

**Scheme of Examination**

**&**

**Syllabi**

**of**

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

**for**

**Academic Session 2006 - 2007**



GURU GOBIND SINGH  
INDRAPRASTHA  
UNIVERSITY

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

***www.ipu.ac.in***

# **GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**

## **MASTER OF BUSINESS ADMINISTRATION (MBA)**

### **Criteria for Internal Assessment**

The internal assessment of the students (out of 40 marks) shall be as per the criteria given below:

1. Class Test-I - 15 marks

(Individual Term Paper/Written Assignment/Project)

2. Class Test-II - 15 marks

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

3. Individual Presentation/Viva-Voce/Group Discussion - 10 marks

***Record to be maintained by faculty and made available to the examination branch of the University, if required.***

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**

**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**FIRST SEMESTER**

<b>Code No.</b>	<b>Paper</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>
MS 101	Management Process & Organizational Behaviour	4	-	4
MS 103	Quantitative Methods	4	-	4
MS 105	Managerial Economics	4	-	4
MS 107	Accounting for Management	4	-	4
MS 109	IT for Managers	3	-	3
MS 111	Business Communication	4	-	4
MS 113	Business Environment	4	-	4
MS 151	IT for Managers Lab.	-	2	1
<b>Total</b>		<b>27</b>	<b>2</b>	<b>28</b>

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**

**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**SECOND SEMESTER**

<b>Code No.</b>	<b>Paper</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>
MS 102	Management of Technology, Innovation and Change	4	-	4
MS 104	Financial Management	4	-	4
MS 106	Marketing Management	4	-	4
MS 108	Business Research	4	-	4
MS 110	Operations Management	4	-	4
MS 112	Human Resources Management	4	-	4
MS 114	E-Business	4	-	4
MS 116	Managerial Skills Development (NUES)	2	-	2
<b>Total</b>		<b>30</b>	<b>-</b>	<b>30</b>

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA)

### THIRD SEMESTER

Code No.	Paper	L	T/P	Credits
MS 201	Summer Training Project	-	-	3
MS 203	Management of International Business	4	-	4
MS 205	Information Systems Management	4	-	4
MS 207	Entrepreneurship and Small Business Development	4	-	4
	Elective – I	3	-	3
	Elective – II	3	-	3
	Elective – III	3	-	3
	Elective – IV	3	-	3
	Elective – V	3	-	3
<b>Total</b>		<b>27</b>	<b>-</b>	<b>30</b>

**Note:**

1. All students must specialize in one major and one minor area. Five papers must be taken for the major area and three papers for the minor area of specialization.
2. Three elective papers must be taken in the third semester and two elective papers in the fourth semester from the area selected for major specialization.

**LIST OF ELECTIVES**

**I. MARKETING**

- MS 209 - Consumer Behavior
- MS 211 - Sales and Distribution Management
- MS 213 - International Marketing
- MS 215 - Services Marketing

**II. FINANCE**

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

**III. HUMAN RESOURCE MANAGEMENT**

- MS 225 - Compensation Management
- MS 227 - Industrial Relations and Labor Laws
- MS 229 - Training and Developments Systems and Practices
- MS 231 - Performance Appraisal and Management

**IV. INFORMATION TECHNOLOGY AND SYSTEMS**

- MS 233 - Systems Analysis and Design
- MS 235 - Enterprise Resource Planning
- MS 237 - Network Applications and Management
- MS 239 - Database Management Systems
- MS 251 - Database Management Systems Lab. (This paper is based on MS 239 and is part of it)

**V. GLOBAL BUSINESS MANAGEMENT**

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

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA)

### FOURTH SEMESTER

Code No.	Paper	L	T/P	Credits
MS 202	Strategic Management	3	-	3
MS 204	Project Report	-	-	6
MS 206	Business Intelligence and Applications	3	-	3
	Elective – I	3	-	3
	Elective – II	3	-	3
	Elective – III	3	-	3
<b>Total</b>		<b>12</b>	<b>-</b>	<b>21</b>

**Note:**

Syllabus for the Fourth Semester papers shall be completed by February 28<sup>th</sup> every year and for the remaining period the students shall continue to work on the assigned project.

#### LIST OF ELECTIVES

I. **MARKETING**

- MS 208 – Retail Management
- MS 210 - Advertising and Brand Management
- MS 212 – Rural and Social Marketing

II. **FINANCE**

- MS 214 - Project Planning and Analysis
- MS 216 - Mergers, Acquisitions and Corporate Restructuring
- MS 218 - Insurance and Risk Management

III. **HUMAN RESOURCE MANAGEMENT**

- MS 220 - Strategic Human Resource Management
- MS 222 - Organizational Development
- MS 224 - Team Building in Organizations

IV. **INFORMATION TECHNOLOGY AND SYSTEMS**

- MS 226 – Front End Design Tools
- MS 252 – Front End Design Tools Lab. (This paper is based on MS 226 and is part it)
- MS 228 - Software Project Management
- MS 230 - Web Technologies
- MS 254 – Web Technologies Lab. (This paper is based on MS 230 and is part it)

V. **GLOBAL BUSINESS MANAGEMENT**

- MS 232 - Global Competitiveness and Strategic Alliances
- MS 234 - Distribution and Logistics for International Business
- MS 236 - Foreign Language

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**Total Credits = 109**

**To obtain the degree a student shall require 104 Credits.**

# **GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**

## **MASTER OF BUSINESS ADMINISTRATION (MBA)**

### **Management Process & Organisational Behaviour**

Course Code: MS 101

L - 4 Credits - 4

**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.

(12 Hours)

##### **2. Organizational Structure and Process**

Organizational Culture and Climate, Managerial Ethos, Organization Structure & Design, and Managerial Communication.

(13 Hours)

##### **3. Organization Behavior: An Introduction, Behavioural Dynamics**

Individual Determinants of Organization. Behaviour: Perception, Learning, Personality, Attitudes and Values, Motivation, Job Anxiety and Stress. Group Dynamics and Interpersonal Relations, Management of Organizational Conflicts, Management of Change, Leadership and Theories and Styles.

(16 Hours)

##### **4. Planning and Controlling**

Planning Types and Process, Management By Objectives, Decision-Making Types and Models, Problem Solving Techniques, Controlling: Process and Techniques.

(15 Hours)

#### **Text Books:**

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

**Reference Books:**

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



# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA)

### Quantitative Methods

Course Code: MS 103

L - 4

Credits - 4

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

#### Course Contents:

##### Section 1 (16 hours)

- 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 (10 hours)

- Linear Programming: Graphical Solution and Simplex Method, Duality
- Sensitivity Analysis

##### Section 3 (20 hours)

- Decision Theory (Decision Under certainty, risk and Uncertainty, Marginal Analysis, Decision tree Analysis)
- Game Theory (Pure and Mixed Strategy, Graphical, Dominance and Algebraic Method)
- Transportation Problems (Initial Basic Feasible Solution, Test for Optimality and Transshipment)
- Assignment Problem

##### Section 4 (10 hours)

- Network Analysis (PERT & CPM)
- Cost Analysis and Resource Allocation
- Queuing Model (M/M/1/ $\infty$ /FIFO)(2 hr)

#### Textbooks:

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

#### Reference Books :

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

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

**Managerial Economics**

Course Code: MS-105

L - 4

Credits - 4

**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, Decision Making under Risk and Uncertainty. (10 Hours)
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. (15 Hours)
3. **Theory of Production and Cost:** Managerial uses of Production Function, Short Run and Long Run Production Analysis, Isoquants, Optimal Combination of Inputs, Empirical Estimation of Production Functions; Traditional and Modern Theory of Cost in Short and Long Runs, Economies of Scale and Economies of Scope, Empirical Estimation of Cost Function. (14 Hours)
4. **Theory and Behaviour of Firm:** Profit Maximization, Alternative Objectives of Business Firms, Price Output decisions under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly, Pricing Policies and Methods, Strategic Behaviour of Firms and Game Theory:- Nash Equilibrium, Prisoner's Dilemma – Price and Non-price Competition. (17 Hours)

**Text Books:**

1. Christopher R. Thomas & S. Charles Maurice (2006), Managerial Economics, Tata McGraw Hill, New Delhi.
2. Truett & Truett (2004). Managerial Economics. John Wiley & Sons Inc.

3. Petersen, H. Craig & Cris, L W (2004). Managerial Economics. Pearson Education (Singapore) Ltd.
4. Chaturvedi, D.D. & Gupta S.L. (2003). Managerial Economics: Text & Cases. Brijwasi Book Distributors and Publishers.

**Reference Books:**

1. Salvatore, D. (2004). Managerial Economics in a Global Economy. Irwin, Mc Graw-Hill.
2. Dholakia, R.H. & Oza, A.N. (2003). Micro Economics for Management Students. OUP, New Delhi.
3. Keating Berry and Wilson, J H. (2003). An Economic Foundation for Business Deciiion. Biztantra Publication, New Delhi.
4. Gupta, G.S. (2004). Managerial Economics: Micro Economic. McGraw Hill.

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

**Accounting for Management**

Course Code: MS 107

L - 4 Credits - 4

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

**Course Contents:**

1. **Nature of Accounting Information:** Scope of Accounting, Accounting concepts, Principles & Standards, Accounting Cycle, Journalisation, Subsidiary Books; Ledger Posting, Preparation of Trial Balance, Rectification of Error. Classification of Capital and Revenue. Fixed Assets and Depreciation Accounting. Preparation of Final Accounts, Manufacturing Account; Trading Account, Profit and Loss Account; Balance Sheet (with adjustments), Reports to be Annexed. (14 Hours)
2. **Cost Accounting:** Objectives, Classification of Cost, Preparation of Cost Sheet, Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level, Labour Cost Accounting, Remuneration and Incentive Schemes. Overhead Cost Allocations, Over and under Absorption. Job and Contract Costing, Operating Costing (Transportation, Powerhouse, Hospitals), Reconciliation of Financial and Cost Accounting (14 Hours)
3. **Performance Evaluation Techniques:** Introduction to Budgeting and Budgetary Control; Performance Budgeting; Classification of Budget; Standard Costing and Variance Analysis; Balanced Scorecard; Responsibility Accounting. (14 Hours)
4. **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. (14 Hours)

**Text Books:**

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

**Reference Books:**

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

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

**IT for Managers**

Course Code: MS 109

L – 3 P-0 Credits - 03

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

1. **Computer Hardware and Number System:** - CPU, Logic Gates, Computer Memory, Computer Hierarchy, Input Technologies, Output Technologies.

Number System and Arithmetic: Binary, Octal and Hexadecimal Number System, Binary Arithmetic, Boolean Algebra. (10 Hours)

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

Operating Systems- Functions of Operating Systems, Types of Operating Systems (Batch Processing, Multitasking, Multiprogramming and Real time Systems)

DBMS: Traditional File Environment, Database Management Systems Concepts, Data Models, ER Modeling, Constraints, SQL queries. (12 Hours)

3. **Telecommunication and Networks:** Types of Telecommunication Networks, Telecommunications Media, Network Topologies, Network Architectures-The OSI Model. The Internet, Intranet and Extranets: Operation of the Internet, Services provided by Internet, World Wide Web. Creating Web Pages using HTML, Intranets and Extranets. (12 Hours)

4. **Functional and Enterprise Systems:** Management Information Systems, Transaction Processing Information Systems, Accounting and Finance Systems, Marketing and Sales Systems, Production and Operation Management Systems, Human Resources Management Systems. (8 Hours)

**Text Books:**

1. Turban, Rainer and Potter (2003). Introduction to information technology. John Wiley and sons.
2. Sinha, P.K., Priti Sinha (2002). Foundation of computing. BPB Publications.
3. James, A. O'Brien (2005). Introduction to Information Systems. TMH

**Reference Books:**

1. Norton, P. (2001). Introduction to computers. TMH
2. Rajaraman, V. (2004). Introduction to Information Technology. PHI.
3. Ram, B. (2003). Computer Fundamentals. New Age Publications

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA)

### Business Communication

Course Code: MS 111

L - 4

Credits - 4

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

#### Course Contents:

1. **Theory of Communication:** Nature, Importance and Role of Communication; The Communication Process; Barriers and Gateways to Communication. (10 Hours)
2. **Forms of Communication**
  - (a) Written Communication: Principles of Effective Written Communication; Commercial Letters, Report Writing, Speech Writing, Preparing Minutes of Meetings; Executive Summary of Documents
  - (b) Non-verbal Communication
  - (c) Oral Communication: Art of Public Speaking, Effective Listening (15 Hours)Applications of Communication
  - (a) Writing a Summer Project Report
  - (b) Writing CVs & Application Letters
  - (c) Group Discussions & Interviews
  - (d) The Employment Interview (14 Hours)
3. **Important Parameters in Communication**
  - (a) The Cross Cultural Dimensions of Business Communication
  - (b) Technology and Communication
  - (c) Ethical & Legal Issues in Business Communication
  - (d) Mass Communication: Mass Communication & Promotion Strategies, Advertisements, Publicity, and Press Releases. Media Mix, Public Relations, Newsletters. (10 Hours)
4. **Business Negotiation:** Negotiation Process & its Management (07 Hours)

**Text Books:**

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

**Reference Books:**

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



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

**Business Environment**

Course Code: MS 113

L-4 Credit -4

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

**Course Contents:**

1. **Elements of Indian Law and Judicial System :** Law of Contract – Formation, Vitiating Elements, Performance and Discharge of Contract; Law of Partnership and Sale of Goods Act; Negotiable Instruments Act, 1881; Company Law – Types of Companies, Incorporation of a Company, Memorandum and Articles of Association; Prominent Labour Laws and a Brief Description of Regulatory Provisions. (22 Hours)
2. **Regulatory Business Laws:** Industrial and Licensing policy (Latest), Foreign Exchange Management Act, Consumer protection Act, Environment Protection Acts, Competition Law. (12 Hours)
3. **New Economic Environment:** Liberalization, Privatisation and Globalisation of Indian Economy, Trends and Issues. (10 Hours)
4. **Monetary and Fiscal Environment:** Securities and Exchange Board of India (SEBI) and investors' protection, Monetary and fiscal policies. (10 Hours)

**Text Books:**

1. Maheshwari, S.N. and Maheshwari, S.K. (2005). A Manual of Business Law. Himalaya Publishing House, New Delhi (Latest Edition).
2. Bedi, Suresh. Business Environment (2004). Excel Books, New Delhi
3. Tulsian, P.C. Business Law (2004). Tata McGraw – Hill, New Delhi.

**Reference Books:**

1. Tuteja, S.K. (1998). Law for Managers. Sultan Chand and Sons, New Delhi.
2. Bulchandani, K.R. (1<sup>st</sup> Edition 1999). Business Law for Management. Himalaya Publishing House, New Delhi.
3. Economic Survey, Govt. of India – Latest Issue.
4. Monthly Bulletin, Reserve Bank of India, Mumbai

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

**IT for Managers Lab.**

Course Code: MS 151

L – 0 P-2 Credits - 01

Lab will be based on Operating System Commands, Basic HTML Tags, and SQL Queries.

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA)

### Management of Technology, Innovation and Change

Course Code: MS 102

L-4 Credits-4

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

#### Course Contents:

- 1. Technology Management :** Understanding Technology and its Relationship with Wealth of Nations and Firms Specific Knowledge; Technology Life Cycles, Technology Acquisition and Absorption; Technology Exports / Joint venture Abroad. Technological Forecasting and Perspective Planning in Business Enterprises. Global Trends in Technology Management.  
(18 Hours)
- 2. Change Management:** Understanding the Nature, Importance, Forces, Types of Change; Diagnosing Organizational Capability to Change-strategy, Structure, Systems and People; Personal Imperatives for Change, Building Culture for Change. Change Imperatives of New Technologies. Managing Transformations.  
(18 Hours)
- 3. Innovations Management:** Invention vs. Innovation; Innovation Strategies, Models; Concurrent Engineering; Process Innovation. Economics of Innovation. Innovation Management.  
(12 Hours)
- 4. Creative and Lateral Thinking Management:** Creative Thinking, Problem Solving, Managing Lateral Thinking.  
(08 Hours)

#### Text Books:

1. Azad, R. R.(2000). Technology Transfer & Joint Ventures Abroad. Deep & Deep Publications, India.
2. Tushman, M.L. & Lawrence, P.R. (1997). Managing Strategic Innovation & Change. Oxford University Press, USA, New York.
3. Jones T. (2003). Innovating at the Edge: How Organizations Evolve and Embed Innovation Capability. Butterworth Heinemann, U. K.

**Reference Books:**

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

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

**Financial Management**

Course Code: MS 104

L-4 Credits - 4

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

**Course Contents:**

1. Nature and Scope of Financial Management; Financial Objectives; Impact of Financial and Economical Environment on Financial Management; Time Value of Money including Pension Funds. Funds Flow Analysis; Cash Flow Statement and its Interpretation (AS-3), Ratio Analysis (14 Hours)
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. (14 Hours)
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. (14 Hours)
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. (14 Hours)

**Text Books:**

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

**Reference Books:**

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

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

**Marketing Management**

Course Code : MS 106

L - 4

Credits - 4

**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. (14 Hours)
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. (14 Hours)
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. (14 Hours)
4. **Marketing Organization and Control:** Emerging Trends and Issues in Marketing – Consumerism, Rural Marketing, Social Marketing; Direct and Online Marketing; Green Marketing. (14 Hours)

**Text Books:**

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

**References Books:**

1. Louis E. Boone and David L. Kurtz (2001). Contemporary Marketing. Harcourt Collye Publishers.
2. Douglas, J. Darymple & Leonard J. Parsons (2002). Marketing Management: Text and Cases. Seventh Edition, John Wiley and Sons.
3. Pride, William, M., and O.C. Ferrell (2005). Marketing: Concepts and Strategies. Biztantra, New Delhi.
4. Kotler and Armstrong (2004). Principles of Marketing Management. PHI, 2004.



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

**Business Research**

Course Code: MS 108

L - 4 Credits - 4

**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.

(14 Hours)

**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.

(14 Hours)

**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.

(14 Hours)

**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.

(14 Hours)

**Text Books:**

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

**Reference Books:**

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

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

**Operations Management**

Course Code: MS 110

L-4 Credit-4

**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:**

**Section 1** (10 hours)

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

**Section 2** (14 hours)

Product Design & Process Selection, Stages in Product Design process, Value Analysis, Facility location & Layout: Types, Characteristics, Advantages and Disadvantages, Work measurement, Job design.

**Section 3** (18 hours)

Forecasting & Capacity Planning, Methods of Forecasting, Overview of Operation Planning, Aggregate Production Planning, Production strategies, Capacity Requirement Planning, MRP, Scheduling, Supply Chain Management, Purchase Management, Inventory Management.

**Section 4** (14 hours)

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

**Text Books:**

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

**Reference Books:**

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

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

**Human Resource Management**

Course Code: MS 112

L - 4 Credits:4

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

**Text Books:**

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

**Reference Books:**

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

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

**e-Business**

Course code: MS 114

L-4 Credits: 4

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

**Course Contents:**

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

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

(18 Hours)

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

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

(16 Hours)

**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.

(12 Hours)

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

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

(10 Hours)

**Text Books:**

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

**Reference Books:**

- 1 Treese G. Winfield & Stewart C. Lawrance (Ist, Edition 1999). Designing Systems for Internet Commerce. Addison Wesley.
- 2 Trepper Charles (Ist Edition 2000). E-Commerce Strategies. Prentice Hall of India, New Delhi.
- 3 Rehman S.M. & Raisinghania (Ist Edition 2000). Electronic Commerce Opportunity & Challenges. Idea Group Publishing, USA.
- 4 Knapp C. Michel (Ist Edition, 2003). E-commerce Real Issues & Cases. Thomson Learning.

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

**Managerial Skill Development**  
**(Non University Examination)**

Course Code: MS 116

L-2 Credits- 2

**Objectives:** This course will focus on overall Personality Development of students by enhancing their communication skills, shaping their attitudes and behaviours and ultimately preparing them for Corporate roles.

**Course Contents:**

- 1 **Strengthening Oral Communication:** Presentations and Extempore. (07 Hours)
- 2 **Strengthening Oral Communication:** Role Playing, Debates and Quiz. (07 Hours)
- 3 **Strengthening Written Communication:** Case Studies. Exercises on Corporate Writing, Creative Writing, Poster Making, Framing Advertisements, Slogans, Captions, Preparing Press Notes. (07 Hours)
- 4 **Group Discussion and Mock Interviews .** (07 Hours)



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

**Summer Training Project**

Course Code: MS 201

L-0

Credits-3

All the students will submit their Summer Training Project Reports (in duplicate) within a period of one month in the concerned institute/school; this period shall be counted from the last date of completion of their Summer Training. The supervisor in the organization under whose guidance the summer training is carried out will be required to grade the student's project in the format prescribed by the university (Annexure – A). Each student will be attached with one internal project guide, with whom they shall be in continuous touch during the training period. The internal project guide will be required to evaluate (out of 40 marks) on the basis of the assessment report provided by the organization where the Summer Training has been completed and his/her own assessment about the work done by the student. The evaluation of the remaining 60 marks shall be made by external examiner appointed by the University who shall evaluate on the basis of presentation and the assessment report received from the organization where student has undergone Summer Training.

## PERFORMANCE APPRAISAL Summer Training

**Student's Name:**

**Programme:**

*You are requested to provide your opinion on the following parameters.*

<b>Outstanding</b>	<b>Good</b>	<b>Satisfactory</b>	<b>Unsatisfactory</b>
<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
1. Technical knowledge gathered about the industry and the job he/she was involved.			<input type="checkbox"/>
2. Communication Skills : Oral / Written / Listening skills			<input type="checkbox"/>
3. Ability to work in a team			<input type="checkbox"/>
4. Ability to take initiative			<input type="checkbox"/>
5. Ability to develop a healthy long term relationship with client			<input type="checkbox"/>
6. Ability to relate theoretical learning to the practical training			<input type="checkbox"/>
7. Creativity and ability to innovate with respect to work methods & procedures			<input type="checkbox"/>
8. Ability to grasp new ideas and knowledge			<input type="checkbox"/>
9. Presentations skills			<input type="checkbox"/>
10. Documentation skills			<input type="checkbox"/>
11. Sense of Responsibility			<input type="checkbox"/>
12. Acceptability (patience, pleasing manners, the ability to instill trust, etc.)			<input type="checkbox"/>
13. His/her ability and willingness to put in hard work			<input type="checkbox"/>
14. In what ways do you consider the student to be valuable to the organization?			<input type="checkbox"/>
Consider the student's value in term of:	(a) Qualification		
	(b) Skills and abilities		
	(c) Activities/ Roles performed		
15. Punctuality			<input type="checkbox"/>

Any other comments \_\_\_\_\_.

**Assessor's Overall rating**

Assessor's Name:

Designation:

Organization name and address:

Email id:

Contact No:

# **GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**

## **MASTER OF BUSINESS ADMINISTRATION (MBA)**

### **Management of International Business**

Course Code: MS 203

L-4 Credits-4

**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. (14 Hours)
2. **Environment Facing Business:** Cultural Environment facing Business, Managing Diversity within and Across Culture, Hofstede Study, Edward T Hall Study, Cultural Adaptation through Sensitivity Training, Political, Legal, Economic, Ecological and Technological Facing Business and their Management. (14 Hours)
3. **Formulating Strategy for International Management:** Strategy as a Concept, Implementing Global Strategy, Emerging Models of Strategic Management in International Context, Achieving and Sustaining International Competitive Advantage; International Strategic Alliances, Global Mergers and Acquisition. (14 Hours)
4. **Organizing and Controlling for International Competitiveness:** International Human Resource Management-concept and Dimensions, Human Resource Issues in Developing and Maintaining an Effective Work Force, Leadership Issues; Motivation; Basic Models for Organization Design in Context of Global Dimensions; Future of International Management in the East, Global Operations Management. (14 Hours)

#### **Text Books:**

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

#### **Reference Books:**

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

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

**Information Systems Management**

Course Code: MS 205

L-4 Credits-4

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

**Course Contents:**

1. Meaning and Role of Information Systems. Types of Information Systems: Operations Support Systems, Management Support Systems, Expert Systems, and Knowledge Management Systems. Information Systems for Strategic Management: Competitive Strategy Concepts, Strategic Role of Information Systems. Integrating Information Systems with Business Strategy, Value Chain Analysis, and Strategic Information Systems Framework. (14 Hours)
2. Planning for Information Systems: Identification of Applications, Business Planning Systems and Critical Success Factors, Method of Identifying Applications, Risks in Information Systems. Resource Requirements for Information Systems: Hardware and Capacity Planning, Software Needs, Procurement Options – Make or Buy decisions, Outsourcing as an Option. (14 Hours)
3. Emerging Concepts and Issues in Information Systems: Supply Chain Management, Customer Relationship Management, ERP. Introduction to Data Warehousing, Data Mining and its Applications, Emerging Concepts in Information System Design and Application. (14 Hours)
4. Research Project: (14 Hours)  
Each student will write a research paper on a specific Information System related issue of their choice. This paper may include the following:
  - Historic Development
  - Examination of Current Issues
  - Exploration of the Actual or Expected Impact on Employees, Industry or Government, Presentation of available Alternatives if Applicable
  - References

**Text Books:**

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

**References Books:**

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

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

**Entrepreneurship and Small Business Development (ESBD)**

Course Code : MS 207

L-4

Credits - 4

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

**Course Contents:**

1. **Entrepreneurship:** Concept and Definitions; Entrepreneurship and Economic Development; Classification and Types of Entrepreneurs; Entrepreneurial Competencies; Factor Affecting Entrepreneurial Growth – Economic, Non-Economic Factors; EDP Programmes; Entrepreneurial Training; Traits/Qualities of an Entrepreneurs; Entrepreneur; Manager Vs. Entrepreneur. (14 Hours)
2. **Opportunity / Identification and Product Selection:** Entrepreneurial Opportunity Search and Identification; Criteria to Select a Product; Conducting Feasibility Studies; Project Finalization; Sources of Information. (14 Hours)
3. **Small Enterprises and Enterprise Launching Formalities :** Definition of Small Scale; Rationale; Objective; Scope; Role of SSI in Economic Development of India; SSI; Registration; NOC from Pollution Board; Machinery and Equipment Selection; Project Report Preparation; Specimen of Project Report; Project Planning and Scheduling using Networking Techniques of PERT / CPM; Methods of Project Appraisal. (14 Hours)
4. **Role of Support Institutions and Management of Small Business :** Director of Industries; DIC; SIDO; SIDBI; Small Industries Development Corporation (SIDC); SISI; NSIC; NISBUD; State Financial Corporation SIC; Marketing Management; Production Management; Finance Management; Human Resource Management; Export Marketing; Case Studies-At least 4 (four) in whole course. (14 Hours)

**Text Books:**

1. Desai, Vasant (2003). Small-Scale Industries and Entrepreneurship. Himalaya Publishing House, Delhi.
2. Kaulgud, Aruna (2003). Entrepreneurship Management. Vikas Publishing House, Delhi.

3. Cynthia, L. Greene (2004). Entrepreneurship Ideas in Action. Thomson Asia Pvt. Ltd., Singapore.

**References Books:**

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

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

**Consumer Behaviour**

Course Code : MS 209

L-3

Credits - 3

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

**Course Contents:**

1. **Introduction to Consumer Behavior:** Scope and Relevance of Consumer Behavior Studies; 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. (12 Hours)
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. (10 Hours)
3. **External Determinants of Consumer Behavior:** Influence of Culture and Subculture; Social Class; Reference Groups and Family Influences; Diffusion of Innovations. (10 Hours)
4. Models of Consumer Behavior; Researching Consumer Behavior; Online Customer Behavior. (10 Hours)

**Text Books:**

1. Schiffman L.G. and Kanuk L.L., Consumer Behaviour, 9<sup>th</sup> Edition, Prentice Hall of India, New Delhi.
2. Assel Henry, (2005), Consumer Behaviour, Biztantra, New Delhi.

**References Books:**

1. Seth, J. N. & Mittal, B. (2<sup>nd</sup> ed., 2003). Customer Behaviour-A Managerial Perspective. Thomson South-Western.
2. Hawkins, D. I. & Roger, J. B. and Kenneth, A.C. (2001). Consumer Behaviour-Building Marketing Strategy. Irwin McGraw-Hill, New York.

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

**Sales & Distribution Management**

Course Code: MS 211

L-3

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. **Introduction to Sales Management:** The Sales Management Function – Scope and Importance; Personal Selling Process and Approaches; The Evolving Face of Personal Selling; Sales Organization Structure; Sales Forecasting; Sales Territory Design. (10 Hours)
2. **Sales Force Management:** Sales Force Job Analysis and Description; Recruiting and Selecting Sales Personnel; Training Sales Personnel; Motivating the Sales Force; Sales Force Compensation; Evaluating Sales Performance; Ethical and Legal Issues in Sales Management. (10 Hours)
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 Management. (10 Hours)
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. (12 Hours)

**Text Books:**

1. Still, R. R. & Cundiff, E. W., Govoni, N. A. P. (2003). Sales Management. Prentice Hall of India, Delhi.
2. Coughlan A.T., Anderson E., Stern L.W and Ansary A.E. (2001), Marketing Channels, Pearson Education.



**Reference Books:**

1. Stanton, William J. etc. (2001). Management of Sales Force. Irwin, Chicago.
2. Spiro, R. (2004), Management of a Sales Force, 11<sup>th</sup> Edition, Pearson Education.

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

**International Marketing**

Course Code : MS 213

L-3 Credits - 3

**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:**

1. **International Marketing:** Meaning, Nature 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 Strategies: Exporting, licensing, Contract Manufacturing, Joint Venture M & A, Setting-up of Wholly Owned Subsidiaries Aboard, Strategic Alliances. (10 Hours)
2. **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 and Terms of Sale. (10 Hours)
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. (10 Hours)
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. (12 Hours)

**Case Studies**

**Text Books:**

1. Cateora, Philip R. and Graham John L.(2005). International Marketing. Tata McGraw- Hill Edition.
2. Terpstra, Vern and Sarathy, Ravi (2000). International Marketing. The Dryden Press, Chicago.

**Reference Books:**

1. Keegan, Warren J. (7<sup>th</sup> Edition, 2002). Global Marketing Management. Pearson Education , New Delhi.
2. Kotabe Masaaki and Helsen Kristiaan (2<sup>nd</sup> Edition, 2001). Global Marketing Management. John Wiley & Sons (Asia) Pte Ltd.
3. Onkvisit, Sak and Shaw, John J. (2004). International Marketing: Analysis and Strategy, Edition, Prentice Hall.
4. Varshney, R. L. and Bhattacharya, B. (2001). International Marketing: An Indian Perspectives. Sultan Chand, New Delhi.

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

**Services Marketing**

Course Code: MS 215

L-3 Credits- 3

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

**Course Contents:**

1. **Introduction to Services Marketing:** Growing Importance of Services Sector; Meaning and Nature of Services; Classification of Services and Marketing Implications; Services Marketing Process. (10 Hours)
2. **Understanding Customers buying Considerations and Behaviour;** Customer Expectations and Perceptions; Defining and Measuring Service Quality (Servequal and Servepref); GAPs Model; Defining and Measuring Customer Satisfaction, Service Recovery. (10 Hours)
3. **Services Marketing Mix:** Services Design and Development; Service Blueprinting; Service Process; Physical Evidence and Servicescape; Pricing of services; Services Distribution Management; Managing the Integrated Services Communication Mix; Managing Service Personnel; Employee and Customer Role in Service Delivery. (12 Hours)
4. **Marketing Applications in Select Service Industries:** Hospitality Services, Tourism Services, Banking Services; Health and Insurance Services. (10 Hours)

**Text Books:**

1. Zeithaml V. A. and Bitner M. J. (2003), Services Marketing, 3<sup>rd</sup> Edition, Tata McGraw Hill, Delhi.
2. Lovelock C. H. & Wirtz, J. (5<sup>th</sup> ed., 2004). Service Marketing: People, Technology, Strategy. Pearson Education.

**Reference Books:**

1. Hoffman, K. D. J. & Bateson, E.G. (2003), Essential of Service Marketing: Concepts Strategies and Cases, Thomson South Western.
2. Kurtz D. L. and Clow K. E. (2003). Services Marketing. Biztantra, New Delhi.

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

**International Financial Management**

Course Code: MS 217

L-3 Credits: 3

**Course Contents:**

1. Global Financial Environment: Overview, International Monetary System: Exchange Rate Regimes, IMF, Euro Currency Market, EURO Market, Capital Market, Role of Finance Manager in Global context, Balance of Payments : Understandings, Analysis & Interpretation.
2. Foreign Exchange Market: Nature, Structure, Types of transactions, Exchange rate quotation & Arbitrage, Spot & Forward, Foreign Exchange Market in India: Nature, Structure, Operations & Limitations.
3. Exchange Rate Determination: Structural Models of Exchange Rate Determination, Exchange Rate Forecasting, The Exchange Rate of Rupee, Foreign Exchange Risk Exposure: Types of Risk, The Risk management Process: Hedging, Swaps, Futures, Options, Types of Derivatives, Role SEBI.
4. Foreign Investment Decision: International Project Appraisal, Exchange Rate Risk & Cost of Capital, International Joint Ventures, A review of NPV Approach, Repositioning of Funds, FDI & FII in India.

**Textbooks:**

1. Apte, P.G. – International Financial Management (Tata Mcgraw–Hill)
2. Sharan – International Financial Management (Prentice–Hall)
3. Vij M – International Financial Management (Excel Books)
4. Shapiro – Multinational Financial Management (Prentice–Hall)

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

**Financial Markets and Institutions**

Course code: MS 219

L-3 Credits-3

**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:**

1. **Financial Markets in India:** Indian Money Markets and Recent Reforms Call Money Market, Treasury Bills Market, Commercial Bills Market, Markets for Commercial Paper & Certificate of Deposits, Recent Developments in Capital Markets in India, Role of SEBI, Merchant Banking, Venture Capital. (12 Hours)
2. **Financial & Banking Institutions:** Role, Meaning and Importance of Financial Institutions and Banks in the Emerging New Environment of Privatisation and Globalisation, Funds Flow Analysis, Interest Rate Analysis, Yield Curve, Risk and Inflation, Management of Commercial Banks, Credit Gaps and Credit Rating, Consortium Lending, Maximum Permissible Banking Finance, Loan Pricing, Narasimham Committee Reports, Non-performing Assets, Asset Classifications, Income Recognition Provisioning and Capital Adequacy Norms, Disinvestment. (12 Hours)
3. Investment Trust Companies – Economics of Investment Trust Companies, Mutual Funds, A Detailed Critical Appraisal of UTI in the Indian Financial System. (10 Hours)
4. **NBFC:** Activities and Role of NBFC; Regulatory Framework of NBFC; Recent Development. (08 Hours)

**Text Books:**

1. Bhalla, V. K. (2004). Managing International Investment and Finance. New Delhi, Anmol.
2. Saunders, Anthony, Cornett, Marcia Millon (5<sup>th</sup> ed., 2005). Financial Institutions Management. Tata McGraw Hill.
3. Bhalla, L.M. (4<sup>th</sup> ed., 2004). Financial Institutions & Markets. Tata McGraw Hill.

**Reference Books:**

1. Fabozzi, Frank J. (2002). Foundations of Financial Markets and Institutions. Prentice Hall.
2. Kohn, Meir (2000). Financial Institutions and Markets. Tata McGraw Hill.
3. Mishkin, Frederics, Eakins, Stanley, G (5<sup>th</sup> ed., 2006). Financial Markets Institutions. Prentice Hall.

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

**Security Analysis and Investment Management**

Course Code: MS 221

L-3      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:**

1. 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)
2. Techniques of Risk Measurement and their Application and Portfolio Evaluation. Concept of Beta, Classification of Beta-Gearred and Ungeared Beta, Project Beta, Portfolio Beta, Securities Market line, Capital Market Line, Portfolio Revision, Portfolio Reconstruction. (10 Hours)
3. 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)
4. 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. (12 Hours)

**Text Books:**

1. Bhalla, V.K. (9<sup>th</sup> 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.



**Reference Books:**

1. Punithavathy, Pandian (2003). Security Analysis and Portfolio Management. Vikas Publishing House.
2. Avdhani, V.A. (6<sup>th</sup> ed., 2003). Security Analysis and Portfolio Management. Himalaya Publishing House.

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

**Corporate Tax Planning**

Course Code: MS 223

L-3 Credits: 3

**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:**

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

**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.

**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.

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

**Textbooks:**

1. Ahuja, G. K. & Gupta, Ravi, Systematic Approach to Income Tax. Allahabad, Bharat Law House.
2. Bhagwati Prasad, Direct Taxes Law & Practice, Wishwa Prakashan.
3. Kanga, J. B. and Palkhivala, N. A., Income Tax, Bombay, N. M. Tripathi.
4. Singhanian, V.K. Direct Taxes: Law and Practices. Delhi, Taxman.
5. Srinivas E. A., Handbook of Corporate Tax Planning, New Delhi, Tata McGraw Hill.

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

**Compensation Management**

Course Code: MS 225

L-3 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  
(10 Hours)
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.  
(10 Hours)
3. **Compensation for Chief Executives and Other Employees:** Guidelines of Companies Act Relating to CEO Compensation. Different Components of Compensation Package.  
(10 Hours)
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  
(12 Hours)

**Text Books:**

1. Henderson, Richard I. (2004). Compensation Management: Rewarding Performance. Prentice Hall of India Pvt. Ltd.
2. Bergmann & Thomas, J. (2003). Compensation Decision Making. Harcourt College Publications.

**Reference Books:**

1. Micton, R. (2002). Handbook of Wage and Salary Administration. London.
1. Venkatratnam, C.S. (2002). Rethinking Rewards and Incentive Management. Excel Books.

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

**Industrial Relations and the Labour Laws**

Course Code: MS 227

L-3 Credits-3

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

**Course Contents:**

1. **Introduction to Industrial Relations:** The Concept Industrial Relations, 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. (12 Hours)
2. **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, Forms, Process of Negotiation and Recent Trends in Collective Bargaining. (10 Hours)
3. **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 Maternity Benefits Act 1961. (10 Hours)
4. **Industrial Relations & The Emerging Scenario:** Industrial Relations & Technological Change, International Labor Organization (ILO): Objectives, Structure and Procedure for Admission as a Member. Managing Without Unions, The Future Direction of Industrial Relations. (10 Hours)

**Text Books:**

1. Beaumont, P. B. (1995). The Future of Employment Relations. London: Sage.
2. Bareja, J.K. (2000). Industrial Law. Galgotia Publishing House.
3. Monappa, Arun (2002). Industrial Relations. Tata McGraw Hill.

**Reference Books:**

1. Blyton, P. & Turnbull, P. (2004). The Dynamics of Employee Relations. Palgrave Mcmillan.
2. Ackers, P. & Wilkinson, A. (2003). Understanding Work & Employment: Industrial Relations in Transition. Oxford: Oxford University Press.

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

**Training & Developments: Systems & Practices**

Course Code: MS 229

L-3

Credits-3

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

**Course Contents:**

1. **Introduction:** The Changing Organizations, HR and the Training Functions, Models of Training; Systematic Model, The Transitional Model, The Learning Organisation, Training as Consultancy, Understanding Learning Concepts. T & D to Lifetime Education.  
(10 Hours)
2. **Training Needs Analysis:** The Process and Approaches of TNA, Team Work for Conducting Training Needs Analysis, TNA and Training Process Design.  
(10 Hours)
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.  
(12 Hours)
4. **Management Development:** Approaches to Management Development, Sources of Knowledge / Skill acquisition, Types of management Development Programmes. EDP's / Seminars and Conferences, Symposia.  
(10 Hours)

**Text Books:**

1. Raymond Noe, A. (2005). Employees Training and Development", McGraw Hill Publication.
2. O' Connor, Browner & Delaney (2003). Training for Organizations. Thompson Learning Press.

**Reference Books:**

1. Blanchard, P. N. & Thacker, W. J. (1998). *Effective Training: Systems, Strategies and Practices*. Prentice Hall, New Jersey.
2. Sloman, M. (2001). *A Handbook for Training Strategy*. Jaico Publishing House.
3. Lynton Rolf, P. & Pareek, Udai (2000). *Training for Organisational Transformation*. Sage Publication.

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

**Performance Appraisal & Management**

Course Code: MS 231

L-3

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:**

1. **Introduction to Performance Management and Performance Appraisal:** Foundations of Performance Appraisal. Performance Management Process-Conceptual Model and its Application, Philosophy Behind Performance Management.  
(12 Hours)
2. **Various Aspects of Performance Appraisal:** Identifying and Measuring Employee Performance, Uses of Performance Appraisal, Who Conducts Appraisals, e-HR Managing 360 Degree; Methods for Appraising Performance.  
(10 Hours)
3. **Performance Audit:** Developing Performance Standards – DRA’s Process. Conducting Performance Reviews; Performance Management Documentation, Potential Appraisal.  
(10 Hours)
4. **Feedback Counseling and Coaching:** Ongoing Mentoring and Protege Development, Annual Stock Taking, Performance – Related Pay; Appraising for Recognition & Reward.  
(10 Hours)

**Text Books:**

1. Michael, Armstrong (1999). Performance Management. Kogan Page.
2. Chadha, P. (2003). Performance Management: It’s About Performing – Not Just Appraising. McMillan India Ltd.

**Reference Books:**

1. Dwivedi, R.S. (2000). Managing Human Resources and Personnel Management in India Enterprises. Galgotia Publishing Company.
2. Mathis, R. L & Jackson, J. H. (2004). Human Resource Management. Thomson Asia Pte. Ltd., Singapore.
3. Dessler, G. (2004). Human Resource Management. Pearson Education Pte. Ltd., Singapore.

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

**Systems Analysis and Design**

Course Code: MS 233

L-3 P-0 Credits: 3

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

**Course Contents:**

**Section 1:** (10 Hours)

- 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.

**Section 2:** (10 Hours)

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

**Section 3:** (10 Hours)

- 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.

**Section 4:** (12 Hours)

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



**Text Books:**

1. Alan Dennis and Barbara H. Wixom (2002). *Systems Analysis and Design: An Applied Approach*. John Wiley & Sons.
2. Roger, S. Pressman (2001). *Software Engineering: A Practitioner's Approach*. McGraw-Hill.

**Reference Books:**

1. Sandra, D. Dewitz (2002). *System Analysis and Design and the Transition to Objects*. McGraw-Hill.
2. Jeffrey, L. Whitten and Lonnie D. Bentley (2000). *System and Design Methods*. Irwin McGraw-Hill.

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

**Enterprise Resource Planning**

Course Code: MS 235

L-3 Credits: 3

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

**Course Contents:**

1. **ERP: Enterprise Perspective:** An Overview, Features of ERP, MIS Integration, ERP drivers, Trends in ERP, ERP in India. (8 Hours)
2. **ERP: System Perspective:** Management Information System, Operations Support System, DSS, Transaction Processing System, Network Structure of ERP System, ERP Work flow, Process modeling for ERP Systems, Communication in ERP Systems, OLTP, (On Line Transaction Processing), OLAP (On Line Analytical Processing), Enterprise Integration Application Tools for ERP. (12 Hours)
3. **ERP: Resource Management Perspective:** Business Modules in ERP Packages, Finance, Production, Human Resource, Plant Maintenance, Materials Management, Quality Management, Sales and Distribution, Resource Management, Business Process Reengineering, Relationship between ERP & BPR, ERP Implementation Life Cycle, Implementation methodology, ERP Project Management & Monitoring. (12 Hours)
4. **ERP: Key Issues:** ERP and E-Commerce, ERP Culture, ERP and CRM, ERP and SCM, ERP Selection Issues, ERP in Public Sector Enterprises, Pre and Post Implementation Issues, ERP Vendors, Key ERP Consultants in India, Future Directions in ERP. (10 Hours)

**Text Books:**

1. Alexis, Leon (1st Edition, 2000). ERP Demystified. Tata McGraw Hill.
2. Garg, V.K. and Venket, Krishna, N.K., (1st edition, 1997). ERP Concepts and Practices. PHI Publications.
3. Sadagopan, S. (1st Edition, 1999). ERP: A Managerial perspective. Tata McGraw Hill.

**Reference Books:**

1. Langenalter, A. Gary (1<sup>st</sup> Edition, 2000). Enterprise Resources Planning and Beyond. St. Lucie Press, USA.
2. Imhoff, C. Loftis Lisa & Geiger, G. Jonathan (Ist Edition, 2001). Building the Customer Centric Enterprise. John Wiley & Sons.
3. Shankar, Ravi & Jaiswal, S. (Ist Edition, 1999). Enterprise Resource Planning. Galgotia Publications.
4. Diwan, Parag & Sharma, Sunil (Ist Edition, 1999). Enterprise Resource Planning: A Manager's Guide. Excel Books.

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

**Network Applications and Management**

Course Code: MS 237

L-3 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. (10 Hours)
2. **Fundamentals of Data Communications and Networking:** (10 Hours)  
Physical Layer: Architectures, Devices and Circuits, and Data Transmission.  
Data Link Layer: Media Access Control, Error Control in Networks.
3. **Networking:** (10 Hours)  
Network Layer: Network Protocols, Network Addressing and Routing.  
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.  
Metropolitan Area Network (MAN) & Wide Area Network (WAN): Dialed Circuit Services, Dedicated Circuit Services, Circuit-switched and Packet-switched Services, Improving MAN & WAN Performance.
4. **Network Management:** Design of Business Networks, Network Management, and Network Security. (12 Hours)

**Text Books:**

1. Jerry, FitzGerald and Alan, Dennis (2002). Business Data Communications & Networking. John Wiley & Sons.
2. Tanenbaum, A. S. (2004). Computer Networks. Pearson Education.

**Reference Books:**

5. David A Stamper (2003). Business Data Communications. Addison Wesley.
6. Stallings, W. (2002). Data and Computer Communications. Prentice Hall of India.

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

**Database Management Systems**

Course Code: MS 239

L-2

Credits: 2

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

**Course Contents:**

1. Purpose, Advantages and Disadvantages of DBMS, Data Models, Schemas and Instances, DBMS Architecture and Data Independence, Types of DBMS – Hierarchical, Network, Relational, Object-oriented and Object relational. (04 Hours)
2. ER-Model – Basic concepts, Design Issues, Mapping Constraints, Keys, E-R Diagram, Design of an E-R Database Schema, Reduction of E-R Schema to Tables.  
SQL: Background, Basic Structure, Set Operations, Aggregate Functions, Null Values, Nested Sub Queries, Derived Relations, Views, Modification of Database, Joined Relations, Data Definition Language, Domain Constraints, Referential Integrity. (10 Hours)
3. Oracle: Basic Architecture, Data Definition, Data Manipulation (LIKE Operator, String Commands, Numeric Function, Date Function, Translate and Decode Function), Introduction to PL/SQL (Conditional, Logic, Loops, Go to Statements, Exceptional Handling, Triggers, Procedures, Functions, Cursor, LOB's). (10 Hours)
4. Structure of Relational Databases, Relational Algebra, Functional Dependencies, Normal forms NF1, NF2, NF3 and BCNF, Multivalued Dependencies and Fourth Normal Form, Join Dependencies and Fifth Normal Form.  
Transaction, Concurrency: ACID Properties, Transaction State, Locks, Deadlock Condition, Two-Phase Locking protocol. (08 Hours)

**Text Books:**

1. Silberschatz, A. H. F. Korth, Sudarshan, S. (2002). Database system concepts. McGraw-Hill.
2. Koch, G. & Loney, K. (2002). Oracle 9i The complete reference. TMH.
3. R. Elmsari & S. D. Navathe (2004). Fundamentals of database systems. Addison Wesley.

**Reference Books:**

1. Bipin C. Desai (2000). Introduction to Database Management System. Galgotia Publication.
2. C. J. Date (2003). An introduction to database systems. Pearson Education.

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

**Database Management Systems Lab.**

Course Code: MS 251

L –0 P-02

Credits: 01

**Course Contents:** This course will be based on MS 239 Database Management Systems Course and is part of it.

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

**International Business Environment**

Course Code : MS 241

L-3 Credits - 3

**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:**

1. **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)
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 Multinationals; Technology Transfer – Importance and Types, Issues in Transfer of Technology to Developing Countries. (10 Hours)
3. **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)
4. **International Economic Institutions and Regional Economic Groups:** IMF, World Bank, MIGA, UNCTAD and WTO; ATC, GSP and International Commodity Agreements. Forms and their Functioning: Multilateralism Vs. Regionalism; EU, NAFTA, ASEAN, SAFTA and other Regional Economic Groupings. (10 Hours)

**Text Books:**

1. Daniels, John D. and Radebaugh, Lee H. (2004). International Business: Environment and Operations. 8<sup>th</sup> Edition, Pearson Education.
2. Charles, W. L. Hill (5<sup>th</sup> Edition, 2005). International Business: Competing in the Global Marketplace. Tata McGraw Hill.

**Reference Books:**

1. Deresky (2003). International Management: Managing Across Borders and Culture. Pearson Education.
2. Paul, J (2004). International Business. Prentice-Hall.
3. Aswathappa (2005). International Business. Tata McGraw Hill.



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

**Export-Import Policy, Procedures and Documentation**

Course Code : MS 243

L-3 Credits - 3

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

**Course Contents:**

1. Policy Framework for India's Foreign Trade in Pre- and Post-liberalisation Era; Export-Import Policy, Infrastructural Support for India's Foreign Trade: Policy Formulating, Consultative and Deliberative Bodies; Export Promotion Councils, Commodity Boards and Product Development Authorities; Support Organizations and Services – IIFT, ITPO, Export Inspection Agencies; Indian Council of Arbitration; FIEO, Commercial Representatives Abroad; State Governments and their Role in Trade Promotion; Canalization Policy and Role of Public Sector Organizations. (10 Hours)
2. (a) Setting up Export Company, IEC Number / RCMC from Export Promotion Council, Benefits and Costs. Export Sales Contracts - Terms / Conditions , Terms of Shipment, Processing of Export Order (5 Hours )  
  
(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. (07 Hours)
3. Methods and Terms of Payments for Exports; Cargo, Credit and Foreign Exchange Risks: Procedure for Filing Claims; Quality control and Pre-shipment Inspection; Excise and Custom Clearance; Export Incentives: Major Incentives and Procedures for Claiming them, Procurement for Exports – Planning and Methods of Procurement for Exports; Custom Clearance of Imports – Regulations and Procedures; Managing Risks Involved in importing ; Duty Exemption Schemes : Objectives, Benefits, Procedures and Documentation; Schemes for Import of Capital Goods: Procedures for New/second Hand Capital Goods. (10 Hours)
4. Foreign Trade Financing and Insurance Schemes: Pre-and Post-shipment Export Credit Schemes, Import Financing Schemes; Role of EXIM Bank and Commercial Banks; Export Credit and Foreign Exchange Covers, Export Credit and Guarantee Corporation (ECGC), Financial Guarantees; Export / Trading/ Star trading/ Superstar Trading Houses : Objective Criteria and Benefits; Procedures and Documentation; Policy for EOU / FTZ / EPZ units : Objectives, Criteria and Benefits; Procedures and Documentation. (10 Hours)

**Text Books:**

1. Foreign Trade Policy (2002-2004).
2. Ram Paras (2004). Export: What, Where and How? Anupam Publications.

**Reference Books:**

1. IMPEX Times, various issues.
2. Export Manual
3. Indian Trade Journal

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA)

### WTO and Intellectual Property Rights

Course Code : MS 245

L-3 Credits - 3

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

#### Course Contents:

1. GATT and Evolution of World Trade Organization (WTO), Role of WTO in International Trade, Main Features of WTO, New Issues in WTO: Environment, Investment, Competition Policy, Government Procurement, Trade Facilitation, Electronic Commerce, Social Clause, Labour Standards; Implementation and Implication. (10 Hours)
- 2.. 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, Neighbouring Rights. (10 Hours)
3. 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)
4. International Protection of Intellectual Property: The World Intellectual Property Organization, The Agreement on Trade-Related Aspects of Intellectual Property Rights ("TRIPS"), The Paris Convention for the Protection of Industrial Property, The Patent Cooperation Treaty, The Hague Agreement Concerning the Deposit of Industrial Designs, The International Convention for the Protection of New Varieties of Plants, The Budapest Treaty on the International Recognition of the Deposit of Microorganisms, The Madrid Agreement Concerning the International Registration of Trademarks and the Protocol Relating to the Madrid Agreement, The Trademark Law Treaty, The Berne Convention for the Protection of Literary and Artistic Works, The Rome International Convention for the Protection of Performers, Producers of Phonograms and Broadcasting Organizations, The Geneva Convention for the Protection of Producers of Phonograms Against Unauthorized Duplications of their 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 Rainbridge (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 (2001). IPR-unleashing the Knowledge Economy. Tata McGraw-Hill Publishing Co. Ltd.
3. Ramappa, T. (2000). Intellectual property rights under WTO: Task before India. Wheeler Publishing.

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

**International Economics**

Course Code: MS 247

L-3 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:**

1. **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. (14 Hours)
2. **International Trade Policy:** Tariffs and Non-tariff Barriers in International Trade: Economic Integration – Custom Unions and Free Trade Areas (08 Hours)
3. **Balance of Payments and Exchange Rates:** Balance of Payments, Foreign Exchange Markets and Exchange Rates, Determination of Exchange Rates. (08 Hours)
4. **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 (2004). International Economics. John Wiley Sons, Inc.
2. Mannur, H. G. (2003). International Economics, Second Edition, Vikas Publishing House, New Delhi.

**Reference Books:**

1. Sodersten, B.O. International Economics. (2003). McMillan, London.
2. Krugman, Paul and Maurice Obstfeld (2004). International Economics. New York, Addison Wesley.

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

**Strategic Management**

Code : MS 202

L-3 Credit-03

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

**Course Contents:**

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

**Text Books:**

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

**Reference Books:**

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

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

**Project Report**

Course Code: MS 204

L-0

Credits-6

Every student will be assigned a project at the end of the Third Semester and it will be pursued by him/her under the supervision of an internal supervisor. One hard copy and a soft copy of the Project Report 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:

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

The student shall be required to make a mid-term presentation to the project guide.

The Project shall be evaluated by External (60 marks) and Internal (40 marks) Examiners. The internal assessment shall be done on the basis of a presentation before a Committee consisting of a minimum of two faculty appointed by the Director/Dean of the Institute, which shall include the internal supervisor. The external assessment shall be done on the basis of Viva Voce and the project report.

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

**Business Intelligence and Applications**

Course Code: MS 206

L - 03 Credits - 03

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

**Course Contents:**

1. **Business Intelligence and Business Decisions** : Decision Support Systems; Group Decision Support and Groupware Technologies, Expert Systems. (08 Hours)
2. **SQL Server and Data Warehousing** : - Features, System Databases, Creating Databases and Tables, Constraints, Data Manipulation Language, OLTP & OLAP, Data Marts, Data Warehousing, Data Warehouse Architecture. (16 Hours)
3. **Data Mining and Knowledge Discovery**: Data Mining Techniques; Applications of Data Mining. (10 Hours)
4. **Knowledge Management**: Knowledge Assets, Knowledge Generation, Knowledge Storage, Knowledge Utilization, Knowledge Management Technologies. (08 Hours)

**Text Books:**

1. Efraim Turban, E. Aronson (2001). Decision Support Systems and Intelligent Systems. Pearson Education.
2. Sam Anahory, Dennis Murray (2005). Data Warehousing in the Real World. Pearson.
3. Ganesh Natrajan, Sandhya Shekhar (2000). Knowledge Management. TMH.

**Reference Books:**

1. Turban, Mclean, Wetherbe (2001). Information Technology for Management. John Wiley.
2. Pieter Adriaans, Dolf Zantinge (1999). Data Mining. Thomson Press.
3. Paulraj Ponniah (2003). Data Warehousing fundamentals. John Wiley.



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

**Retail Management**

Course Code: MS 208

L-3 Credits: 3

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

**Course Contents:**

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. (10 hours)
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. (12 hours)
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. (10 hours)
4. Retail Management Information Systems; Retail Audits; Online Retailing; Global Retailing; Legal and Ethical Issues in Retailing. (10 hours)

**Text Books**

1. Levy IM. And Weitz B.A (2004), Retailing Management, 5<sup>th</sup> ed., Tata McGraw Hill.
2. Berman B. Evans J. R. (2004), Retail Management, 9<sup>th</sup> Edition, Pearson Education.

**Reference Books**

1. Bajaj C; Tuli R., Srivanstava N.V. (2005), Retail Management, Oxford University Press, Delhi.
2. Dunne P.M, Lusch R.F. and David A. (2002), Retailing, 4<sup>th</sup> ed., South-Western, Thomson Learning Inc.

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA)

### Advertising and Brand Management

Course Code: MS 210

L-3 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. (10 Hours)
2. Media Planning: Setting Media Objectives; Developing Media Strategies, Evaluation of Different Media and Media Selection; Media Buying; Measuring Advertising Effectiveness; The Organization for Advertising; Social, Ethical and Legal Aspect of Advertising. (10 Hours)
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. (10 Hours)
4. Brand Positioning: Concepts and Definitions, Repositioning, Celebrity Endorsement, Brand Extension; Differential Advantage: Strategies for Competitive Advantage, Brand Pyramid; Branding in different sectors; Role of Information in Brand Management; Role of e-communities in Brand Management. (12 Hours)

#### Text Books:

1. Rajeev Batra, John G. Myers and David A. Aaker (1996). Advertising Management, 5<sup>th</sup> Edition, Pearson Education.
2. Wells W., Burnet J. and Moriarty S. (2003). Advertising: Principles & Practice, Pearson Education.
3. Aaker, David (2002), Managing Brand Equity, Prentice Hall of India.

#### Reference Books:

1. Belch, G. E. & Belch, M. A. (2001). Advertising and Promotion, Tata McGraw Hill.
2. Kumar, Ramesh (2004). Managing Indian Brands, Vikas Publishing House, Delhi.
3. Keller K. L. (2003), Strategic Brand Management, 2<sup>nd</sup> Edition, Pearson Education.

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

**Rural and Social Marketing**

Course Code: MS 212

L-3 Credits: 3

**Objectives:** In India, three fourth of the population is rural and nearly one-third of the National income is generalized by rural areas, hence it becomes important for students of Marketing to understand the Psyche of Rural population, their needs, desires, aspirations and behavior. Further, number of service generating organization are engaged in the Social Transformation Process like Educational Institutions, Hospitals and other Governmental and Non-Governmental organizations. These are marketing their services what principles they need to follow will be addressed by this course. Hence the course gives exposure to the students about Rural and Social Marketing Fundamentals.

**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. (10 Hours)
2. Rural Marketing Strategies: Rural Market Segmentation; Product Strategies; Pricing Strategies; Promotion Strategies; Distributor Strategies; Rural Marketing Research; Role of IT in Rural Marketing (e-Chaupals etc.) with few case studies; Marketing of Rural and Cottage Industry Products. Future of Rural Marketing in India. (10 Hours)
3. Foundation of Social Marketing: Definition; Nature and Scope; Social Marketing Challenges; Conceptual Framework of Social Marketing; Need for Social Marketing. (10 Hours)
4. Social Marketing Strategies and Applications: Social Markets Segmentation; Product Strategies; Marketing Mix; Pricing Strategies; Promoter Strategies: Role of Govt. and NGO's in Social Marketing; Social Marketing; Applied in Family Planning; Medicare; Small Savings; AIDS Prevention. (12 Hours)

**Case Studies**

**Text Books:**

1. S. M. Jha, "Social Marketing", Himalaya Publishing House, Delhi, 2004.
2. Kotler P., "Strategic Marketing for Non-Profit Organisations", PHI, Delhi 2002.
3. Gopaldaswamy T.P., "Rural Marketing", Wheeler Publishing, Delhi, 2004.
4. Krishnamacharyulu, C.S.G and Rama Krishnan Lalitha, "Rural Marketing – Text and Cases", Pearson Education, Singapore Pvt. Ltd, 2002.

**Reference:**

1. Kotler, P. and Roberto E., "Social Marketing: Strategies for Changing Public Behavior", Free Press, New York, 2002.
2. Kotler P., "Principles of Marketing", PHI, Delhi, 2003.
3. Gupta S. L., "Rural Marketing", Wisdom Publication, Delhi, 2004.

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

**Project Planning and Analysis**

Course Code: MS 214

L-3 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. (10 Hours)
2. **Market and Technical Analysis:** Market and Demand Analysis – Market Survey, Demand Forecasting, Uncertainties in Demand Forecasting; Technical Analysis- Product Mix, Plant Capacity, Materials and Inputs, Machinery and Equipment.  
**Project Costing and Finance:** Cost of project; Cost of production; Break even Analysis; Means of Financing Project; Tax Aspects in Project Finance; Role of Financial Institution in Project Finance. (10 Hours)
3. **Project Appraisal:** Time Value of Money; Project Appraisal Techniques – Playback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Benefit Cost Ratio; Social Cost Benefit Analysis; Effective Rate of Protection.  
**Risk Analysis:** Measures of Risk; Sensitivity Analysis; Stimulation Analysis; Decision Tree Analysis. (10 Hours)
4. **Project Scheduling/Network Techniques in Project Management:** CPM and PERT Analysis; Float times; Crashing of Activities; Contraction of Network for Cost Optimization, Updating; Cost Analysis of Resources Allocation.  
**Multiple Projects:** Project Dependence; Capital Rationing; Ranking Methods of Projects; Mathematical Programming Approach; Linear Programming Model; Post Project Evaluation. (12 Hours)

**Text Books:**

1. Bhavesh, M. Patel (2000). Project Management: Strategic Financial Planning Evaluation and Control. Vikas Publishing House Pvt. Ltd.
2. Chandra, P. (5<sup>th</sup> ed., 2005). Projects. Tata McGraw Hill.

**Reference Book:**

1. Wysocki, Robert K., Bick Robert and Crane David B. (2000). Effective Project Management. John Wiley and Sons, USA.

# **GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**

## **MASTER OF BUSINESS ADMINISTRATION (MBA)**

### **Mergers, Acquisitions & Corporate Restructuring**

Course Code: MS 216

L-3 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.  
(10 Hours)
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.  
(10 Hours)
3. Computation of Impact on EPS and Market Price, Determination of Exchange Ratio, Impact of Variation in Growth of the Firms, MBO, LBO, Boot Strapping; Financing of Merger.  
(10 Hours)
4. Defence Against Hostile Takeover, Poison Pill, Bear Hug, Greenmail, Pacman. Post Merger H.R. and Cultural Issues. Criteria for Negotiating for Friendly Takeover.  
(12 Hours)

#### **Text Books:**

1. J. Fred Westan (2001). Mergers and Acquisitions. Tata McGraw Hill.
2. Ramanujan, S. (2000). Mergers: The New Dimensions for Corporate Restructuring. Tata McGraw Hill.

#### **Reference Books:**

1. Harvard Business Review on Mergers and Acquisitions (2001).
2. Successful Mergers, Acquisitions, and Strategic Alliances: How to Bridge Corporate Cultures, Irene Rodgers. (2002) Tata McGraw Hill.
3. Depamphilis Donald (2001). Mergers Acquisitions and Other Restructuring Activities. Academics Press.

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

**Insurance and Risk Management**

Course Code: MS 218

L-3 Credits: 3

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

**Course Contents:**

1. 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)
2. Risk Retention and Transfer, Pooling, Loss Exposure, Legal Aspects of Insurance Contract, Principle of Indemnity, Estoppels, Endowment, Insurance. (10 Hours)
3. Concept of Insurance, Need for Insurance, Insurance Industry in India, Globalization of Insurance Sector, Role of IRDA, Regulation of Risk Reduction by IRDA. Reinsurance, Co-insurance, Assignment. (10 Hours)
4. 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 (2004). Insurance and Risk Management. Himalya Publishing House.
2. Mishra, M.N. (2004). Principles and Practices of Insurance. S. Chand and Co.
3. Panda, G.S. (2004). Principles and Practices of Insurance. Kalyani Publications.

**Reference Books:**

1. Risk Management and Insurance By Scott Harrington and Gregory Niehaus. Tata McGraw Hill, (2<sup>nd</sup> ed., 2004).
2. Jeevanandam, C. (2005). Risk Management. Sultan Chand and Sons.
3. Principles of Insurance. Insurance Institute of India (2003).

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

**Strategic Human Resource Management**

Course Code: MS 220

L-3 Credit-3

**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. (10 Hours)
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. (12 Hours)
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. (10 Hours)
4. **Strategy Implementation and Workforce Utilization:** Selection of Employees, Strategically Oriented Performance Management and Compensation Systems. The Role of Strategic HR Leader, Future Roles and Leadership Competencies, Managing Workforce Diversity, Cultural Issues of Expatriates. (10 Hours)

**Text Books:**

1. Kandula S. R. (2001). Strategic Human Resource Development. Eastern Economy Edition Prentice Hall India.
2. Boxell & Purcell, J. (2003). Strategy And Human Resource Management. Palgrave Mcmillan.
3. Mello, J. A. (2002). Strategic Human Resource Management. Thompson Learning, Cincinnati, OH:SW.

**Reference Books:**

1. Rothwell, W. J., Prescott, R. K. & Taylor, M. W. (2005). Strategic Human Resource Leader. Jaico Publishing House.
2. Purcell, J. (2001). Human Resource Management: A Critical Text. London: Thompson Learning.

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

**Organizational Development**

Course Code: MS 222

L-3 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:**

1. **Introduction to Organisational Development:** Foundations of Organisational Development and Managing the Organisational Development Process. (10 Hours)
2. **Organisational Development Interventions:** Sensitivity Training, Team Interventions, Third-Party Peacemaking Interventions, Inter Group Interventions, Comprehensive Interventions, MBO, Role Playing, Future Challenges. (12 Hours)
3. **Designing Organisational Structures:** Functional, Divisional (Product, Geographic, Market), Nature and Network Structure, the Learning organization, Virtual/ Boundary Less organization. (10 Hours)
4. **Key Issues in Organisational Development:** Issues in Consultant-client Relationships, Action Research, Ethical Issues in Organisational Development and Future of Organisational Development. (10 Hours)

**Text Books:**

1. French, W., Cecil, H. Bell & Jr. (2004). Organizational Development. Prentice Hall of India Pvt. Ltd.
2. Jones, G. R. (2<sup>nd</sup> edition, 2004). Organizational Theory. Addison-Wesley Publishing Company.

**Reference Books:**

1. Burnes B. (1996). Managing Change: A Strategic Approach to Organizational Dynamics. London, Pitman.
2. Cummings, T. G. & Warley, C. G. (7th edition, 2001). Organizational Development & Change. Cincinnati, Ohio: South-western.



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

**Team Building in Organizations**

Course Code: MS 224

L-3 Credits-3

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

**Course Contents:**

1. **Workgroup Vs. Teams:** Transforming Groups to Teams; Types of Teams; Stages of Team Building and its Behavioural Dynamics; Team Role; Interpersonal Processes; Goal Setting and Problem Solving.  
(10 Hours)
2. **Interpersonal Competence & Team Effectiveness:** Team Effectiveness and Important Influences on Team Effectiveness. Role of Interpersonal Competence in Team Building; Measuring Interpersonal Competence FIRO-B. Context; Goals; Team Size; Team Member Roles and Diversity; Norms; Cohesiveness; Leadership, Measuring Team Effectiveness.  
(10 Hours)
3. **Communication and Creativity:** Communication Process; Communication Effectiveness & Feedback; Fostering Team Creativity; Delphi Technique; Nominal Group Technique; Traditional Brain Storming; Electronic Brain Storming. Negative Brain Storming.  
(10 Hours)
4. **Role of Leaders in Teams:** Supporting Teams; Rewarding Team Players; Role Allocation; Resource Management for Teams; Selection of Team Players; Leaders as Facilitators, Mentors; Developing Collaboration in Teams: Functional and Dysfunctional Cooperation and Competition; Interventions to Build Collaboration in Organizations; Social Loafing, Synergy in Teams, Self-Managed Teams.  
(12 Hours)

**Text Books:**

1. McShane, S. L & Glinow M. A. V. (2001). Organizational Behaviour: Emerging Realities for the Workplace Revolution. Tata McGraw-Hill Publishing Company Ltd.
2. Hellriegel, D. & Slocum, J. W. (2004). Organizational Behaviour. Thomson Asia Pvt. Ltd., Singapore.
3. Schermerhorn, J. R., Hunt, J. G & Osborn, R. N. (2001). Organizational Behaviour. John Wiley & Sons Asia Pvt. Ltd., Singapore.

**Reference Books:**

1. Robbins, S. P. (2004). Organizational Behavior. Pearson Education.
2. Luthans, F. (2002). Organizational Behavior. McGraw-Hill International Edition.
3. Pareek, Udai. (2004). Understanding Organizational Behaviour. Oxford University Press.
4. Naper, Rodhey, W & Gershenfeld Mattik, (1996). Groups Theory & Experience, AITBS, India.

# **GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**

## **MASTER OF BUSINESS ADMINISTRATION (MBA)**

### **Front End Design Tools**

Course Code: MS 226

L-2 P-0 Credits: 2

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

#### **Course Contents:**

1. Variable Declaration, Built-in & User Defined data types, If-then-else expression, Print Statement, Arrays, Subroutine and Functions, Boolean Operators, Arithmetic Operators, Loops, Private and Public procedures. (Lectures: 06)
2. Structure of VB program, Forms & built in controls, Properties and events, Code Module, Common dialog Boxes, Error Handling, Classes, Control Arrays, MDI, SDI., Creating Help files, Adding Help files to VB project, using Windows API Functions, MAPI controls. (Lectures: 10)
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. (Lectures: 06)
4. Developer-2000: Connecting to Oracle Data Base, Elements of Oracle Data Base, Master-Details Forms, Layout Editor. (Lectures: 06)

#### **Text Books:**

1. B. Reselman et al., "Using Visual Basic 6", PHI.
2. B. Siler & J. Spotts, "Using Visual Basic 6", PHI.

#### **Reference Books:**

1. E. Petroustos, "Mastering Visual Basic 6.0", BPB.
2. G. Perry, "Teach Yourself Visual Basic 6 in 21 days", Techmedia.
3. M. Abbey, M. J. Corey, "Oracle 9i: A Beginners Guide", TMH

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

**Front End Design Tools Lab.**

Course Code: MS 252

L-0 P-2 Credits: 1

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

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

**Software Project Management**

Course Code: MS 228

L-3 P-0 Credits-3

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

**Course Contents:**

1. **Software Product and Process:** Software Characteristics & Applications, Software Process, Software Process Models; Linear Sequential Model, Prototyping Model, RAD Model, Evolutionary Software Process Models, Software Development Process. (10 Hours)
2. **Software Project Planning and Scheduling:** Software Requirement, Software Requirements Specification, Requirements Validation, Software Design Principles, Software Project Estimation: Size Oriented, Function Oriented, Software Metrics, Software Cost Estimation, COCOMO Model, Project Scheduling, Software Staff & Personnel Planning, Rayleigh Curve, Software Team Organization & Control Structure. Project Monitoring & Control Techniques. (12 Hours)
3. **Software Quality Assurance & Configuration Management:** Software Quality, Software Quality Assurances, Software Testing, Formal Technical Reviews, ISO Software Quality Standards, Software Configuration Management, SCM Process, Configuration Audit. (12 Hours)
4. **Risk Management:** Software Risks, Reactive and Pro-active Risk Strategies, Risk Identification, Risk Projection, Risk Mitigation, Risk Monitoring and Management. (08 Hours)

**Text Books:**

1. Roger. S. Pressman (2001). Software Engineering: A Practioner's Approach. McGraw Hill, New Delhi, Fifth Edition.
2. Aggarwal, K. K. & Singh, Yogesh (2005). Software Engineering. New Age International.
3. Walker Royce (2001). Software Project Management: A Unified Framework. Pearson Education Asia, Singapore, First Edition.

**Reference Books:**

1. Bob Hughes and Mike Cotterell (2001). Software Project Management. Tata McGraw Hill, New Delhi, Second Edition.
2. Ivar Jacobson, Grady Booch and James Rumbaugh (2000). The Unified Software Development Process. Pearson Education Asia, Singapore.
3. Jack. R. Meredith and Samuel J. Mantel Jr. (2002). Project Management: A Managerial Approach. John Wiley & Sons, Singapore, Fourth Edition.
4. Robert K. Wysocki, Robert Beck Jr. and David B. Crane (2002). Effective Project Management. John Wiley & Sons, Singapore, Second Edition.

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

**Web Technologies**

Course Code: MS 230

L-2 P-0 Credits: 2

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

**Course contents:**

1. **Web Servers** : HTTP Request Types, Introduction to Microsoft IIS, Features, Creating Virtual Directory. (04 Hours)
2. **DHTML**: Client Side Validations Using JavaScript, Cascading Style Sheets. (06 Hours)
3. **Active Server Pages**: Working with ASP Pages, ASP Objects, File System Objects, Session Tracking and Cookies, ActiveX Data Objects, Accessing a Database from Active Server Page. (15 Hours)
4. **MS Visual Interdev**: Introduction, Features, developing Asp Pages using MS Visual Interdev. (05 Hours)

**Text Books:**

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

**Reference Books**

1. Deitel & Deitel, Goldberg (2004). Internet & World Wide Web. Pearson publications

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

**Web Technologies Lab.**

Course Code: MS 254

L-0 P-2 Credits: 1

**Course contents:** This course will be based on MS 230 Web Technologies and is part it.



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

**Global Competitiveness and Strategic Alliances**

Course code: MS 232

L-3 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:**

1. Global Competitiveness: An Overview – Macroeconomic and Business Strategy Perspective, Framework for Assessing Competitiveness – Various Approaches; International and National Competitiveness Studies. (10 Hours)
2. Developing Competitiveness –Government Policy and Competitiveness, Role of Quality and Productivity in Achieving World Class Competitiveness; Attaining Competitiveness through Integrative Process Management; 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 Innovation. (15 Hours)
3. Global Competitiveness of Indian Industry – Status; Cause of Uncompetitiveness; Strategic Options for Building Competitiveness, Internationalization of Indian Business: Selected Case Studies of Globally Competitive Indian Companies. (10 Hours)
4. Strategic Alliances – Value creation in alliances strategy, Management of Strategic Alliances; Strategic Alliances in Indian Context. (07 Hours)

**Text Books:**

1. Momaya Kiran (2001). International Competitiveness: Evaluation and Enhancement, Hindustan Publishing Corporation (India).
2. Burgelman Robert (2004). Strategic Management of Technology and Innovation, Tata McGraw Hill.

**References Books:**

1. Hamel G. and Prahalad C.K (1994). Competing for the future. Harvard Business Press.
2. IMD, World Competitiveness Year Book, Latest issue.
3. World Economic Forum, Global Competitiveness Report, Latest report.

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

**Distribution and Logistics for International Business**

Course code: MS 234

L-3 P-0 Credits-3

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

**Course Contents:**

1. Supply Chain Management - Concepts, Issues in Supply Chain Management; Demand Volatility and information distortion, Managing networks and relationships; Sourcing Internationally, Subcontracting within an International Dimension, The Architecture of Physical distribution network in a Global Operation Approach, International Distribution Management: Types of Intermediaries, Channel Objectives and Constraints, Channel Selection and Management, Global Retailing, International Channel Innovation. (10 Hours)
2. Logistics Framework – Concept, Objective and Scope; Transportation, Warehousing, Inventory Management; Packing and Unitization; Control and Communication, Role of Information Technology in Logistics, Logistics service firms and third party logistics. (10 Hours)
3. Logistics Network Design for Global Operations: Global Logistics Network Configuration, Orienting International Facilities: Considerations and Framework, Trade-offs Associated with each approach, Mapping the different approaches, Capacity expansion issues; Information Management for global Logistics: The global LIS/LITS: capabilities and limitations, Characteristics of logistics information and telecommunications systems. (12 Hours)
4. Performance Measurement and Evaluation in Global Logistics: Operations and logistics control: Key Activities Performance information, Measuring performance in functional integration, Measuring performance in Sectorial integration; Organisational structure for global logistics excellence; The Organizational Implications of Sectorial Logistics cooperation, The International factor in Global Organisations. (10 Hours)

**Text Books:**

1. Rushton, A., Oxley, J & Croucher, P (2nd Edition, 2000). Handbook of Logistics and Distribution Management. Kogan Page.
2. Simchi-Levi, David, Kamisnky, Philip, and Simchi-Levi, Edith. (2<sup>nd</sup> Edition, 2004). Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies. Irwin/McGraw Hill.

**Reference Books:**

1. Christopher Martin. (3rd Edition , 2004). Logistics & Supply Chain Management Creating Value-adding Networks. Pearson Education.
2. Ballou, R. H. (5<sup>th</sup> edition, 2004). Business Logistic Management. Prentice Hall, New Delhi.
3. Bowersox, D. J., David, J & Cooper (2002). Supply Chain Logistic Management. Prentice Hall, New Delhi.

**Students are also expected to use relevant journals:**

1. International Journal of Physical Distribution and Logistics Management
2. Journal of Business Logistics
3. International Journal of Logistics: Research and Applications.

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

**Foreign Language**  
**German for Business**

Course Code: MS 236

L-3 Credits-3

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

**Course Contents:** Foreign Language Knowledge Related To:

1. Listening: Understand Simple Questions and Instructions.  
Reading: Understand Single Words and Sentences but also Signposts, Signs and Posters.  
Speaking: Provide Short Information about the Job and the Person.  
Writing: Fill in Forms and Provide Information About Name, Address, Nationality etc.  
(10 Hours)
2. Listening: Understand Information about the Person and the Work.  
Reading: Understand Simple Letters, Appointments, Invitations and Information in Short Texts.  
Speaking: Answer Simple Questions About One's Working Field.  
Writing: Write Faxes and e-mails  
(10 Hours)
3. Listening: Understand Standard Information Related to the Working Field.  
Reading: Understand Standard Letters and Texts about Working Processes and Product Descriptions.  
Speaking: Provide Information about the Job, the Departments, the Company, the Products and Processes in a Conversation or on the Phone.  
Writing: Answer Standard Inquiries, Make Quotations, Write Short Texts with a Familiar Content, Possibly Give Some Explanation and Answer Simple Questions.  
(10 Hours)
4. Listening: Understand Complex Information Related to the Working Field in Meetings, Discussions and at Presentations.  
Reading: Understand Reports and Contracts with a Company-related Content.  
Speaking: Describe and Explain Work Processes and Projects. Report on Meetings and Presentations. Explain Concepts and Clarify Misunderstandings.  
Writing: Write Formal Standard Letters and Texts about One's Field of Expertise. Explain a Graphic and Reflect the Content.  
(12 Hours)

**Text Books :**

(A) Primarily for GRAMMER

(A-1)

Moment mal  
Lehwerk für Deutsch  
Als Fremdsprache  
Lehrbuch 1

Martin Muller  
Paul Rusch  
Theo Scherling  
Reiner Schmidt

A-2)

Moment mal  
Lehrwerk für 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).