2. **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.


3. **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)

4. **Regulatory Framework for Derivatives:** Regulation of Financial Derivatives in India; Securities and Contracts (Regulation) Act, Guidelines of SEBI and RBI. (10 Hours)

**Text Books:**

Reference Books:

Periodicals
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (GENERAL)

Insurance and Risk Management

Course Code: MS (WE) 220          L-2    Credits: 3

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

Course Contents:


3. Concept of Insurance, Need for Insurance, Insurance Industry in India, Globalization of Insurance Sector, Role of IRDA, Regulation of Risk Reduction by IRDA. Reinsurance, Co-insurance, Assignment. (10 Hours)


Text Books:


Reference Books:


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

Course Code: MS (WE) 222
L-2 Credits – 3

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

Course Contents:
1. Introduction in Mergers, Types of Mergers, Merger Strategy-Growth, Synergy, Operating Synergy, Financial Synergy, Diversification, Other Economic Motives, Hubris Hypothesis of Takeovers, Other Motives, Tax Motives Financial Evaluation, Joint Venture and Strategic Alliances. (12 Hours)
2. Legal Aspects of Mergers/ Amalgamation and Acquisition / Labour, Provisions of Companies Act, Regulation by SEBI, Takeover Code: Scheme of Amalgamation, Approval from Court. Valuation of a Business. (10 Hours)

Text Books:

Reference Books:

**Periodicals**
1. The Economist Group, The Economist.
2. Association for Corporate Growth, Mergers and Acquisitions Journal.
Objectives: The objective of the course is to apprise the students about the importance of performance appraisal and informed them of how organizations manage performance. The course also touches on the latest issues relating to not only appraising staff but also managing their performance.

Course Contents:


4. HR, Ethics and Performance Management- Role of HR Professionals in Performance Management, Value creation for organizational excellence, Effective Strategic Roles for HR professionals, Future Roles of HR professional in Performance Management, Ethical and Legal Issues (10 Hours)

Text Books:

Reference Books:
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (GENERAL)
Industrial Relations and the Labour Laws

Course Code: MS (WE) 226                  L-2 Credits-3

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

Course Contents:
1. 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.


Text Books:

Reference Books:
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (GENERAL)

Team Building in Organizations

Course Code: MS (WE) 228        L-2    Credits-3

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

**Course Contents:**

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

   (10 Hours)

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

   (10 Hours)

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

   (10 Hours)

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

   (12 Hours)

**Text Books:**


Reference Books:

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

Course Content

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

2. Methodology of Assessment- Test Design and Construction, Test administration and Scoring, Item Analysis and Test Standardization, Reliability and Validity (10 Hours)

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

4. 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


Reference Books

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

Course Code: MS(WE) 232           L - 02    Credits - 03

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

Course Contents:

2. SQL Server and Data Warehousing: Features, System Databases, Creating Databases and Tables, Constraints, Data Manipulation Language, OLTP & OLAP, Data Marts, Data Warehousing, Data Warehouse Architecture. (16 Hours)
3. Data Mining and Knowledge Discovery: Data Mining Techniques; Applications of Data Mining. (10 Hours)
4. Knowledge Management: Knowledge Assets, Knowledge Generation, Knowledge Storage, Knowledge Utilization, Knowledge Management Technologies. (08 Hours)

Text Books:


Reference Books:

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (GENERAL)

Software Project Management

Course Code: MS (WE) 234

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

Course Contents:

   
   (10 Hours)

   
   (12 Hours)

   
   (12 Hours)

   
   (08 Hours)

Text Books:


Reference Books:


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

Course contents:

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

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

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

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

Text Books:


Reference Books

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (GENERAL)

Web Technologies Lab.

Course Code: MS (WE) 252       L-0      P-2      Credits: 1

Course contents: This course will be based on MS (WE) 236 Web Technologies and is part it.
Objectives: This course aims at providing overall knowledge regarding the concepts and structure of ERP systems and imparts necessary managerial skills for ERP implementation in a business enterprise.

Course Contents:

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


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

Text Books:


Reference Books:


GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (GENERAL)

Distribution and Logistics for International Business

Course code: MS (WE) 240

L-2  P-0  Credits-3

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

Course Contents:

2. Logistics Framework – Concept, Objective and Scope; Transportation, Warehousing, Inventory Management; Packing and Unitization; Control and Communication, Role of Information Technology in Logistics, Logistics service firms and third party logistics. (10 Hours)

3. Logistics Network Design for Global Operations: Global Logistics Network Configuration, Orienting International Facilities: Considerations and Framework, Trade-offs Associated with each approach, Mapping the different approaches, Capacity expansion issues; Information Management for global Logistics: The global LIS/LITS: capabilities and limitations, Characteristics of logistics information and telecommunications systems. (12 Hours)

4. Performance Measurement and Evaluation in Global Logistics: Operations and logistics control: Key Activities Performance information, Measuring performance in functional integration, Measuring performance in Sectorial integration; Organisational structure for global logistics excellence; The Organizational Implications of Sectorial Logistics cooperation, The International factor in Global Organisations. (10 Hours)

Text Books:
Reference Books:


Global Competitiveness and Strategic Alliances

Course code: MS (WE) 242

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

Course Contents:


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

4. Strategic Alliances – Value creation in alliances strategy, Management of Strategic Alliances; Strategic Alliances in Indian Context. (07 Hours)

Text Books:


References Books:


3. IMD, World Competitiveness Year Book, Latest issue.

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

Course Contents

Unit-I

(12 Hours)

Unit II

(10 Hours)

Unit-III

(10 Hours)

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

(10 Hours)

Text Books

Reference Books
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (GENERAL)
Foreign Language
German for Business

Course Code: MS (WE) 246

L-2 Credits-3

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

Course Contents: Foreign Language Knowledge Related To:

1. Listening: Understand Simple Questions and Instructions.
   Reading: Understand Single Words and Sentences but also Signposts, Signs and Posters.
   Speaking: Provide Short Information about the Job and the Person.
   Writing: Fill in Forms and Provide Information About Name, Address, Nationality etc.
   (10 Hours)

2. Listening: Understand Information about the Person and the Work.
   Reading: Understand Simple Letters, Appointments, Invitations and Information in Short Texts.
   Speaking: Answer Simple Questions About One's Working Field.
   Writing: Write Faxes and e-mails
   (10 Hours)

   Speaking: Provide Information about the Job, the Departments, the Company, the Products and Processes in a Conversation or on the Phone.
   Writing: Answer Standard Inquiries, Make Quotations, Write Short Texts with a Familiar Content, Possibly Give Some Explanation and Answer Simple Questions.
   (10 Hours)

4. Listening: Understand Complex Information Related to the Working Field in Meetings, Discussions and at Presentations.
   Reading: Understand Reports and Contracts with a Company-related Content.
   Writing: Write Formal Standard Letters and Texts about One's Field of Expertise. Explain a Graphic and Reflect the Content.
   (12 Hours)
**Text Books:**

(A) Primarily for GRAMMER

(A-1)  
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<th>Moment mal</th>
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<td>Paul Rusch</td>
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<tr>
<td>Als Fremdsprache</td>
<td>Theo Scherling</td>
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<tr>
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A-2)  
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<th>Christiane Lemuck</th>
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<td>Martin Muller</td>
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<td>Als Fremdsprache</td>
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<td>Theo Scherling</td>
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<td>Reiner Schmidt</td>
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</tbody>
</table>

(B) Primarily for COMMERCIAL / BUSINESS TOPICS

(B-1)  
| Dialog Beruf Starter | Norbert Becker / Jorg Braunert |

(B-2)  
| Dialog Beruf Starter | Norbert Becker / Jorg Braunert |
| Arbeitsbuch          |                                  |

(Covering upto Total 12 lessons, 3 of each book).
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (GENERAL)

Consultancy Practice Fundamental- II

Course Code: MS (WE) 262             L -2 Credits – 3

Objectives: The objective of this course is to familiarize the students with various aspects of consultancy and to enable them to understand and apply consulting skills in improving management of organizations.

Course Contents:


3. Selection of Consultants: International Practices; Indian Guidelines-Ministry of Finance; Methods of Selection-Quality cum Cost Based Selection, Quality Based Selection, Least Cost, Other Methods. (10 Hours)


Text Book:

Reference Books/Web sites:
4. Alex Dembitz and James Essinger, Breakthrough Consulting ( Prentice Hall of India,2000)
7. http://finmin.nic.in/the_ministry/dept_expenditure
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (GENERAL)

Project Management II

Course code: MS (WE) 264       L – 2 Credits – 3

Objectives: The objective of this course is to provide advanced understanding of various aspects of Project Management to the students to understand and apply these techniques to solve practical problems and become an effective Project Manager.

Course Contents:


2. Program & Portfolio Management: Overview of Programme and Portfolio Management, Strategic PMO, Define, Implement and Manage the ideal project Management Support Function for your organisation, Strategic Management for Cross Functional Projects. (10 Hours)


Text Books:


Reference Books:

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (GENERAL)

Total Quality Management

Course Code: MS (WE) 266                                                                                          L – 2 Credits – 3

Objectives: This course is intended to make the students comparatively able to understand the process of deploying the quality culture and to prepare them in exploring TQM challenges and possibilities for competitive advantages.

Course Contents:

1. TQM Philosophy and Basic Concepts: Introduction: Basic Concepts and Approach; Quality Management: Leading Thinkers; Building Blocks of Total Quality Management. Strategic Considerations: TQM and Business Strategy; Quality Centric Strategic Planning; Economy of Quality. (10 Hours)


3. Organization and Leadership: Organization for Quality; Quality Teamwork, Quality Circles, Total Employees Involvement, Customer Satisfaction, Benchmarking; Quality Culture and Leadership: Leadership for Inspiring Changes, Organizational Reengineering; Motivation and Commitment. (12 Hours)


Text Book:


Reference Books:


GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (GENERAL)

Enterprise Resource Planning

Course Code: MS(WE) 268    L-3    Credits: 3

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

Course Contents:

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


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

Text Books:


Reference Books:


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