Scheme of Examination

&

Syllabi

of

Two Year

MASTER OF BUSINESS ADMINISTRATION (M B A) – Weekend Programme

for

Academic Session 2008 - 2010

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY
Kashmere Gate, Delhi - 110 006 (INDIA).
www.ipu.ac.in
WEEKEND PROGRAMMES

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

PROGRAM FOCUS

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

EVALUATION SYSTEM

The evaluation of students in this course shall be continuous and dynamic. The evaluation of students shall be done in each trimester. In every trimester, 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

Minor Test: 50% of Internal marks
Presentations, Assignments, And Class interaction: 50% of Internal marks

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

External Evaluation

The evaluation shall also be done through a written test (external evaluation) to be done at the end of each trimester comprising of 60 marks. This would be based on the curriculum specified for each paper.

A student to clear the paper must obtain atleast 50% marks in the internal and external evaluation taken together.
**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**

**MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)**

**FIRST TRIMESTER**

<table>
<thead>
<tr>
<th>Code No.</th>
<th>Paper</th>
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<tr>
<td>MS (WE) 101</td>
<td>Management Process &amp; Organizational Behaviour</td>
<td>3</td>
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<tr>
<td>MS (WE) 102</td>
<td>Quantitative Techniques</td>
<td>3</td>
<td>-</td>
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<td>MS (WE) 103</td>
<td>Managerial Economics</td>
<td>3</td>
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<td>MS (WE) 104</td>
<td>Information Technology for Managers-I</td>
<td>3</td>
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<td>MS (WE) 151</td>
<td>Information Technology for Managers Lab. – I</td>
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GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

SECOND TRIMESTER

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<td>Human Resource Management</td>
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<td>MS (WE) 202</td>
<td>Marketing Management-I</td>
<td>3</td>
<td>-</td>
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<tr>
<td>MS (WE) 203</td>
<td>Economic Environment of Business</td>
<td>3</td>
<td>-</td>
<td>3</td>
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<tr>
<td>MS (WE) 204</td>
<td>Accounting for Managers</td>
<td>3</td>
<td>-</td>
<td>3</td>
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<tr>
<td>MS (WE) 205</td>
<td>Term Paper/Minor Project-I</td>
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**Guru Gobind Singh Indraprastha University, Delhi**

**Master of Business Administration (MBA - Weekend)**

**Third Trimester**

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<td>MS (WE) 301</td>
<td>Financial Management</td>
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<tr>
<td>MS (WE) 302</td>
<td>Business Research</td>
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<td>MS (WE) 303</td>
<td>Marketing Management-II</td>
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<td>MS (WE) 304</td>
<td>Information Technology for Managers-II</td>
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<tr>
<td>MS (WE) 305</td>
<td>Term Paper/Minor Project Work -II</td>
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<td>MS (WE) 351</td>
<td>Information Technology for Managers Lab-II</td>
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FOURTH TRIMESTER

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<tr>
<td>MS (WE) 401</td>
<td>Operations Management</td>
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<td>MS (WE) 402</td>
<td>Information Systems Management</td>
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<tr>
<td>MS (WE) 403</td>
<td>Communication Skills and Report Writing</td>
<td>2</td>
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<tr>
<td>MS (WE) 404</td>
<td>Minor Project Work-III</td>
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<td>Elective –I</td>
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<td>Elective-II</td>
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**Total** 14 - 18

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

**ELECTIVES**

**Marketing**
MS (WE)- 405 Consumer Behaviour
MS (WE)- 406 Retail Management
MS (WE)- 407 Rural & Social Marketing

**Finance**
MS (WE)- 408 Financial Markets and Institutions
MS (WE)- 409 Financial Derivatives, Options and Futures
MS (WE)- 410 Project Planning and Analysis

**Human Resource Management**
MS (WE)- 411 Organizational Development
MS (WE)- 412 Strategic Human Resource Management
MS (WE)- 413 Training and Developments Systems and Practices

**Information Technology**
MS (WE)- 414 Systems Analysis and Design
MS (WE)- 415 Database Management Systems
MS (WE)- 451 Database Management Systems Lab. (This paper is based on DBMS and is part of it)
MS (WE)- 416 Network Applications and Management

**Global Business Management**
MS (WE)- 417 International Business Environment
MS (WE)- 418 Export, Import Policies, Procedures, and Documentation
MS (WE)- 419 Foreign Language
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

FIFTH TRIMESTER

<table>
<thead>
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<th>Paper</th>
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<th>T/P</th>
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<tr>
<td>MS (WE) 501</td>
<td>Management of Technology, Innovation and Change</td>
<td>3</td>
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<td>MS (WE) 502</td>
<td>Management of International Business</td>
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<td>MS (WE) 503</td>
<td>Corporate Governance and Social Responsibility</td>
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<td>MS (WE) 504</td>
<td>Business &amp; Corporate Laws</td>
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**Note:** Student shall select two elective papers from the opted area of specialization.

**ELECTIVES**

**Marketing**
MS (WE)- 505 Sales & Distribution Management  
MS (WE)- 506 Advertising & Brand Management

**Finance**
MS (WE)- 507 Insurance and Risk Management  
MS (WE)- 508 Mergers, Acquisitions and Corporate Restructuring  
MS (WE)- 509 Corporate Tax Planning

**Human Resource Management**
MS (WE)- 510 Team Building in Organizations  
MS (WE)- 511 Compensation Management

**Information Technology**
MS (WE)- 512 Enterprise Resource Planning  
MS (WE)- 513 Front End Design Tools  
MS (WE)- 551 Front End Design Tools Lab. (This paper is based on Front End Design Tools and is part of it)

**Global Business Management**
MS (WE)- 514 Global Competitiveness and Strategic Alliances  
MS (WE)- 515 WTO and Intellectual Property Rights
SIXTH TRIMESTER

<table>
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<th>Code No.</th>
<th>Paper</th>
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<td>MS (WE) 601</td>
<td>Strategic Management</td>
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<tr>
<td>MS (WE) 602</td>
<td>E-Business</td>
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<td>MS (WE) 603</td>
<td>Major Research Project</td>
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<td>Elective –V</td>
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<tr>
<td>Elective –VI</td>
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Note: Student shall select two elective papers from the opted area of specialization.

ELECTIVES

Marketing
MS (WE)- 604 Customer Relationship Management
MS (WE)- 605 International Marketing

Finance
MS (WE)- 606 International Financial Management
MS (WE)- 607 Security Analysis and Investment Management

Human Resource Management
MS (WE)- 608 Performance Appraisal and Management
MS (WE)- 609 Industrial Relations and Labor Laws

Information Technology
MS (WE)- 610 Business Intelligence and Applications
MS (WE)- 611 Software Project Management
MS (WE)- 612 Web Technologies
MS (WE)- 651 Web Technologies Lab. (This paper is based on Web Technologies and is part of it)

Global Business Management
MS (WE)- 613 Distribution and Logistics for International Business
MS (WE)- 614 International Economics
DETAILED COURSE CONTENTS

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

Course Contents:

1. Introduction: Meaning and Nature of Management, Management Approaches, Processes, Managerial Skills, Tasks and Responsibilities of a Professional Manager.


Text Books:


Reference Books:

Quantitative Techniques

Course Code: MS (WE) 102                    Credits - 3

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

Course Contents:

Section 1
- Descriptive Statistics: - Presentation of data, Measures of Central tendency
- Probability (Concept, Theorems, Conditional Probability, Bayes’ Theorem)
- Probability Distribution (Discrete and Continuous)
- Correlation and Regression

Section 2
- Linear Programming: Graphical Solution and Simplex Method, Duality

Section 3
- Decision Theory (Decision Under certainty, risk and Uncertainty, Marginal Analysis, Decision tree Analysis)
- Game Theory (Pure and Mixed Strategy, Graphical, Dominance and Algebraic Method)

Section 4
- Transportation Problems (Initial Basic Feasible Solution, Test for Optimality and Transshipment)
- Assignment Problem
- Network Analysis (PERT & CPM)
- Introduction to Statistical, Optimization and related Software

Textbooks:

Reference Books:
Managerial Economics

Course Code: MS (WE) 103

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

Course Contents:

1. Introduction: Nature, Scope and Significance of Managerial Economics, its Relationship with other Disciplines, Role of Managerial Economics in Decision Making.

2. Consumer Behaviour and Demand Analysis: Cardinal and Ordinal Approaches to Consumer Behaviour, Demand Functions, Determinants of Demand, Elasticity of Demand, Derivation of market Demand, Demand Estimation and Forecasting.


Text Books:


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

Course Contents:

1. **Computer Hardware and Number System:** Computer Fundamentals, Computer Classification, Anatomy of Computer System, Input Technologies, Output Technologies, Memory and Storage devices, Number System. Applications of Information Technology in business.

2. **Computer Software:** Application and System Software, Programming Languages and their Classification, Assemblers, Compilers and Interpreters.


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


Text Books:


Reference Books:


2. ITL Education Solutions Ltd. (2005), Introduction to Information Technology, Pearson Education.

Information Technology for Managers Lab- I

Course Code: MS (WE) 151  

Objectives: The primary objective of this course is to enable the students apply the knowledge acquired in the paper MS (WE) 104 to practical business processes and problems.

Course Contents:

Lab will be based on DOS commands, Windows commands, Basic HTML Tags and Office productivity tools such as Word processing software & Spreadsheet software.

Note: The programs and case based projects shall be assigned by the concerned faculty.
SECOND TRI-MESTER
Human Resource Management

Course Code: MS (WE) 201  Credits - 3

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

Course Contents:

1. **Human Resource Management (HRM):** A Macro Level Scenario; Concept of Human Resource Management; Processes Involved in HRM; Total Quality Management and Employee Empowerment, Learning Organization.

2. **Strategic Human Resource Management:** Methods and Techniques of Forecasting the Demand and Supply of Manpower, Job Analysis, Business Process Reengineering and Role of HRM.

3. **Issues and Experiences:** Selection and Recruitment; Induction and placement; Performance and Potential Appraisal, Job Evaluation: Concept, Scope and Limitation; Compensation, Transfer, Promotion and Reward Policies; Training and Development; Competency Based Training and Assessment, Motivational Model., Human Resource Information System; Human Resource Audit and Human Resource Accounting.

4. **Research Project:** Each Student will write a scholarly research paper on a specific Human Resource Management issue of his choice. This paper may include the following:
   - Historic Development
   - Examination of Current Issues
   - Exploration of the Actual or Expected Impact on Employees, Industry or Government. Presentation of Available Alternatives if Applicable and
   - References

Text Books:


Reference Books:

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

Marketing Management-I

Course Code: MS (WE) 202

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

Course Contents:

1. **Introduction to Marketing**: Meaning, Nature and Scope of Marketing; Marketing Philosophies; Marketing Management Process; Concept of Marketing Mix; Market Analysis: Understanding Marketing Environment; Consumer and Organisation Buyer Behaviour; Market Measurement; Market Segmentation, Targeting and Positioning.

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

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

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

Text Books:


References Books:


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

Economic Environment of Business

Course Code: MS (WE) 203     Credit -3

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

Course Contents:

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


3. New Economic Environment: Liberalization, Privatization and Globalisation of Indian Economy (trends and issues.)

4. Monetary and Fiscal Environment in India: Monetary and Fiscal Policies (their working, latest trends and issues)

Suggested Readings:

4. Economic Survey, Government of India (Latest)
5. Monthly Bulletins, Reserve Bank of India, Mumbai
Accounting for Managers

Course Code: MS (WE) 204

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

Course Contents:


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

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

Text Books:

Reference Books:
Guru Gobind Singh Indraprastha University, Delhi
Master of Business Administration (MBA - Weekend)

Term Paper/Minor Project – I

Course Code: MS (WE) 205  Credits - 4

Objectives:

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

Course Contents:

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

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

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

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

The last date for the submission of term paper/minor project shall be the last date of instructions in the trimester.
THIRD TRI-MESTER
Financial Management

Course Code: MS (WE) 301

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

Course Contents:


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

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

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

Text Books:


Reference Books:

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

Course Contents:

1. **Introduction to Business Research:** Definition; Nature and Scope of Business Research; The Research Process; Problem Identification and Definition; Determination of Information Needs; Hypothesis Formulation; Developing Research Proposal; Ethical issues in Research.

2. **Research Design and Data Collection:** Types of Research Design; Secondary and Primary Data; Primary Data Collection Instruments – Questionnaire Designing and Testing; Schedule; Observation Methods; Qualitative Research; Scaling Techniques and Attitude Measurement; Online Data Sources and Research.

3. **Sample Design:** Defining the Universe and Sampling Unit; Sampling Frame; Probability and Non-probability Sampling Methods; Sample Size Determination, Data Collection and Survey Errors.

4. **Data Analysis, Interpretation and Report Preparation:** Data Editing and Coding; Tabulation; Hypothesis Testing; Analysis of Variance; Advanced Data Analysis Techniques- Factor Analysis, Cluster Analysis, Discriminant Analysis; Conjoint Analysis; Multi Dimensional Scaling; Report Preparation and Presentation.

Text Books:


Reference Books:


Marketing Management-II

Course Code: MS (WE) 303         Credits - 3

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

Course Contents:

1. **The Foundation of Services:** Characteristics of Services; Comparison of Goods and Services; Services Management Challenges; Types of Services; Carriers in Services Sectors.

2. **Planning and Implementing Service Strategy:** Formulating Service Strategy; Services Operational Design and Positioning; Management of Service Process and Servicescape; Employee Role in Service Delivery; Customer Management; Delivering through Service Intermediaries.

3. **Managing Service Quality and Customer Retention:** Defining Service Quality; Measurement of Service Quality; House of Quality; Return on Quality; Balanced Performance Scorecard; Customer Retention Strategies and Customer Relationship Management.

4. **Services Management Applications:** Service Issues in Banking and Insurance; Travel and Tourism; Telecommunications; Business Process Outsourcing; Healthcare Services.

Text Books:


Reference Books:


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

Information Technology for Managers - II

Course Code: MS (WE) 304

Objectives: The primary objective of this course is to familiarize the students with database concepts and the application of information technology in business systems/processes.

Course Contents:


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

2. Relational DBMS: Codd’s Rules, Functional Dependencies, Normal forms 1NF, 2NF, 3NF.

3. SQL: Background, Basic Structure, Set Operations, Aggregate Functions, Null Values, Nested Sub Queries, Views, DDL, DML, Integrity Constraints.


Text Books:


Term Paper/Minor Project Work – II

Course Code: MS (WE) 305

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

Course Contents:

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

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

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

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

1. Descriptive title of the study
2. Nature of the study
   - Problem to be examined
   - Significance and need for the study
   - Background information available
   - Scope of the study – extent and limitations
   - To whom will it be useful?
3. Hypothesis, if any, to be tested
4. Data Sources and Collection procedure
5. Methodology for data analysis
6. Schedule – target dates for completing
   - Review of Literature (Library/Internet research)
   - Primary research
   - Data organization and analysis
   - Outlining the report
   - First draft
   - Final draft
7. Bibliography
Objectives: The primary objective of this course is to enable the students apply the knowledge acquired in the paper MS (WE) 305 to practical business processes and problems.

Course Contents:

Lab will be based on DBMS, SQL Queries, MS Access.

Note: The programs and case based projects shall be assigned by the concerned faculty.
FOURTH
TRI-MESTER
Objectives: The Course is designed to make student understand the strategic significance of Operation management, to acquaint them with application of discipline to deal with real life business problem.

Course Contents:

1. Introduction to Operation Management, Nature & Scope of Operation/Production Management, Relationship with other functional areas, Recent trend in Operation Management, Manufacturing & Theory of Constraint, Types of Production System, Just in Time (JIT) & lean system


4. Quality Management, Quality: Definition, Dimension, Cost of Quality, Continuous improvement (Kaizen), ISO (9000&14000 Series), Quality awards, Statistical Quality Control: Variable & Attribute, Process Control, Control Chart (X, R, p, np and C chart) Acceptance Sampling Operating Characterestic Curve (AQL, LTPD, a & b risk ) Total Quality Management (TQM)

Text Books:


Reference Books:


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:


4. Research Project:
   Each student will write a research paper on a specific Information System related issue of their choice. This paper may include the following:
   • Historic Development
   • Examination of Current Issues
   • Exploration of the Actual or Expected Impact on Employees, Industry or Government, Presentation of available Alternatives if Applicable
   • References

Text Books:

References Books:
Communication Skills and Report Writing

Course Code: MS (WE) 403        Credits - 2

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

Course Contents:

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

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


4. Business Report Writing

Text Books:


Reference Books:

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

Course Contents:

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

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

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

Internal/External Examiners shall evaluate the Project on the basis of a presentation by the student and the project report in the ratio of 40 and 60 marks respectively.
Objectives: This course aims at enabling students to understand the process of consumer behavior, the various external and internal factors that influence consumer behavior and to apply this understanding to the development of marketing strategy.

Course Contents:

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

2. **Individual Determinants of Consumer Behaviour**: Role of Motivation; Personality and Self Concept; Attention and Perception; Consumer Learning; Consumer Attitudes – Formation and Change; Consumer Values and Lifestyles.

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

4. **Models of Consumer Behavior**: Researching Consumer Behavior; Online Customer Behavior.

Text Books:


References Books:


Retail Management

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

Course Contents:

1. Definition, importance and scope of Retailing; Evolution of Retail Competition, The Wheel of Retailing, the Accordion, the Retail Life Cycle; Emerging Trends in Retailing; The Retail Scenario in India; Retail Formats.

2. Information Gathering in Retailing; Retail Strategic Planning and Operation Management; Retail Financial Strategy; Target Market Selection and Retail Location; Store Design and Layout; Visual Merchandising and Displays.

3. Merchandise Planning, Buying and Handling; Merchandise Pricing; Retail Communication Mix; Promotional Strategy; Retail Human Resources Management; Customer Service, The GAPs Model, Customer Relationship Management.

4. Retail Management Information Systems; Retail Audits; Online Retailing; Global Retailing; Legal and Ethical Issues in Retailing.

Text Books


Reference Books

Rural and Social Marketing

Course Code: MS (WE) 407         Credit-3

Objectives: This course aims to enable students to apply the concepts and principles of marketing management to the challenges of rural and social marketing.

Course Contents:

1. Rural Marketing Introduction: Definition; Myths and Reality of Rural Markets; Characteristics of Rural People; Rural market Environment; Rural Infrastructure; Problems of Rural Marketing as regards Product Positioning; Distributions; Language; Media; Transport etc. Challenges for Rural Marketing.

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

3. Foundation of Social Marketing: Definition; Nature and Scope; Social Marketing Challenges; Conceptual Framework of Social Marketing; Need for Social Marketing.

4. Social Marketing Strategies and Applications: Social Markets Segmentation; Product Strategies; Marketing Mix; Pricing Strategies; Promotion Strategies: Role of Govt. and NGO’s in Social Marketing; Social Marketing; Applied in Family Planning; Medicare; Small Savings; AIDS Prevention.

Case Studies

Text Books:


Reference Books:

Financial Markets and Institutions

Course code: MS (WE) 408

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

Course Contents:


3. **Investment Trust Companies** – Economics of Investment Trust Companies, Mutual Funds, A Detailed Critical Appraisal of UTI in the Indian Financial System.

4. **NBFC:** Activities and Role of NBFC; Regulatory Framework of NBFC; Recent development.

Text Books:


Reference Books:

Financial Derivatives, Options and Futures

Course Code: MS (WE) 409

Credits: 3

Objectives: With introduction of derivatives in India in 2001, importance of understanding the same by students of finance has become indispensable. The course aims at building conceptual and practical understanding of dealing in derivatives market.

Course Contents:

1. **Types of Derivative**: World Derivatives Markets; Derivatives Trading in India, Types of orders, Risks of Derivatives, Role of SEBI, Commodity Derivatives.

2. **Option Contract**: Equity options; Index options; Valuation of option: Binomial Option Pricing Model; Hedge Ratio; Theoretical Minimum Value of an Option; Black Scholes Options Pricing Model; Impact of Corporate Benefits like Bonus Shares/ Dividend on Option Values.

3. **Future Contracts**: Value at risk, Comparison of Future Contract with Forward Contracts and Backwardation & Contango, Forward Contracts Hedgers, Speculators and Arbitrageurs, Future Options; Badla System; Index Futures.

4. **Other Derivatives**: Swaps; Classification of Swaps; Interest Rate Swaps, Currency, Swaps; Current Status of Interest Rate Swaps in India – T Bill Futures; Foreign exchange futures.

Text Books:


Reference Books

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA - WEEKEND)

Project Planning and Analysis

Course Code: MS (WE) 410              Credits: 3

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

Course Contents:

1. **Project Identification Analysis**: Socio-economic Consideration in Project Formulation; Social Infrastructure Projects for Sustainable Development; Investment Opportunities; Project Screening and Presentation of Projects of Decision Making; Expansion of Capacity; Diversification.

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

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

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

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

6. **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.

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

Text Books:


Reference Book:

Organizational Development

Course Code: MS (WE) 411           Credits-3

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

Course Contents:


Text Books:


Reference Books:


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

Course Contents:

1. **The HRM Environment:** Evolution of HRM, HRs New Role Orientation, HRM for Competitive Advantage, HR and Organizational Performance.

2. **Investment perspective of HR:** Investment in Training & Development, Investment Practices for Improved Retention, Non-traditional Investment Approaches: Investment in Disabled Employees, Employee Assistance Programmes etc.

3. **Strategy and HR Planning:** Importance of Human Resources to Strategy, Overview of Theoretical Foundations of Strategic Concepts, Strategy Driven Role Behaviors and Practices, Integration of Strategy and HR planning, Determinants of Integration and Problems with Integration.


Text Books:


Reference Books:


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

Course Contents:


3. **Training Design & Evaluation:** Understanding & Developing the Objectives of Training, Facilitation of Training with Focus on Trainee (Motivation of Trainee, Reinforcement, Goal-setting), Training with Focus on Training Design (Learning Environment, Pre-training Communication etc.) Facilitation of Transfer with Focus on Organization Intervention (Supervisor Support, Peer Support, Trainer Support, Reward Systems, Climate etc.) Training Methods, Implementation and Evaluation of Training Programme.

4. **Management Development:** Approaches to Management Development, Sources of Knowledge / Skill acquisition, Types of management Development Programmes. EDP’s / Seminars and Conferences, Symposia.

Text Books:

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

Course Contents:

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

Section 2:
- Systems Analysis: Developing an Analysis Plan.
- Process Modeling: Data Flow Diagrams (Gane and Sarson, DeMarco and Yourdan), Use Case Diagrams.
- Data Modeling: Entity Relationship Diagrams.

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

Section 4:
Text Books:


Reference Books:


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

Course Contents:


   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.

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

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

Text Books:


Reference Books:


Note: Lab will be based on the above mentioned course.
Network Applications and Management

Course Code: MS (WE) 416                    Credits: 3

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

Course Contents:

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

2. **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.

3. **Networking**:
   - Local Area Network (LAN): LAN Components, Ethernet (IEEE 802.3), Token Ring (IEEE 802.5), Selecting a LAN, Improving LAN Performance.
   - Back Bone Networks: Backbone Network Components, Fast Ethernet, FDDI.


Text Books:


Reference Books:


Database Management Systems Lab.

Course Code: MS (WE) 451

Objectives: This course will help students to understand how databases can be used to store an organization’s information based on the above.

Note: Lab will be based on the Database Management Systems (course Code: MS (WE) 415).
Objectives: The purpose of the course is to familiarise students with various environmental factors and forces that affect a firm’s overseas operations and learn to manage international business.

Course Contents:


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


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

Text Books:

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

Course Contents:

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

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


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

Text Books:

Reference Books:
1. IMPEX Times, various issues.
2. Export Manual
3. Indian Trade Journal
Objectives: The Objective of the course is to provide the student with a Foreign Language Skill to manage preliminary international business transactions.

Course Contents: Foreign Language Knowledge Related To:

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

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

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

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

(A) Primarily for GRAMMER

(A-1)
Moment mal Lehrewerk fur Deutsch Als Fremdsprache Lehrbuch 1
Martin Muller Paul Rusch Theo Scherling Reiner Schmidt

A-2)
Moment mal Lehrwerk fur Deutsch Als Fremdsprache Arbeitsbuch 1
Christiane Lemuck Martin Muller Paul Rusch Theo Scherling Reiner Schmidt

(B) Primarily for COMMERCIAL / BUSINESS TOPICS

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

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

(Covering upto Total 12 lessons, 3 of each book).
FIFTH
TRI-MESTER
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

Management of Technology, Innovation and Change

Course Code: MS (WE) 501         Credits-3

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

Course Contents:


2. **Change Management**: Understanding the Nature & Importance of Change, Types of Change; Building Culture for Change. Managing Transformations.


4. **Creative and Lateral Thinking Management**: Creative Thinking, Lateral Thinking.

Text Books:


Reference Books:

**Management of International Business**

Course Code: MS(WE) 502          Credits-3

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

**Course Contents:**

1. **Nature and Scope of International Management:** Introduction to International Business; Concept and Definition of International Management; Reasons for Going International, International Entry Modes, Their Advantages and Disadvantages, Strategy in the Internationalization of Business, Global Challenges; Entry Barriers, India’s Attractiveness for International Business.


**Text Books:**


**Reference Books:**

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

Corporate Governance and Social Responsibility

Course Code: MS (WE) 503 Credit- 2

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

Course Contents:
1. Corporate Governance: Needs & Issues, corporate governance code, transparency and disclosure, role of auditors, board of directors and shareholders;
2. Global issues of governance: Accounting and regulatory framework, corporate scams, committees in India and abroad.
4. Corporate Ethics: Principles and concepts, Principles of Managerial Ethics, Corruption in Business and Administration

Suggested Readings:
5. www.bite.org.uk
Objectives: To develop an understanding of the basic business and corporate laws as well as the contemporary issues of corporate governance and corporate social responsibility in the Indian context.

Course Contents:


4. **Law Of Negotiable Instruments**: Introduction, Parties to Negotiable Instruments, Presentation, Negotiation, Dishonour and Discharge, Banker and Customer.

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

Suggested Readings:

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

Sales & Distribution Management

Course Code: MS (WE) 505          Credits-3

Objectives: The course aims to impart skills and knowledge needed to manage sales force and distribution function so as to gain competitive advantage. As a successful marketer, the sales and distribution function needs to be properly managed which incorporates understanding of various concepts, which the course aims to provide to the student participants.

Course Contents:

1. **Sales Management**: Concept; Objectives of Sales Management; Buyer-Seller Dyads; Theories of Selling – AIDAS; Right Set of Circumstances Theory; Buying Formula; Behavioural Equation Theory; Personal Selling – Steps; Changing Face of Personal Selling; Diversity of Personal Selling Situation and Formulating Personal Selling Strategy.

2. **Sales Force Management**: Sales Job Analysis and Preparation of Written Job Descriptions; Recruiting and Selecting Sales Personnel; Compensating and Motivating Sales Personnel; Sales Meetings and Sales Contests; Controlling the Sales Effort – Using Quotes; Sales Territories; Sales Organization Structures.

3. **Distribution Planning and Control**: Role and Function of Intermediaries; Selection and Motivation of Intermediaries; Distribution Analysis; Control and Management; Channel Dynamics – Vertical Marketing Systems; Horizontal Marketing Systems; Multichannel Marketing Systems; Channel Conflict and their Management.

4. **Distribution System and Logistics**: Physical Distribution System – Decision Areas; Different Modes of Transport in India; Their Characteristics; Logistics Introduction – Functional Areas of Logistics; Logistics Integration for Customer Satisfaction; Distribution Costs; Control and Customer Service; Supply Chain Management (SCM); Integration of Sales and Distribution Strategy; Case Studies.

Text Books:


Reference Books:

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

Advertising and Brand Management

Course Code: MS (WE) 506          Credits-3

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

Course Contents:

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

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

3. Brand-concept: Nature and Importance of Brand; Brand vs. Generics, Brand Life Cycle, Brand Name and Brand Management; Brand Identity: Conceiving, Planning and Executing Aaker Model), Brand Loyalty, Measures of Loyalty; Brand Equity: Concepts and Measures of Brand Equity-Cost, Price and Consumer Based Methods; Sustaining Brand Equity; Brand Personality: Definition of Brand Personality, Measures of Personality, Formulation of Brand Personality; Brand Image Vs Brand Personality.


Text Books:

Reference Books:
保险和风险管理

课程代码: MS (WE) 507        学分: 3

**目标:** 这门课程旨在使学生了解和分析各种类型的危险，并能够在一定程度上理解保险原则及其在商业中的用途。学生将能够在商业中理解保险和风险管理。

**课程内容:**

1. 风险概念、风险类型、管理风险、风险来源和度量、风险评估和预测。统计技术在风险规避中的应用。灾害风险管理。
2. 风险保留和转移、分组、损失暴露、保险合同的法律方面、赔偿原则、停止，保险。
3. 保险概念、保险需求、保险行业在印度、保险业的全球化、IRDA的作用、风险降低的监管。再保险、共保、转让。
4. 保险合同的性质、最大诚信原则、可保利益、保险的类型、火灾和机动车保险、健康保险。区别在于人寿保险和海上保险。控制欺诈、疏忽、损失评估和损失控制，排除危险，精算师。机动车辆保险。保险费的计算。

**参考书籍:**


**参考书籍:**

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

Mergers, Acquisitions & Corporate Restructuring

Course Code: MS (WE) 508         Credits – 3

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

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

2. Valuation of a Business; Methods of Valuation – Cashflow Basis, Earning Potential Basis, Growth Rate, Market Price etc. Motives for Merger; Financial Evaluation, Types of Mergers.


Text Books:


Reference Books:


Objective: The basic objective of this course is to provide an in-depth 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 income tax.

Course Contents:

1. **Introductory**: Definitions, Residential status, Heads of Income, Computation of Taxable Income.

2. **Taxation of Companies**: Special Provisions in Computation of Profits from Business, Deductions from Gross Total Income, Amalgamations of Companies and fiscal Incentives, Minimum Alternate Tax on Companies, Special Provisions relating to Tax on Distributed Profits of Domestic Companies.

3. **Tax Planning**: Concepts relating to Tax Avoidance and Tax Evasion, Tax Planning with reference to: Location of Undertaking, Type of Activity, Ownership Pattern, Dividend Policy, Issue of Bonus Shares, Inter Corporate Dividends and Transfers, Tax Planning relating to: Amalgamations and Mergers of Companies. Tax considerations in respect of specific managerial decisions like Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Markets or Exports, Capital Budgeting Decisions, Managerial Remuneration, Foreign Collaboration and Joint Ventures.


Textbooks:


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

Course Contents:

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

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

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

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

Text Books:

Reference Books:
Compensation Management

Course Code: MS (WE) 511  Credits - 3

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

Course Contents:

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

2. **Compensation for Workers:** Wage Theories, Evolution of Modern Day Labor Force, Incentive Plans, ESOP’s, EVA Reward Management in TNC’s, Discrimination in Labor Market, Quality in Labor Market.

3. **Compensation for Chief Executives and Other Employees:** Guidelines of Companies Act Relating to CEO Compensation. Different Components of Compensation Package.

4. **“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, International Compensation, Knowledge Based Compensation, Team Compensation, Competency Based Compensation

Text Books:


Reference Books:


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

Course Contents:

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


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

Text Books:


Reference Books:

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

Course Contents:


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


Text Books:

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

Reference Books:

1. E. Petroutsos, “Mastering Visual Basic 6.0”, BPB.
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

Front End Design Tools Lab

Course Code: MS (WE) 551

Course contents: The course will be based on Front End Design Tools and is part it.
Global Competitiveness and Strategic Alliances

Course code: MS (WE) 514         Credits-3

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

Course Contents:


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

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

Text Books:


References Books:

2. IMD, World Competitiveness Year Book, Latest issue.
WTO and Intellectual Property Right Protection

Course Code: MS (WE) 515

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

Course Contents:


Text Books:


Reference Books:


SIXTH TRI-MESTER
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

Strategic Management

Course Code: MS (WE) 601                     Credit- 3

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

Course Contents:

1. **Nature of Strategic Management:** Concept of Strategy; Mintzberg’s 5Ps of Strategy; Strategic Decision Making; Strategic Management Process; Strategists and their roles.

2. **Strategy Formulation:** Concept of Stretch, Leverage and fit; Vision Mission, Goals and Objectives; Need for Balanced Scorecard; External Environmental Analysis; Analysing Companies Resource in Competitive Position; SWOT Analysis; Grand Strategies; Porter’s Generic Strategies; Strategies for competing in Global Markets; Strategic Analysis and Choice – BCG, GE, Directional Policy and Hofer’s Matrices; Industry and Competitive Analysis. Concept of Value Chain, Strategic Alliances.

3. **Strategy Implementation:** Resource Allocation; Structural Considerations and Organisational Design; Leadership and Corporate Culture; Fundamental and Operational Strategies; Plans and Policies.

4. **Strategy Evaluation:** Importance and Nature of Strategic Evaluation; Strategic and Operational Control; Evaluation Process for Operational Control; Evaluation Techniques for Strategic and Operational Control.

Text Books:


Reference Books:

E-Business

Course Code: MS (WE) 602          Credits: 3

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

Course Contents:

1. **Introduction to e-business**

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

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

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

Text Books:

Reference Books:
Major Project Work

Course Code: MS (WE) 603          Credits-12

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

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

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

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

Course Code: MS (WE) 604        Credits-3

Objectives: As Technologies and Customer Expectations Rapidly change, Business realize the value of having Long Term Relationships with Individual Customers and therefore the need for CRM. The Course aims at providing tools and techniques along with an understanding to the student as to how to enhance shareholder value by shifting from a ‘Market Share’ mindset to obtaining higher “Share of Individual Customer’s Business” i.e., Enhancing Lifetime Value of Customers.

Course Contents:

1. **Introduction and Significance of Customer Relationship Management**: CRM Emerging Concepts; Need for CRM; CRM Applications; CRM Decisions; The Myth of Customer Satisfaction; CRM Model: Understanding Principles of Customer Relationship; Relationship Building Strategies; Building Customer Relationship Management by Customer Retention; Stages of Retention; Sequences in Retention Process; Understanding Strategies to Prevent Defection and Recover Customers.

2. **CRM Process**: Introduction and Objectives of a CRM Process; an Insight into CRM and e-CRM/online CRM; The CRM cycle i.e. Assessment Phase; Planning Phase; The Executive Phase; Modules in CRM, 4C’s (Elements) of CRM Process; CRM Process for Marketing Organization; CRM Affiliation in Retailing Sector; Key e-CRM features.

3. **CRM Architecture**: IT Tools in CRM; Data Warehousing Integrating Data from different phases with Data Warehousing Technology; Data Mining: - Learning from Information Using Date Mining Technology like OLAP etc.; Understanding of Data Mining Process; Use of Modeling Tools; Benefits of CRM Architecture in Sales Productivity; Relationship Marketing and Customer Care, CRM Over Internet.

4. **CRM Implementation**: Choosing the right CRM Solution; Framework for Implementing CRM: a Step-by-Step Process: Five Phases of CRM Projects; Development of Customizations; Beta Test and Data Import; Train and Retain; Roll out and System Hand-off; Support, System Optimization and Follow-up; Client/Server CRM Model; Use of CRM in Call Centers using Computer Telephony Integration (CTI); CTI Functionality; Integration of CRM with ERP System.

Case Studies

Text Books:

Reference Books:
Objectives: The course aims at making students understand the concept and techniques of international marketing and train them to develop and implement plans and marketing strategies for entering into international markets and managing overseas operations.

Course Contents:


3. **Managing International Distribution and Promotion:** Distribution Channel Strategy – International Distribution Channels, their Roles and Functions; Selection and Management of Overseas Agents; International Distribution Logistics; Planning for Trade Fairs and Exhibitions; International Promotion Mix – Advertising and other Modes of Communication.

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

Case Studies

**Text Books:**


**Reference Books:**

Objectives: The basic objective of this course is to familiarize the students with the importance of international finance and the techniques used for effective international financial management.

Course Contents:


3. Interrelationship Between Forex Markets & Money Markets: The Links between the Forex Market and the EURO Deposit Market, Covered Interest Arbitrage with and without Transaction Cost, Covered Interest Parity Theorem, One way Arbitrage with and without Transaction Cost, Swap Margins and Interest Rate Differentials, Options, Forwards, Cancellation, Roll-over Forward Contracts, Foreword – Forward Swaps, Short dated & Broken Date Contracts.


Text Books:

Reference Books:
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:


Text Books:


Reference Books:


Performance Appraisal & Management

Course Code: MS (WE)  608                            Credits-3

Objectives: The objective of the course is to apprise the students about the importance of performance appraisal and informed them of how organizations manage performance. The course also touches on the latest issues relating to not only appraising staff but also managing their performance.

Course Contents:


4. **Feedback Counseling and Coaching**: Ongoing Mentoring and Protege Development, Annual Stock Taking, Performance – Related Pay; Appraising for Recognition & Reward.

Text Books:

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

Course Contents:

1. **Introduction to Industrial Relations:** The Concept of Industrial Relations, Dunlop's Model of Industrial Relations, Globalization and the National Economy, Responses to Competitive Pressures, Changes in Employment Practices, The Partners in IR: Employers, Trade Unions and State, Distinction between IR, Employee Relations & Human Relations. Role of International Agencies: ILO, UNO etc.

2. **Role of Trade Unions in Industrial Relations:** Formation and Registration of Trade Unions, Multiplicity of Trade Unions, Intra and Inter Union Rivalry, Functioning of Trade Unions, Leadership in Trade Unions and Worker's Education, Recognition of Trade Unions, its importance & Role in developing Industrial Peace and Harmony.

3. **Role & Importance of Employer's in Industrial Relations:** Employee Involvement & Worker's Participation: Concept, Objectives and Participative Forums, Ethical Codes: Code of Conduct, Works Committee, Discipline & Grievance Management: Forms and Handling of Misconducts, Disciplinary Procedure.


Text Books:
4. HRM - Human Dimensions in Management by Ashok Arya, Organisation Development Institute
5. Essence of Labour Laws by Ashok Arya, Organisation Development Institute
6. Discipline and Disciplinary Procedure by Ashok Arya

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

Course Contents:

1. **Business Intelligence and Business Decisions**: Decision Support Systems; Group Decision Support and Groupware Technologies.


3. **Data Mining and Knowledge Discovery**: Data Mining Techniques; Applications of Data Mining.

4. **Knowledge Management**: Knowledge Assets, Knowledge Generation, Knowledge Storage, Knowledge Utilization, Knowledge Management Technologies.

Text Books:


Reference Books:

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

Course Contents:


Text Books:

Reference Books:
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

Web Technologies

Course Code: MS (WE) 612                Credits: 3

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

Course contents:


2. **DHTML**: Client Side Validations Using JavaScript, Cascading Style Sheets.

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


Text Books:


Reference Books

Objectives: To familiarize the students with practical aspects of the Web Technologies such as JavaScript, ASP
Guru Gobind Singh Indraprastha University, Delhi

Master of Business Administration (MBA - Weekend)

Distribution and Logistics for International Business

Course code: MS (WE) 613 Credits-3

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

Course Contents:


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


Text Books:


Reference Books:


Students are also expected to use relevant journals:

1. International Journal of Physical Distribution and Logistics Management
2. Journal of Business Logistics
International Economics

Course Code: MS (WE) 614  Credit: 3

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

Course Contents:


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


Text Books:


Reference Books:
