

Scheme of Examination

&

Syllabi

of

Two Year

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

on WEEKEND Basis

Academic Session 2022 onwards



GURU GOBIND SINGH
INDRAPRASTHA
UNIVERSITY

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY
Dwarka, Sector 16C, New Delhi - 110 078 (INDIA).
www.ipu.ac.in

WEEKEND PROGRAMMES

The school realizes 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 programme on Weekend basis for working/employed personnel in order to 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 only one i.e. written test	:	20 Marks
Rest of the Assessment based on: (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 inform 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 in order to clear the paper must obtain atleast 50% marks in the internal and external evaluation taken together.

Note: The Scheme and Syllabus is as per the Ordinance 25 of the University.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

FIRST SEMESTER

Code No.	Course	L	T/P	Credits
MBA 101	Management Process & Organizational Behaviour	2	-	3
MBA 103	Decision Sciences	2	-	3
MBA 105	Managerial Economics	2	-	3
MBA 107	Business Communication	2	-	3
MBA 109	Accounting for Management	2	-	3
MBA 111	Information Technology Management	2	-	3
MBA 113	Minor Project - I	-	4	6
MBA 151	Information Technology Management Lab		2	1
	Total	12	6	25
* 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				

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MASTER OF BUSINESS ADMINISTRATION

SECOND SEMESTER

Code No.	Course	L	T/P	Credits
MBA 102	Human Resource Management	2	-	3
MBA 104	Business Research Methods	2	-	3
MBA 106	Financial Management	2	-	3
MBA 108	Operations Management	2	-	3
MBA 110	Marketing Management	2	-	3
MBA 112	E-Business	2	-	3
MBA 114	Management of Technology, Innovation and Change	2	-	3
MBA 116	Minor Project - II	-	4	6
	Total	14	4	27
* 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				

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MASTER OF BUSINESS ADMINISTRATION

THIRD SEMESTER

Code No.	Course	L	T/P	Credits
MBA 201	Information Systems Management	2		3
MBA 203	Entrepreneurship Development	2		3
MBA 205	Business and Economic Laws	2		3
MBA 207	Project Management	2		3
	Elective –I	2		3
	Elective –II	2		3
	Elective –III	2		3
	Total	14	-	21

* **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

Note:

1. The scheme of Syllabi offers two types of specializations, i.e., Functional specialization and Sectoral specialization. Students will opt either Functional specialization or Sectoral specialization. The Functional specializations include Marketing, Finance, Human Resource, Information Technology and International Business. The Sectoral specializations include Healthcare, Consultancy, Banking, Insurance and Real Estate.
2. The students opting for Functional specialization must specialize in one major and one minor area. Two elective papers must be taken for the major area and one paper for the minor area of specialization in each of the third and fourth semester. In all, a student opting for Functional specialization will study total number of six electives during third and fourth semester.
3. The students opting for Sectoral specialization must specialize in one area. Three elective papers must be taken for the chosen area in each of the third and fourth semester. In all, a student opting for Sectoral specialization will study total number of six electives during third and fourth semester. No combinations of courses shall be permitted in Sectoral specialization.
4. The Sectoral specialization/courses and Functional specialization/courses will only be offered if it is opted by at least 10 percent of the intake.

List of Electives for Functional Specialization

Marketing

MBA 209 Consumer Behaviour
MBA 211 Retail Management
MBA 213 Customer Relationship Management
MBA 215 Sales & Distribution Management

Finance

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

Human Resource

MBA 225 Organizational Development
MBA 227 Strategic Human Resource Management
MBA 229 Training and Development
MBA 231 Compensation Management

Information Technology

MBA 233 Systems Analysis and Design
MBA 235 Database Management Systems - 2 credits
MBA 251 Database Management Systems Lab. - 1 credit
MBA 237 Network Applications and Management
MBA 239 Digitalization and E-governance

Note: The Lab MS 251 is a part of course MS 235 and the students opting for MS 235 will also study MS 251.

International Business

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

List of Electives for Sectoral Specialization

Consultancy

MBA 249 Business Process Reengineering
MBA 253 Total Quality Management
MBA 255 Consultancy Practice Fundamental –I
MBA 257 Digitalization and E- Governance

Banking

MBA 259: Indian Banking System
MBA 261: Foreign Trade Policy and Procedures
MBA 263: International Financial Management
MBA 265: Retailing and CRM in Banking
MBA 267: Security Analysis and Investment Management

Insurance

MBA 269: Conceptual Framework and Principles of Insurance
MBA 271: Life Insurance & Elements of Actuarial Sciences
MBA 273: Principles of General Insurance and Reinsurance
MBA 275: Fire, IAR, FLOP Insurances
MBA 277: Theory and Practice of Marine Insurance (Cargo & Hull)
MBA 279: Life Insurance Underwriting & Legal Aspects

Real Estate

MBA 281: Conceptual Framework for Real Estate
MBA 283: Urban Land Development and Land Economics
MBA 285: Real Estate Financing and Risk Analysis
MBA 287: Customer Relationship Management
MBA 289: Procurement Management: Services, Equipments and Works

Healthcare

MBA 291: Healthcare System Organization
MBA 293: Operations Management – Non-Clinical/Support Services
MBA 295: Public Health Management
MBA 297: Health Economics
MBA 299: International Health Systems

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MASTER OF BUSINESS ADMINISTRATION

FOURTH SEMESTER

Code No.	Course	L	T/P	Credits
MBA 202	Strategic Management	2	-	3
MBA 204	Corporate Social Responsibility, Human Values & Ethics	2	-	3
MBA 206	Management of International Business	2	-	3
	Elective- IV	2	-	3
	Elective- V	2	-	3
	Elective- VI	2	-	3
MBA 288	Major Research Project		8	15
	Total	12	8	33
* 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				

List of Electives for Functional Specialization

Marketing

MBA 208 Services Marketing
MBA 210 International Marketing
MBA 212 Advertising and Brand Management
MBA 214 Internet Marketing

Finance

MBA 216 Behavioral Finance
MBA 218 Financial Derivatives
MBA 220 Insurance and Risk Management
MBA 222 Mergers, Acquisitions and Corporate Restructuring

Human Resource

MBA 224 Performance Management
MBA 226 Industrial Relations and Labor Laws
MBA 228 Team Building
MBA 230 Behavioral Testing and Counseling

Information Technology

MBA 232 Business Intelligence and Applications
MBA 234 Web Technologies - 2 credits
MBA 252 Web Technologies Lab. - 1 credit
MBA 236 Enterprise Systems
MBA 238 Knowledge Management

Note: The Lab MS 252 is a part of course MS 234 and the students opting for MS 234 will also study MS 252.

International Business

MBA 240 Supply Chain Management for International Business
MBA 242 Global Competitiveness and Strategic Alliances
MBA 244 International Business Negotiations
MBA 246 Managing Diversity

List of Electives for Sectoral Specialization

Consultancy

MBA 248 Consultancy Practice Fundamental II
MBA 250 Advanced Project Management
MBA 254 Knowledge Management
MBA 256 Enterprise Systems

Banking

MBA 258 International Financial Management
MBA 260 Financial Derivatives
MBA 262 International Banking
MBA 264 Treasury Operations and Risk Management
MBA 266 Mergers, Acquisitions and Corporate Restructuring

Insurance

MBA 268 Life Insurance Schemes
MBA 270 Rural and Miscellaneous Insurance
MBA 272 Insurance Claims Management (Life and Non-Life)
MBA 274 Theory and Practice of Motor Insurance (OD and TP)
MBA 276 Theory and Practice of Engineering, Liability and Aviation Insurances

Real Estate

MBA 278 Quality and Management Systems
MBA 280 Real Estate Valuation
MBA 282 Sustainable Real Estate Development
MBA 284 Legal Framework for Real Estate
MBA 286 Real Estate Transaction Services

Healthcare

MBA 288 Operations Management – Clinical Services
MBA 290 Statutory and Regulatory Requirements in Healthcare
MBA 292 Marketing and Brand Building of Healthcare Services
MBA 294 Quality and Accreditation in Healthcare
MBA 296 Health Care Ethics, Governance and Society

Note: The Major Research Project 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

FIRST SEMESTER	25
SECOND SEMESTER	27
THIRD SEMESTER	21
FOURTH SEMESTER	33
TOTAL CREDITS OF THE COURSE	106
MINIMUM CREDITS REQUIRED FOR DEGREE	100

FIRST SEMESTER

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Management Process & Organizational Behaviour

Course Code: MBA 101

L-2, Credits -3

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

Course Contents

Unit I

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

(10 Hours)

Unit II

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

(10 Hours)

Unit III

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

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

(12 Hours)

Unit IV

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

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

(10 Hours)

Text Books

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

Reference Books

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

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Decision Sciences

Course Code: MBA 103

L-2, Credits - 3

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

Course Contents

Unit I

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

(10 hours)

Unit II

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

(12 hours)

Unit III

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

(10 hours)

Unit IV

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

(10 hours)

Textbooks

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

Reference Books

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

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Managerial Economics

Course Code: MBA 105

L – 2, Credits – 3

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

Course Contents

Unit I

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

(10 Hours)

Unit II

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

(10 Hours)

Unit III

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

(12 Hours)

Unit IV

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

(10 Hours)

Text Books

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

Reference Books:

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

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Business Communication

Course Code: MBA 107

L -2 Credits – 3

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

Course Content

Unit I

Introduction to Business Communication: Business communication- definition, importance. Forms and Types of Communication (Downward, upward, horizontal and lateral communication), Formal and informal communication network. Process of communication. Barriers and Gateways to communication. **(10 Hours)**

Unit II

Written Communication and Applications of Communication: Principles of Written Communication – 7C's Concept. Business and Commercial Letters (Request letters, Good News letters, Bad news letters, Persuasive letters, Sales letters). Minutes of the Meeting, Report Writing, Job application and Resume Writing, Business communication via Social Network, Writing a Blog. **(10 Hours)**

Unit III

Oral Communication and Business Etiquettes: Principles of Oral Presentation, Factors Effecting Presentation, Video-conferencing and Skype, Non – Verbal Communication (Para language, Time, Space, Silence, Body language). Group Discussion and Employment Interview, Business Etiquettes and Professionalism, Introduction and Greetings, Dressing and Grooming, Gifting in Business, Public Speaking, Active Listening. **(12 Hours)**

Unit IV

External Influence on Business Communication: Legal and Ethical dimensions of communication (Dealing with pressure to compromise on ethics). Cross Cultural and Diversity Issues of Communication, Technology Enabled Communication, Negotiation and its relevance in Business Communication, Mass Communication. **(10 Hours)**

Text Books

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

Reference Books

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

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Accounting for Management

Course Code: MBA 109

L – 2 Credits - 3

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

Course Contents

Unit I

Nature of Accounting Information: Scope and Nature of Accounting, Accounting concepts, Principles & Standards, Accounting Cycle, Journalisation, Subsidiary Books; Ledger Posting, Preparation of Trial Balance, Rectification of Errors. Classification of Capital and Revenue. Expenditure. Fixed Assets and Depreciation Accounting. Preparation of Final Accounts, Manufacturing Account; Trading Account, Profit and Loss Account; Balance Sheet (with adjustments) **(12 Hours)**

Unit II

Cost Accounting: Objectives, Classification of Cost, Preparation of Cost Sheet, Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level, Labour Costing, Overhead Cost Allocations, Over and Under Absorption. Job and Contract Costing, Operating Costing, Reconciliation of Financial and Cost Accounting. **(10 Hours)**

Unit III

Performance Evaluation Techniques: Introduction to Budgeting and Budgetary Control; Performance Budgeting; Classification of Budget; Fixed and Flexible Budgets, Zero Based Budgeting, Standard Costing and Variance Analysis; Balanced Scorecard; Responsibility Accounting. **(10 Hours)**

Unit IV

Decision Making Techniques: Marginal Costing, Application of Marginal Costing in Decision Making, Cost Volume Profit Analysis; Profit Planning, Management Accounting for Decision Making and Control; EVA; Introduction to Activity Based Costing, Target Costing, Life Cycle Costing; Uniform Costing. **(10 Hours)**

Text Books

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

Reference Books

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

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Information Technology Management

Course Code: MBA 111

L – 2, Credits -3

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

Course Contents

Unit I

Computer Hardware and Number System: - CPU, Computer Memory and Mass Storage Devices, Computer Hierarchy, Input Technologies, Output Technologies. Number Systems and Arithmetic: Decimal, Binary, Octal and Hexadecimal Number Systems, Binary Arithmetic.

(10 Hours)

Unit II

Computer Software: Application and System Software, Programming Languages and their Classification, Assemblers, Compilers and Interpreters. Process of Software Development, Data Analysis using Spreadsheets Operating Systems- Functions of Operating Systems, Types of Operating Systems (Batch Processing, Multitasking, Multiprogramming and Real time Systems), DBMS: Traditional File concepts and Environment, Database Management Systems Concepts, Types of Data Models, ER Modeling, Integrity Constraints, SQL queries.

(12 Hours)

Unit III

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

(10 Hours)

Unit IV

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

(10 Hours)

Text Books

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

Reference Books:

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

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MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Minor Project - I

Course Code: MBA 113

T/P-4, Credits -6

Objective:

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 project, 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 do empirical study on some specific business issue or on organizational situation in an industry you are working or you are familiar with.

The written project 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.

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MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Information Technology Management Lab

Course Code: MBA 151

P-2, Credits - 1

Lab will be based on Paper MBA 111 and will basically cover the following: Operating System Commands, Basic HTML Tags, SQL Queries and Spreadsheet.

SECOND SEMESTER

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Human Resource Management

Course Code: MBA 102

L -2, Credits -3

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

Course Content

Unit I

Introduction to Human Resource Management: Concept of HRM, Nature, Scope, Functions, Models of HRM; Roles and Responsibilities of HR managers; Business and organizational restructuring and its implications for human resource management; The HRM and approaches to HRM; Competitive Challenges and HRM: Workforce Diversity, Managing Protean Careers, Moonlighting Phenomenon, Psychological Contract, developmental leadership, employee engagement. **(10 Hours)**

Unit II

Strategy and Workforce Planning: Strategic Planning and HR Planning: Linking the Processes, Methods and Techniques of Forecasting the Demand and Supply of Manpower, Turnover and Absenteeism, Job Analysis, Job Design and Re-design: Job enlargement, Job Enrichment, Corporate strategy and human resource management; HRM and culture management. Managing HR after mergers and acquisitions. **(10 Hours)**

Unit III

Expanding the Talent Pool: Recruitment, Selection, Career Development Initiatives, HRM Competencies: Roles of HR Generalists and HR Specialists, Training & Development, Balance Scorecard(BSC), Idea underlying BSC, Research by Kaplan and Norton Introducing BSC- step By- Step. **(10 Hours)**

Unit IV

Contemporary Issues in HR – Strategic Human Resource Management, International Human Resource Management ,Wellness Programs Work Life Balance and Green HRM; Different working patterns (e.g. day work, shift systems, flexi-time, working at home, casual employment)Human Resource Information Systems and e–HR for the digital age. Competency mapping . Empowering managers through positive political skills, Mentorship, Introduction to Human Resource Analytics. **(12 Hours)**

Text Books

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

Reference Books

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

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Business Research Methods

Course Code: MBA 104

L -2, Credits -3

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

Course Contents

Unit I

Introduction: Introduction to business research - types of research, process of research, formulation of the research problem, development of the research hypotheses, types of hypotheses. **(10 Hours)**

Unit II

Research Design: Definition, functions, exploratory, descriptive, experimental; Experimental research designs - pre-experimental, quasi-experimental, true experimental, statistical; Validity of research instruments – face, content, and construct validity; Reliability of research instruments - internal consistency procedures; Methods of data collection -primary and secondary sources; Attitudinal scales – Likert; Questionnaire designing. **(12 Hours)**

Unit III

Sampling and Data Analysis: Concept, designs; Types of sampling designs - probability, non-probability, mixed sampling designs; Sampling frame; Sample size determination; Data processing - editing, coding and tabulating; Data analysis - univariate, bivariate, multivariate; Hypothesis testing - concept, types of errors, steps in hypothesis testing. **(10 Hours)**

Unit IV

Analytical Techniques: Parametric vs. non-parametric tests, ANOVA, Correlation and Regression Analysis, Chi-square Test, Non-parametric tests for Normality, Run Test; Advanced data analysis techniques - basic concepts of Factor Analysis, Discriminant Analysis, and Conjoint Analysis. **(10 Hours)**

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

Text Books

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

Reference Books

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

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Financial Management

Course Code: MBA 106

L-2, Credits - 3

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

Course Contents:

Unit I

Nature and Scope of Financial Management; Financial Objectives; Impact of Financial and Economical Environment on Financial Management; Time Value of Money including Pension Funds, Computation of EMI, Annuity, Annuity Due. Funds Flow Analysis; Cash Flow Statement and its Interpretation (AS-3), Financial Statement Analysis, Ratio Analysis, Common Size Statements, Du Pont Analysis. **(10 Hours)**

Unit II

Planning for Sources of Finance (Domestic and International); Capital Structure; Net Income Approach; Net Operating Income Approach; Traditional Approach and MM Approach, Cost of Capital; EBIT – EPS Analysis, Capital Gearing/Debt-Equity Ratio, Generation of Internal Funds. **(10 Hours)**

Unit III

Capital Budgeting - Conventional and DCF Methods; Inflation and Capital Budgeting; Risk Analysis and Capital Budgeting-Certainty Equivalent Factor; Risk Adjusted Discounting Rate; Decision Tree; Independent and Dependent Risk Analysis; Replacement Decisions, Sensitivity Analysis, Introduction to Financial Analytics. **(10 Hours)**

Unit IV

Retained Earning Vs. Dividend Decision; Gordon Model; Walter Model; MM Approach; Lintner Model; Planning of Funds through Management of Assets - Fixed and Current: Sustainable Growth Rate. Working Capital Management; Concept of Working Capital, Working Capital Approaches, Working Capital Estimations, Management of Cash (Various Theoretical Models), Inventories, Receivables, Marketable Securities and Account Payables. **(12 Hours)**

Text Books:

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

Reference Books

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

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Operations Management

Course Code: MBA 108

L-2 , Credit-3

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

Course Contents

Unit I

Introduction to Operations Management, Nature & Scope of Operations Management, Historical Evolution of Operations Management, Systems Perspectives of Operations Management, and Relationship of Operations Management with Other Functional Areas, Operations Strategy, Recent Trends in the Field of Operations Management **(10 Hours)**

Unit II

Product Development: Product Development Process, Concurrent Engineering, Tools and Approaches in Product Development viz: Quality Function Deployment, Design for Manufacturability, Design for Assembly, Design for Quality, Mass Customization; Process Selection and Facilities Layout: Determinant of Process Selection, Process-Product Matrix, Types of Layouts, Line Balancing; Facilities Location; Work Measurement and Job Design. **(12 Hours)**

Unit III

Demand Forecasting; Capacity Planning; Resources Planning: Aggregate Production Planning Materials Requirement Planning, Scheduling; Theory of constraints and Synchronous Manufacturing; Lean Management and Just in Time Production; Supply Chain Management; Inventory Planning and Control. **(10 Hours)**

Unit IV

Quality Management, Quality: Definition, Dimension, Cost of Quality, Continuous Improvement (Kaizen), ISO (9000&14000 Series), Quality Awards, Statistical Quality Control: Variable & Attribute, Process Control, Control Chart (X, R, p, np and C chart) Acceptance Sampling Operating Characteristic Curve (AQL, LTPD, a & b risk) Total Quality Management (TQM), Introduction to Operations Analytics. **(10 Hours)**

Text Books

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

Reference Books

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Marketing Management

Course Code: MBA 110

L – 2, Credits – 3

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

Course Contents

Unit I

Introduction to Marketing: Meaning and Scope of Marketing; Marketing Philosophies; Concept of Customer Value, Marketing Management Process-An Overview; Concept of Marketing Mix; Understanding Marketing Environment; Consumer and Organization Buyer Behavior; Demand Forecasting; Market Segmentation, Targeting and Positioning; Over View of Competitive Marketing Strategies. **(10 Hours)**

Unit II

Product and Pricing Decisions: Product Concept; Product Classifications; Product Levels; Product Differentiation; Product Mix; Product Line Decisions; Product Life Cycle-Concept & Strategies; Packaging; Brand and Branding Strategies; New Product Development Process; Pricing-Pricing Objectives, Determinants of Price, Pricing Methods & Strategies. **(10 Hours)**

Unit III

Promotion and Distribution Decisions: Promotion Mix-Advertising, Personal Selling, Publicity, Direct Marketing and Sales Promotion; Integrated Marketing Communication, Channels of Distribution; Functions of Intermediaries; Channel Design Decisions, Selecting Channel Members; Channel Management; Emerging Channels of Distribution. **(12 Hours)**

Unit IV

Contemporary Marketing Trends and Issues: Rural Marketing, Social Marketing; Green Marketing; Digital Marketing; Ethical Issues in Marketing. Introduction to Marketing Analytics. **(10 Hours)**

Text Books :

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

Reference Books:

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

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

E-Business

Course Code: MBA 112

L-2, Credit-3

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

Course Contents

Unit I

Introduction to e-business: Electronic Business, Electronic Commerce, Types of Electronic Commerce, Benefits, Limitations and Barriers of E-commerce, Electronic Commerce Models, Value Chains in Electronic Commerce, Ecommerce in India., Intranet, Composition of Intranet, Business Applications on Intranet, Extranets. Electronic Data Interchange, Components of Electronic Data Interchange, Electronic Data Interchange Communication Process.

(12 Hours)

Unit II

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

(10 Hours)

Unit III

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

(10 Hours)

Unit IV

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

(10 Hours)

Text Books:

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

Reference Books :

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

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Management of Technology, Innovation and Change

Course Code: MBA 114

L-2, Credits-3

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

Course Contents

Unit I

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

(12 Hours)

Unit II

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

(10 Hours)

Unit III

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

(10 Hours)

Unit IV

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

(10 Hours)

Text Books:

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

Reference Books:

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

Minor Project - II

Course Code: MBA 116

T/P-4, Credits 6

Objective: 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

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Information Systems Management

Course Code: MBA 201

L-2, Credits-3

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

Course Contents

Unit I

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

(10Hours)

Unit II

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

(10 Hours)

Unit III

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

(10Hours)

Unit IV

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

(12 Hours)

Text Books

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

References Books

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

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MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)
Entrepreneurship Development

Course Code: MBA 203

L-2, Credits – 3

Objective: The course aims at instituting entrepreneurship skills in the students by giving an overview of who the entrepreneurs are and what competences are needed to become an entrepreneur. It helps in grasping entrepreneurship, based on 3S Model of Stimulate, Sustain and Support, so that a spirit of entrepreneurship can be inculcated among the student participants.

Course Contents

Unit I

Entrepreneurship: Concept and Definitions; Entrepreneurship and Economic Development; Factor Affecting Entrepreneurial Growth – Economic, Non-Economic Factors; Classification and Types of Entrepreneurs; Entrepreneurial Competencies; EDP Programs; Entrepreneurial Training; Traits/Qualities of an Entrepreneurs; Manager Vs. Entrepreneur; Entrepreneur Vs. Entrepreneurship; Entrepreneur Vs. Administrator. **(12 Hours)**

Unit II

Opportunity / Identification and Product Selection: Entrepreneurial Opportunity Search and Identification; Sources of Information; Criteria to Select a Product; Conducting Feasibility Studies; Marketing Feasibility, Technical Feasibility, Finance Feasibility, HR Feasibility etc; Business Plan Formulation; Format of Business Plan with Practical example; Project Report Preparation; Specimen of Project Report. **(10 Hours)**

Unit III

Enterprise Launching Formalities : Definition of Small Scale as per MSMED Act, 2006; Rationale; Objective; Scope; steps involved in starting enterprise; SME; Registration; NOC from Pollution Board; Machinery and Equipment Selection; Role of SME in Economic Development of India; Project Planning and Scheduling using Networking Techniques of PERT/CPM; Methods of Project Appraisal. **(10 Hours)**

Unit IV

Role of Support Institutions and Management of Small Business : Role of Director of Industries, DIC, DCMSME, SIDBI, Small Industries Development Corporation (SIDC), MSME (D-I), NSIC, NISBUED, State Financial Corporation (SFC); Functional areas application for Small Enterprises like Marketing Management issues; Production Management issues; Finance Management issues; Human Resource Management issues; Export Marketing. **(10 Hours)**

Text Books

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

References Books

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

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Business and Economic Laws

Course Code: MBA 205

L- 2, Credit -3

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

Course Contents

Unit-I

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

(10 Hours)

Unit II

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

(10 Hours)

Unit -III

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

(10 Hours)

Unit IV

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

(12 Hours)

Text Books:

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

Reference Books:

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

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Project Management

Course Code: MBA 207

L-2 Credits-3

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

Course Contents

Unit I:

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

Unit II:

Project Planning and Recourse Consideration: Introduction, Project Planning, Need of Project Planning, Project Life Cycle, Roles, Responsibility and Team Work, Project Planning Process, Resources Considerations in Projects, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Project Scheduling/Network Techniques in Project Management: CPM and PERT Analysis; Float Times; Crashing of Activities; Contraction of Network for Cost Optimization, Updating; Cost Analysis of Resources Allocation. **(12 Hours)**

Unit III:

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

Unit IV:

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

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

Text Books

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

Reference Book

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

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Consumer Behaviour

Course Code: MBA 209

L-2, Credits – 3

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

Course Contents

Unit I

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

Unit II

Individual Determinants of Consumer Behavior: Motivation; Attention, Perception and Consumer Imagery; Learning and Memory; Personality and Self Concept; Consumer Attitudes – Formation and Change; Consumer Values and Lifestyles. **(10 Hours)**

Unit III

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

Unit IV

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

Text Books:

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

Reference Books:

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

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Retail Management

Course Code: MBA 211

L-2, Credits-3

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

Course Contents

Unit I:

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

Unit II:

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

Unit III:

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

Unit IV:

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

Text Books

1. Levy M., Weitz B.A and Pandit A. (2012), Retailing Management, 8/e, Mc GrawHill Education.
2. Berman B. Evans J. R. & Mathur, M. (2011), Retail Management, 11/e, Pearson Education.

Reference Books

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

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Customer Relationship Management

Course Code: MBA 213

L-2, Credits: 3

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

Course Contents

Unit I

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

(10 Hours)

Unit II

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

(10 Hours)

Unit III

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

(12 Hours)

Unit IV

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

(10 Hours)

Text Books

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

Reference Books:

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

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Sales & Distribution Management

Course Code: MBA 215

L-2, Credits-3

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

Course Contents

Unit I

Introduction to Sales Management: Scope, Importance and Evolution; Emerging trends in Sales Management; Personal Selling Process and Approaches; Sales Organization Structure; Sales Strategies, Sales Forecasting; Sales Territory Design. **(10 Hours)**

Unit II

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

Unit III

Distribution Planning and Control: Functions of Intermediaries; Types and Role of Channel Intermediaries in India for Consumer and Industrial Products: Wholesale and Retail Structure, Complex Distribution Arrangement (Structural Separation and Postponement) Channel Strategy and Design; Selection, Motivation and Evaluation of Intermediaries; Managing Channel Dynamics, Relationships and Channel Conflict; Ethical and Legal Issues in Sales and Distribution Management in Indian context. **(12 Hours)**

Unit IV

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

Text Books

1. Still, R. R. & Cundiff, E. W., Govoni, N. A. P. (2007), Sales Management Decision Strategies & Cases, 5/e, Pearson Education.
2. Rosenbloom, Bert (2012), Marketing Channels: A Management View, 8/e, Cengage Learning, New Delhi.

Reference Books

1. Jobber, David and Lancaster, Geoffery (2013), Selling and Sales Management, 9/e, Pearson Education.
2. Tanner Jr., J.F., Honeycutt Jr., E.D. and Erffmeyer, R.C. (2009), Sales Management, Pearson Education, New Delhi.
3. Panda, T.K. and Sahadev, S (2011), Sales and Distribution Management, 2/e, Oxford University Press, New Delhi.
4. Havaladar, K K. and Cavale, VM. (2011), 2/e, Sales and Distribution Management: Text and Cases, Mc GrawHill Education.

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Financial Markets and Institutions

Course Code: MBA 217

L-2, Credits-3

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

Course Content

Unit I:

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

Unit II:

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

Unit III:

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

Unit IV:

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

Text Books:

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

Reference Books:

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

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Security Analysis and Investment Management

Course Code: MBA 219

L-2, Credits: 3

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

Course Contents

Unit I

Investment: Meaning, Nature and Scope, Decision Process; Investment Alternatives; Investment Risks – Interest Risk, Market Risk, Inflation Risk, Default Risk, etc.; Measurement of Systematic and Unsystematic Risk, Valuation of Securities, Duration of bonds, Terms Structure of Interest Rates, Yield to Maturity. **(10 Hours)**

Unit II

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

Unit III

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

Unit IV

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

Text Books

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

Reference Books

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

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

International Financial Management

Course Code: MBA 221

L-2, Credits: 3

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

Course Contents

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books

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

Reference Books

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

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Corporate Tax Planning

Course Code: MBA 223

L-2, Credits-3

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

Course Contents

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books

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

Reference Books

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

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Organizational Development

Course Code: MBA 225

L-2, Credits-3

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

Course Contents

Unit I

Introduction: Nature and Characteristics of Organization Development, Organization Development as a Profession and evolving field of Practice. Managing the Organization Development Process, Organizational Change Theories and Models, Action Research, Organizational Change process, Values, Ethics and assumptions of OD, Role and Competencies of the OD practitioner.

(10 Hours)

Unit II

The Diagnostic Process and Introduction to OD Interventions: Diagnosis: At the Organization, Group and Individual Level. Data Collection Process, Diagnostic Methods, Challenges in Diagnosis, Diagnostic Information Feedback: Survey Feedback. Designing Interventions, Characteristics of Effective Interventions, The Intervention Process.

(10 Hours)

Unit III

Organizational Development Interventions: Sensitivity Training, Process Consultation, Third-Party Interventions, Team Building, Organization Confrontation Meeting, Intergroup Relations Interventions, Large Group Interventions: Grid OD; System 4 Management; Role Playing, Employee Empowerment, Performance Management Systems, Employee Wellness Interventions, Career Planning, MBO.

(10 Hours)

Unit IV

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

(12 Hours)

Text Books

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

Reference Books

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Strategic Human Resource Management

Course Code: MBA 227

L-2, Credit-3

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

Course Contents

Unit I

Introduction to SHRM: Definition, need and importance, evolution of SHRM, HRs New Role Orientation, SHRM for Competitive Advantage, HR strategy and HR Planning, Behavioral Issues in Strategy Implementation, Matching Culture with Strategy, Human Side of Mergers and Acquisitions. Process of strategic management **(12 Hours)**

Unit II

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

Unit III

Internationalization of HRM: socio cultural contexts – and institutional contexts IHRM trends complexity challenges and choices in the future , Cultural foundations of IHRM- Understanding Culture, Major Models of National Culture, Cultural Convergence and Divergence, Cross Cultural Theories, Importance of Cultural Sensitivity, Potential Cross- Cultural Problems, IHRM trends and Future Challenges. **(10 Hours)**

Unit IV

Global Human Resource Management Process- Global Human Resource Planning, International Staffing, Recruiting and selecting staff for international assignments, Approaches to International Compensation and Benefits, Re entry and career issues, Global Workforce Training and Development, Performance Management in International Organization, International Reward systems, Integrating two cultures, Developing talent in transnational Enterprise , Expatriation and Repatriation, HRM in International Joint ventures, Organizational Ethics in International Context. **(10 Hours)**

Text Books

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

References

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Training and Development

Course Code: MBA 229

L-2, Credits-3

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

Course Contents

Unit I:

The Training Context: Nature and Scope of Training, Training Challenges, Forces Influencing Working and Learning, Understanding, Learning, Training, Development and Education, Learning and Development Strategy, Role of Training in Organizations, Systematic Approach to Training, Learning: Theories and Process Strategic Training: Models of Training- Faculty, Customer, Matrix, Corporate University and Business Embedded Model, Snapshots of Training Practices: Training Facts and Figures. **(10 Hours)**

Unit II:

Training Needs Analysis: The Process and Approaches of TNA, Organizational Analysis, Requirements Analysis, Task, Knowledge, Skill, and Ability Analysis, Person Analysis, Competency mapping and Gap Analysis, Training Content, Designing Training Content, Team Work for Conducting Training Needs Analysis, TNA and Training Process Design, Output Of TNA, Focus on Small Business. **(10 Hours)**

Unit III:

Training Design, Delivery & Evaluation: Understanding & Developing the Objectives of Training, Considerations in Designing Effective Training Programs: Selecting and Preparing the Training Site, Selecting Trainers, Program Design: Learning Environment, Pre-training Communication, Facilitation of Training with Focus on Trainee Motivation, Reinforcement & Goal setting. Transfer of Training: Conditions of Transfer, Facilitation of Transfer with Focus on Organization Intervention (Supervisor Support, Peer Support, Trainer Support, Reward Systems, Climate etc.) Training Methods, Implementation and Evaluation of Training Programme, Training Aids. **(12 Hours)**

Unit IV:

Employee Development, Career Management and Future of T & D: Approaches to Employee Development, The Development Planning Process, Companies Strategies used, Types of MDP's, EDP's/Seminars and Conferences, Symposia. Career Management: Traditional Career vs. Protean Career, Models of Career Development, Career Succession Planning, Challenges in Career Management: On boarding, Dual Career Paths, Plateauing, and Managing Career Breaks, Future Aspects of T& D. **(10 Hours)**

Text Books

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

Reference Books

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

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Compensation Management

Course Code: MBA 231

L-2, Credits – 3

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

Course Contents

Unit I

Introduction to Compensation: Compensation Defined, Goals of Compensation System, Foundations of Compensation Management, Compensation Strategy Monetary & Non-Monetary Rewards, Intrinsic Rewards Cafeteria Style Compensation, Fringe Benefits and Supplementary Compensation, Compensation Structure- Indian Practices. **(10 Hours)**

Unit II

Compensation for Employees: Wage Theories, Evolution of Modern Day Labor Force, Incentive Plans, ESOP's, EVA Reward Management in TNC's, Discrimination in Labor Market, Duality in Labor Market, Industry's Compensation Policy (micro-level) Compensation for Chief Executives and Other Employees: Guidelines of Companies Act Relating to CEO Compensation. Different Components of Compensation Package. **(10 Hours)**

Unit III

Job Evaluation : Job Description and Job Specification: Job Analysis & Its Process, Methods of Job Evaluation, Internal and External Equity in Reward Management, Role of Wage Board & Pay Commissions, Knowledge Based Compensation, Team Compensation, Competency Based Compensation. **(10 Hours)**

Unit IV

Modern Techniques of Compensation: Incentive Schemes/ Payment –By-Results (PBR), Performance Linked Compensation, Tax Planning: Tax Implication of Employee Compensation Package to the Employer, Tax Efficient Compensation Package, VRS: Approaches to deal with the Workforce Redundancy, International Compensation: Problems, Objectives, Elements of Expatriate's Compensation Package. Case Studies. **(12 Hours)**

Text Books

1. Henderson, R.I. (2007), Compensation Management in a Knowledge-based world 10/e. Pearson Education.
2. Deb, T. (2012), Compensation Management: Text and Cases Excel Books.

Reference Books

1. Singh, B.D. (2007), Compensation and Reward Management. Excel Books.
2. Gerhart, B. & Rynes, S.L. (2008), Compensation, Evidence, and Strategic Implications. Sage Publication.
3. Milkovich G. (2009), Compensation, 9/e, McGraw Hill Education.
4. Martocchio, J. (2014), Strategic Compensation: A Human Resource Perspective Approach. Pearson Education.

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Systems Analysis and Design

Course Code: MBA 233

L-2, Credits: 3

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

Course Contents

Unit I

Systems Development Life Cycle: Planning, Analysis, Design, Implementation, Systems Development Methodologies: Structured Design, RAD, JAD, Prototyping, Project Team Roles and Skills, Project Initiation: Identifying Business Value, Feasibility Analysis, Project Management: Creating a Work Plan, Project Staffing, Controlling the Project. **(10 Hours)**

Unit II

Systems Analysis: Developing an Analysis Plan, Process Modeling: Data Flow Diagrams (Gane and Sarson, DeMarco and Yourdan), Use Case Diagrams, Data Modeling: Entity Relationship Diagrams, System Design: Physical Data Flow Diagrams, Physical Entity Relationship Diagrams, Architecture Design: Computing Architectures, Infrastructure Design, Global and Security Issues. **(10 Hours)**

Unit III

User Interface Structure Design: User Interface Design Principles and Processes, User Interface Design Components, Data Storage Design: File and Database Formats, Optimization for Data Storage and Data Access, Program Design: Structure Chart, Program Specification, Construction: System Construction Process, Managing Programming, Designing Tests, Developing Documentation, Installation: System Installation Process, Conversion Strategies, Change Management, Post-Implementation Activities. **(12 Hours)**

Unit IV

Object-Oriented Analysis and Design: and Testing: Object Concepts, Introduction to the Unified Modeling Language, Use Case Diagrams, Sequence Diagrams, Class Diagrams, Statechart Diagrams. **(10 Hours)**

Text Books

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

Reference Books

1. Jeffrey L. Whitten and Lonnie D. Bentley (2006), Systems Analysis and Design Methods. 7/e, Mc GrawHill Education.
2. Jeffrey A. Hoffer, Joey F. George and Joseph S. Valacich (2012), Modern Systems Analysis and Design, 6/e, Pearson Education.
3. Roger H.L. Chinan, Keng Siau, and Bill C. Hardgrave (2009), Systems Analysis and Design-Techniques, Methodologies, Approaches, and Architectures, PHI Learning, New Delhi.
4. Roger. S. Pressman (2014), Software Engineering: A Practitioner's Approach, 7/e, McGraw Hill Education.

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Database Management Systems

Course Code: MBA 235

L-2, Credits: 2

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

Course Contents

Unit I

Purpose, Advantages and Disadvantages of DBMS: Data Models, Schemas and Instances, DBMS Architecture and Data Independence, Types of DBMS – Hierarchical, Network, Relational, Object-Oriented and Object Relational. **(06 Hours)**

Unit II

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

Unit III

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

Unit IV

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

(06 Hours)

Text Books

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

Reference Books

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

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MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Database Management Systems Lab

Course Code: MBA 251

P-2, Credits: 1

Course Contents: This course will be based on MBA 235 Database Management Systems Course and is part of it.

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Network Applications and Management

Course Code: MBA 237

L-2, Credits: 3

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

Course Contents:

Unit I

Data Communication Concepts and Applications: Introduction to Data Communications, Components of Data Communications, Trends in Computer Communications and Networking, Network Applications. **(10 Hours)**

Unit II

Fundamentals of Data Communications and Networking: Physical Layer: Architectures, Devices and Circuits, and Data Transmission. Data Link Layer: Media Access Control, Error Control in Networks, Functions and working of switches and bridges. Local Area Network (LAN): LAN Components, Ethernet (IEEE 802.3), Fast Ethernet, working of CSMA/CD, Token Ring (IEEE 802.5). **(10 Hours)**

Unit III

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

Unit IV

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

Text Books:

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

Reference Books:

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

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MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Digitalization and E-governance

Course Code: MBA 239

L-2, Credits: 3

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

Course Content:

Unit I

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

Unit II

Understanding IT Infrastructure, Emerging Trends in IT Infrastructure acquisition and Service delivery, Managing a networked Organization, Organizational Issues in Managing and Controlling IT function, Managing IT Outsourcing: Why, What and When to outsource. **(12 Hours)**

Unit III

E-Governance: Meaning of E-governance, Understanding the Evolution of e-Governance in the Indian and Global Context, Benefits of e-governance; Developing a strategic perspective on E-Governance, Models of e-governance, E-governance action plan: National e-Governance Plan (NeGP), E-governance Infrastructure: Data Centres, State wide area networks (SWAN), National Service Delivery Gateways (NSDG), and Common Service Centres. **(10 Hours)**

Unit IV

Life Cycle of an e-Government Project, Critical Success Factors in implementing e-Governance. Public Private Partnership for e-Governance Project, Managing a e-Governance project, Change Management and Capacity Building for e-Governance, Information Security Management, Technology architecture for e-Governance - Enterprise Applications and Open Source for e-Governance, Regulatory framework for e-Governance (IT Act) **(12 Hours)**

Text Books:

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

Reference Books:

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

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

International Business Environment

Course Code: MBA 241

L-2, Credits – 3

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

Course Contents

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books

1. Daniels, John D. and Radebaugh, Lee H. and Prashant Salwan (2016), International Business: Environment and Operations, 15/e, Pearson Education.
2. Charles, W. L. Hill (2005). International Business: Competing in the Global Marketplace, 10/e, McGraw Hill Education.

Reference Books

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

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Export-Import Procedures and Documentation

Course Code: MBA 243

L-2, Credits - 3

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

Course Contents

Unit I

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

Unit II

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

(b) Documentation : Proforma Invoice, Commercial Invoices and its Attestation, Packing List, Inspection Certificate, Certificate of Origin, Shipping Bills, AR4 Form, Mate's Receipt, GR Form, Marine Insurance Policy, ECGC Policy, Bill of Exchange, Bank Realization Certificate, Bill of lading, Airway Bill, BSP Certificate / Spl Consular Invoice and other related documents. **(12 Hours)**

Unit III

Methods and Terms of Payments for Exports: Cargo, Credit and Foreign Exchange Risks: Procedure for Filing Claims; Quality control and Pre-shipment Inspection; Excise and Custom Clearance; Export Incentives: Major Incentives and Procedures for Claiming them, Procurement for Exports – Planning and Methods of Procurement for Exports; Custom Clearance of Imports – Regulations and Procedures; Managing Risks Involved in importing ; Duty Exemption Schemes : Objectives, Benefits, Procedures and Documentation; Schemes for Import of Capital Goods: Procedures for New/second Hand Capital Goods. **(10 Hours)**

Unit IV

Foreign Trade Financing and Insurance Schemes: Pre-and Post-shipment Export Credit Schemes, Import Financing Schemes; Role of EXIM Bank and Commercial Banks; Export Credit and Foreign Exchange Covers, Export Credit and Guarantee Corporation (ECGC), Financial Guarantees; Export / Trading/ Star trading/ Superstar Trading Houses : Objective Criteria and Benefits; Procedures and Documentation; Policy for EOU / FTZ / EPZ units : Objectives, Criteria and Benefits; Procedures and Documentation. **(10 Hours)**

Text Books

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

Reference Books

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

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

International Economics

Course Code: MBA 245

L-2, Credit: 3

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

Course Contents

Unit I

International Trade Theory: Introduction to International Economics, Law of Comparative Advantage, Standard Trade Model, Factor Endowments and Heckscher Ohlin Theory, Economies of Scale, Imperfect Competition and International Trade. **(10 Hours)**

Unit II

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

Unit III

Balance of Payments and Exchange Rates: Balance of Payments, Foreign Exchange Markets and Exchange Rates, Determination of Exchange Rates. **(10 Hours)**

Unit IV

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

Text Books

1. Salvatore Dominicks (2007), International Economics, 9/e, John Wiley Sons, Inc.
2. Vaish, M.C. and Sudama Singh, (2010), International Economics, 8/e, Oxford IBH Publishing Co. Pvt. Ltd, New Delhi.

Reference Books

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

WTO and Intellectual Property Rights

Course Code: MBA 247

L-2, Credits - 3

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

Course Contents

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books

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

Reference Books

1. Maskus Keith E. (2000), Intellectual Property Right in the global economy, Institute for International Economies, Washington.
2. Ganguli, Prabudha (2008), IPR-unleashing the Knowledge Economy, 1/e, McGraw-Hill Education.
3. Ramappa, T. (2000), Intellectual property rights under WTO: Task before India, Wheeler Publishing.
4. Jain N.K (2009), WTO: Concepts, Challenges and Global Development, Cambridge University Press

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Business Process Reengineering

Course Code: MBA 249

L -2, Credits – 3

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

Course Contents:

Unit I

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)**

Unit II

Implementation of BPR: Initiating and Preparing for Reengineering, Methodology and Steps, Process Identification and Mapping: Role/ Activity Diagrams; Process Visioning and Benchmarking, IT Enabled Reengineering, Mediation and Collaboration; Design and Evaluation of Process Prototypes, Charting Process **(10 Hours)**

Unit III

Reengineering Structure: Man Management for BPR Implementation: BPR Leader, Process Owners, Reengineering Teams; Change Management: Enabler of BPR, Structure of Change, Approaches to Radical Change, Reorganizing People and Managing Change. **(10 Hours)**

Unit IV

Case Studies: Common Pitfalls in BPR, BPR in Public Systems, Case Studies of success as well as failure **(10 Hours)**

Text Books:

1. Michael Hammer and James Champy, Reengineering the Corporation: A Manifesto for Business Revolution,2003, HarperCollins
2. Business Process Reengineering and Change Management by B. R. Dey, Wiley India.

Reference Books:

1. James Champy, X-Engineering the Corporation: Reinventing Your Business in the Digital Age, 2002, Warner Books
2. Business Process Reengineering and the Important Role of Change Management by Jennifer Joksch
3. The Essence of Business Process Re-Engineering by Joe Peppard and Philip Rowland, 1995, Prentice-Hall of India.
4. Business Process Re-engineering: Myth & Reality, Colin Coulson-Thomas,1994, London: Kogan Page

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Total Quality Management

Course Code: MBA 253

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:

Unit I

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)**

Unit II

Processes of Quality Management: Process Maturity; Project Critical-to-Quality Characteristics Identification, Team Charter, Process Map; Quality Control Tools, Management Tools, Advanced Tools; Performance Standards, Measurement System Analysis, Process Capability, Performance Objectives, Variation Sources, Potential Causes; Statistical Process Control; Other Concepts, Tools and Techniques; Quality Function Deployment. **(12 Hours)**

Unit III

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. **(10 Hours)**

Unit IV

Management Systems for TQM: Quality Management Systems; Environment Management Systems (EMS); Management Systems for Safety and Health; Quality Appraisal and Auditing Systems; Auditing and Awards Certification, Role of Consultant in Total Quality Management. **(10 Hours)**

Text Books:

1. Prof. D. D. Sharma, Total Quality Management, Principles, Practice and Cases, First Edition, 2000, Sultan Chand & Sons, New Delhi
2. Greg Bounds, Beyond Total Quality Management: Toward the Emerging Paradigm, International Edition, 1994, McGraw Hill Publication.

Reference Books:

1. Besterfield, Total Quality Management, 2nd Edition, Addison Wesley Longman (India Reprint), 2000.
2. Nigam Shailendra, TQM An Integrated Approach, 2005, Excel Books New Delhi
3. James R. Evan, Total Quality: Management, Organization and Strategy, Fourth Edition, 2004, South-Western College Publication
4. J M Juran & Frank M Gryna, Quality Control Handbook, Fourth Edition, International Edition, McGraw Hill Publication

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Consultancy Practice Fundamental - I

Course Code: MBA 255

L – 2 Credits – 3

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

Course Contents:

Unit I

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)

Unit II

Consulting Process: Stages of Consulting Process: Entry, Diagnosis, Action Planning, Implementation and Termination (10 Hours)

Unit III

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)

Unit IV

Consulting-Professional, Legal and Other Aspects: Consultant Client Relationship; Professionalism and Ethics in Consulting
Legal Aspects of Consulting: Taxation, Companies Act, Labor Laws, Other Corporate Laws
Role of IT in Consulting: Consultancy Specific Softwares; National and International Consulting Organizations, Professional Bodies in Consulting (12 Hours)

Text Books:

1. Management Consulting: A Guide to the Profession, 4th Edition (Geneva, International Labour Office) Edited by Milan Kubr
2. Alex Dembitz and James Essinger (2000). Breakthrough Consulting, Prentice Hall of India.

Reference Books/Websites:

1. Management Consultancy- (1998)A Handbook of Best Practice-Philip Sadler (London: Kogan Page)
2. Alan Weiss,Getting Started in Consulting,2nd Edition, Wiley,2004
3. Handbook of Management Consultancy Services - Barcus & Wilkinson ,2nd Edition, Mc Graw Hill.
4. Sugata Biswas and Daryl Twitchell,Management Consulting: A Complete Guide to the Industry,2nd Edition, Wiley 2002

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Digitalization and E-Governance

Course Code: MBA 257

L-2, Credits: 3

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

Course Content:

Unit I

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

Unit II

Understanding IT Infrastructure, Emerging Trends in IT Infrastructure acquisition and Service delivery, Managing a networked Organization, Organizational Issues in Managing and Controlling IT function, Managing IT Outsourcing: Why, What and When to outsource. **(12 Hours)**

Unit III

E-Governance: Meaning of E-governance, Understanding the Evolution of e-Governance in the Indian and Global Context, Benefits of e-governance; Developing a strategic perspective on E-Governance, Models of e-governance, E-governance action plan: National e-Governance Plan (NeGP), E-governance Infrastructure: Data Centres, State wide area networks (SWAN), National Service Delivery Gateways (NSDG), and Common Service Centres. **(10 Hours)**

Unit IV

Life Cycle of an e-Government Project, Critical Success Factors in implementing e-Governance. Public Private Partnership for e-Governance Project, Managing a e-Governance project, Change Management and Capacity Building for e-Governance, Information Security Management, Technology architecture for e-Governance - Enterprise Applications and Open Source for e-Governance, Regulatory framework for e-Governance (IT Act) **(12 Hours)**

Text Books:

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

Reference Books:

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

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Indian Banking System

Course Code: MBA 259

L 2, Credits –3

Objective: This course is aimed at developing and understanding of the linkage between money and other variables of the economy including financial sector.

Course Contents:

Unit I

Overview of Indian financial system; Concept of financial intermediation. Organized financial system; Commercial Banks, Foreign Banks, Co-operative Banks, Non-Banking financial intermediaries. **(12 Hours)**

Unit II

Financial markets; Money market, capital market (Debt & Equity Markets), Role of RBI as a regulator: RBI Act, Monetary Policy objectives, Money supply and control of inflation, Interest rate policy and its implications, Branch licencing policy. **(10 Hours)**

Unit III

Emerging trends in Banking; Financial sector reforms, Universal Banking, Micro Financing, Financial Planning and Wealth Management. **(10 Hours)**

Unit IV

Consolidation of Indian Banks, Trends of Bancassurance in India, Basell II and its impact on Indian Banking Sector. **(10 Hours)**

Text Books:

- 1 Trivedi I. V., Jatana Renu, (2010), Indian Banking System, RBSA Publishers
- 2 Shahi Ujjwala, (2013), Banking in India: Past, Present & Future 1/e, New Century Publications

Reference Books:

1. J Natrajan, (2013) Indian Banking, S. Chand & Co. Ltd
2. Mittal R.K., Saini A.K. & Dhingra Sanjay (2008) Emerging Trends in the Banking Sector, Macmillan
3. Gupta, Suraj Bhan, (2006) Monetary Economics, S. Chand & Company.
4. Vasudevan A. (2003) Money and Banking, Academic Foundation New Delhi.
5. RBI Reports on money and banking (Monthly Bulletins, Report on Currency and Finance)

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Foreign Trade Policy and Procedures

Course Code: MBA 261

L- 2, Credits –3

Objective: To familiarise students with the importance and techniques used for effective management of foreign exchange and international banking

Course Contents:

Unit I

Meaning and significance of foreign trade, History of Foreign Trade regulation in India: from FERA to FEMA. (08 Hours)

Unit II

RBI Guidelines, FEDAI rules, EXIM policy, Role of EXIM Bank and ECGC. (10 Hours)

Unit III

Balance of Payments and Trade Balance. Bilateral trade: MFN Status. (12 Hours)

Unit IV

Trade barriers: Role of WTO, Methods of financing foreign trade: Facilities to importers and exporters: Letters of Credit, Bank Guarantees, Duty drawback structure. Bill financing: Forfeiting. (12 Hours)

Text Books:

1. Jain R K, (2016), Foreign Trade Policy and Handbook of Procedures with Forms Circulars and Public Notices 23/e, Centax Publications Pvt. Ltd.
2. Garg Anand , (2016) BDP's Foreign Trade Policy with Handbook of Procedures 23/e, Business Datainfo Publishing Company.

Reference Books:

- 1) Book by A.V. Rajwade
- 2) Export Policy & Procedure – Govt. of India
- 3) Handbook on Tariff & Trade

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MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

International Financial Management

Course Code: MBA 263

L-2, Credits: 3

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

Course Contents

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books

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

Reference Books

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

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MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Retailing and CRM in Banking

Course Code: MBA 265

L-2, Credits –3

Objective: To get understanding of growing importance of retailing and customer relationship management in the financial sector.

Course Contents:

Unit I

Introduction to retailing, definition and importance, growing significance of retailing, Retail Banking - Concept - Why Retail Banking? - Present Technological Retail Products offered to the Customers –Card Business of Banks **(12 Hours)**

Unit II

Retails Products Offered By Banks – Deposits, Advances And Subsidiary Services - - KYC Norms – New Generation Banks Old Generation Banks - Pricing Of Products. **(10 Hours)**

Unit III

Introduction and Significance of Customer Relationship Management: Concepts and Need, Understanding Principles of Customer Relationship; Relationship Building Strategies; Understanding Strategies to Prevent Defection and Recover Customers, e-CRM, Responsibilities in Website Maintenance. **(10 Hours)**

Unit IV

Concept of Data Mining, Applications and uses of Data Mining in banking and Insurance Industries. Knowledge Discovery, Storage, Knowledge Utilization, Knowledge Management Technologies. **(10 Hours)**

Text Books:

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

Reference Books:

1. Shainesh G. and Jagdish N Sheth (2008). Customer Relationship Management- A strategic perspective, Macmillan India Ltd.
2. Mohammed, Rafi. (2004). Internet Marketing: Building Advantage in a Networked Economy, 2nd Edition, Tata McGraw Hill.
3. Mittal R.K., Saini A.K. & Dhingra Sanjay (2008) Emerging Trends in the Banking Sector, Macmillan 2008
4. Retail Banking, Shroff, T.F., Northern Book Centre, Daryaganj, New Delhi.

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Security Analysis and Investment Management

Course Code: MBA 267

L-2, Credits –3

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

Course Contents:

Unit I

Investment: Meaning, Nature and Scope, Decision Process; Environment; Investment Risks – Interest Risk, Market Risk, Inflation Risk, Default Risk, etc; Valuation of Securities. Notion of Dominance. **(10 Hours)**

Unit II

Techniques of Risk Measurement and their Application and Portfolio Evaluation. Concept of Beta, Classification of Beta-Geared and Ungeared Beta, Project Beta, Portfolio Beta, Securities Market line, Capital Market Line, Portfolio Revision, Portfolio Reconstruction. **(12 Hours)**

Unit III

Security Analysis: Fundamental Analysis; Economy, Industry and Company Analysis; and Technical Analysis; Efficient Market Hypothesis; Dow Jones Theory; Measurement of Systematic and Unsystematic Risk. **(10 Hours)**

Unit IV

Portfolio Analysis, Portfolio Selection and Portfolio Theories – Markowitz Model and Capital Assets Pricing Model. Portfolio Revision and Performance Evaluation of Managed Portfolios. Sharp Ratio; Treynor Ratio; Jensen's Alpha. **(10 Hours)**

Text Books

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

Reference Books:

1. Bhalla, V.K. (9th ed., 2003). Investment Management; Security Analysis and Portfolio Management. S. Chand & Co. Ltd.
2. Chandra Prasanna (2002). Investment Analysis and Portfolio Management. Tata McGraw Hill, New Delhi.
3. Avdhani, V.A. (6th ed., 2003). Security Analysis and Portfolio Management. Himalaya Publishing House.
4. Khatri, Dhanesh Kumar (2012), Investment Management and Security Analysis, 2/e, Trinity Press Pvt. Ltd.

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Conceptual Framework & Principles of Insurance

Course Code: MBA 269

L-2, Credits – 3

Objective: To make students conversant with the basic concepts and fundamentals of General & Life Insurance for enabling them to be aware of various types of insurance in Life & Non life sector including practices involved.

Course Contents:

Unit I

Origin of Insurance, Concepts: Meaning of Insurance, Definition, Nature, Functions, History of Insurance & Different Classifications: Comparison of Life Insurance with other Insurances.

(10 Hours)

Unit II

Basic Principles of Insurance: Key concepts, Economic Principles, Principles of insurance viz. Utmost good faith, Insurable interest, Indemnity, Subrogation, Contribution and Proximity Cause.

(10 Hours)

Unit III

The Insurance Market and organizational structure, functional processes, distribution channels (traditional and alternate), types of insurances , various forms in use, policy forms and their construction, parts, terms/conditions, exclusions, clauses, memos, riders and warranties;

(12 Hours)

Unit IV

Rating practices, premium payment regulations, claim procedure & management, survey & assessment (types, methods and functions involved)

(10 Hours)

Text Books:

1. Principles of Insurance (I.C.01) (Insurance Institute of India, Mumbai)
2. Practice of General Insurance (I.C.11) (Insurance Institute of India, Mumbai)

Reference Books:

1. Tripathy Prava Nalini. Insurance : Theory & Practice , Prentice Hall of India P Ltd, New Delhi
2. Practice of Life Insurance (I.C.02) (Insurance Institute of India, Mumbai)
3. Mittal, Alka. Principles of Insurance & Risk Management, Sultan Chand & Sons, New Delhi
4. Gupta P.KGupta. Insurance & Risk Management, Himalaya Publishing House, Delhi.

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Life Insurance & Elements of Actuarial Sciences

Course Code: MBA 271

L-2, Credits –3

Objective: To make students conversant with various products in life insurance and the elements of actuarial science. It will also make the students aware of the importance of applying statistical & mathematical tools with a view to make well thought-out business decisions and pricing of insurance products.

Course Contents:

Unit I

Practice of Life Insurance: Life Insurance products for individuals in particular, Various plans and riders of Life Insurance, Policy forms & other document. **(12 Hours)**

Unit II

Computation of premium and discounts, Nominations & assignments, Alterations and revivals of lapsed policies. **(10 Hours)**

Unit III

Elements of Actuarial Science: Introduction of actuarial science; elementary probability and theory; constructing mortality tables; pricing of insurance products; **(10 Hours)**

Unit IV

Concept of valuation ad its importance defining surplus and reserves and of fixed interest securities and EMIs under loan payments. **(10 Hours)**

Text Books:

1. Life and Health Insurance (13th Edition), - Black, Jr. Kenneth and Horold Skipper Pearson (Indian Economy Edition).
2. Anderson, Sweeney and Williams, *Statistics for Business and Economics*, South Western International

Reference Books:

1. Insurance Institute of Indian Courseware IC-02 & IC-23.
2. Principles of Insurance & Risk Management by M.N.Mishra (S Chand & Co).
3. Mathematical Basis of Life Insurance IC-83 from Insurance Institute of India.
4. Principles of Risk Management and Insurance (13th Edition) Rejda, George (Economy (Indian Economy Edition).

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Principles of General Insurance and Reinsurance

Course Code: MBA 273

L-2, Credits –3

Objective: To familiarize students with the briefs of various products of general insurance and their underwriting aspects and also theory and practices of reinsurance including various forms and documents used

Course Contents:

Unit I

Insurance market and organizational structure, types of insurances & their scopes, rules and regulations, objective of underwriting, underwriting process & rating practices, factor for underwriting, underwriting hazards, various forms in use. **(12 Hours)**

Unit II

Policy forms and their construction, parts, terms/conditions, exclusions, clauses, memos and warranties; premium payment regulations, claim procedure & management, survey & assessment (types, methods etc). Rating in detariffed scenario. **(10 Hours)**

Unit III

Reinsurance: Concept, Importance, Role, functions and rating, Methods and application to different classes of insurance. **(10 Hours)**

Unit IV

Reinsurance market, Forms and Practices including exchange control and taxation regulations and accounting. **(10 Hours)**

Text Books:

1. Practice of General Insurance – IC-11 by Insurance Institute of India.
2. General Insurance IC-34 by Insurance Institute of India

Reference Books:

1. Insurance Principles and Practices by M.J. Matthew (RBSA Publishers)
2. Fire Claims IC – 56 from Insurance Institute of India.
3. Reinsurance IC - 85 by Insurance Institute of India
4. Principles of Risk Management & Insurance by George Rejda (Pearson Education)

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Fire, IAR, FLOP Insurances

Course Code: MBA 275

L-2, Credits –3

Objective: To make students aware of scope of fire IAR & LOP policies, types of fire policy, conditions & exclusions and also various add-ons as well as claims management in these areas.

Course Contents:

Unit I

History of Fire Insurance; Need, Purpose & Functions of fire Insurance, Application of basic principles, Fire & Spl. Peril Policy; Scope: In built causes/perils; Add on Covers; Exclusions; Conditions; Special Policies and Clauses; Warranties and their importance; Underwriting Aspects and applications; **(12 Hours)**

Unit II

Underwriting & Rating of fire Risks (Industrial & Non-industrial); Rating of Add on Perils; Fixing of Sum Insured for various Subject Matters; **(10 Hours)**

Unit III

Practice of Fire Insurance: procedural Aspects (including overseas practices); Policy Drafting; Pre inspection of Risks; Co-insurance practices; Acceptance Limits; Fire Insurance Claims; Type of Claims; Procedural Aspects; Rights & Duties of the Parties; Process of Survey; **(10 Hours)**

Unit IV

Consequential – loss insurance; Purpose and outlines; Scope of cover and add-ons; Exclusions; Specifications / Memos; Conditions; Different Basis of insurance; IAR & LOP Claims General and Special Aspects; Procedures: Specific to LOP; Adjustments of Losses and Calculating the Liabilities; Loss Minimization Aspects; Survey Aspects. **(10 Hours)**

Text Books:

1. Insurance Principles & Practices, M. N. Mishra (S. Chand).
2. Fundamentals of Risk & Insurance, Vaughan (John Wiley).

Reference Books:

1. Essentials of Risk Management & Insurance, Vaughan (John Wiley).
2. Fire Claims IC – 56 by Insurance Institute of India.
3. Fire Insurance underwriting IC – 54 by Insurance Institute of India..
4. Insurance Principals & Practices by M.J. Matthew

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Theory and Practice of Marine Insurance (Cargo & Hull)

Course Code: MBA 277

L-2 Credits –3

Objective: To make students conversant with the background of these insurances including general aspects, rules & regulations and tariff applications and also scope of various policies issued therefore. This will include claim practices.

Course Contents:

Unit I

General Background: Historical Perspective; Importance of Marine Vis-à-vis Trade/Commerce; Practices of Trade/Commerce; Types of Sales contracts. Briefs on non-insurance documents. Application of Fundamental Principles to Marine Insurance : M.I. Act & its relevance. **(12 hours)**

Unit II

AIMCT- General Rules and Regulation, Types of Marine Insurance Documents and Policies; Underwriting Considerations & Rating;; Clauses; Drafting of Policy **(10 hours)**

Unit III

Types of Losses & measure of Indemnity: G.A. procedure, Average Adjuster, Sue & Labour/Particulars charges. – Salvage Charges. – Salvage Loss. – Extra Charges etc. Cargo Loss Prevention, Containerization, Multi-Modal Transport, ICDS etc **(10 Hours)**

Unit IV

Hull Insurance (In Brief): Introduction & Hull Practices. – Types of Vessels, Valuation Aspects. – Types of Policies. – Clauses: Hull; – Underwriting Aspect & Rating. – Claim Aspects; Maritime Frauds. **(10 Hours)**

Text Books:

1. Bahaeddin Saffarini, (2016), The Marine Insurance Handbook: An Exploration and In-depth Study of Marine Insurance Law and Clauses, 1/e, CreateSpace Independent Publishing Platform
2. Jain Sudhir Kumar, Gupta Sanjay, (2017) Practical Aspect of Marine Cargo Insurance, 1/e, Jaybee Softtech (2017)

Reference Books:

1. Marine Insurance, Marine underwriting and Marine Claims, Insurance Institute of India.
2. Marine Insurance by Evamy & Hardy

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Life Insurance Underwriting & Legal Aspects

Course Code: MBA 279

L-2, Credits –3

Objective: To impart sound understanding of the practice of Life Insurance underwriting. The inter relationships of underwriting to firm's Solvency, Key Factors Affecting Insurability, Regulatory Aspects.

Course Contents:

Unit I

Significance of underwriting & pricing, Assumptions on pricing and other contingency risks to solvency & their inter relationship with underwriting. **(10 Hours)**

Unit II

Underwriting Basics: Importance of sound underwriting; Adverse Selection and Persistency – Actuarial Principles, Organization of underwriting; Principles of being Equitable to Policy Holders, Underwriting Philosophy & Guidelines: Risk classes & risk assessment factors in individual assurance factors in individual assurance underwriting, Risk Assessment Factors: in group underwriting, renewal cases underwriting. **(12 Hours)**

Unit III

Regulations & requirements, Field underwriting, Tele underwriting, Sources of underwriting information – Proposal Form, Personal Statement & Medical Report, Table of Underwriting Requirements, **(10 Hours)**

Unit IV

Making an underwriting decision: The numerical rating system, policy issue, postponement, Declinature of proposal rationale, Group Life Insurance Underwriting, Technology in underwriting, common underwriting lapses ad their impact. **(10 Hours)**

Text Books:

1. Mishra Kaninika, (2009), Life Insurance Underwriting: A Practical Insight Hardcover Deep & Deep Publications Pvt. Ltd
2. National Insurance Academy, (2011), Life Insurance Underwriting, 1/e, Ceneage Learning India Pvt Ltd

Reference Books:

1. Life Insurance Underwriting by Insurance Institute of India.
2. Life & Health Insurance by Skipper & Black
3. Principles of Risk Management ad Insurance by George Rejda (Pearson Education)
4. François de Varenne, Eric Briys (2001), Insurance: From Underwriting to Derivatives: Asset Liability Management in Insurance Companies (Wiley Finance), John Wiley & Sons

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Conceptual Framework for Real Estate

Course Code: MBA 281

L-2, Credits 3

Objective: Intent of the course is to impart detailed knowledge of all aspects related to management of Real Estate Projects to train the students as Real Estate Project Managers.

Unit I

Conceptual Framework of Real Estate: Real Estate Scope; Classification of real estate activities and peculiarities; Factors affecting real estate market; Role of Government in real estate market; Statutory provisions, laws, rules and regulations application, land use controls in property development, registration and licensing requirements. **(12 Hours)**

Unit II

Functions of real estate projects, risk management, facilities management, marketing/advertising, post construction management etc.; Interests in real estate; Documentation in real estate processes; Transfer of titles and title records. **(10 Hours)**

Unit III

Real Estate appraisal and valuation; Role scope, working characteristics and principal functions of real estate participants and stakeholders; Real estate consultants and their activities; Types of agreements between the consultants and principal; knowledge base for assessment and forecasting the Real Estate market; Role and responsibilities of property managers. **(10 Hours)**

Unit IV

Real estate investment, sources and related issues; Code of ethics for Real Estate participants; Environmental issues related to Real Estate transactions; Closing the Real Estate transactions Good practices and managerial responsibilities. **(10 Hours)**

Text Books:

1. Jowsey E. and Harvey J., Urban Land Economics, Amazon Books
2. Balchin, P.N. Isaac D. and Chen J., Urban Economics: A Global Perspective, Macmillan Books.

Reference Books:

1. Tim Dixon, Bob Thompson, Patrick McAllister, Andrew Marston, Jon Snow, Real Estate and the New Economy: The Impact of Information, John Wiley & Sons.

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Urban Land Development and Land Economics

Course Code: MBA 283

L-2, Credits -3

Objective: The aim of this paper is to provide understanding about the various aspects of Urban Planning and the economic concepts of Land including Land development which are essential for any Real estate professional.

Course Contents:

Unit I

Urban Planning: Evolution of settlements and Planning process; Origin and growth of cities, Planning process- Goals, Objectives, Methodologies; Types of plans; Planning Theory and Techniques: Theories of development, Techniques of preparing base maps, Land use Classification Regulation and Optimization, Techniques of Research and Surveys- Social, Physical and Economic, Techniques of presenting and analyzing data, Spatial Standards, Development Controls, Statutory Codes and Regulations. Legislative Provisions; Land Acquisition Act, Urban Land Ceiling Act, Land Economics and Feasibility Studies, Understanding Planning Process for a real estate development, Site analysis, Site selection, Project formulation, Design construction and completion. **(12 Hours)**

Unit II

Land Economics: Economic Concepts of land, Theories of Property Rights and its Meaning, Institutional aspects of Land Economics, Economics principles of Land Uses and Factors influencing; Imperfections in Land markets and its effect; Land Markets- Definition, types and its variation from other markets; Land Policy, Housing Policy and its impact on land market; Economic Reforms and Urban Land Reforms – Symmetries and Asymmetries; Economic Development and Land Development; Land Development- Location, Cost and Finance. **(10 Hours)**

Unit III

Land and Property Market- Variations and their Functioning; Actors, Agents and their role in Land and Property markets; Concepts of Fringe, Peri-urban and Urban land and the Role of Actors, Agents and other institutions in these markets. **(10 Hours)**

Unit IV

Institutional arrangements: for land delivery, legal tools financial tools, planning tools etc. Modern tools of land management- experiences from India and abroad. Access to land by various income groups and land management in India. **(10 Hours)**

Text Books:

1. Jowsey E. and Harvey J., Urban Land Economics, Amazon Books
2. Balchin, P.N. Isaac D. and Chen J., Urban Economics: A Global Perspective, Macmillan Books.

Reference Books:

1. Kulshrestha S K, (2012), Urban and Regional Planning in India: A Handbook for Professional Practice 1/e, SAGE India
2. Jain A. K, (2009), Urban Land Policy: and Public Private Partnership for Real Estate and Infrastructure Projects Readworthy Publications Pvt Ltd
3. Jaime Luque (2015), Urban Land Economics Springer

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Real Estate Financing and Risk Analysis

Course Code: MBA 285

L-2, Crédits 3

Objective : The objective of this course is to equip the students with the conceptual framework of risk and its management in various business processes of Real estate field.

Course Contents:

Unit I

Concept of Risk, Risk Classification and Identification; Risk Analysis - Liability Exposures, Quantification, VaR Concepts; Risk Management – Process and Techniques; Financial Risk Management – Concept, types and hedging via derivatives; Options, futures and swaps, portfolio risk management; Risk analysis of Real estate business. **(12 Hours)**

Unit II

Foreign Exchange Exposures - Types, Foreign Exchange Risk, Exposure Information System, Alternative Strategies for Exposure Management, Exposure Management Techniques, Hedging via futures and forwards. **(10 Hours)**

Unit III

Risk Modelling Techniques, Interest rate risk – Gap and duration approaches, options and convexity risks, Market Risks – Building Blocs and Multifactor Models. **(10 Hours)**

Unit IV

Credit Risk Modelling and Management – Drivers and Loss Distributions, Credit Derivatives, Securitisation and Capital Management, Alternative risk management – techniques and applications; Risks of International Trade and their management; Enterprise Wide Risk Management- Concept and implementation process; Risk Management in Real estate projects; Risk modelling in Financing of infrastructures projects; Various project risk management concepts applied to real estate business. **(10 Hours)**

Text Books:

1. Dun & Brad Street (2007). Financial Risk Management, Tata Mc Graw Hill.
2. Vaughan, E.J. (2001). Essentials of Risk management and Insurance, John Wiley.

References:

1. G. E. Rejda, 2002, Principles of Risk management, Pearson Education.
2. Jorion, Philippe (2006). Value at Risk: The New Benchmark for Managing Financial Risk, 3rd edition, McGraw-Hill.
3. Apte, P.G. (2007). International Financial Management, Tata Mc Graw Hill.
4. Gupta, P.K. (2003). Insurance and Risk Management, Himalaya Publishing House, New Delhi.

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Customer Relationship Management

Course Code: MBA 287

L-2, Credits: 3

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

Course Contents

Unit I

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

(10 Hours)

Unit II

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

(10 Hours)

Unit III

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

(12 Hours)

Unit IV

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

(10 Hours)

Text Books

1. Mullick Nh (2016), Customer Relationship Management, 1/e, Oxford University Press.
2. Peelen Ed, Beltman Rob, (2014) Customer Relationship Management, Pearson Education.

Reference Books:

1. Buttle F (2008), Customer Relationship Management, 2/e, Prentice Hall
2. Dyche J. (2013), The CRM Handbook A Business Guide to Customer Relationship Management, Pearson Education.
3. Kumar. V, Reinartz W. J. (2006), Customer Relationship Management: A Database Approach, Wily India.
4. Payne (2013), Strategic Customer Management: Integrating Relationship Marketing and CRM, Cambridge University Press

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Procurement Management: Services, Equipments and Works

Course Code: MBA 289

L-2, Credits-3

Objective: The aim of the course is to bring out nature of various procurement processes, their suitability to organizational functions and risks and managerial responsibilities. Course discusses procurement processes for construction works, services and supplies / equipments that the real estate organization may be interested to solicit or seek. International guidelines of various financial institutions as well as convention methods in Indian industry are intended to be discussed.

Course Contents:

Unit I

Overview of Procurement Management; Study of procurement guidelines of international financial institutions, such as World Bank, ADB etc.; Advanced discussion on international and national contract forms; **(10 Hours)**

Unit II

Pre-qualification of construction agencies; Development of procurement documents; Evaluation of contract bids; Overview of dispute resolution mechanisms (Alternate dispute resolution, DRBs; Arbitration procedures; Issues related to contract administration, etc.); Contracts for procurement of professional services; **(10 Hours)**

Unit III

Selection of professionals for various services; Fee structures and other contractual issues; Joint ventures of professional teams (including equity in construction organizations in EPC / design build contracts); Performance guarantees; Bank guarantees and other fiscal aspects; **(10 Hours)**

Unit IV

Special procurement routes, such as PPP, BOT, BOOT, BOLT; Procurement procedures for various supplies equipments, machineries); Warrantees and tax issues; Inspections, testing and release of payments; Fiscal aspects of supplies; Financial management issues of various procurement routes; Integrated Project Delivery method of project delivery. **(12 Hours)**

Text Books:

1. World Bank and ADB Procurement guidelines (www.worldbank.org)
2. CPWD contract forms for item rate and percentage rate contract forms

Reference Books:

1. CIDC / Planning Commission Model Contract Document
2. FIDIC Contract Documents (for works, supplies and services).

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Healthcare System Organization

Course Code: MBA-291

L-2, Credit: 3

Objective: To provide basic knowledge about principle of management to prepare competent professionals to manage 'Health Care Organizations and Institutions' effectively and efficiently.

Course Contents

Unit I

Introduction to Management with reference to Healthcare Organisations- Management Versus Administration, Principles of Management, Management Information system; Managerial Skills, Tasks, Functions and Responsibilities. **(10 Hours)**

Unit II

Management Processes and Approaches in Healthcare systems, MBO; Organization Structure & Design, and Managerial Communication in Healthcare Services. **(10 Hours)**

Unit III

History and evolution of healthcare services; Identification of the major stake holders and planning of health services; Present status of healthcare system and services – Issues and Challenges. **(10Hours)**

Unit IV

Types of Health Care Organization (HCO) in private and public sector for delivering of primary, secondary and tertiary care and their management; Organizational Structure (Matrix, Hierarchy, Types of organizations, Chain of command, Span of control, Centralization and decentralization, Formal and non-formal Organization). **(12 Hours)**

Text Books:

1. Drucker P.F. The practice of Management. Om Books.
2. Sharan B. Buch Binder & Nancy H. Shanks –Introduction to Healthcare Management, Jones & Bartlett Publishers.

Reference Books:

1. Leigh W.C., Michael R.M., Tracy J.F. Essentials of Healthcare Management, Health Administration Press.
2. Subramaniam, B.V., Hospital Management and Administration: principles and practice including law. CBS Publishers.
3. Gupta, J.D. Hospital Administration & Management. Jaypee Brothers Medical Publishers.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Operations Management – Non-Clinical/Support Services

Course Code: MBA-293

L-2, Credit: 3

Objective- To prepare candidates to have a scientific approach in management of hospital departments and functions related to Non-Clinical Services.

Course Contents

Unit I

Front Office-Admission, Billing: Reception, displays, patient guidance services; Consents and counselling services; Policies and procedures; Insurance, Cash, Ayushman Bharat and other government schemes.

House Keeping: Principles of hygiene, sanitation and infection control in hospitals; Staffing, training and service standards for outsourced/in-house services; Implementation and monitoring of housekeeping standards in hospitals.

Medical Records: Statutory requirements and infrastructure; Coding, indexing, filing and computerization; Medical records audit. **(10 Hours)**

Unit II

Central Sterile Supply Department (CSSD): Layout, space, staffing, policies, procedures and equipment; Infection control, validation of sterility and safety.

Linen and Laundry: Policies, procedures, infrastructure and staffing; Process flow, segregation, washing and infection control and service standards

Food Services: Hygiene and safety protocols, HACCP standards; Policies, procedures, nutrition and dietetics standards, modified diets; Kitchen, food handling and infection control. **(10 Hours)**

Unit III

Bio-medical & other Engineering Services: Preventive, corrective maintenance and hospital specific requirements of equipment like air-conditioning etc.; Inventory, calibration and services; Service standards and indicators of performance

Medical Gases: Safety and statutory requirements; Policies and procedures of maintenance and service standards; Monitoring requirements.

Ambulance services, Mortuary services: Policies and procedures for both services; Statutory requirements; Infection control, service standards and monitoring parameters

Hospital security services: Policies, procedures, service standards and statutory requirements; Requirement of infrastructure and staffing requirements. **(10 Hours)**

Unit IV

Purchase & Supply Chain Management: Policies and procedures; Infrastructure and staffing; Service standards and performance indicators.

Procurement Strategies: Art of negotiation; Information management requirements

Inventory Management: Inventory analysis ABC, VED, HML, FSN etc.; Storage and stores management

Pharmacy Management: Drugs and consumables management including formulary policies and procedures; Emergency stocks/reserve stocks/reorder levels, LASA, High risk and other safety requirements; statutory requirements. **(12 Hours)**

Text Books:

1. Shakharkar, B.M. Principles of Hospital Administration and Planning. Jaypee Brothers Medical Publishers
2. Llewelyn-Davies, R. & Macaulay, H.M.C. Hospital planning and administration. World Health Organization

Reference Books:

1. Mahadevan, B. Operations management: theory and practice. Pearson
2. Gupta, S. Planning & Designing of Specialty Health Care Facilities. Jaypee Brothers Medical Publishers
3. Gupta, S. & Kanth, S. Hospital Stores Management, Jaypee Brothers
4. Gopalakrishnan, P., Purchasing and Materials Management, Tata McGraw Hill.

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Public Health Management

Course Code: MBA-295

L-2, Credit: 3

Objective- To prepare students in application of epidemiological and bio-statistical techniques for evaluating the health care programs and to plan, organize the medical care within planned resources and managing health services including during disaster and pandemic.

Course Contents

Unit I

Introduction to Public Health in India; Public Health Structure & Human Resource; National Health Policy 2017; Universal Health Coverage, AYUSHMAN BHARAT **(10 Hours)**

Unit II

Public Health Finance and resource allocation; Sources of demographic & Health data; Epidemiology: Measurement of Morbidity & Mortality; Biostatistics: Descriptive & Inductive Statistics. **(12 Hours)**

Unit III

Communicable diseases & Control; Anti-microbial agents and drug resistance; non-Communicable diseases; Environmental & Occupational Health. **(10 Hours)**

Unit IV

Disaster and Pandemic Management; Primitive/Preventive Health; Nutrition: Carbohydrates, Fiber, Lipid, Protein, minerals; Drinking Water, Sanitation. **(10 Hours)**

Text Books:

1. K. Park. Textbook of Preventive and Social Medicine. Banarasidas Bhanot Publishers
2. Gupta, S.K. et al. Disease Outbreak Management: Hospital Administrators' Perspective. Jaypee Brothers Medical Publishers

Reference Books:

1. Khorram-Manesh, A. Handbook of Disaster and Emergency Management. Kompendiet
2. Pikoulis, E., Doucet, J. Emergency medicine trauma and disaster management from pre hospital to hospital. Springer
3. Bhende, A. & Kanitkar, T. Principles of Population Studies. Himalaya Publishing House

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Health Economics

Course Code: MBA-297

L-2, Credit: 3

Objectives: The students shall be in a position to have understanding of basic principles of economics in the healthcare sector. The learning shall be beneficial for taking and evaluating business decisions in the context of economic theory.

Course Contents

Unit I

Health and Economic Development: Indian Healthcare system, State and Scope of Health Economics, Healthcare providers, Normative economics and health, Relation Between Health and Economic Status, Effect of Life Expectancy on Economic Growth, Role of Public Health Improvements in economic growth, Air pollution and its impact on health and economy
(10 Hours)

Unit II

The Macro Scenario: Cross Country comparison, Health care spending, Health care costs, Health Care Cost Growth, Health Capital, Demand and Supply in health and healthcare, Demand for health insurance, Social Insurance, Public Health Insurance, Pattern of Health expenditure in India: Public and private, Quality and Sustainability
(11 Hours)

Unit III

Measurement of Health: Morbidity and Mortality, Burden of Diseases, Concepts of DALY and QALY, Epidemiology and Morbidity Transition, Budget management, Cost-effective analysis, Cost-benefit analysis, Cost-Utility analysis and Efficiency analysis, Health Technology assessment and real-world evidence, Economic analysis- reporting for projects, interpretation of finding of report on economic evaluation
(11 Hours)

Unit IV

Healthcare and Policy: Issues related to Health Care Utilization, Preventive and Curative Health care, Public Health and political economy, Socio-economic determinants of health, Health and Education, Health and Nutrition, Setting Priorities in health care, Public-private partnerships, Role of WHO
(10 Hours)

Text Books:

1. Phelps, C.E. Health Economics. Pearson
2. Bikash, D.S. Health Economics for Hospital Management, Jaypee Brothers.

Reference Books:

1. Smith, P.C. and Glied, S. The Oxford Handbook of Health Economics. Oxford University Press.
2. Pattnaik, P. Health Economics. Black Prints India
3. Bhattacharya, J., Hyde, T., and Tu, P. Health Economics. Red Globe Press.
4. Sloan, F.A. and Hsieh, C., Health Economics, MIT Press.

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

International Health Systems

Course Code: MBA-299

L-2, Credit: 3

Objectives: The objective of this course is to develop an understanding of healthcare delivery models used in other countries including their financing and delivery models and their health care reform programs.

Unit I:

Introduction to basic determinants of healthcare delivery model: understanding basic statistics (Population Statistics/ demographic indicators, Macroeconomic indicators), Healthcare providers, Healthcare Services, Organizational hierarchy, healthcare Reforms, SWOT analysis.

Unit II:

Healthcare delivery models of India: understanding basic statistics (Population Statistics/ demographic indicators, Macroeconomic indicators), Healthcare providers, Healthcare Services, Organizational hierarchy, healthcare Reforms, SWOT analysis. Discussion on newer initiatives and strategies of Govt. of India in healthcare delivery to create a healthy, capable and content new India that includes Ayushman Bharat Yojana or National Health Protection Scheme.

Unit III:

Healthcare delivery models of emerging economies: understanding basic statistics (Population Statistics/ demographic indicators, Macroeconomic indicators), Healthcare providers, Healthcare Services, Organizational hierarchy, healthcare Reforms, SWOT analysis.

Unit IV:

Healthcare delivery models of developed economies: understanding basic statistics (Population Statistics/ demographic indicators, Macroeconomic indicators), Healthcare providers, Healthcare Services, Organizational hierarchy, healthcare reforms, SWOT analysis. World Health Organization (WHO); its composition and function.

Text Books:

1. Birn, A., et al., Textbook of International Health: Global Health in a Dynamic World. OUP USA.
2. Lovett-Scott, M. & Prather, F. Global Health Systems: Comparing Strategies for Delivering Health Services. Jones and Bartlett Publishers

Reference Books:

1. World Health Organization- <http://www.who.int/countries/en/>
2. Health systems around the world – a comparison of existing health system rankings: J Glob Health. 2018 Jun; 8(1): 010407; accessed at: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5857204/>
2. Multinational Comparisons of Health Systems Data, 2017: accessed at: <https://www.commonwealthfund.org/publications/publication/2017/nov/multinationalcomparisons-health-systems-data-2017>

FOURTH SEMESTER

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Strategic Management

Course code: MBA 202

L-2, Credits: 3

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

Course Contents

Unit I

Nature of Strategic Management: Concept of Strategy; Vision Mission, Goals and Objectives; External Environmental Analysis; Analyzing Companies Resource in Competitive Position; Mintzberg's 5Ps of Strategy; Strategic Management Process, Corporate Governance. **(10 Hours)**

Unit II

Strategy Formulation: External Environmental Analysis; Analyzing Companies Resource in Competitive Position- Concept of Stretch, Leverage and Fit; Strategic Analysis and Choice, Porter's Five Forces Model, Concept of Value Chain, Grand Strategies; Porter's Generic Strategies; Strategies for Competing in Global Markets. **(12 Hours)**

Unit III

Corporate-Level Strategies: Diversification Strategies: Creating Corporate Value and the Issue of Relatedness, Vertical Integration: Coordinating the Value Chain, The Growth of the Firm: Internal Development, Mergers & Acquisitions, and Strategic Alliances Restructuring Strategies. **(10 Hours)**

Unit IV

Strategy Implementation and Evaluation: Structural Considerations and Organizational Design; Leadership and Corporate Culture; Strategy Evaluation: Importance and Nature of Strategic Evaluation; Strategic and Operational Control, Need for Balanced Scorecard. **(10 Hours)**

Text Books

1. Thomas L. Wheelen, J. David Hunger (2016), Concept in Strategic Management and Business Policy, 14/e, Pearson Education.
2. Arthur, A, Thompson and Strickland, A. J. (2014), Strategic Management – Concept and Cases, 19/e, McGraw Hill Education.

Reference Books

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Corporate Social Responsibility, Human Values and Ethics

Course Code: MBA 204

L-2, Credit -3

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

Course Contents

Unit I

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

Unit II

Ethical Dilemma , Implications of failed corporate responsibilities: Worker rights and health, Technology and Privacy in the workplace , Human rights, Stockholders Right and Corporate Governance; Consumerism; Unethical Issues in Sales, Marketing , Advertising and Supply Chain ; Intellectual Property Rights, Corruption in Business and Administration, Building a value based Corporate Culture , Big Data : Ethical and Regulatory Framework. **(10 Hours)**

Unit III

Corporate Social Responsibility: Current CSR Practices of the Firms in India and Abroad, International Frameworks of CSR and Sustainability: Global Compact, Caux Round Table, OECD Guidelines for Multinational Enterprises , GRI, SA8000 Standard etc., BS / ISO Guideline on CSR Management (ISO-26000), Social Audit of Government Programs. Indian Guidelines BRR (SEBI), NVG Guidelines (Ministry of Corporate Affairs) **(10 Hours)**

Unit IV

Sustainable Development: Challenges of Sustainable Development, Environmental Challenges as Business Opportunity, Kyoto Protocol and Clean Development Mechanism (CDM), managing environmental Quality, Green IT initiatives, emerging trends in Corporate Social Responsibility **(10 Hours)**

Text Books

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

Reference Books

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Management of International Business

Course Code: MBA 206

L-2, Credits-3

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

Course Contents

Unit I

Introduction to International Business: Nature and Scope of International Business; E.P.R.G. Approach, The Environment Of International Business, Reasons for Going International, Analyzing International Entry Modes, Entry Barriers, Porters Diamond Model, Deming Eclectic OLI model and other models. **(10 Hours)**

Unit II

Formulating & Implementing Global Strategy: International Competitive Advantage, International Strategic Alliances, Global Mergers and Acquisition, Organization Design & Structures. **(10 Hours)**

Unit III

Managing Globally: Cross-Cultural Management: Hofstede Study, Edward T Hall Study, Cultural Sensitization using sensitivity analysis, Global Marketing Management, Global Operations Management & Global Supply Chain Management, Global Human Resources Management, Aspects of Global Financial Management. **(10 Hours)**

Unit IV

Broad Issues in Globalization: Ethical issues in Context of International Business, The Social Responsibility of the Global Firm, International Negotiations and Cross-Cultural Communication, Globalization and the Internet, distinction between TNC and MNC, future of International Business and other emerging concepts. **(12 Hours)**

Text Books

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

Reference Books

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Major Research Project

Course Code: MBA 288

Credits - 15

Every student will be assigned a project during the third semester and it will be pursued by him/her under the supervision of an internal supervisor. The project report (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 fourth semester. The format of the report is given below:

1. Introduction
2. Literature Review
3. Objectives of the research undertaken
4. Research Methodology
5. Data Analysis
6. Findings and Conclusions
7. Bibliography
8. Appendices – to include questionnaire, if any

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

The project will 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.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Services Marketing

Course Code: MBA 208

L-2, Credits- 3

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

Course Contents

Unit I

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

Unit II

Understanding Consumer Behavior in Services: Consumer Decision Making in Services, Customer Expectations and Perceptions; Defining and Measuring Service Quality and Customer Satisfaction, SERVQUAL, House of Quality, GAPs Model; Service Recovery. **(10 Hours)**

Unit III

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

Unit IV

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

Text Books

1. Zeithaml V. A., Bitner M. J., Gremler, D.D and Pandit, A. (2013), Services Marketing, 6/e, Mc GrawHill Education.
2. Lovelock C. H., Wirtz, J. and Chatterjee, J. (2011), Services Marketing: People, Technology, Strategy, 7/e, Pearson Education.

Reference Books

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)
International Marketing

Course Code : MBA 210

L-2, Credits – 3

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

Course Contents

Unit I

International Marketing: Meaning, Scope and Importance; International Marketing Orientation: E.P.R.G. – Approach: An overview of the International Marketing Management Process; International Marketing Environment. International Market Segmentation and Positioning; Screening and Selection of Markets; International Market Entry Continuum & Modes: Exporting, licensing, Contract Manufacturing, Joint Venture, Setting-up of Wholly Owned Subsidiaries Aboard, Strategic Alliances. **(12 Hours)**

Unit II

International Product and Pricing Strategies: Product Designing: Product Standardization Vs. Adaptation; Managing Product Line, International Trade Product Life Cycle, New Product Development; Pricing for International Markets: Factors Affecting International Price Determination; Price Quotations. **(10 Hours)**

Unit III

Managing International Distribution and Promotion: Distribution Channel Strategy – International Distribution Channels, their Roles and Functions; Selection and Management of Overseas Intermediaries; International Distribution Logistics; Building brands in International markets; International Promotion Mix – Advertising and other Modes of Communication, Global Advertising Regulations, Media and Message Considerations ; Planning for Trade Fairs and Exhibitions **(10 Hours)**

Unit IV

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

Text Books

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

Reference Books

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Advertising and Brand Management

Course Code: MBA 212

L-2, Credits: 3

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

Course Contents

Unit I

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

(12 Hours)

Unit II:

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

(10 Hours)

Unit III:

Brand-Concept: Naming and Importance of Brands; Types of brands, Strategic Brand Management Process; Brand Identity perspectives, Brand identity prism, Identity levels, Concepts and Measures of Brand Equity, Brand Assets and liabilities, Aaker Model of Brand Equity, Customer based brand equity, Brand Loyalty, Measures of Loyalty; Brand Personality: Definition, Measures and, Formulation of Brand Personality; Brand Image dimensions, Stages of Concept Management for functional, symbolic and experiential brands.

(10 Hours)

Unit IV:

Brand Positioning: Concepts and Definitions, 3 Cs of positioning, Brand positioning and differentiation strategies, Repositioning, Celebrity Endorsements, Brand Extension; Branding strategies; Line Extension; Brand Extension, Multiple Brands; New Brands; Extension; range and umbrella branding, Brand reinforcement, brand revitalization of Advertisement, managing global brands, Branding in different sectors, Case studies.

(10 Hours)

Text Books:

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

Reference Books

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Internet Marketing

Course Code: MBA 214

L-2, Credits- 3

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

Course Contents

Unit 1

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

Unit 2

Online buyer behaviour and Models; The Marketing Mix in an online context; Managing the Online Customer Experience: Planning website design, Understanding site user requirement, site design and structure, developing and testing content, e-Service quality **(10 hours)**

Unit 3

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

Unit 4

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

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

Text Books

1. Chaffey, D., Ellis-Chadwick, F., Johnston, K. and Mayer, R. (2009) Internet Marketing: Strategy, Implementation and Practice, Third Edition, Pearson Education, New Delhi.
2. Barker, M., Barker, D., Bormann, N., Neher, N. (2013), Social Media Marketing A Strategic Approach, Cengage Learning, New Delhi.

Reference Books

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Behavioral Finance

Course Code: MBA 216

L-2, Credits: 3

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

Course Contents

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books:

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

Reference Books:

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Financial Derivatives

Course Code: MBA 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.

Course Content

Unit I

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

(12 Hours)

Unit II

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

(10 Hours)

Unit III

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

(12 Hours)

Unit IV

Regulatory Framework for Derivatives: Regulation of Financial Derivatives in India; Securities and Contracts (Regulation) Act (2013), Guidelines of SEBI and RBI.

(08 Hours)

Text Books

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

Reference Books

1. Chako, G., Sjoman, A., Motohashi, H., Dessain, V.(2006), Credit Derivatives: A Primer on Credit Risk, Modeling and Instruments, Wharton School Publishing
2. Bernstein, J. (2000), How the Future Markets Work, Penguin USA, New York Institute of Finance, Cornell University
3. Chance, D.M, and Brooks, R.(2009), Derivatives and Risk Management Basics, 3/e, Reprint, Cengage Learning.
4. Gupta, S.L.(2009), Financial Derivatives: Theory, Concepts and Problems, 3rd Indian Reprint, 1/e, Prentice-Hall of India

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Insurance and Risk Management

Course Code: MBA 220

L-2, Credits: 3

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

Course Contents:

Unit I

Concept of Risk, Types of Risk, Managing Risk, Sources and Measurement of Risk, Risk Evaluation and Prediction. Application of Statistical Techniques in Risk Avoidance. Disaster Risk Management. **(10 Hours)**

Unit II

Risk Retention and Transfer, Pooling, Loss Exposure, Legal Aspects of Insurance Contract, Principle of Indemnity, Estoppels, Endowment, Insurance. **(10 Hours)**

Unit III

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

Unit IV

Nature of Insurance Contract, Utmost Good Faith, Insurable Interest, Types of Insurance, Fire and Motor Insurance, Health Insurance, Distinction between Life Insurance and Marine Insurance. Control of Malpractices, Negligence, Loss Assessment and Loss Control, Exclusion of Perils, Actuaries, Automobile Insurance, Computation of Insurance Premium. **(12 Hours)**

Text Books:

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

Reference Books:

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Mergers, Acquisitions and Corporate Restructuring

Course Code: MBA 222

L-2, Credits – 3

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

Course Contents:

Unit I:

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

Unit II:

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

Unit III:

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

Unit IV:

Defence Against Hostile Takeover, Poison Pill, Bear Hug, Greenmail, Pacman. Post Merger H.R. and Cultural Issues. Recent cases of Mergers and Acquisitions.
(12 Hours)

Text Books:

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

Reference Books:

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Performance Management

Course Code: MBA 224

L-2, Credits-3

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

Course Contents

Unit I

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

(10 Hours)

Unit II

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

(10 Hours)

Unit III

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

(12 Hours)

Unit IV

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

(10 Hours)

Text Books

1. Agunis, H. (2013), Performance Management, 3/e, Pearson Education.
2. Kohli, A.S. & Deb, T. (2013), Performance Management. Oxford University Press, New Delhi

Reference Books

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Industrial Relations and the Labour Laws

Course Code: MBA 226

L-2, Credits-3

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

Course Content

Unit I

Introduction to Industrial Relations: The Concept of Industrial Relations, Background to Industrial Relations, Evolution of Industrial Relations in India, The Dynamic Context of Industrial Relations: Globalization and the National Economy, Responses to Competitive Pressures, Changes in Employment Practices, The Actors in Employee Relations: Management, Unions and the State. Role of Trade Union in Industrial Relations, Changing Profiles of Major Stakeholders of Industrial Relations in India. **(10 Hours)**

Unit II

Interactions & Outcomes in Industrial Relations: Employee Involvement & Participation: Concept, Objectives and Forms, Ethical Codes, Discipline & Grievance Management: Forms and Handling of Misconduct. Collective Bargaining Importance, Process of Negotiation and Recent Trends in Collective Bargaining, Positive Employee Relations. **(10 Hours)**

Unit III

Legal Framework of Industrial Relations: Settlement Machinery for Industrial Disputes: Conciliation, Arbitration & Adjudication, Legislation: The Trade Unions Act 1926, The Industrial Dispute Act 1947, The Factory's Act 1948, The Contract Labor Act 1970, The Payment of Bonus Act, 1965, The Industrial Employment (Standing Orders) Act 1972, The Minimum Wages Act 1948, The Payment of Wages Act 1936, The Workmen's Compensation Act 1923, The ESI Act 1948, The Employees' Provident Fund and Miscellaneous Provisions Act 1952 and The Maternity Benefits Act 1961, Overview of these Acts Only. **(12 Hours)**

Unit IV

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

Text Books

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

Reference Books

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Team Building

Course Code: MBA 228

L-2, Credits-3

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

Course Contents

Unit I

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

Unit II

Interpersonal Competence & Team Effectiveness: Interpersonal process and conflict resolution, Team Effectiveness, How to motivate team members?, Measuring Interpersonal Competence using FIRO-B, Team Size, Team Member Roles and Diversity, Team norms, Team Cohesiveness, Measuring Team Effectiveness, Cross Cultural Team Building. **(10 Hours)**

Unit III

Communication and Creativity: Communicating in Teams, Fostering Team Creativity, Delphi Technique; Nominal Group Technique; Traditional Brain Storming; Electronic Brain Storming. Negative Brain Storming, Communicating Team Values and Ethics **(10 Hours)**

Unit IV

Role of Leaders in Teams: Supporting Teams; Rewarding Team Players; Role Allocation; Resource Management for Teams; Selection of Team Players; Leaders as Facilitators, Mentors;
Developing Collaboration in Teams: Functional and Dysfunctional Cooperation and Competition; Interventions to Build Collaboration in Organizations; Social Loafing, Synergy in Teams, Self-Managed Teams, Recent researches in Team Building. **(10 Hours)**

Text Books

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

Reference Books

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Behavioral Testing and Counseling

Course Code: MBA 230

L-2, Credits -3

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

Course Content

Unit I

Introduction to Behavior Testing- Behavior Testing, Introduction to the concepts of Freud, Adler, Cattell, and Jung, Types of Tests-Ability, Intelligence, Achievement, Interest, Attitude, Personality, Projective Tests. Observation and Interviews, Checklists and Rating Scales, Ethical Issues in Testing. **(12 Hours)**

Unit II

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

Unit III

Practical Exposure to Psychological Tests: 16 PF/ Jungian Typology, Interpersonal Relationships Anxiety Test, Motivation Analysis Test, Thematic Apperception Test/Word Association Test. **(10 Hours)**

Unit IV

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

Text Books

1. Aiken, L.R. & Grith- Marnat, G. (2009), Psychological Testing and Assessment, Pearson Education.
2. Singh, K. (2012), Counseling Skills for Managers. PHI.

Reference Books

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Business Intelligence and Applications

Course Code: MBA 232

L-2, Credits-3

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

Course Contents

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books

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

Reference Books

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Web Technologies

Course Code: MBA 234

L-2, Credits: 2

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

Course contents:

Unit I

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

Unit II

HTML and DHTML: Creating forms and tables in HTML, Client Side Validations Using JavaScript, Cascading Style Sheets. **(07 Hours)**

Unit III

Active Server Pages: Working with ASP Pages, ASP Objects, Session Tracking and Cookies, ActiveX Data Objects. **(07 Hours)**

Unit IV

Connecting ASP Pages with Databases: ADO connection object, Record set, Accessing a Database from Active Server Page. **(07 Hours)**

Text Books:

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

Reference Books:

1. Deitel & Deitel, Goldberg (2009), Internet & World Wide Web, Fourth edition. Pearson Education.
2. Jackson C. Jeffery (2014), Web Technologies, 1/e, Pearson Education.
3. Uttam K. Roy, (2010), Web Technologies, Oxford.
4. Puntambekar A.A., (2009), Web Technologies, Technical Publications.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Web Technologies Lab.

Course Code: MBA 252

P-2, Credits: 1

Course contents: This course will be based on MBA 234 Web Technologies and is part it.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Enterprise Systems

Course Code: MBA 236

L-2, Credits: 3

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

Course Contents

Unit I

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

(10 Hours)

Unit II

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

(10 Hours)

Unit III

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

(12 Hours)

Unit IV

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

(10 Hours)

Text Books

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

Reference Books

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Knowledge Management

Course Code: MBA 238

L-2, Credits – 3

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

Course Contents

Unit I

Introduction: Overview of Knowledge Management: Data, Information and Knowledge; History of Knowledge Management, Demystifying and Importance of Knowledge Management, Information Management Vs Knowledge Management; Knowledge Management's Value Proposition, Users Vs Knowledge Workers, Role of Consultant in Knowledge Management. **(12 hours)**

Unit II

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

Unit III

Knowledge Management System: Knowledge Management Processes; Knowledge Management Systems: Types of Knowledge Systems, Knowledge Management Architecture, Knowledge Management System Implementation, Knowledge Discovery in Database; Knowledge Management Infrastructure; Knowledge Management System Life Cycle (KMSLC), SDLC Vs KMSLC; Challenges and Barriers to Knowledge Management Systems, Drivers of Knowledge Management System. **(10 Hours)**

Unit IV

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

Text Book:

1. Natarajan G and Shekhar S (2010), Knowledge Management: Enabling Business, MCGrawHill Education.
2. Awad ME and Ghaziri, M.H. (2008), Knowledge Management, Pearson Education

Reference Books:

1. Warier, Sudhir (2009), Knowledge Management, 1/e, Vikas Publishing House.
2. Fernandez A.C. (2009), Knowledge Management, 1/e, Pearson Education
3. Joseph M. Firestone, Mark W. McElroy, (2003), Key Issues in the New Knowledge Management, KMCI (Knowledge Management Consortium International) and Butterworth Hienemann.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Supply Chain Management for International Business

Course code: MBA 240

L-2, Credits-3

Objective: The objective of the course is to provide a comprehensive analysis of the principles and practices of International Distribution and Logistics.

Course Contents

Unit I

Supply Chain Management - Concepts, Issues in Supply Chain Management; Supply chain Management for Strategic Advantage, Demand Volatility and information distortion, Leading to bullwhip effect, Managing networks and relationships; Sourcing Internationally, International Distribution Management: Types of Intermediaries, Channel Objectives and Constraints, Channel Selection and Management, Global Retailing.

(12 Hours)

Unit II

Logistics Framework – Concept, Objective and Scope; Customer Service-Order Receiving, Order Processing, Use of IT in Customer Service and Customer Service Index, Transportation and Containerization, Warehousing, Inventory Management; Packing and Unitization; Control and Communication.

(10 Hours)

Unit III

Role of Information Technology in Logistics: Logistics Service Firms and Third Party Logistics, 4 PL, 7 PL and 9 PL; Global Logistics Network Configuration, Information Management for Global Logistics: Information Technology and SEM, Electronic Data Interchange (EDI), Quick Response and Efficient Customer Response (QR/ECR), The Global LIS/LITS: Characteristics of Logistics Information and Telecommunications Systems.

(10 Hours)

Unit IV

Global Supply Chain Management (GSCM): Status of GSCM, Decision Tools for GSCM, Global Supply Chain Strategy, Performance Measurement and Evaluation in Global Logistics: Key Activities of Global Supply Chain Management, Organizational Structure for Global Logistics Excellence; The Evolving role of ASIAN Countries in GSCM.

(10 Hours)

Text Books

1. Chopra Sunil (2016), Supply Chain Management Strategy, Planning and Operation 6/e, Pearson India Ltd.
2. Nada R. Sanders (2012), Supply Chain Management: A Global Perspective (WSE), Wiley India Private Limited.

Reference Books:

1. Monczka (2012), Sourcing and Supply Chain Management, 5/e, Cengage India Pvt. Ltd.
2. D. J., David, J & Cooper (2016), Supply Chain Logistics Management, Bowersox, 3/e, Mc GrawHill Education.
3. John Mangan, (2008), Global Chain and Supply Chain Management, John Wiley & Sons Ltd.
4. John. J. Koyle (2013), Managing Supply Chain: A logistics Approach, 9/e, Cengage Learning India Pvt. Ltd.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Global Competitiveness and Strategic Alliances

Course code: MBA 242

L-2, Credits-3

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

Course Contents

Unit I

Global Competitiveness: Framework for Assessing Competitiveness – Various Approaches; International and National Competitiveness Studies. **(12 Hours)**

Unit II

Developing Competitiveness –Government Policy and Competitiveness, Role of Quality and Productivity in achieving World Class Competitiveness; Science, Technology and Innovation Policy, Human Capital and Competitiveness, Role of Information Systems in Building Competitiveness, Industrial Clusters and Business Development, Strategic Management of Technology and Innovations. **(10 Hours)**

Unit III

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

Unit IV

Strategic Alliances – Value Creation through Alliances, Management of Strategic Alliances; Strategic Alliances in Indian Context. **(10 Hours)**

Text Books

1. Momaya Kiran (2001), International Competitiveness: Evaluation and Enhancement, Hindustan Publishing Corporation (India).
2. Ajitabh (2008), Global Competitiveness; Excel books (India).

References Books:

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

International Business Negotiation

Course Code: MBA 244

L-2, Credits – 3

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

Course Contents

Unit-I

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

(10 Hours)

Unit II

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

(12 Hours)

Unit-III

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

(10 Hours)

Unit-IV

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

(10 Hours)

Text Books

1. Richard Hodgetts, Fred Luthans, Jonathan Doh (2008), International Management: Culture, Strategy And Behaviour, 9/e, Pearson Education.
2. Pervez N. Ghauri and Jean Claude Usunier, (2008) International Business Negotiations, Elsevier ltd.

Reference Books

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Managing Diversity

Course Code: MBA 246

L-2, Credits-3

Objective: The objective of the course is to develop an insight into diversity dynamics as it manifests in organizations and to develop a holistic understanding of the nature and challenges of workforce diversity within an organisation.

Unit 1:

Introduction to Diversity: Meaning, Need for Diversity, Diversity legislation in Global perspective: Equality and Fairness in Employment, , Defining Diversity in global context, Global Demographic Trends: Impact on workforce diversity, personal dimension, group dimension and institutional dimension, Business Advantages of Diversity in the Workplace, Consequences of Ignoring Diversity. **(12 Hours)**

Unit 2:

Cultural Perspectives of Workplace Diversity: Defining diversity in global context, Theoretical perspective on Diversity and Exclusion in the Workplace Culture and communication in the global workplace, Intercultural and issues of power, Interpersonal Relationships in a Global Work Context. **(10 Hours)**

Unit 3:

Managing a Diverse Workplace: Inclusive workplace, An overview of the Inclusive workplace model, Globally Inclusive workplace, Management process, Developing organisational competency to manage diversity, Resources needed for diversity management, Guiding principles, Social policies and Action programs, Diversity Legislation in Global perspective. **(10 Hours)**

Unit 4:

Negotiating Across Cultures : Culture and Conflict Resolution, Intercultural Dissonance: A Theoretical Framework; Negotiating Behavior in various cultures, Negotiating in North-America-, Negotiating in Japan - Negotiating in Russia, Negotiating in Germany - Negotiating in France. **(10 Hours)**

Text books

1. Michalle E. Mor Barak (2010), Managing Diversity: Toward a Globally Inclusive Workplace Paperback, Sage Publications
2. Harvey, (2015), Understanding and Managing Diversity: reading, Cases and exercises, Pearson Education

Reference Books

1. Gill Kirton, Anne Marie Greene, (2010), The Dynamics of Managing Diversity: A critical approach, 3/e, Butterworth Heinemann ,Elsevier Ltd.
2. Taylor Cox (1994), Cultural Diversity in Organisations: Theory, Research and Practice, 1/e, Berrett-Koehler publications
3. Mustafa Ozbilgin, Ahu Tatli (2008), Global Diversity Management: An Evidence Based Approach, Palgrave Macmillan, NewYork
4. R. Roosevelt Thomas Jr. , World Class Diversity Management: A Strategic Approach, 1/e, Berrett-Koehler publications

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Consultancy Practice Fundamental- II

Course Code: MBA 248

L -2, Credits – 3

Objective: 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:

Unit I

Consulting in Areas of Management: Consulting in General and Strategic Management, Consulting in Financial Management, Consulting in Operations Management, Consulting on Productivity and Performance Improvement, Consulting in Organisational Transformation, Consulting for Govt/PSUs **(10 Hours)**

Unit II

Managing Consulting Firm: Fundamentals of Management in Consulting Profession, Consulting Firm's Strategy, Marketing of Consulting Services, Cost and Fees, Assignment Management, Quality Management in Consulting, Operational and Financial Control, Knowledge Management in Consulting Firms, Structuring a Consulting Firm, IPR Issues in Consulting **(12 Hours)**

Unit III

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)**

Unit IV

Challenges and Prospects in Consulting: Careers and Compensation in Consulting; Global Consulting Best Practices; Challenges and Opportunities in Consulting; SWOT Analysis of Consulting Profession, Future Trends in Consulting **(10 Hours)**

Text Book:

1. Management Consulting: A Guide to the Profession , 4th Edition (Geneva, International Labour Office) Edited by Milan Kubr
2. Sugata Biswas and Daryl Twitchell, Management Consulting: A Complete Guide to the Industry, 2nd Edition, Wiley 2002

Reference Books/Websites:

1. Management Consultancy-A Handbook of Best Practice-Philip Sadler (London: Kogan Page,1998)
2. Alan Weiss, Getting Started in Consulting, 2nd Edition, Wiley, 2004
3. Handbook of Management Consultancy Services - Barcus & Wilkinson , 2nd Edition, Mc Graw Hill.
4. Alex Dembitz and James Essinger, Breakthrough Consulting (Prentice Hall of India, 2000)

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Advanced Project Management

Course code: MBA 250

L – 2, Credits – 3

Objective: 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:

Unit I

Designing the Project Organisation for Execution: Project Organizational Structures, Project Organizational Behaviours, Deterministic and Probabilistic Project Planning, Advance Project Risk Management, Team Building and Leadership in Projects. **(10 Hours)**

Unit II

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)**

Unit III

Managing Global Projects: Complex, Capital intensive International Projects, Challenges in Planning, Staffing and Structuring of International Projects. **(10 Hours)**

Unit IV

Emerging Trends and best practices: Leveraging the Customer Relationship, Introduction to PMP & PRINCE Framework of Project Management, Project Management Best Practices.

Consulting Tools and Models: Enterprise Resource Planning (ERP), CRM, Supply Chain Management, Sectoral Analysis, Value Chain, Life Cycle Model, Economic Value, Balanced Score Card, Corporate Cultures, and Transition Management. **(12 Hours)**

Text Books:

1. Clifford F. Gray & Eric W. Larson, Project Management: The Managerial process, Third Edition, McGraw Hill/Irwin Series Operation and Decision Sciences.
2. Wiest, J.D. and F.K. Levy, A Management Guide to PERT/CPM (2nd Edition), 1977.

Reference Books:

1. Randolph, W.A. and B.Z. Posner, Effective Project Planning and Management: getting the job done, Prentice Hall of India, 1993.
2. Bhatnagar, S.K., Network Analysis and Design using Network Techniques, Prentice Hal Inc., N.Y., 1977
3. Srinath, L.S., PERT and CPM: Principles and Applications, East West Press, New Delhi 1989.
4. P.K. Joy, Total Project Management: The Indian Context, 1994, MacMillan.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)
Knowledge Management

Course Code: MBA 254

L -2, Credits – 3

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

Course Contents:

Unit I

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

Unit II

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

Unit III

Knowledge Management System: Knowledge Management Processes; Knowledge Management Systems: Types of Knowledge Systems, Knowledge Management Architecture, Knowledge Management System Implementation, Knowledge Discovery in Database; Knowledge Management Infrastructure; Knowledge Management System Life Cycle (KMSLC), SDLC Vs KMSLC; Challenges and Barriers to Knowledge Management Systems, Drivers of Knowledge Management System **(10 Hours)**

Unit IV

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

Text Books:

1. Awad ME and Ghaziri, M.H. Knowledge Management, Pearson Education, Delhi, Indian Reprint 2003.
2. Natarajan G and Shekhar S, Knowledge Management, TMH, New Delhi, First Reprint 2000.

Reference Books:

1. The Knowledge Management Fieldbook:, Wendi R. Bukowitz and Ruth L. Williams
2. Harvard Business Review on Knowledge Management- Collection of Essays, Peter Druker, Ikujiro Nonaka, HBS Press
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, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Enterprise Systems

Course Code: MBA 256

L-2, Credits: 3

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

Course Contents

Unit I

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

(10 Hours)

Unit II

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

(10 Hours)

Unit III

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

(12 Hours)

Unit IV

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

(10 Hours)

Text Books

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

Reference Books

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

International Financial Management

Course Code: MBA 258

L-2, Credits: 3

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

Course Contents

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books

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

Reference Books

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Financial Derivatives

Course Code: MBA 260

L-2, Credits - 3

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

Course Content

Unit I

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

(12 Hours)

Unit II

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

(10 Hours)

Unit III

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

(12 Hours)

Unit IV

Regulatory Framework for Derivatives: Regulation of Financial Derivatives in India; Securities and Contracts (Regulation) Act (2013), Guidelines of SEBI and RBI.

(08 Hours)

Text Books

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

Reference Books

- 1 Chako, G., Sjoman, A., Motohashi, H., Dessain, V.(2006), Credit Derivatives: A Primer on Credit Risk, Modeling and Instruments, Wharton School Publishing
- 2 Bernstein, J. (2000), How the Future Markets Work, Penguin USA, New York Institute of Finance, Cornell University
- 3 Chance, D.M, and Brooks, R.(2009), Derivatives and Risk Management Basics, 3/e, Reprint, Cengage Learning.
- 4 Gupta, S.L.(2009), Financial Derivatives: Theory, Concepts and Problems, 3rd Indian Reprint, 1/e, Prentice-Hall of India

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

International Banking

Course Code: MBA 262

L-2, Credits –3

Objective:

To familiarise students with the importance and techniques used for effective management of foreign exchange and international banking

Course Contents:

Unit I

Global Trends and Developments in International Banking - International Financial Centres, Cross Border Finance, Bank Debt in International Markets, Offshore Market. **(12 Hours)**

Unit II

Capital Market in International Financial Market, Offshore Banking Units, SEZ. **(10 Hours)**

Unit III

International Financial Institutions – IMF, IBRD, BIS, IFC, ADB, WTO -Forfeiting And Factoring., Avalising and Bankers acceptance. **(10 Hours)**

Unit IV

NRI Accounts – Indian Rupee And Foreign Currency Accounts RFC Accounts, RFC (Domestic) Accounts – EEFC Accounts, Documentary Letters of Credit – UCPDC 600 Correspondent Banking – NOSTRO, VOSTRO, Mirror Accounts Etc , Foreign Investment in India. **(10 Hours)**

Text Books:

1. Foreign exchange, International Finance, Risk management Book By A.V.Rajwade, Academy of Business Studies Edtn. New Revised 4th edition February 2008.
2. Fundamentals of International Banking by Rup Narayan Bose, Macmillan India Pvt Ltd. 2007.

Reference Books:

1. Compendium on Policies, Incentives and Investment opportunities for Overseas Indians- Govt. of India
2. IIBF (Indian Institute of Banking and Finance) (2011) International Banking Macmillan
3. Indian Institute of Banking and Finance (2017), International Banking, Legal and Regulatory Aspects Macmillan.
4. Rupnarayan Bose (2014) Fundamentals Of International Banking, 1/e, Laxmi Publications

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Treasury Operations and Risk Management

Course Code: MBA 264

L-2, Credits –3

Objective: To learn concepts and functions related to treasury management, acquire knowledge and understanding of financial risk management.

Course Contents:

Unit I

Financial Markets- Money Market – Need for the Market – Instruments of Money Markets, Types of Interest Rate Quotations, Treasury Management, Objectives of Treasury, structure & Organization, Functions and Responsibility of Treasurer, Cost Centre, Profit centre, Integrated Treasury, Planning and Control, Liquidity Management CRR/CCIL/RTGS. **(12 Hours)**

Unit II

Treasury and International Banking, Regulations, Supervision and Compliance of Treasury operations, Role of RBI, Bond Dynamics, Fixed Income Securities, other Capital Market Instruments. Accounting Valuation and Elimination of Exposures, Role of Information Technology in Treasury Management. **(10 Hours)**

Unit III

Forex Market Derivative Markets – Futures, Options, Swaps Foreign Exchange Markets Role of Banks in the Market – Spot And Forward Mechanism, Swap, Outright Deals And Dealer Operations – Premium And Discount, New Instruments, forex valuation. **(10 Hours)**

Unit IV

Risk Management, Risk Definition – Risk Measurement and Control, Asset Liability Management, Risk Hedging – Derivatives –Basel II – Challenges and Implementation Role of Mid Office/Risk Management Department. **(12 Hours)**

Text Books:

1. Book Published By Institute of Banking And Finance –Theory & Practice of Treasury and Risk Management in Banks- By Taxman Publications Pvt Ltd.
2. Foreign Exchange Handbook -- H P Bhardwaj

Reference Books:

1. Foreign Exchange, Intl Finance & Risk Management by A.V.Rajwade
2. Dimitris N. Chorafas Treasury Operations and the Foreign Exchange Challenge: A Guide to Risk Management Strategies for the New World Markets (Wiley Finance) John Wiley & Sons
3. Hong Kong Institute of Bankers (HKIB) (2014) Treasury Markets and Operations Paperback John Wiley & Sons

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Mergers, Acquisitions and Corporate Restructuring

Course Code: MBA 266

L-2, Credits –3

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

Course Contents:

Unit I:

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

Unit II:

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

Unit III:

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

Unit IV:

Defence Against Hostile Takeover, Poisson Pill, Bear Hug, Greenmail, Pacman. Post Merger H.R. and Cultural Issues. Recent cases of Mergers and Acquisitions.
(12 Hours)

Text Books:

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

Reference Books:

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Life Insurance Schemes

Course Code: MBA 268

L-2, Credits –3

Objective: To provide knowledge on various aspects of superannuation, group and social welfare schemes

Course Contents:

Unit I

Life Insurance Group-Schemes; Concepts and practices including rules and regulations
(12 hours)

Unit II

Rural and social schemes. **(10 hours)**

Unit III

Concepts of various group and retirement schemes such as pension, Gratuity, annuity, GSLIP retirement and other schemes including micro insurance schemes, rules, regulations, provisions, benefits, rating techniques and methods of funding. **(10 hours)**

Unit IV

Taxation provisions and other aspects related thereto. **(10 hours)**

Text Books:

1. Group and Retirement Benefits Schemes (IC-83) by Insurance Institute of India.
2. Pension Schemes and Retirement Benefits- Hosking.

Reference Books:

1. M N Mishra (2016), Insurance, 22/e, S. Chand Co. Ltd
2. Pension Planning (8th Edition), Allen, Melone, Rosenbloom and Van Derher (1997)
(Irwin McGraw – Hill)
3. Group Life Insurance by Dr. D.W. Gregg.
4. Fundamental of Private pension-7th Edition, McGill. B., Haley and Schieber (1996),
(University of Pennsylvania Press, Phila, Pa.)

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Rural and Miscellaneous Insurance

Course Code: MBA 270

L-2, Credits –3

Objective: To familiarize students with rules, regulations, practices, scope and claims management per training to these classes of insurance with particular reference to package policies.

Course Contents:

Unit I

Miscellaneous Insurances: Background, Scope, Common features, Exclusions, Add-ons, Conditions, Underwriting considerations and Rating aspects of: Personal accident, Health, All Risk, Baggage TV/Video, Gun, Pedal Cycle, Cell phone, Commercial Fidelity Guarantee, Burglary, Plate Glass, Lift, Money, Neon Sign insurances. **(12 Hours)**

Unit II

Package Products such as House Holders/Sweet Home, Sampoon Suraksha, Shopkeepers, Office Umbrella, LPG Trader's Combined, Jeweller's Block, Hoteliers, Banker's Blanket, Doctors, Stock Brokers, Golfers and Other package and Special Products & Related aspects: Kidnap & Ransom Ins. Special Contingency Policies & Related Aspects. Other miscellaneous products & their Analysis. Claim procedure and Loss minimization aspects. Acceptance Limits. **(12 Hours)**

Unit III

Rural Insurances: Background of Rural Insurances, Regulatory Requirements & Funding Schemes, Types of Policies (Classification), Scope, Exclusions, Conditions, Rating and underwriting aspects of various rural products such as Agriculture Pumpset, Animal Driven Cart, Camel. Insurance for Village Artisans. Cycle Riskshaw. Domestic Pumpset. Elephant. Failed Well. Fish & Aqua Culture, Freshwater fishes. Gramin & Janta Personal Accident (Individual or Group). Honey Bee, Horse/Pony/Mule/Donkey. Livestock., Pig, Poultry/Duck, Prawn & Blackish Water. Rabbit, Sheep and Goat, Silkworm, Tiny Sector Industries. Kisan Package and Agriculture & Weather Insurances. **(12 Hours)**

Unit IV

Claim Settlements Procedure for Rural Agriculture & Weather Insurance Covers including micro insurances. **(06 Hours)**

Text Books:

1. General Insurance (IC-34) by Insurance Institute of India.
2. Agriculture Insurance (IC-71) by Insurance Institute of India

Reference Books:

1. Personal Accident, Sickness & Miscellaneous Insurances (IC-73) by Insurance Institute of India
2. Miscellaneous Insurance (IC-78) by Insurance Institute of India

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Insurance Claims Management (Life and Non-Life)

Course Code: MBA 272

L-2, Credits –3

Objective: To familiarize students with rules, regulations, practices, scope and claims management pertaining to Life and Non-life insurances.

Course Contents:

Unit I

Importance, concept and classification of claims, claims management procedure and system for different types of Life Insurance claims. **(12 hours)**

Unit II

Importance, concept and classification of claims, claims management procedure and system for different types of General Insurance claims, Role of Intermediaries and surveyors, importance of investigations and role of Investigators. **(12 hours)**

Unit III

Regulatory and Legal aspects of Claims Management, relevance of different claim-documents, disputed and complicated claims and grievance redressal mechanism including reference to arbitration in Life Insurance claims. **(08 hours)**

Unit IV

Regulatory and Legal aspects of Claims Management, relevance of different claim-documents, disputed and complicated claims and grievance redressal mechanism including reference to arbitration in general insurance claims. **(10 hours)**

Text Books:

- 1 Life and Health Insurance, Black, Jr. Kenneth and Horold Skipper, (13th Edition), Pearson (Indian Economy Edition).
- 2 Rejda, George, (13th Edition), Principles of Risk Management and Insurance, Economy Indian Edition).

Reference Books:

- 1 Insurance Institute of Indian Course wares
- 2 Risk Management and Insurance, Trieschman, Gustavson and Hoyt, Western College, Cincinnati, Ohio.
- 3 Life Insurance, S. Heubner (LBRARO)
- 4 Insurance Laws (Universal Law Pub. Delhi).

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Theory and Practice of Motor Insurance (OD and TP)

Course Code: MBA 274

L-2 Credits –3

Objective: To familiarize students with rules, regulations, practices, scope and claims management pertaining to Motor insurance including loss minimization aspects.

Course Contents:

Unit I

History; Importance of automobile insurance in India, Legal provisions: Motor Vehicles Act and Motor Vehicles Rules, Applicability; Definitions, Licensing of Drivers of Motor Vehicles; Registration of motor vehicles and Transfer, Control of transport vehicles. **(12 Hours)**

Unit II

Types of Insurances for different types of Motor vehicles against OD and third party risks **(10 Hours)**

Unit III

Anatomy of a Motor Car, Endorsements and their importance, Motor Own Damage Claims, Procedures and Claim Management, Loss control Measures, **(10 Hours)**

Unit IV

Motor Third Party Claims, Procedures including relevant provisions MV Rules ,Lok Adalats and Conciliations, Jald Rahat Yojna, Loss Control. **(10 Hours)**

Text Books:

1. Motor Insurance IC-72 by Insurance Institution of India
2. Motor Vehicle Act

Reference Books:

1. Claims Procedural Manuals of Insurance Companies
2. Technical procedural manuals of Insurance Companies

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Theory and Practice of Engineering, Liability and Aviation Insurances

Course Code: MBA 276

L-2, Credits –3

Objective: To make students conversant with the background of these insurances including general aspects, rules & regulations and tariff applications and also scope of various policies issued therefore. This will include claim practices.

Course Contents:

Unit I

Introduction to Engineering, Aviation & Liability Insurances & General Aspects.

(10 hours)

Unit II

Type of Policies, scope, exclusions, Conditions, add-ons Underwriting & Rating Aspects.

(12 Hours)

Unit III

Various Clauses & Endorsements: Inspection/ Survey and its importance, Loss Prevention Aspects

(10 hours)

Unit IV

Engineering Claims: Procedures & Practices. Loss Survey & Assessment Aspects. Reinsurance Aspects.

(10 Hours)

Text Books:

1. Ruwantissa Abeyratne (2015) Aviation and International Cooperation Springer Nature

Reference Books:

1. Engineering & Liability Insurances by Insurance Institute of India

2. Aviation Insurance by Insurance Institute of India

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Quality and Management Systems

Course Code: MBA 278

L-2, Credits - 3

Objective: The intent of the course is to give an application insight into the concepts of TQM and their application in the areas of Quality, Environment, and Occupational health and safety management systems in the Real Estate sector.

Course contents:

Unit I

Quality concepts: Quality concepts and stakeholder concerns for building and construction; Evolution of modern concept of Quality management process approach; Quality assurance & control; Quality management system and ISO 9000 : 2000 requirements; Quality system standards for construction elements; Inspections & tests; Quality management tools; Environmental Management System Standards and their application in construction; EMS - QMS relationships; Concept and philosophy of TQM; Quality circle, Quality cost; Practical aspects of quality control of building projects. Good practices and managerial responsibilities. **(12 Hours)**

Unit II

Introduction to concept of quality in building design, construction, project management; standard definition of quality; Deming's principles; Concepts by Juran, Ishikawa, Crosby, Taguchi etc.; Special features of construction vs. manufacturing sector; Organisation for quality management; Quality of building facilities and stakeholders concerns, quality responsibilities and commitment of Architect, consultant, project managers and contractors. **(10 Hours)**

Unit III

Tools and Techniques: Seven tools of Quality control, Eight Quality Management principles, SWOT analysis, Ishikawa Diagram, Pareto Analysis, Statistical Quality Control, Brainstorming, Delphi Technique; PDCA cycle, Quality circle, Bench marking, Quality Cost and Quality function deployment (QFD), Just in Time technique Quality control of construction materials, Good construction practices, Legal requirements: inspection and reporting, Training and skilled workforce. **(10 Hours)**

Unit IV

Management systems for TQM: Quality systems concepts for building design, construction and management activities; Quality systems standards of BS 5750/ QS 9000 series and their evolution Quality Management System – ISO:9001:2007, Environment Management System – ISO:14001:2004, Occupational Health and Safety Management System - IS:18001:2007. Aspect – Impact analysis, Hazard identification, Risk evaluation, and Risk Control in construction work. **(10 Hours)**

Text Books:

1. Prof. D. D. Sharma, Total Quality Management, Principles, Practice and Cases, First Edition, 2000, Sultan Chand & Sons, New Delhi
2. Greg Bounds, Beyond Total Quality Management: Toward the Emerging Paradigm, International Edition, 1994, McGraw Hill Publication.

Reference Books:

1. Besterfield, Total Quality Management, 2nd Edition, Addison Wesley Longman (India Reprint), 2000.
2. Nigam Shailendra, TQM An Integrated Approach, 2005, Excel Books New Delhi

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Real Estate Valuation

Course Code: MBA 280

L-2, Credits: 3

Objective: The aim of this course is to equip the students with various valuation methods used for land and buildings including mortgage, taxation, etc.

Course Contents:

Unit I

The Valuer- his functions and responsibilities; the principle factors affecting the supply and demand for land and building; Principle types of landed property; the interest therein and the outgoings thereon. (12 Hours)

Unit II

Valuation Methods; Depreciation & Obsolescence Principles governing the rates of interest for different types of property; Calculation of Rental Values - Net Income, Virtual Rent; Valuation for Sale and Purchase of Freehold & Leasehold properties; Rental method of valuation. (10 Hours)

Unit III

Valuation on land & building basis, valuation for mortgage, Reverse Mortgage; valuation for acquisition, valuation for taxation of properties. (10 Hours)

Unit IV

Contemporary Trends of valuation of property, Compensation & betterment levy, dilapidation & depreciation; Easement rights and natural rights. The Arbitration & Conciliation Act 1996. (10 Hours)

References

1. Kahr J. and Thomsett, M.C. (2005), R.E. Mkt valuation and analysis, Wiley Publishers
2. Gelbtuch, H.C. Mackmin, D. and Milgrim, M.R., Real Estate Valuation in Global Markets, Amazon Books.
3. Kahr J. and Thomsett, M.C. (2005), R.E. Mkt valuation and analysis, Wiley Publishers
4. Gelbtuch, H.C. Mackmin, D. and Milgrim, M.R., Real Estate Valuation in Global Markets Amazon Books.
5. Valuation Practice of Immovable Properties by C.H Gopinatha Rao
6. Professional valuation Practice by Dr. Ashok Nain
7. Practical Valuation (Volume I to VIII)
8. Guidelines for Banks by B.Kanaga Sabapathy
9. C.P.W.D 's Schedule of Rates (Latest Edition)
10. C.P.W.D's Plinth Area rates for 1.1.1992 & 1.10.2007
11. Delhi Master Plan 2021
12. Property Tax Guide on Unit Area System of MCD
13. Bare Acts of Income Tax, Land Acquisition, Wealth Tax, Capital Gains etc

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Sustainable Real Estate Development

Course Code: MBA 282

L-2, Credits - 3

Unit I

Sustainability In Real Estate Development; Applicability of Environmental Impact Assessment In Real Estate Development And Management; Methodologies. **(08 Hours)**

Unit II

Environmental Assessment Of Sites For Real Estate Development, EIA Of Large-Scale Development I.E. Residential Complexes, Townships, Malls, Roads Etc.; Appropriate Technologies In Real Estate. **(10 Hours)**

Unit III

Environmental Standards & Certification In Real Estate Development – ASHRAE (Standard Of The American Society Of Heating, Refrigerating & Air-Conditioning Engineers), Leadership In Energy And Environmental Design (LEED) Green Building Rating System, Integrated Management Systems (IMS) Comprising Of ISO 9001, ISO 14001 Certification In Environmental Management System , OHSAS 18001 Certification In Occupational Health And Safety Management System (OHSAS). **(12 Hours)**

Unit IV

Environmental Laws Applicable To Real Estate Development ; Environmental Audit In Real Estate ; Carbon Trading In Real Estate Development; Energy ; Issues In Real Estate Development; Green Buildings. **(10 Hours)**

Text Books:

1. Goeters, J.E, “Environmental Issues in Real Estate” Amazon Books
2. Witkin . J.B. “Environmental Aspects of Real Estate Transactions” Amazon Books

Reference Books:

1. Moss, Keith, J., 2006, Energy Management in Buildings, 2nd Edition, Tagore and Franics.
2. Smith, Peter, F., 2007, Sustainability at the Cutting Edge- Energy Technologies for Low Energy Buildings, Elsiver.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Legal Framework for Real Estate

Course Code: MBA 284

L-2, Credits 3

Objective: To impart the knowledge of legal provisions of various acts concerning construction industry and resolution of disputes.

Course Content:

Unit I

Stages in construction Projects: Pre Construction- Understanding of the Client's needs, Conceptualization of scheme, Site data collection, Survey, Geotechnical investigation, Preparation of drawings and Estimates and their Approval, Approval of Plans by Local Body, Type of Contracts and their selection, Selection of Contractors, Tender document, Process of calling tenders and Award of work
(12 Hours)

Unit II

Execution of work: Contract Management, Interpretation of Clauses of Contract i/c FIDIC terms and conditions, Deviations from Contract Items, Completion of Project, Arbitration Clause.
(10 Hours)

Unit III

Disputes and their resolution: Common type of Disputes and how to minimize them, Methods of Resolving Disputes, DRB; Study and interpretation of important and relevant Sections of: Indian Contract Act, 1872, Arbitration & Conciliation Act, 1996, Limitation Act, 1963, Interest Act, 1978; Processing of an arbitration case, Challenging of Award, Study of real life Arbitration Cases and Case Laws.
(10 Hours)

Unit IV

Post Construction: Maintenance and its objective, Service Centres, Day to day & Annual Repairs, Special Repairs, Additions / Alterations, Preventive Maintenance, Monitoring of Maintenance;
Acts: Workmen Compensation Act, Industrial Dispute Act, Minimum Wages Act, Contract Labour(Regulation and Abolition) Act.
(10 Hours)

Reference Books:

1. Delhi Master Plan 2021
2. Property Tax Guide on Unit Area System of MCD
3. Indian Contract Act
4. Rent control Acts
5. Apartment Act

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Real Estate Transaction Services

Course Code: MBA 286

L-2, Credits - 3

Objective:

Transaction services form a significant component of real estate business. Students ought to be familiar with the role and responsibilities associated with transactions. The objective of the course is to expose processes involved in the transaction services and create competencies to deal with the various relevant matters. Since procedures and implications have strong bearing on the legal and contractual aspects, it is necessary to impart background knowledge on the subject.

Course Contents:

Unit I

Understanding of buyer, user, seller, lender stakes in solicited real estate; Study of real estate capital market and stakeholder solution development; Diligence process of real estates; Ownerships and stakeholder liabilities seeking transaction services; (12 Hours)

Unit II

Property transfers; Revenue and landowning agency related legal issues; Leasing, renting of properties; Refinancing property; Sublease or terminating a sublease of property; (10 Hours)

Unit III

Structured sales for core Real Estate Advisory Services clients; Oversight during construction management; Acquisition Brokerage, Deal sourcing, (10 Hours)

Unit IV

Closing execution; Asset Management, Property manager oversight. (10 Hours)

References:

1. Indian Contract Act;
2. Rent control Acts;
3. Apartment Act

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI

MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Operations Management- Clinical Services

Course Code: MBA 288

L-2, Credit : 3

Objective: To provide knowledge & practical skills for management of hospital operations of Clinical department and functions.

Course Contents

Unit I

Departmental Functioning, Staffing and Management: Infrastructure requirements, layout, policies, procedures and flow; Departmental quality requirements. OPD & IPD Operations: Policies, procedures, staffing, layout, flow; Standardized documentation and quality standards.

(12 Hours)

Unit II

General Measures for Hospital Infection Control: Hospital infection control manual, hospital infection control committee, infection control nurses; Department specific infection control standards; Antibiotic policy, antibiotic stewardship program and implementation; Monitoring, tracking, analyzing infections and its interpretation.

(10 Hours)

Unit III

Medical Lab Services: Policies, procedures, infrastructure, staffing and quality standards; Accreditation requirements; Blood Bank: Policies, procedures, staffing and quality standards; statutory requirements; Radiology: Statutory requirements; Policies, procedures, staffing and quality standards.

(10 Hours)

Unit IV

Operation Theatre: Infection control; Policies, procedures, layout, flow, staffing and quality assurance; ICU, NICU, PICU, HDU and CCU: Infection control; Policies, procedures, layout, flow, staffing and quality assurance. Rehabilitation: Infrastructure, policies, procedures, layout, flow, staffing and safety requirements; Monitoring standards

(10 Hours)

Text Books:

1. McGibony, J.R. Principles of Hospital administration. Putnam.
2. Mahadevan, B. Operations management: theory and practice. Pearson.

Reference Books:

1. Singh, S. et al. Hospital Infection Control Guidelines: Principles and Practice. Jaypee Brothers Medical Publishers
2. Joshi, S.K. Safety Management in Hospitals. Jaypee
3. Joshi, D.C. & Joshi, M. Hospital Administration. Jaypee Brothers Medical Publishers
4. Gupta S. Modern Trends in Planning and Designing of Hospitals: Principles and Practice. Jaypee Brothers Medical Publishers

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Statutory and Regulatory Requirements in Healthcare

Course Code: MBA 290

L-2, Credit : 3

Objective- To train candidate in healthcare/hospital regulations and laws.

Course Contents

Unit I

Regulatory Renewable Licenses- AERB, Biomedical Waste (Management and Handling) Rules, Fire safety, Explosives Act, Gas Cylinder Rules, Air & Water Pollution Act; Project related Compliances- Building Plan & Completion approval **(10 Hours)**

Unit II

Laws pertaining to Hospitals: Transplantation of Human Organs Act, Narcotic and Psychotropic Substance Act, Drug and Cosmetic Act, (MTP) Act; Pharmacy Act, Medical Termination of Pregnancy, PC/PNDT Act, Mental Health Act ; Indian Medical Council Act, Epidemics Act, Disaster Management Act **(12 Hours)**

Unit III

Laws for Human Resources- Minimum Wages Act, ESI Act and Rules, Workmen compensation Act, Contract Labor, Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal Act)2013; Telemedicine Guidelines; Consumer Protection Act **(10 Hours)**

Unit IV

Medical Ethics- Medical ethics & auditory procedures; Informed Consent; Negligence; Legal Aspect of Medical Records and Certificates; Preventive steps to avoid litigation **(10 Hours)**

Text Books:

1. Tiwari, S. Textbook on Medicolegal Issues. Jaypee Brothers Medical Publishers
2. Bag, R.K. Law of medical negligence and compensation. Eastern Law House

Reference Books:

1. Singh, J. Medical negligence and Compensation. Bharat Law Publications.
2. Kaushal, A.K. Medical negligence and legal remedies. Universal Law Publishing.
3. Francis, C.M. Medical Ethics. Jaypee Brothers Medical Publishers
4. Singh, V.P. Legal Issues in Medical Practice - Medicolegal Guidelines for Safe Practice. Jaypee Brothers Medical Publishers

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Marketing and Brand Building of Healthcare Services

Course Code: MBA 292

L-2, Credit : 3

Objective- To train candidates in hospital and health care market research, marketing and brand building.

Course Contents

Unit I

Importance of Marketing in Healthcare Services; Concept & Strategies of marketing; Market opportunities - 7 P's of marketing ; Emerging 4 C's of marketing, Segmentation . targeting and positioning for healthcare products. **(8 Hours)**

Unit II

Consumer behavior, its importance and handling the grievance of patients; Hospital advertising and promotion strategies; Customer relationship management. Branding Strategies. **(10 Hours)**

Unit III

Payor mix and TPA management; TPA – Functions of TPA; Digital Marketing for TPAs; Advertising and branding of hospitals -Importance of brand positioning in Healthcare Marketing **(12 Hours)**

Unit IV

Public relation management in hospital; Medical Tourism; Art of building virtual OPDs and management; Methodology of campaigns and in-plant setups. **(12 Hours)**

Text Books:

1. Kotler, P. Principles of Marketing. Pearson.
2. Saxena, R. Marketing Management. Tata Mc Graw Hill.

Reference Books:

1. Kolter P., Kellar K.L., Koshy, A. & Jha, M. Marketing Management – A south Asian Perspective. Pearson.
2. Baines, P. et al. Marketing. Oxford Higher Education
3. Grewal, D. & Levy, M. Marketing. McGraw Hill Education.
4. Lamb, H et al. Principles of Marketing. Cengage.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Quality and Accreditation in Healthcare

Course Code: MBA 294

L-2, Credit : 3

Objective- To provide knowledge in subject of healthcare quality and Hospital Accreditation programs.

Course Contents

Unit I

Principals of Total Quality Management; Quality System Management Standards; Quality Policy, Vision, Mission and Objectives of an HCO; Evolution of Healthcare Quality and Accreditation.

(10 Hours)

Unit II

Quality in Healthcare & Patient Safety; Regulation & Accreditation in healthcare; Elements of NABH standard for Hospitals; Elements of NABL standard for Medical Laboratories **(10 Hours)**

Unit III

Quality Improvement tools; Lean Management and Six Sigma; Cost of Quality; 5S and KAIZEN

(10 Hours)

Unit IV

Patient Centric Care; Patient Rights and Education; Organizing Patient Satisfaction Surveys; Value-Based Care.

(12 Hours)

Text Books:

1. Al-Assaf, A.F. & Schmele, J.A. The Textbook of Total Quality in Healthcare. CRC Press
2. Gyani, G.J. & Thomas, A. Handbook of healthcare quality and patient safety. Jaypee Brothers Medical Publishers

Reference Books:

1. Myers, S.A. Patient Safety and Hospital Accreditation – A model for ensuring success, Springer Publishing Company
2. NABH Hospital Standards. Latest Edition.
3. JCI Standards for Hospitals. Latest Edition.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
MASTER OF BUSINESS ADMINISTRATION (ON WEEKEND BASIS)

Health Care Ethics, Governance and Society

Course Code: MBA 296

L-2, Credit : 3

Objective: The aim of the course is to help participants gain understanding of how healthcare needs and delivery systems depend on the socio- cultural context of recipients of the society.

Course Contents:

Unit I: Global Burden of Diseases, Role of culture in shaping health values. Culture based health interventions for prevention and eradication of disease. **(10 Hours)**

Unit II: Importance of education for creating healthy societies. Impact of globalization, urbanization, aging, changing gender roles and life style changes on the health of society. Alternate and indigenous approaches to health care. Important government schemes in healthcare. Health issues in marginalized sections of society, disaster and war-ravaged populations and women. **(11 Hours)**

Unit III: Ethical practices in medicine and health care delivery, Ethical issues in like surrogacy, privatization of health care, ethical issues in clinical trials, euthanasia etc., People Centred Approach to Health Care, WHO **(10 Hours)**

Unit IV: Governance and regulation in health care sector: Code of medical Ethics Regulations (MCI) in India and ICMR Guidelines. Regulation of pricing, marketing and advertising of health care drugs and services. Biomedical ethics, Bio Pharmaceutical ethics and Accountability, Equity and quality of health care services. **(11 Hours)**

Text Books:

1. Sunder, D.K., Garg, S. & Garg, I. Public Health in India: Technology, governance and service delivery. Routledge.
2. Pozgar, G.D. Legal and Ethical Issues for Health Professionals. Jones and Bartlett Learning.

Reference Books:

1. Sobo, E.J. & Lee, K. Culture and Meaning in Health Services Research: A Practical Field Guide. Left Coast Press.
2. Hollins, S. Religions, Culture and Health Care: A Practical Handbook for Use of Healthcare Environments. Radcliffe
3. Thomas Ockler, P. T. Case for Alternative Healthcare: Understanding, Surviving and Thriving in The Midst of Our Collapsing Health Care System, Author House.
4. Freudenberg, N., Klitzman, S. & Saegert, S. Urban Health and Society: Interdisciplinary Approaches to Research and Practice. Jossey-Bass