

Scheme of Examination

&

Syllabi

of

Two Year

MASTER OF BUSINESS ADMINISTRATION (M B A)

on WEEKEND Basis

Academic Session 2014 onwards



GURU GOBIND SINGH
INDRAPRASTHA
UNIVERSITY

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY

Dwarka, Sector 16C, Delhi - 110 078 (INDIA).

www.ipu.ac.in

WEEKEND PROGRAMMES

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

PROGRAM FOCUS

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

EVALUATION SYSTEM

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

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

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

Internal Evaluation

Class Test –I (based on written test) : 20 Marks

Class Test –II
(Presentations/ Assignments/
Class interaction/ Conduct of Practical and Practical file) : 20 Marks

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

External Evaluation

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

paper. A student to clear the paper must obtain atleast 50% marks in the internal and external evaluation taken together.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

FIRST SEMESTER

Code No.	Course	L	T/P	Credits
MBA 101	Management Process & Organizational Behaviour	2	-	3
MBA 103	Decision Sciences	2	-	3
MBA 105	Managerial Economics	2	-	3
MBA 107	Business Communication	2	-	3
MBA 109	Accounting for Management	2	-	3
MBA 111	Information Technology Management	2	-	3
MBA 113	Term Paper	-	4	6
MBA 151	Information Technology Management Lab	-	2	1
	Total	12	6	25
* Teaching Hours: The total number of teaching hours for each course of 3 credits is of 42 hours spread over 21 weeks i.e. one Semester				

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**MASTER OF BUSINESS ADMINISTRATION****SECOND SEMESTER**

Code No.	Course	L	T/P	Credits
MBA 102	Human Resource Management	2	-	3
MBA 104	Business Research	2	-	3
MBA 106	Financial Management	2	-	3
MBA 108	Operations Management	2	-	3
MBA 110	Marketing Management	2	-	3
MBA 112	E-Business	2	-	3
MBA 114	Management of Technology, Innovation and Change	2	-	3
MBA 116	Minor Project	-	4	6
	Total	14	4	27
* Teaching Hours: The total number of teaching hours for each course of 3 credits is of 42 hours spread over 21 weeks i.e. one Semester				

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

THIRD SEMESTER

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

*** Teaching Hours:** The total number of teaching hours for each course of 3 credits is of 42 hours spread over 21 weeks i.e. one Semester

Note:

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

List of Electives for Functional Specialization

Marketing

- MBA 209 Consumer Behaviour
- MBA 211 Retail Management
- MBA 213 Rural & Social Marketing
- MBA 215 Sales & Distribution Management

Finance

- MBA 217 Financial Markets and Institutions
- MBA 219 Security Analysis and Investment Management

MBA 221 Project Planning and Analysis

MBA 223 Corporate Tax Planning

Human Resource

MBA 225 Organizational Development

MBA 227 Strategic & International Human Resource Management

MBA 229 Training and Development: Systems and Practices

MBA 231 Compensation Management

Information Technology

MBA 233 Systems Analysis and Design

MBA 235 Database Management Systems

MBA 251 Database Management Systems Lab. (This paper is based on DBMS and is part of it)

MBA 237 Network Applications and Management

MBA 239 Front End Design Tools

MBA 253 Front End Design Tools Lab. (This paper is based on Front End Design Tools and is part of it)

International Business

MBA 241 International Business Environment

MBA 243 Export, Import Procedures and Documentation

MBA 245 International Economics

MBA 247 WTO and Intellectual Property Rights

List of Electives for Sectoral Specialization

Consultancy

MBA 249 Business Process Reengineering

MBA 255 Total Quality Management

MBA 257 Consultancy Practice Fundamental –I

MBA 259 Project Management-I

Banking

MBA 261: Indian Banking System

MBA 263: Foreign Trade Policy and procedures

MBA 265: Project Planning & Analysis

MBA 267: Retailing and CRM in Banking

MBA 269: Security Analysis and Investment Management

Insurance

MBA 271: Conceptual Framework and Principles of Insurance

MBA 273: Life Insurance & Elements of Actuarial Sciences

MBA 275: Principles of General Insurance and Reinsurance

MBA 277: Fire, IAR, FLOP Insurances

MBA 279: Theory and Practice of Marine Insurance (Cargo & Hull)

MBA 281: Life Insurance Underwriting & Legal Aspects

Real Estate

MBA 283: Conceptual Framework for Real Estate

MBA 285: Urban Land Development and Land Economics

MBA 287: Real Estate Financing and Risk Analysis

MBA 289: Project Management - Processes and Applications

MBA 291: Procurement Management: Services, Equipments and Works

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**MASTER OF BUSINESS ADMINISTRATION****FOURTH SEMESTER**

Code No.	Course	L	T/P	Credits
MBA 202	Strategic Management	2	-	3
MBA 204	Business Intelligence and Applications	2	-	3
MBA 206	Corporate Social Responsibility, Human Values & Ethics	2		3
	Elective- IV	2	-	3
	Elective- V	2	-	3
	Elective- VI	2	-	3
MBA 288	Major Research Project		8	15
	Total	12	8	33
* Teaching Hours: The total number of teaching hours for each course of 3 credits is of 42 hours spread over 21 weeks i.e. one Semester				

List of Electives for Functional Specialization**Marketing**

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

Finance

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

Human Resource

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

Information Technology

MBA 232 Software Project Management
MBA 234 Web Technologies
MBA 252 Web Technologies Lab. (This paper is based on Web Technologies and is part of it)
MBA 236 Enterprise Resource Planning
MBA 238 Knowledge Management

International Business

MBA 240 Distribution and Logistics for International Business
 MBA 242 Global Competitiveness and Strategic Alliances
 MBA 244 International Business Negotiations
 MBA 246 Foreign Language

List of Electives for Sectoral Specialization**Consultancy**

MBA 248 Consultancy Practice Fundamental II
 MBA 250 Project Management-II
 MBA 254 Knowledge Management
 MBA 256 Enterprise Resource Planning

Banking

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

Insurance

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

Real Estate

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

Note: The Major Research Project work will start in the beginning of the third Semester and the submission will take place in the fourth semester.

Scheme of total credits in two-year MBA Weekend Programme

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

FIRST SEMESTER

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Management Process & Organizational Behaviour

Course Code: MBA 101

L-2, Credits -3

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

Course Contents:

1. Introduction to Management

Meaning and Nature of Management, Management Approaches, Managerial Skills, Tasks and Responsibilities of a Professional Manager Planning Types and Process, Controlling Process and Techniques, Management by Objectives (11 Hours)

2. Process of Management

Functions of Management in detail: Planning-process and techniques, Organizing-process and Organizational structure, Directing-principles and process, Controlling-Process and Techniques, Problem Solving and decision making. (11 Hours)

3. Fundamentals of Organizational Behaviour

Introduction and meaning, Models of OB, Emergence of OB as a discipline, OB Trends, Organizational Culture and Climate, Managerial Ethics, Leadership Theories and Styles, Motivation-Theories and Practices, Managerial Communication, Organizational Change and Development. (10 Hours)

4. Individual & Group Behaviour and Process in Organization

Individual determinants of OB: Perception, Learning, Attitudes, Personality, Stress and Its Implication on Management Practices, Group Dynamics and Work Teams, Power, Politics, Conflict and Negotiation, Interpersonal Behaviour and Relations, Transactional Analysis. (10 Hours)

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

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

Text Books:

1. Robbins, S.P., Judge, T.A., Sanghi, S (2009). Organizational Behaviour, Pearson Education.
2. Pierce, J.L. & Gardner, D.G. (2010). Management and Organizational Behavior, Cengage Learning.

Reference Books:

1. George, J. M. & Jones, G.R. (2009). Understanding and Managing Organizational Behaviour 5th Edition, Pearson Education.
2. Green Berg, J. and Baron, R.A. (2008), Behaviour in Organization. PHI
3. Schermerhorn, J. (2007). Organizational Behaviour, 10th Edition, Wiley
4. Mcshane, S.L., Von Glinow, M.A., Sharma, R.R. (2006) Organizational Behaviour. Tata McGraw Hill

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Decision Sciences

Course Code: MBA 103

L-2, Credits - 3

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

Course Contents:

1. Probability: Concepts, theorems, Bayes' Rule. Probability distributions: Discrete and Continuous Distribution. (10 hours)

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

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

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

Text Books:

1. Ken Black (2009) Business Statistics: For Contemporary Decision Making, 5th edition, Wiley-India.
2. Barry Render, RM Stair, ME Hanna and TN Badri. (2009) Quantitative Analysis for Management, 10th edition, Pearson Prentice Hall.

Reference Books:

1. Richard Levin and DS Rubin (2009). Statistics for Management, 7th edition, Pearson Education.
2. Sharma, J.K. (2009). Business Statistics, 2nd edition, Pearson Education.
3. Taha, Hamdy (2008). Operations Research: An Introduction, 8th edition, Pearson Education.
4. Sharma, J.K. (2009). Operations Research: Theory and Applications, 4th edition, Macmillan.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Managerial Economics

Course Code: MBA 105

L – 2, Credits – 3

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

Course Contents:

1. **Introduction:** Nature, Scope and Significance of Managerial Economics, its Relationship with other Disciplines, Role of Managerial Economics in Decision Making; Opportunity cost Principle, Production Possibility Curve, Incremental Concept, Cardinal and Ordinal Approaches to Consumer Behaviour- Equi-marginal principle, Law of Diminishing Marginal Utility, Indifference curve Analysis.
(8 Hours)
2. **Demand Analysis and Theory of Production:** Demand Function, Determinants of Demand, Elasticity of Demand, Demand Estimation and Forecasting, Applications of Demand Analysis in Managerial Decision Making; Theory of Production- Production Function, Short Run and Long Run Production Analysis, Isoquants, Optimal Combination of Inputs, Applications in Managerial Decision Making.
(10 Hours)
3. **Theory of Cost and Market Structures:** Traditional and Modern Theory of Cost in Short and Long Runs, Economies of Scale and Economies of Scope; Revenue curves; Market Structures: Price-Output decisions under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly; Strategic Behaviour of Firms and Game Theory:- Nash Equilibrium, Prisoner's Dilemma – Price and Non-price Competition.
(12 Hours)
4. **Introduction to Macro Economics:** Nature and Importance; Economic Growth and Development, Determinants of Economic Development; Methods of Measurement of National Income; Inflation- Meaning, Theories, and Control measures; Recent Developments in Indian Economy.
(12 Hours)

Text Books:

1. Hirschey, Mark, (2009), Fundamentals of Managerial Economics, 9th edition, Cengage Learning.
2. Salvatore, D. (2006), Managerial Economics in a Global Economy, 6th Edition, Oxford University Press.

Reference Books:

1. Truett Lila J., Truett, Dale B. and Truett J. Lila (2006). Managerial Economics: Analysis, Problems, Cases, 8th Editon, John Wiley & Sons.
2. Atmanand (2008). Managerial Economics, 2nd Edition, Excel Books.
3. Christopher R Thomas & S Charles Maurice (2008). Managerial Economics, 9th edition, McGraw Hill Co.
4. Petersen, H. Craig, Cris, L W and Sudhir K Jain(2008). Managerial Economics, 1st edition, Pearson Education.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Business Communication

Course Code: MBA 107

L -2 Credits – 3

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

Course Contents:

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

(10 Hours)

2. Forms of Communication

(a) Written Communication: Principles of Effective Written Communication; Commercial Letters, Report Writing, Speech Writing, Preparing Minutes of Meetings; Executive Summary of Documents, Writing positive, negative persuasive, electronic messages

(b) Non-verbal Communication

(c) Oral Communication: Art of Public Speaking, Effective Listening

(d) Communicating in Teams

(10 Hours)

Applications of Communication

(a) Writing a Summer Project Report

(b) Writing CVs & Application Letters

(c) Group Discussions & Interviews

(d) The Employment Interview

3. Important Parameters in Communication

(a) The Cross Cultural Dimensions of Business Communication

(b) Technology and Communication

(c) Ethical & Legal Issues in Business Communication

(d) Mass Communication: Mass Communication & Promotion Strategies, Advertisements, Publicity, and Press Releases. Media Mix, Public Relations, Newsletters.

(12 Hours)

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

(10 Hours)

Text Books:

1. Lesikar et al (2009). Business Communication: Making Connections in a Digital World. Tata McGraw Hill Publishing Company Ltd. New Delhi.

2. Boove, C.L., Thill, J.V. & Chaturvedi, M. (2009). Business Communication Today, Pearson.

Reference Books:

1. Krizan et al (2010). Effective Business Communication, Cengage Learning.
2. Scot, O. (2009). Contemporary Business Communication, Biztantra, New Delhi.
3. Chaney & Martin (2009). Intercultural Business Communication, Pearson Education
4. Penrose et al (2009). Business Communication for Managers, Cengage Learning.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Accounting for Management

Course Code: MBA 109

L – 2 Credits - 3

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

Course Contents:

- 1. Financial Accounting:** Scope and nature of Accounting, Accounting concepts and Principles, Introduction to Accounting Standards, Accounting Cycle, Journalisation; Subsidiary Books; Ledger Posting; Preparation of Trial Balance; Rectification of Error; Depreciation Accounting; Preparation of Final Accounts: Trading Account, Profit and Loss Account, Balance Sheet (with adjustments); Introduction to Company Financial Statement; Contents of Corporate Annual Report. (12 Hours)
- 2. Analysis of Financial Statements:** Techniques of Financial Statement Analysis, Cash Flow Statement, Funds Flow Statement and Ratio Analysis. (10 Hours)
- 3. Cost Accounting:** Objectives, Classification of Cost, Preparation of Cost Sheet, Methods, Techniques and Systems of Cost Accounting; Accounting for Direct Material, Direct Labour & Overheads; Contract Costing; Budgetary Control- Meaning, Importance and Classification; Fixed and Flexible Budgets Zero-based Budgeting, Performance Budgeting; Responsibility Accounting. (10 Hours)
- 4. Management Accounting:** Standard Costing and Variance Analysis: Material, Labour and Overhead Variances; Cost Volume Profit Analysis; Profit Planning; Introduction to Activity Based Costing, Target Costing, Life Cycle Costing, Balance Scorecard, EVA and Performance Measurement. (10 Hours)

Text Books:

1. Horngren, Datar, Foster, Rajan, Itner (2009). Cost Accounting- A Managerial Emphasis, 13th Edition, Pearson Education.
2. M.Y. Khan and P.K. Jain (2010) Management Accounting, Edition 5. Tata Mc Graw Hill.

Reference Books:

1. Arora, M. N. (2008). Cost Accounting, 10th Edition, Vikas Publishing House.
2. Duray. Colin. (2004). Management and Cost Accounting, 6th Edition, Cengage Learning.
3. Maheshwari, S.N (2009). Accounting for Management, 2nd Edition., Sultan Chand & Sons.
4. Glautier, M.W.E. And Underdown B. (2010). Accounting Theory and Practice, Financial Times/Pearson.

Periodicals:

1. American Accounting Association, The Accounting Review
2. Institute of Chartered Accountant of India, The Chartered Accountant
3. The Institute of Cost and Works accountant of India, The Management Accountant

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Information Technology Management

Course Code: MBA 111

L – 2, Credits -3

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

Course Contents:

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

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

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

Database Management Systems Concepts, E-R modeling, SQL Queries, Office Productivity Software: Word Processing & Electronic Spreadsheets.

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

4. **Functional and Enterprise Systems:** Data and Information concepts, Management Levels, Classification of Information Systems. Security Issues in IT based Systems.

Text Books:

1. ITL Education Solutions (2012), Introduction to Information Technology, Pearson Education.

2. Turban, Rainer and Potter (2006). Introduction to information technology, 2nd Edition, John Wiley and Sons.

Reference Books:

1. Turban Efraim, Ephraim McLean, James Wetherbe (2006), Information Technology for Management -Transforming organizations in the digital economy, 4th Edition, Wiley India.
2. Joseph A. Brady and Ellen F Monk (2007), Problem Solving Cases in Microsoft and Excel, Fourth Annual Edition, Thomson Learning.
3. Saini A. K.and Pradeep Kumar (2003), Computer Applications in Management, Anmol Publications.
4. Deepak Bharihoke, (2009), Fundamentals of Information Technology, 3rd Edition, Excel Books.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION

TERM PAPER

Course Code: MBA 113

T/P-4, Credits -6

Objective:

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

Course Contents:

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

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

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

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

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION

Information Technology Management Lab

Course Code: MBA 151

P-2, Credits - 1

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

SECOND SEMESTER

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION

Human Resource Management

Course Code: MBA 102

L -2, Credits -3

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

Course Content

1. **Introduction to Human Resource Management:** Concept of HRM, Nature, Scope, Functions, Objectives, Processes, Importance and Evolution of HRM, HRM Models (In India and Broad), Roles and Responsibilities of HR managers.
HRM in a Dynamic Environment- Technological Changes, TQM, Workforce Diversity, Employee Empowerment, Learning Organization.

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

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

(12 Hours)
4. **Contemporary Issues in HR** – Wellness Issues, Managing labor relations, creating high performing HR Systems, Quality of Work Life, Human Resource Information Systems, Human Resource Audit, and Human Resource Accounting, Strategic Human Resource Management, International Human Resource Management

(10 Hours)

Text Books

1. Dessler et al., (2008), Human Resource Management, Pearson Education.
2. Cascio et al., (2010), Human Resource Management, Tata McGraw Hill.

Reference Books:

1. Armstrong, M. (2009), Armstrong's Handbook of Human Resource Practice, Kogan Page
2. Lepak, D. & Gowan M. (2009), Human Resource Management, Pearson Education.
3. Mondy, R W (2009), Human Resource Management, Pearson Education
4. Denisi, A S, Griffin, R W (2005), Human Resource Management: An Introduction, Cengage Learning.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Business Research

Course Code: MBA 104

L -2, Credits -3

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

Course Contents:

1. Introduction to Business Research; Types of Research; Steps in the Research Process; Reviewing of literature; Formulating a Research problem – Identifying Objectives, Establishing operational definitions; Identifying variables – defining concepts, indicators, variables; Constructing Hypotheses – Functions, Characteristics, Types of hypotheses.
(12 Hours)
2. Research design – Definition, Functions; Study designs – based on number of contacts, based on reference period, experimental, non-experimental and quasi-experimental study designs, cross-over comparative experimental design, replicated cross-sectional design, action research.
Methods of data collection – primary and secondary sources; Primary data collection instruments; Attitudinal scales – Likert, Thurstone, Guttman scales; Types of measurement scales – nominal, ordinal, interval, ratio; Validity of research instruments – face and content, concurrent and predictive, construct validity; Reliability of research instruments – external and internal consistency procedures.
(12 Hours)
3. Sampling – concepts, principles; Types of sampling – probability, non-probability, mixed sampling designs; Sampling frame; Sample size determination; Writing a research proposal; Ethical issues in data collection; Data editing, coding and tabulating.
(10 Hours)
4. Introduction to hypothesis testing; Advanced data analysis techniques – basic concepts of discriminant analysis, factor analysis, cluster analysis, multi-dimensional scaling and conjoint analysis; Displaying data; Writing a research report.
(8 hours)

Textbooks:

1. Donald Cooper and PS Schindler (2009) Business Research Methods, 9th edition, Tata McGraw Hill.
2. Ranjit Kumar (2009) Research Methodology, 2nd edition, Pearson Education.

Reference Books:

1. Uma Sekaran (2010). Research Methods for Business, 4th edition, Wiley.
2. Naresh Malhotra and S. Dash (2009). Marketing Research, 5th edition, Pearson Prentice Hall.
3. Richard Levin and DS Rubin (2009). Statistics for Management, 7th edition, Pearson Education.
4. Robert Stine and D Foster (2010). Statistics for Business, 1st edition, Pearson Education.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Financial Management

Course Code: MBA 106

L-2, Credits - 3

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

Course Contents:

1. **Introduction to Financial Management:** Nature and Scope of Financial Management; Financial Objectives; Impact of Financial and Economical Environment on Financial Management; Time Value of Money including Pension Funds, Computation of EMI, Annuity, Annuity Due. **(10 Hours)**
2. **Financing Decisions:** Sources of Finance, Leverages, EBIT- EPS Analysis; Cost of Capital; Capital Structure: Net Income Approach, Net Operating Income Approach, Traditional Approach and MM Approach. **(12 Hours)**
3. **Investment Decisions:** Capital Budgeting: Conventional and DCF Methods; Inflation and Capital Budgeting; Risk Analysis and Capital Budgeting-Certainty Equivalent Factor; Risk Adjusted Discounting Rate; Decision Tree; Independent and Dependent Risk Analysis; Replacement Decisions, Sensitivity Analysis; Working Capital Management: Estimation of Working Capital Requirement, Operating Cycle; Management of Inventories; Management of Cash; Management of Receivables. **(12 Hours)**
4. **Dividend Decision:** Concept of Retained Earning, Walter Model, Gordon Model, MM Approach, Lintner Model, Factors affecting Dividend Decision; Rights and Bonus Shares. **(8 Hours)**

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

Text Books:

1. Van Horne, James, C (2002). Principles of Financial Management, Pearson.
2. Prasanna, Chandra (2007) Financial Management: Theory and Practice, 7th Edition, Tata McGraw Hill.

Reference Books:

1. Khan, M. Y. and Jain P. K. (2007). Financial Management, Text, Problems & Cases, 5th Edition, Tata McGraw Hill Company, New Delhi.
2. Maheshwari, S.N. (2009), Financial Management – Principles & Practice, 13th Edition, Sultan Chand & Sons.
3. Sheeba Kapil (2010). Financial Management, Pearson Education..
4. Bhalla. V. K. (2009). Financial Management and Policy: Text and Cases, 9th Edition, Anmol Publications Pvt. Ltd.
5. Brigham. Eugene F. and Houston. Joel F. (2006). Fundamentals of Financial Management, 10th Edition, Cengage Learning.
6. Gitman, L.J. (2006). Principles of Managerial Finance, New York.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Operations Management

Course Code: MBA 108

L-2 , Credit-3

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

Course Contents:

1. **Introduction to Operations Management:** Nature & Scope of Operations Management, Historical evolution of Operations Management, Systems perspectives of Operations Management, and Relationship of Operations Management with other functional areas, Operations Strategy, Recent trends in the field of Operations Management,
2. **Product Development:** Product Development Process, Concurrent engineering, tools and approaches in product development viz: Quality function deployment, Design for Manufacturability, Design for assembly, Design for quality, Mass customization; Process selection and facilities layout: Determinant of Process selection, Process-Product Matrix, Types of layouts, line balancing; Facilities location; Work Measurement and Job design.
3. Demand Forecasting; Capacity Planning; Resources Planning; Aggregate Production Planning Materials Requirement Planning, Scheduling; Theory of constraints and Synchronous Manufacturing; Lean Management and Just in Time Production; Supply Chain Management; Inventory Planning and control.
4. 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). Simulation

Text Books:

1. Mahadevan B. (2010), Operations Management: Theory and Practice, 2nd Edition, Pearson Education.
2. Chase Richard B, Roberts Jacobs, F Aquilano, Nicholas J. (2004), Operations Management for competitive Advantage, Tata McGraw Hill, New Delhi

Reference Books:

1. Chary, S.N and Paneerselvam R. (2009), Production and Operations Management, Tata McGraw Hill.
2. Stevenson W. J (2007), Operations Management, 9th Edition, Tata McGraw Hill, N Delhi.
3. Terry Hill (2005), Operation Management. Pal Grave McMillan.
4. Gaither Norman and Frazier G.(2004), Operations Management, 9th Edition, Cengage Learning.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Marketing Management

Course Code: MBA 110

L – 2, Credits – 3

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

Course Contents:

1. **Introduction to Marketing** : Meaning and Scope of Marketing; Marketing Philosophies; Marketing Management Process-an overview; Concept of Marketing Mix; Understanding Marketing Environment; Consumer and Organization Buyer Behavior; Demand Forecasting; Market Segmentation, Targeting and Positioning. (12 Hours)
2. **Product and Pricing Decisions:** Product Concept; Types of Products; Product Levels; Major Product Decisions; Brand Management; Product Life Cycle, New Product Development Process; Pricing Decisions: Determinants of Price; Pricing Process, Policies and Strategies. (10 Hours)
3. **Promotion and Distribution Decisions:** Communication Process; Promotion Tools-Advertising, Personal Selling, Publicity and Sales Promotion; Emerging Channels of Distribution, Distribution Channel Decisions-Types and Functions of Intermediaries; Channel Design; Selection and Management of Intermediaries. (10 Hours)
4. **Emerging Trends and Issues in Marketing:** Consumerism, Rural Marketing, Social Marketing; Direct Marketing; Online Marketing, Green Marketing. (10 Hours)

Text Books:

1. Kotler,P., Keller, K.L. Koshy, A. and Jha, M., (2013). Marketing Management: A South Asian Perspective, Pearson Education, New Delhi.
2. Etzel, M., Walker, B., Stanton, W. and Pandit, A (2009) Marketing Management, Tata McGrawHill, New Delhi

Reference Books:

1. Ramaswamy, V.S and Namakumari, S. (2009) Marketing Management: Global Perspective Indian Context, 4th Edition, Macmillan Publishers India Ltd., New Delhi
2. Saxena, Rajan (2009), Marketing Management, Fourth Edition, Tata McGraw Hill Education Pvt. Ltd. New Delhi.
3. Louis E. Boone and David L. Kurtz (2007). Principles of Marketing, 12 th Edition, Cengage Learning.
4. Pride, William, M., and O.C. Ferrell (2010). Marketing Planning, Implementation and Control, Cengage Learning, New Delhi.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION

E-Business

Course Code: MBA 112

L-2, Credit-3

Objective: The course imparts understanding of the concepts and various application issues of e-business 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, Types of Electronic Commerce, Benefits, Limitations and Barriers of E-commerce, Electronic Commerce Models, Value Chains in Electronic Commerce, E-Commerce in India., 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.

(12 Hours)

2. Security Issues in e-business

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

(12 Hours)

3. Electronic Payment System

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

(10 Hours)

4. e-Business Applications & Strategies

Business Models & Revenue Models over Internet, Emerging Trends in e-Business, Digital Commerce, Mobile Commerce, Strategies for E-Commerce, Internet based Business Models; Legal, Ethical and Societal Impacts of E-Commerce.

(8 Hours)

Text Books:

1. Dave Chaffey (2009). E-Business and E-Commerce Management- Strategy, Implementation and Practice, 3rd Edition, Pearson Education.
2. Bharat Bhaskar (2009). Electronic Commerce- Framework, Technologies and Applications, 3rd Edition, Tata McGraw Hill.

Reference Books:

1. Efraim Turban, David King, Dennis Viehland, Jae Lee, (2009): Electronic Commerce – A Managerial Perspective, 4th Edition, Pearson Education.
2. Elias M. Awad (2007). Electronic Commerce- From Vision to Fulfillment, 3rd Edition. PHI Learning.
3. Joseph, P.T. and S.J. (2008). E-Commerce – An Indian Perspective, 3rd Edition, PHI.
4. Schneider Gary P. and Perry, James T (2007). Electronic Commerce Strategy, 1st Edition, Cengage Learning.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Management of Technology, Innovation and Change

Course Code: MBA 114

L-2, Credits-3

Objective: This course is designed to help students to understand the importance of managing technology, innovation and change at the 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 Intelligence and Forecasting, Global Trends in Technology Management. (12 Hours)
2. **Change Management:** Understanding the Nature, Importance, Forces, Types of Change; Diagnosing Organizational Capability to Change-strategy, Structure, Systems and People; Building Culture and climate for Change: Role of Leadership; Managing Transformations. (12 Hours)
3. **Innovations Management:** Invention vs. Innovation; Innovation Strategies and Models; Concurrent Engineering; Process Innovation, Product Innovation, Innovation Management. (10 Hours)
4. **Creative and Lateral Thinking Management:** Thinking, Creative Thinking, Problem Solving, Managing Lateral Thinking. (8 Hours)

Text Books:

1. Hossein Bidgoli (2010). The Handbook of Technology Management (3 Volume Set), Wiley.
2. Larisa V. Shavinina(2003), The International Handbook of Innovation, First Edition, Elsevier Science, Permagon.

Reference Books:

1. Tushman, Michael L and Philip Anderson (2004). Managing Strategic Innovation and Change, 2nd Edition, Oxford University Press.
2. Adair, John (2007). Leadership for Innovation, Kogan Page India Private Limited.
3. Narayanan, V K. (2001). Managing Technology and Innovation for Competitive Advantage. Pearson Education.
4. Frederick Betz (2003), Managing Technological Innovation, Competitive Advantage from change, Second Edition, John Wiley & Sons, Inc. , USA.

Supporting Documents/Readings:

1. “Technology Information Forecasting & Assessment Council” (TIFAC) Telecommunication: Technology Vision 2020, TIFAC, (1997), New Delhi, India.
2. Abdul Kalam, APJ and Rajan Y.S. (1990). India 2020: A vision for the New Millenium, Penguin Books.
3. DeBono, Edward (1990). Lateral Thinking, Penguin Books.
4. Melissa A. Schilling (2008). Strategic Management of Technological Innovation, Special Indian Edition, Tata McGraw Hill.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION

Minor Project

Course Code: MBA 116

T/P-4, Credits 6

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

Course Contents:

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

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

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

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

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

THIRD SEMESTER

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION

Course Code: MBA 201

L-2, Credits-3

Information Systems Management

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

Course Contents:

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. (12 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. (10 Hours)
3. **Systems Design and Development Methodologies:** SDLC Approach, Prototyping, Spiral method, End User Development. Logical and Physical Design. Evaluation of Information Systems. (10 hours)
4. **Emerging Concepts and Issues in Information Systems:** Supply Chain Management, Customer Relationship Management, ERP. Introduction to Data Warehousing, Data Mining and its Applications. (10 Hours)

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

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

Text Books:

1. James A O'Brien, George M Marakas and Ramesh Behl (2010). Management Information Systems, Ninth Edition, Tata McGraw Hill Education, New Delhi.
2. Ken Laudon and Jane Laudon and Rajanish Dass (2010). Management Information Systems, Eleventh Edition, Pearson, New Delhi.

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. D.P.Goyal (2008). Management Information Systems-Managerial Perspectives, Second Edition, Macmillan, New Delhi.
3. S.A.Kelkar (2009). Management Information Systems-A concise Study, Second Edition, PHI Learning, New Delhi.
4. Nirmalya Bagchi (2010), First Edition, Management Information Systems, Vikas Publishing House, New Delhi

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Entrepreneurship & Small Business Development

Course Code: MBA 203

L-2, Credits - 3

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

Course Contents:

1. **Entrepreneurship:** Concept and Definitions; Entrepreneurship and Economic Development; Classification and Types of Entrepreneurs; Entrepreneurial Competencies; Factor Affecting Entrepreneurial Growth – Economic, Non-Economic Factors; EDP Programmes; Entrepreneurial Training; Traits/Qualities of an Entrepreneurs; Entrepreneur; Manager Vs. Entrepreneur. (12 Hours)
2. **Opportunity / Identification and Product Selection:** Entrepreneurial Opportunity Search and Identification; Criteria to Select a Product; Conducting Feasibility Studies; Project Finalization; Sources of Information. (10 Hours)
3. **Small Enterprises and Enterprise Launching Formalities :** Definition of Small Scale; Rationale; Objective; Scope; Role of 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. (10 Hours)
4. **Role of Support Institutions and Management of Small Business :** Director of Industries; DIC; SIDO; SIDBI; Small Industries Development Corporation (SIDC); SISI; NSIC; NISBUD; State Financial Corporation SIC; (10 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.

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

Business and Economic Laws

Course Code: MBA 205

Credit -3

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

Course Contents:

- 1 **Law of Contract:** Introduction, Kinds of Contracts, Offer and Acceptance, Consideration, Capacity of Parties, Free Consent, Legality of Object, Performance of contracts, Discharge of Contract, Remedies for Breach of Contract, Indemnity and guarantee, Bailment and Pledge, Agency. **Law of Sale Of Goods:** introduction, Contract of Sale of Goods, Conditions and warranties, transfer of property, Performance of Contract of Sale, Rights of unpaid seller.
- 2 **Law of Partnership:** Introduction, Formation, Rights Duties and liabilities of Partners, dissolution of Partnership Firm, Limited Liability Partnership. **Law of Negotiable Instruments:** Introduction, Parties to Negotiable Instruments, Presentation, Negotiation, Dishonour and Discharge, Banker and Customer.
- 3 **Law Relating to Companies:** Meaning and Types, Formation, Documents-Memorandum, Articles and Prospectus, Shares and Share Capital, Debentures, Meetings and Management, Protection of minority shareholders' rights .IPR Laws.
- 4 **Regulatory Business Laws:** Industrial and Licensing Policy (latest), Foreign Exchange Management Act, Consumer Protection Act, Environment Protection Act, New Competition Law, Securities and Exchange, Board of India and Investor's Protection.

Text Books:

1. Tuteja S.K., Business Law for Managers, Sultan Chand & Sons, 23, Daryaganj, New Delhi.
2. Chadha P.R., Business Law, Galgotia Publishing Company, 6A/4, W.E.A., Karol Bagh, New

Reference Books:

1. Maheshwari S. N., Maheshwari S. K., A Manual of Business Laws, Himalaya Publishing House.
2. Gupta O.P, Business Law, Sahitya Bhawan Publishers and Distributors Pvt. Ltd., 34, Lajpat Kunj, Civil Lines, Agra.
3. M.C. Kuchhal, Business Law, Vikas Publishing House Pvt. Ltd. 576, Masjid Road, Jangpura, N. Delhi.

4. Aggarwal S.K., Modern Business Law, Galgotia Publishing Company, 6A/4, W.E.A., Karol Bagh, New Delhi.
5. Bedi, Suresh (2004) Business Environment, Excel Books, New Delhi.
6. Paul, Justin (2006), Business Environment (Text and Cases), Tata McGraw-Hill, New Delhi

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Management of International Business

Course Code: MBA 207

L-2, Credits-3

Objective: 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; E.P.R.G. – Approach, The Environment Of International Business, Reasons for Going International, Analyzing International Entry Modes, Strategy in the Internationalization of Business, Basic Models for Organization Design in Context of Global Dimensions; Entry Barriers, Global Competitiveness of Indian Organizations. (12 Hours)

2. **Managing Globally :** Global marketing Management, global operations, Cross-cultural management : Hofstede Study, Edward T Hall Study, Cultural Adaptation through Sensitivity Training, Global Human Resources Management , Aspects of Global Financial Management (12 Hours)

3. **Formulating Strategy for International Management:** Strategy as a Concept, Implementing Global Strategy, International Competitive Advantage; International Strategic Alliances, Global Mergers and Acquisition. (10 Hours)

4. **Broad issues in Globalisation :** Emerging Global Players, Ethical issues in Context of International Business, The Social Responsibility of the Global Firm, Cross-Culture Communication and Negotiation, Leadership Issues, The Role of the Parent: Managing the Multibusiness Firm,. Organizing and Structuring the Multibusiness Firm (08 Hours)

Text Books:

1. Lasserre, Philippe (2007). Global Strategic Management, Palgrave MacMillan.
2. John D Daniels, Lee H Radebaugh Daniel P Sullivan , Prashant Salwan (2010). International Business Environments and Operations, Pearson Education

Reference Books:

1. Tamer Cavusgil, Gary Knight (2010). International Business: Strategy, Management and the New Realities, 1st Edition, Pearson Education.
2. K Aswathappa(2008). International Business, Tata Mcgraw Hill.
3. Richard Hodgetts, Fred Luthans, Jonathan Doh (2008). International Management: Culture, Strategy and Behaviour, Pearson Education.
4. Deresky (2010). International Management: Managing across borders and culture. Pearson Education.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION Consumer Behaviour

Course Code: MBA 209

L-2, Credits – 3

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

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

(10 Hours)

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

(14 Hours)

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

(10 Hours)

4. Diffusion of Innovation, Models of Consumer Behavior; Researching Consumer Behavior; Online Consumer Behavior.

(8 Hours)

Text Books:

1. Schiffman L.G. and Kanuk L.L. (2006), Consumer Behaviour, 9th Edition, Pearson Education, New Delhi.
2. Hawkins, D. I. & Best R. J. and Coney, K.A. and Mookerjee, A, (2007) Consumer Behaviour- Building Marketing Strategy. Tata McGraw Hill, New Delhi.

References Books:

1. Solomon, Michael R. (2009), Consumer Behaviour: Buying, Having and Being, PHI Learning Pvt. Ltd., New Delhi
2. Assel Henry, (2005), Consumer Behaviour, Cengage Learning, New Delhi.
3. Majumdar,R.(2010), Consumer Behaviour: Insights from the Indian Market, PHI Learning Pvt. Ltd., New Delhi
4. Loudon, David L. and Della Bitta, J. (2002) Consumer Behaviour, 4th Edition, Tata McGraw Hill, New Delhi.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Retail Management

Course Code: MBA 211

L-2, Credits-3

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

Course Contents:

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

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

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

Unit 4: Store Management & other issues:

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

Text Books:

1. Levy M., Weitz B.A and Pandit A. (2008), Retailing Management, 6th Edition, Tata McGraw Hill.
2. Berman B. Evans J. R. (2007), Retail Management, 10th Edition, Pearson Education.

Reference Books:

1. Pradhan S. (2009), Retailing Management – Text and cases, 3rd Edition, Tata McGraw Hill, New Delhi
2. Vedamani, Gibson G. (2008) Retail Management: Functional Principles and Practices, 3rd Edition, Jaico Books, New Delhi.
3. Easterling, R. C., Flottman, E.L., Jernigan, M. H. and Wuest, B.E.S. (2008) Merchandise Mathematics for Retailing, 4th Edition, Pearson Education, New Delhi.
4. Sinha P.K., Uniyal D.P., (2007) Managing Retailing, 1st Edition, Oxford University Press

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Rural and Social Marketing

Course Code: MBA 213

L-2, Credits: 3

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

Course Contents:

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

(10 Hours)

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

(10 Hours)

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

(10 Hours)

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

(12 Hours)

Text Books:

1. Kotler P and Andreasen (2008) Strategic Marketing for Non-Profit Organisations, Prentice Hall of India, PHI, New Delhi
2. Kashyap, Pradeep, Amp, Raut, Siddhartha(2005) Rural Marketing, Wiley, New Delhi
3. Krishnamacharyulu, C.S.G and Rama Krishnan Lalitha, (2006), "Rural Marketing – Text and Cases", Pearson Education, New Delhi.

Reference:

1. Kotler, P. Lee, N. R., Lee, N.(2008) Social Marketing: Influencing Behaviors for Good, Sage Publications.
2. Kotler, P. Roberto, N. Lee, N. (2002) "Social Marketing: Strategies for Changing Public Behavior", 2nd Edition, Sage Publications
4. Bhatia, Tek K. (2007) Advertising and marketing In Rural India, 2nd Edition, Macmillan Publishers India Ltd., New Delhi

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Sales & Distribution Management

Course Code: MBA 215

L-2, Credits-3

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

Course Contents:

1. **Introduction to Sales Management:** Scope and Importance; The Evolving Face of Personal Selling; Personal Selling Process and Approaches; Sales Organization Structure; Sales Strategies, Sales Forecasting; Sales Territory Design. (12 Hours)
2. **Sales Force Management:** Sales Force Job Description; Recruitment and Selection; Training Sales Personnel; Sales Force Motivation; Compensation; Sales Quotas: Evaluating Sales Performance; Information Technology in Sales Management; (10 Hours)
3. **Distribution Planning and Control:** Functions of Intermediaries; Types and Role of Channel Intermediaries in India for Consumer and Industrial products: Wholesale and Retail Structure, Complex Distribution Arrangement (Structural Separation and Postponement) Channel Strategy and Design; Selection, Motivation and Evaluation of Intermediaries; Managing Channel Dynamics, Relationships and Channel Conflict; Ethical and Legal Issues in Sales and Distribution Management in Indian context. (10 Hours)
4. **Distribution System and Logistics:** Physical Distribution System –Objectives and Decision Areas; Customer Service Goals; Logistics Planning; An overview of Transportation, Warehousing and Inventory Decisions; Efficient Supply Chain Management (SCM); Integration of Sales and Distribution Strategy; Case Studies. (10 Hours)

Text Books:

1. Still, R. R. & Cundiff, E. W., Govoni, N. A. P. (2007). Sales Management. 5th Edition Pearson Education, New Delhi
2. Rosenbloom, Bert (2010) Marketing Channels: A Management View, Cengage Learning, New Delhi.

Reference Books:

1. Jobber, David and Lancaster, Geoffery (2006), Selling and Sales Management, 7th Edition, Pearson Education, New Delhi
2. Tanner Jr., J.F., Honeycutt Jr., E.D. and Erffmeyer, R.C. (2009), Sales Management:, Pearson Education, New Delhi
3. Panda, T.K. and Sahadev, S (2005) Sales and Distribution Management, Oxford University Press, New Delhi.
4. Havaladar, K K. and Cavale, VM. ((2007), Sales and Distribution Management: Text and Cases, Tata McGraw Hill, New Delhi

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Financial Markets and Institutions

Course Code: MBA 217

L-2, Credits-3

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

Course Contents:

1. **Indian Financial System and Financial Markets:** Organizational structure of the Indian Financial System, Major Components- Financial Markets; Financial Institutions/ Intermediaries; Financial Instruments; Financial Services, Primary market - Public Issue, Right Issue and Private Placement, Underwriters, Book Building Process, Indian Money Markets and Recent Reforms Call Money Market, Treasury Bills Market, Commercial Bills Market, Markets for Commercial Paper & Certificate of Deposits, Secondary Market - Capital Markets in India (Recent development like E-Trading). (12 Hours)

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

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

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

Text Books:

1. Bhole, L.M. (2010). Financial Institutes & Markets, Tata McGraw Hill.
2. Pathak Bharti V. (2010). Indian Financial System- Markets, Institutions and Services, Pearson Education.

Reference Books:

1. M Y Khan,(2009). Financial Services, 6th Edition, Tata McGraw Hill.
2. Hull. John C. (2009). Management and Financial Institutions”, 2nd Edition, Prentice Hall.
3. Fabozzi, Frank J. “Foundations of Financial Markets and Institutions”, (Latest Edition). Prentice Hall.
4. Varshney and Mittal. (2009). Indian Financial System, 10th Edition, Sultan Chand & Sons.

Periodicals:

1. Reserve Bank of India, RBI Bulletin.
2. Indian Institute of Finance, Finance India.
3. Fore School of Management, Abhigyan.
4. The Institute of Cost and Works Accountant of India, The Management Accountant.
5. The Institute of Technology and Science, Synergy.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Security Analysis and Investment Management

Course Code: MBA 219

L-2, Credits: 3

Objective: The basic objective of the course is to acquaint the students 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; Investment Alternatives; Investment Risks – Interest Risk, Market Risk, Inflation Risk, Default Risk, etc.; Measurement of Systematic and Unsystematic Risk, Valuation of Securities, Notion of Dominance.
(12 Hours)
2. Techniques of Risk Measurement and their Application, Measurement of Systematic and Unsystematic Risk, Concept of Beta, Classification of Beta-Geared and Ungeared Beta, Project Beta, Portfolio Beta, Securities Market Line, Capital Market Line.
(10 Hours)
3. Security Analysis: Fundamental Analysis; Economy, Industry and Company Analysis and Technical Analysis; Dow Jones Theory, RSI, Elliot 5 Wave Theory, Efficient Market Hypothesis, Dow Jones Theory.
(10 Hours)
4. Portfolio Analysis, Portfolio Selection and Portfolio Theories – Markowitz Model and Capital Assets Pricing Model, Arbitrage Pricing Theory, Portfolio Revision and Performance Evaluation of Managed Portfolios – Sharp Ratio; Treynor Ratio; Jensen's Alpha, Portfolio Reconstruction, Introduction to Derivatives.
(10Hours)

Text Books:

1. Chandra. Prasanna (2012). Investment Analysis and Portfolio Management, Tata McGraw Hill, New Delhi.
2. Fischer and Jordon (2012). Security Analysis and Investment Management, Pearson Education.

Reference Books:

1. Rustagi. R. P. (2008). Investment Analysis and Portfolio Management, 2nd Edition, Sultan Chand & Sons.
2. Bhalla, V.K. (2010). Investment Management: Security Analysis and Portfolio Management, 17th Edition, S. Chand & Sons.
3. Frank K. Reilly, Keith E Brown. (2009). Investment Analysis and Portfolio Management, 8th Edition, Cengage Learning.
4. Ranganatham, (2004). Investment Analysis and Portfolio Management, 1st edition, Pearson Education.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Project Planning and Analysis

Course Code: MBA 221

L-2, Credits: 3

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

Course Contents:

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

Text Books:

1. Chandra. P.(2009). Projects, (7th Edition). Tata McGraw Hill.
2. Pinto, (2009). Project Management, 1st edition, Pearson Education.

Reference Books:

1. Panneerselvam. R. and Senthilkumar. P., Project Management, PHI Learning Pvt. Ltd.
2. Sharma. J. K. (2007). Operations Research: Theory and Applications, 3rd Edition, Macmillan India Ltd.
3. Choudhury, S, (2007). Project Management, 1st Edition, Tata McGraw Hill Publishing Company.
4. Bhavesh, M. Patel (2009). Project Management: Strategic Financial Planning Evaluation and Control, Vikas Publishing House Pvt. Ltd.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Corporate Tax Planning

Course Code: MBA 223

L-2, Credits-3

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

Course Contents:

Introduction: Definitions: Income, Person, Assessee, Assessment Year, Previous Year, Gross Total Income, Total Income; Residential status and scope of total income on the basis of residential status, , Agricultural Income,. (10 Hours)

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

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

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

Textbooks:

1. Ahuja Girish, Gupta Ravi, Simplified Approach to Corporate Tax Planning and Management, Bharat Law House Pvt. Ltd., New Delhi
2. Singhanian V.K., Singhanian Monica, Corporate Tax Planning and Business Tax Procedures, Taxman Publications, Delhi

Reference Books:

1. Ahuja Girish, Gupta Ravi, Systematic Approach to Income Tax, Service Tax and VAT, Bharat Law House Pvt. Ltd., New Delhi
2. Singhanian V.K., Singhanian Monica, Student's Guide to Income Tax, Taxman Publications, Delhi.

3. Nitin Vashisht and B.B.Lal (2008). Direct Taxes: Income Tax, Wealth Tax and Tax Planning, 29th Edition, Pearson Education.
4. Lal, B.B. (2008). Income Tax and Central Sales Tax: Law and Practice, 29th Edition, Pearson Education.

Periodicals

1. ICAI, The Chartered Accountant
2. ICSI, Chartered Secretary, Journal for Corporate Professionals
3. Indian Institute of Finance, Finance India
4. American Accounting Association, The Accounting Review

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Organizational Development

Course Code: MBA 225

L-2, Credits-3

Objective: 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 course appreciates the aspects of challenges of designing organization structure and also the use of theory and practice of planned change.

Course Contents:

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

2. Understanding the OD Process: Role and styles of the OD practitioner, The Intervention Process, The Diagnostic Process: Data Collection Process, Diagnostic Methods, red flags in diagnosis, Overcoming Resistance to Change, Leading Change. (12 Hours)

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

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

Text Books:

1. Brown, D.R. & Harvey, D. (2006). An Experiential Approach to Organization Development. Perason Education.
2. French, W., Cecil, H. Bell & Jr. (2007). Organizational Development. Pearson Education.

Reference Books:

1. Cummins. (2009). Organizational Development and Change. Cengage Learning.
2. Jones, G. R. (2008). Organizational Design and Change. Pearson Education.
3. Srivastava, B. (2009). Organizational Design and Development- Concepts and Applications. Biztantra
4. Edward.D.H. (2007). The Road to Organic Growth”, Tata McGraw Hill.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Strategic and International Human Resource Management

Course Code: MBA 227

L-2, Credit-3

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

Course Contents:

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

(10 Hours)

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

(10 Hours)

3. **International Human Resource Management-** Introduction to IHRM, Cultural foundations of IHRM- Understanding Culture, Major Models of National Culture, Cultural Convergence and Divergence, Cross Cultural Theories, Importance of Cultural Sensitivity, Potential Cross- Cultural Problems, IHRM trends and Future Challenges

(10 Hours)

4. **Global Human Resource Management Process-** Global Human Resource Planning, International Staffing, Compensation and Benefits, Global Workforce Training and Development, Performance Management in International Organization, International Reward systems, Integrating two cultures, Models of people management in different cultures, Expatriation and Repatriation, Organizational Ethics in International Context.

(12 Hours)

Text Books:

1. Armstrong, M. (2009). Strategic Human Resource Management. Kogan Page.
2. Mello, J. (2008). Strategic Human Resource Management. Thompson Learning.
3. Dowling, P.J. & Welch, D.E. (2010). International Human Resource Management: Managing People in a Multinational Context. Cengage Learning
4. Vance, C.M. & Paik Y. (2009). Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management. PHI

Reference Books:

1. Greer, C. (2008). Strategic Human Resource Management. Pearson Education.
2. Kandula S. R. (2009). Strategic Human Resource Development. Prentice Hall India.
3. Edwards, T. & Rees, C. (2007). International Human Resource Management. Pearson Education
4. Rao, P.L. (2008). International Human Resource Management: Text and Cases. Excel Books

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Training and Development: Systems & Practices

Course Code: MBA 229

L-2, Credits-3

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

Course Contents:

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

(10 Hours)

2. **Training Needs Analysis:** The Process and Approaches of TNA, Organizational Analysis, Requirements Analysis, Task, Knowledge, Skill, and Ability Analysis, Person Analysis, Team Work for Conducting Training Needs Analysis, TNA and Training Process Design, Output Of TNA, Focus on Small Business

(10 Hours)

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

(12 Hours)

4. **Management Development, Career management and Future of T & D:** Approaches to Management Development, Sources of Knowledge / Skill acquisition, Types of management Development Programmes. EDP's / Seminars and Conferences, Symposia. Model of Career Development, career management systems, Future aspects of T& D.

(10 Hours)

Text Books:

1. Goldstein, I.L. & Ford, J.K. (2009). Training in Organizations, Cengage Learning.
2. Blanchard, P. N. & Thacker, W. J. (2008). Effective Training: Systems, Strategies and Practices, Pearson

Reference Books:

1. Raymond Noe, A. (2008). Employees Training and Development, McGraw Hill Publication.
- 2 O'Connor, Browner & Delaney (2003). Training for Organizations, Thompson Learning Press (now Cengage Learning).
3. Lynton Rolf, P. & Pareek, Udai (2000). Training for Organisational Transformation, Sage Publication.
4. Leatherman, D. (2007). The Training Trilogy: Conducting Needs Assessments, Designing Programs, Training Skills, HRD Press

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Compensation Management

Course Code: MBA 231

L-2, 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, Foundations of Compensation Management, Compensation Strategy Monetary & Non-Monetary Rewards, Intrinsic Rewards Cafeteria Style Compensation, Fringe Benefits and Supplementary Compensation, compensation structure- Indian Practices.

(10 Hours)

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

(10 Hours)

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

(10Hours)

4. **Modern Techniques of Compensation:** Incentive Schemes/ Payment –By-Results (PBR), Performance linked Compensation, Tax Planning: tax Implication of Employee Compensation package to the employer, Tax efficient Compensation Package, VRS: approaches to deal with the workforce redundancy, International Compensation: Problems, objectives, elements of expatriate's compensation package. CASE STUDIES

(12Hours)

Text Books:

1. Henderson, R.I. (2009). Compensation Management in a Knowledge-based world 10/e. Pearson Education
2. Deb, T. (2009). Compensation Management: Text and Cases Excel Books

Reference Books:

1. Singh, B.D. (2007). Compensation and Reward Management. Excel Books
2. Gerhart, B. & Rynes, S.L. (2008). Compensation, Evidence, and Strategic Implications. Sage Publication
3. Berger & Berger. (2008). The Compensation Handbook: A State-of –the –Art Guide to Compensation Strategy and Design. McGraw Hill.
4. Martocchio, J. (2004). Strategic Compensation: A Human Resource Perspective Approach. Pearson Education.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Systems Analysis and Design

Course Code: MBA 233

L-2, Credits: 3

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

Course Contents:

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. Roger. S. Pressman (2009). Software Engineering: A Practitioner's Approach. McGraw Hill, New Delhi, Seventh Edition.
2. Kendall, Kenneth E and Julie E. Kendall(2009). Systems Analysis and Design,Seventh Edition, PHI Learning, New Delhi.

Reference Books:

1. Jeffrey, L. Whitten and Lonnie D. Bentley (2000). System and Design Methods. Irwin McGraw-Hill.
2. Jeffrey A. Hoffer, Joey F. George and Joseph S. Valacich (2009). Modern Systems Analysis and Design, Fifth Edition. Pearson Education.
3. Roger H.L.Chinan , Keng Siau, and Bill C. Hardgrave (2009). Systems Analysis and Design- Techniques, Methodologies, Approaches, and Architectures, PHI Learning, New Delhi.
4. Alan Dennis, Barbara H. Wixom and Roberta M Roth (2009). Systems Analysis & Design, 4th edition, Wiley & Sons.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Database Management Systems

Course Code: MBA 235

L-2, Credits: 2

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

Course Contents:

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

Text Books:

1. Silberschatz, A, Korth H and Sudarshan S (2010), Database System Concepts, Sixth Edition, McGraw-Hill.
2. Elmsari R. and Navathe S. (2008). Fundamentals of Database Systems, Fifth Edition, Pearson Education, Delhi.

Reference Books:

1. Koch, G. & Loney, K. (2005). Oracle 9i The complete reference. Tata McGraw-Hill.
2. Bipin C. Desai (2000). Introduction to Database Management System. Galgotia Publication.
3. Singh Shio Kumar (2006), Database Systems: Concepts, Design and Applications, First edition, Pearson Education.
4. Rob. Peter (2010). Data base system concepts, first edition, Cengage Learning.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION

Database Management Systems Lab

Course Code: MBA 251

P-2, Credits: 1

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION

Network Applications and Management

Course Code: MBA 237

L-2, Credits: 3

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

Course Contents:

1. **Data Communication Concepts and Applications:** Introduction to Data Communications, Components of Data Communications, Trends in Computer Communications and Networking, Network Applications. (08 Hours)
2. **Fundamentals of Data Communications and Networking:** (12 Hours)
Physical Layer: Architectures, Devices and Circuits, and Data Transmission.
Data Link Layer: Media Access Control, Error Control in Networks, **Functions and working of switches and bridges.**

Local Area Network (LAN): LAN Components, Ethernet (IEEE 802.3), Fast Ethernet, working of CSMA/CD, FDDI Token Ring (IEEE 802.5), Selecting a LAN, Improving LAN Performance.
3. **Networking:** (12 Hours)
Network Layer: Network Protocols, Function and working of Routers, Network addressing and Routing, Subnetting
Transport Layer: TCP Three-way hand shake, TCP acknowledgement with windowing.
Session layer, Presentation layer, Application layer: Functions of Session layer, Presentation layer, Application layer, User application, Services and Application layer protocols functions,
4. **Network Management:** Design of Business Networks, Network Management, and Network Security. (10 Hours)

Text Books:

1. Jerry, FitzGerald and Alan, Dennis (2002). Business Data Communications & Networking. John Wiley & Sons.
2. Dye M.A., McDonald R. and Ruff W.A.(2008), Network Fundamentals, CCNA Exploration Companion Guide, Second Edition, Pearson Education, Delhi

Reference Books:

1. Tanenbaum, A. S. (2004). Computer Networks. Pearson Education
2. David A Stamper (2003). Business Data Communications. Addison Wesley.
3. Burke Richard J (2008). Network Management: Concepts and Practice, A Hands-On Approach, First edition, Pearson.
4. Stallings, W. (2007). Data and Computer Communications, Eighth Edition, Pearson Education.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION

Front End Design Tools

Course Code: MBA 239

L-2, 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, Active X Controls, Creating Active X Control with VB (Lectures: 10)
3. Database Interface, Review of ANSI SQL, ODBC, Pass through ODBC, DAO, MS-Jet database Engine, Workspaces, Databases, Recordsets, Data bound controls, ADO, RDO. (Lectures: 06)
4. Developer-2000: Connecting to Oracle Data Base, Elements of Oracle Data Base, Master-Details Forms, Layout Editor. (Lectures: 06)

Text Books:

1. B. Reselman et al., Using Visual Basic 6, PHI.
2. Michael Halvorson (2010). Microsoft Visual Basic 2010, EEE, PHI.

Reference Books:

1. E. Petroustos, Mastering Visual Basic 6.0, BPB.
2. Perry, Greg (2008). Sams Teach yourself Visual Basic 6 in 24 Hours. First edition, Pearson.
3. M. Abbey, M. J. Corey, Oracle 9i: A Beginners' Guide, TMH
4. B. Siler & J. Spotts, Using Visual Basic 6, PHI.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION

Front End Design Tools Lab.

Course Code: MBA 253

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

International Business Environment

Course Code: MBA 241

L-2, Credits - 3

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

Course Contents:

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. and Prashant Salwan (2010). International Business: Environment and Operations, 8th Edition, Pearson Education.
2. Charles, W. L. Hill (5th 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

Export-Import Procedures and Documentation

Course Code: MBA 243

L-2, Credits - 3

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

Course Contents:

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. (7 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 (2009-2013).
2. Ram Paras (2009). Export: What, Where and How? Anupam Publications.

Reference Books:

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION

International Economics

Course Code: MBA 245

L-2, Credit: 3

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

Course Contents:

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, 2nd Edition, Vikas Publishing House, New Delhi.

Reference Books:

1. Sodersten, B.O. International Economics. (2003), MacMillan, London.
2. Krugman, Paul and Maurice Obstfeld (2010). International Economics, New York, Addison Wesley.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION

WTO and Intellectual Property Rights

Course Code: MBA 247

L-2, 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

Business Process Reengineering

Course Code: MBA 249

L -2, Credits – 3

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

Course Contents:

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

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

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

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

Text Books:

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

Reference Books:

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

Additional Suggested Readings:

1. Goldratt E. M., & Cox J. The Goal, 2nd Ed. Hampshire: Gower,2000
2. Grover V. & Kettinger W. J. Business Process Change: Re-engineering Concepts, Methods and Technologies, London: Idea Group Publishing,1998
3. Jacka J M & Keller P L, Business Process Mapping, New York: John Wiley,2002

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Total Quality Management

Course Code: MBA 255

L -2, Credits – 3

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

Course Contents:

- 1. TQM Philosophy and Basic Concepts:** Introduction: Basic Concepts and Approach; Quality Management: Leading Thinkers; Building Blocks of Total Quality Management. **Strategic Considerations:** TQM and Business Strategy; Quality Centric Strategic Planning; Economy of Quality
- 2. Processes of Quality Management:** Process Maturity; Project Critical-to-Quality Characteristics Identification, Team Charter, Process Map; Quality Control Tools, Management Tools, Advanced Tools; Performance Standards, Measurement System Analysis, Process Capability, Performance Objectives, Variation Sources, Potential Causes; Statistical Process Control; Other Concepts, Tools and Techniques; Quality Function Deployment
- 3. Organization and Leadership:** Organization for Quality; Quality Teamwork, Quality Circles, Total Employees Involvement, Customer Satisfaction, Benchmarking;
Quality Culture and Leadership: Leadership for Inspiring Changes, Organizational Reengineering; Motivation and Commitment
- 4. Management Systems for TQM:** Quality Management Systems; Environment Management Systems (EMS); Management Systems for Safety and Health; Quality Appraisal and Auditing Systems; Auditing and Awards Certification, Role of Consultant in Total Quality Management

Text Books:

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

Reference Books:

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Consultancy Practice Fundamental - I

Course Code: MBA 257

L – 2 Credits – 3

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

Course Contents:

- 1. Introduction:** Nature and Purpose of Consulting, Evolution, Growth and Present Status of Consulting, Types of Consulting Services and Firms, Internal Consultants; Consulting Skills: EQ, Communication and Negotiation Skills, Presentation Skills; Role of Consultants; Consulting as a Career Option
- 2. Consulting Process:** Stages of Consulting Process: Entry, Diagnosis, Action Planning, Implementation and Termination
- 3. Research Methodology and Proposal Preparation:** Preparation and Format for Consultancy Agreements; Data Collection Methods and Data Analysis; Proposal Preparation and Presentation; Consultancy Report Writing
- 4. Consulting-Professional, Legal and Other Aspects:** Consultant Client Relationship; Professionalism and Ethics in Consulting
Legal Aspects of Consulting: Taxation, Companies Act, Labor Laws, Other Corporate Laws
Role of IT in Consulting: Consultancy Specific Softwares; National and International Consulting Organizations, Professional Bodies in Consulting

Text Books:

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

Reference Books/Websites:

1. Management Consultancy-A Handbook of Best Practice-Philip Sadler (London: Kogan Page,1998)
2. Alan Weiss,Getting Started in Consulting,2nd Edition, Wiley,2004
3. Handbook of Management Consultancy Services - Barcus & Wilkinson ,2nd Edition, Mc Graw Hill.
4. Sugata Biswas and Daryl Twitchell,Management Consulting: A Complete Guide to the Industry,2nd Edition, Wiley 2002
5. Thomas L. Greenbaum,The Consultant's Manual: A Complete Guide to Building a Successful Consulting Practice, Wiley 1990
6. http://finmin.nic.in/the_ministry/dept_expenditure

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

Project Management- I

Course Code: MBA 259

L – 2 Credits – 3

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

Course Contents:

1. **Project Formulation and Appraisal :** Project Management: An Overview, Importance of Project Management; Strategic Project Management Process, Project Life Cycle, Feasibility and Technical Analysis, Market and Demand Analysis, Economic and Financial Analysis, Appraisal Criteria, Formulation of Detailed Project Reports, Role of Consultant in Project Management

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

3. **Implementation and Control:** Management Techniques for Project Management, Obstacles to Implementation, Monitoring Tools and Techniques, Material and Equipment Management, Financial Aspects

4. **Project Completion and Evaluation:** Integrated Project Management Control System, Managing Transition from Project to Operations, Project Completion and Evaluation, Project Audit and Closure

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

Text Books:

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

Reference Books:

1. Moder, J. J., C. R. Phillips and E. W. Davis, Project Management with CPM, PERT and Precedence Diagramming (3rd ed) Tata McGraw Hill, New Delhi, 1983
2. Randolph, W. A. and B.Z. Posner, Effective Project Planning and Management: getting the job done, Prentice Hall of India, 1993.
3. Bhatnagar, S. K., Network Analysis and Design using Network Techniques, Prentice Hall Inc., N.Y., 1977

6. Srinath, L. S., PERT and CPM : Principles and Applications, East West Press, New Delhi, 1989.
7. P. K. Joy ,Total Project Management: The Indian Context,1994, Macmillan
8. Trevor Young, The Handbook of Project Management : A Practical Guide to Effective Policies and Procedures,1999, Kogan Page
9. B. B. Goel, Project Management : Principles and Techniques,2000, Deep & Deep Publications
10. Bhavesh, M. Patel (2000). Project Management: Strategic Financial Planning Evaluation and Control. Vikas Publishing House Pvt. Ltd.
11. Chandra, P., Projects: Planning, Analysis, Selection, Implementation and Review, Tata McGraw Hill, Fourth Edition, 1995

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Indian Banking System

Course Code: MBA 261

L 2, Credits –3

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

Course Contents:

1. Overview of Indian financial system; Concept of financial intermediation. Organized financial system; Commercial Banks, Foreign Banks, Co-operative Banks, Non-Banking financial intermediaries. (12 Hours)
2. Financial markets; Money market, capital market (Debt & Equity Markets), Role of RBI as a regulator: RBI Act, Monetary Policy objectives, Money supply and control of inflation, Interest rate policy and its implications, Branch licencing policy. (10 Hours)
3. Emerging trends in Banking; Financial sector reforms, Universal Banking, Micro Financing, Financial Planning and Wealth Management. (10 Hours)
4. Consolidation of Indian Banks, Trends of Bancassurance in India, Basell II and its impact on Indian Banking Sector. (10 Hours)

Reference Books:

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Foreign Trade Policy and Procedures

Course Code: MBA 263

L- 2, Credits –3

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

Course Contents:

1. Meaning and significance of foreign trade, History of Foreign Trade regulation in India: from FERA to FEMA. (8 Hours)
2. RBI Guidelines, FEDAI rules, EXIM policy, Role of EXIM Bank and ECGC. (10 Hours)
3. Balance of Payments and Trade Balance. Bilateral trade: MFN Status. (12 Hours)
4. Trade barriers: Role of WTO, Methods of financing foreign trade: Facilities to importers and exporters: Letters of Credit, Bank Guarantees, Duty drawback structure. Bill financing: Forfeiting. (12 Hours)

Reference Books:

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Project Planning & Analysis

Course Code: MBA 265

L-2, Credits –3

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

Course Contents:

1. **Project Identification Analysis:** Socio-economic Consideration in Project Formulation; Social Infrastructure Projects for Sustainable Development; Investment Opportunities; Project Screening and Presentation of Projects of Decision Making; Expansion of Capacity; Diversification.
2. **Market and Technical Analysis:** Market and Demand Analysis – Market Survey, Demand Forecasting, Uncertainties in Demand Forecasting; Technical Analysis- Product Mix, Plant Capacity, Materials and Inputs, Machinery and Equipment.
3. **Project Costing and Finance:** Cost of project; Cost of production; Break even Analysis; Means of Financing Project; Tax Aspects in Project Finance; Role of Financial Institution in Project Finance.

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

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

Risk Analysis: Measures of Risk; Sensitivity Analysis; Simulation Analysis; Decision Tree Analysis.

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.

Reference Books:

- 1) Bhavesh, M. Patel (2000). Project Management: Strategic Financial Planning Evaluation and Control. Vikas Publishing House Pvt. Ltd.
- 2) Chandra, P. (5th ed., 2005). Projects. Tata McGraw Hill.
- 3) 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

Retailing and CRM in Banking

Course Code: MBA 267

L-2, Credits –3

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

Course Contents:

1. Introduction to retailing, definition and importance, growing significance of retailing, Retail Banking - Concept - Why Retail Banking? - Present Technological Retail Products offered to the Customers – Card Business of Banks (12 Hours)
2. Retail Products Offered By Banks – Deposits, Advances And Subsidiary Services - KYC Norms – New Generation Banks Old Generation Banks - Pricing Of Products. (10 Hours)
3. Introduction and Significance of Customer Relationship Management: Concepts and Need, Understanding Principles of Customer Relationship; Relationship Building Strategies; Understanding Strategies to Prevent Defection and Recover Customers, e-CRM, Responsibilities in Website Maintenance. (10 Hours)
4. Concept of Data Mining, Applications and uses of Data Mining in banking and Insurance Industries. Knowledge Discovery, Storage, Knowledge Utilization, Knowledge Management Technologies. (10 Hours)

Text Books:

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

Reference Books:

1. Shainesh G. and Jagdish N Sheth (2008). Customer Relationship Management- A strategic perspective, Macmillan India Ltd.
2. Mohammed, Rafi. (2004). Internet Marketing: Building Advantage in a Networked Economy, 2nd Edition, Tata McGraw Hill.
3. Mittal R.K., Saini A.K. & Dhingra Sanjay (2008) Emerging Trends in the Banking Sector, Macmillan 2008
4. Retail Banking, Shroff, T.F., Northern Book Centre, Daryaganj, New Delhi.
5. Customer Relationship Management, Mohammed, H. Peeru and a Sagadevan (2004). (Vikas Publishing House, Delhi)
6. CRM-Essential Customer Strategies for the 21st Century, Paul Greenberge (2005). (Tata McGraw Hill)
7. Contemporary Business Communication. Biztantra, Scot, O. (2004). New Delhi.

8. Customer Relationships Management, William, G. Zikmund, Raymund McLeod Jr.; Faye W. Gilbert (2003). (Wiley.)
9. Building Data Mining Applications for CR, Alex Berson, Stephen Smith, Kurt Thearling (2004). Tata McGraw Hill.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Security Analysis and Investment Management

Course Code: MBA 269

L-2, Credits –3

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

Course Contents:

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-Geared and Ungeared Beta, Project Beta, Portfolio Beta, Securities Market line, Capital Market Line, Portfolio Revision, Portfolio Reconstruction. (12 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. (10 Hours)

Reference Books:

- 1) Bhalla, V.K. (9th ed., 2003). Investment Management; Security Analysis and Portfolio Management. S. Chand & Co. Ltd.
- 2) Chandra Prasanna (2002). Investment Analysis and Portfolio Management. Tata McGraw Hill, New Delhi.
- 3) Avdhani, V.A. (6th ed., 2003). Security Analysis and Portfolio Management. Himalaya Publishing House.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Conceptual Framework & Principles of Insurance

Course Code: MBA 271

L-2, Credits – 3

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

Course Contents:

1. **Origin of Insurance, Concepts:** Meaning of Insurance, Definition, Nature, Functions, History of Insurance & Different Classifications: Comparison of Life Insurance with other Insurances.
2. **Basic Principles of Insurance:** Key concepts, Economic Principles, Principles of insurance viz. Utmost good faith, Insurable interest, Indemnity, Subrogation, Contribution and Proximity Cause.
3. The Insurance Market and organizational structure, functional processes, distribution channels (traditional and alternate), types of insurances , various forms in use, policy forms and their construction, parts, terms/conditions, exclusions, clauses, memos, riders and warranties;
4. Rating practices, premium payment regulations, claim procedure & management, survey & assessment (types, methods and functions involved)

Text Books:

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

Reference Books:

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

Suggested Readings:

- 1) Principles of Insurance Law – Avtar Singh.(Easter Book Co.)
- 2) Insurance – Julia Holyoake (Institute of Financial Services, Delhi)
- 3) Principles & Practice of Insurance by P.Periasamy (Himalaya Publishing House

- 4) Principles of Risk Management and Insurance (13th Edition) Rejda, George E.(Indian Economy Edition by Pearson Education).
- 5) Introduction to Risk Management And Insurance – Mark S. Dorfman (Eighth Edition by Pearson Education, Delhi)
- 6) Property & Liability Insurance – S Heubne Prentice Hall.
- 7) Property & Liability Insurance Principles – Luthard Constance M.Perntice Hall.
- 8) Risk Management and Insurance – Trieschman, Gustavson and Hoyt – South Western College, Publishing, Cincinnati, Ohio.
- 9) Life Insurance – S. Heubner (LBRARO)
- 10) General Insurance – Bickelha UPT D.L., Richared D. Lrw Homewood, ILL

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Life Insurance & Elements of Actuarial Sciences

Course Code: MBA 273

L-2, Credits –3

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

Course Contents:

- 1. Practice of Life Insurance:** Life Insurance products for individuals in particular, Various plans and riders of Life Insurance, Policy forms & other document. (12 Hours)
- 2.** Computation of premium and discounts, Nominations & assignments, Alterations and revivals of lapsed policies. (10 Hours)
- 3. Elements of Actuarial Science:** Introduction of actuarial science; elementary probability and theory; constructing mortality tables; pricing of insurance products; (10 Hours)
- 4.** Concept of valuation and its importance defining surplus and reserves and of fixed interest securities and EMIs under loan payments. (10 Hours)

Reference Books:

- 1) Life and Health Insurance (13th Edition), - Black, Jr. Kenneth and Harold Skipper Pearson (Indian Economy Edition).
- 2) Insurance Institute of India Courseware IC-02 & IC-23.
- 3) Principles of Insurance & Risk Management by M.N.Mishra (S Chand & Co).
- 4) Mathematical Basis of Life Insurance IC-83 from Insurance Institute of India.
- 5) Principles of Risk Management and Insurance (13th Edition) Rejda, George (Economy (Indian Economy Edition).
- 6) Risk Management and Insurance – Trieschman, Gustavson and Hoyt – South Western College, Publishing, Cincinnati, Ohio.
- 7) Life Insurance – S. Heubner (LBRARO)
- 8) Anderson, Sweeney and Williams, *Statistics for Business and Economics*, South Western International
- 9) Levin and Rubin, *Statistics for Management*.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Practice of General Insurance and Reinsurance

Course Code: MBA 275

L-2, Credits –3

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

Course Contents:

1. Insurance market and organizational structure, types of insurances & their scopes, rules and regulations, objective of underwriting, underwriting process & rating practices, factor for underwriting, underwriting hazards, various forms in use. (12 Hours)
2. Policy forms and their construction, parts, terms/conditions, exclusions, clauses, memos and warranties; premium payment regulations, claim procedure & management, survey & assessment (types, methods etc). Rating in detariffed scenario. (10 Hours)
3. **Reinsurance:** Concept, Importance, Role, functions and rating, Methods and application to different classes of insurance. (10 Hours)
4. Reinsurance market, Forms and Practices including exchange control and taxation regulations and accounting. (10 Hours)

Reference Books:

- 1) Practice of General Insurance – IC-11 by Insurance Institute of India.
- 2) General Insurance IC-34 by Insurance Institute of India
- 3) Insurance Principles and Practices by M.J. Matthew (RBSA Publishers)
- 4) Fire Claims IC – 56 from Insurance Institute of India.
- 5) Reinsurance IC - 85 by Insurance Institute of India
- 6) Principles of Risk Management & Insurance by George Rejda (Pearson Education)

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Fire, IAR, FLOP Insurances

Course Code: MBA 277

L-2, Credits –3

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

Course Contents:

1. History of Fire Insurance; Need, Purpose & Functions of fire Insurance, Application of basic principles, Fire & Spl. Peril Policy; Scope: In built causes/perils; Add on Covers; Exclusions; Conditions; Special Policies and Clauses; Warranties and their importance; Underwriting Aspects and applications; (12 Hours)
2. Underwriting & Rating of fire Risks (Industrial & Non-industrial); Rating of Add on Perils; Fixing of Sum Insured for various Subject Matters; (10 Hours)
3. Practice of Fire Insurance: procedural Aspects (including overseas practices); Policy Drafting; Pre inspection of Risks; Co-insurance practices; Acceptance Limits; Fire Insurance Claims; Type of Claims; Procedural Aspects; Rights & Duties of the Parties; Process of Survey; (10 Hours)
4. Consequential – loss insurance; Purpose and outlines; Scope of cover and add-ons; Exclusions; Specifications / Memos; Conditions; Different Basis of insurance; IAR & LOP Claims General and Special Aspects; Procedures: Specific to LOP; Adjustments of Losses and Calculating the Liabilities; Loss Minimization Aspects; Survey Aspects. (10 Hours)

Reference Books:

- 1) Insurance Principles & Practices, M. N. Mishra (S. Chand).
- 2) Fundamentals of Risk & Insurance, Vaughan (John Wiley).
- 3) Essentials of Risk Management & Insurance, Vaughan (John Wiley).
- 4) Fire Claims IC – 56 by Insurance Institute of India.
- 5) Fire Insurance underwriting IC – 54 by Insurance Institute of India..
- 6) Insurance Principals & Practices by M.J. Matthew

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Marine Insurance (Cargo & Hull)

Course Code: MBA 279

L-2 Credits –3

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

Course Contents:

1. General Background: Historical Perspective; Importance of Marine Vis-à-vis Trade/Commerce; Practices of Trade/Commerce; Types of Sales contracts. Briefs on non-insurance documents. Application of Fundamental Principles to Marine Insurance : M.I. Act & its relevance. (12 hours)
2. AIMCT- General Rules and Regulation, Types of Marine Insurance Documents and Policies; Underwriting Considerations & Rating;; Clauses; Drafting of Policy (10 hours)
3. Types of Losses & measure of Indemnity: G.A. procedure, Average Adjuster, Sue & Labour/Particulars charges. – Salvage Charges. – Salvage Loss. – Extra Charges etc. Cargo Loss Prevention, Containerization, Multi-Modal Transport, ICDS etc (10 Hours)
4. Hull Insurance (In Brief): Introduction & Hull Practices. – Types of Vessels, Valuation Aspects. – Types of Policies. – Clauses: Hull; – Underwriting Aspect & Rating. – Claim Aspects; Maritime Frauds. (10 Hours)

Reference Books:

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Life Insurance Underwriting & Legal Aspects

Course Code: MBA 281

L-2, Credits –3

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

Course Contents:

1. Significance of underwriting & pricing, Assumptions on pricing and other contingency risks to solvency & their inter relationship with underwriting. (10 Hours)
2. Underwriting Basics: Importance of sound underwriting; Adverse Selection and Persistency – Actuarial Principles, Organization of underwriting: Principles of being Equitable to Policy Holders, Underwriting Philosophy & Guidelines: Risk classes & risk assessment factors in individual assurance factors in individual assurance underwriting, Risk Assessment Factors: in group underwriting, renewal cases underwriting. (12 Hours)
3. Regulations & requirements, Field underwriting , Tele underwriting, Sources of underwriting information – Proposal Form, Personal Statement & Medical Report, Table of Underwriting Requirements, (10 Hours)
4. Making an underwriting decision: The numerical rating system, policy issue, postponement, Declinature of proposal rationale, Group Life Insurance Underwriting, Technology in underwriting, common underwriting lapses ad their impact. (10 Hours)

Reference Books:

- 1) Life Insurance Underwriting by I.I.I.
- 2) Life & Health Insurance by Skipper & Black
- 3) Principles of Risk Management ad Insurance by George Rejda (Pearson Education)

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION

Conceptual Framework for Real Estate

Course Code: MBA 283

L-2, Credits 3

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

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

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

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

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

(10 Hours)

Reference Books:

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION

Urban Land Development and Land Economics

Course Code: MBA 285

L-2, Credits -3

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

Course Contents:

1. **Urban Planning:** Evolution of settlements and Planning process; Origin and growth of cities, Planning process- Goals, Objectives, Methodologies; Types of plans; Planning Theory and Techniques: Theories of development, Techniques of preparing base maps, Land use Classification Regulation and Optimization, Techniques of Research and Surveys- Social, Physical and Economic, Techniques of presenting and analyzing data, Spatial Standards, Development Controls, Statutory Codes and Regulations. Legislative Provisions; Land Acquisition Act, Urban Land Ceiling Act, Land Economics and Feasibility Studies, Understanding Planning Process for a real estate development, Site analysis, Site selection, Project formulation, Design construction and completion. (12 Hours)
2. **Land Economics:** Economic Concepts of land, Theories of Property Rights and its Meaning, Institutional aspects of Land Economics, Economics principles of Land Uses and Factors influencing; Imperfections in Land markets and its effect; Land Markets- Definition, types and its variation from other markets; Land Policy, Housing Policy and its impact on land market; Economic Reforms and Urban Land Reforms – Symmetries and Asymmetries; Economic Development and Land Development; Land Development- Location, Cost and Finance. (10 Hours)
3. **Land and Property Market-** Variations and their Functioning; Actors, Agents and their role in Land and Property markets; Concepts of Fringe, Peri-urban and Urban land and the Role of Actors, Agents and other institutions in these markets. (10 Hours)
4. **Institutional arrangements:** for land delivery, legal tools financial tools, planning tools etc. Modern tools of land management- experiences from India and abroad. Access to land by various income groups and land management in India. (10 Hours)

Reference Books:

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Real Estate Financing and Risk Analysis

Course Code: MBA 287

L-2, Credits 3

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

Course Contents:

1. Concept of Risk, Risk Classification and Identification; Risk Analysis - Liability Exposures, Quantification, VaR Concepts; Risk Management – Process and Techniques; Financial Risk Management – Concept, types and hedging via derivatives; Options, futures and swaps, portfolio risk management; Risk analysis of Real estate business. (12 Hours)
2. Foreign Exchange Exposures - Types, Foreign Exchange Risk, Exposure Information System, Alternative Strategies for Exposure Management, Exposure Management Techniques, Hedging via futures and forwards. (10 Hours)
3. Risk Modelling Techniques, Interest rate risk – Gap and duration approaches, options and convexity risks, Market Risks – Building Blocs and Multifactor Models. (10 Hours)
4. Credit Risk Modelling and Management – Drivers and Loss Distributions, Credit Derivatives, Securitisation and Capital Management, Alternative risk management – techniques and applications; Risks of International Trade and their management; Enterprise Wide Risk Management- Concept and implementation process; Risk Management in Real estate projects; Risk modelling in Financing of infrastructures projects; Various project risk management concepts applied to real estate business. (10 Hours)

Text Books:

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

References:

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION

Project Management: Processes and Applications

Course Code: MBA 289

L-2, Credits 3

Objective: The intent of the course is to disseminate development and evolution of project through various stages of its life cycle. This is essential to relate project stages to project management processes. Peculiarities of construction and real estate projects are highlighted to comprehend specific management decision making processes.

Course Content:

1. Project Management processes and organizational pattern, Work Breakdown Structure, Time scheduling Techniques, CPM / PERT network analysis, Resource Management and Scheduling Techniques, Material management. (12 Hours)
2. Time cost analysis, Project Organizations, Project peculiarities, Planning construction materials, Project cost control. Good practices and managerial responsibilities. (8 Hours)
3. Project life cycle, Details of activities during various project stages; Overall Project Management processes; Project Management processes during planning, execution, monitoring, control and close-out stages; Detailed discussion on time, cost, quality, procurement, human resource, risk, communication and integration management. (12 Hours)
4. Peculiarities of construction and real estate projects; Environmental, contractual and financial management issues related to construction projects; Organizational structures and dynamics of building construction projects; Organizational structure of real estate agencies. (10 Hours)

Reference Books:

1. 'Project Management Body of Knowledge Guide; 4th Edition, (Project Management Institute, US.
2. Construction Management Association of America (CMAA) Standards of Practice.
3. RIBA Plan of Work (1998)
4. Construction Industry Project Management Guide for project sponsors/Clients/Owners, Project Managers, Designers and Constructors; Australian Institute of Project Management
5. IS 15883 (Part1): 2009 Construction Project Management Guidelines; Bureau of Indian Standards, New Delhi.
6. Hamdy A. Taha, Operations Research: An Introduction.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION

Procurement Management: Services, Equipments and Works

Course Code: MBA 291

L-2, Credits-3

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

Course Contents:

1. Overview of Procurement Management; Study of procurement guidelines of international financial institutions, such as World Bank, ADB etc.; Advanced discussion on international and national contract forms;
2. Pre-qualification of construction agencies; Development of procurement documents; Evaluation of contract bids; Overview of dispute resolution mechanisms (Alternate dispute resolution, DRBs; Arbitration procedures; Issues related to contract administration, etc.); Contracts for procurement of professional services;
3. Selection of professionals for various services; Fee structures and other contractual issues; Joint ventures of professional teams (including equity in construction organizations in EPC / design build contracts); Performance guarantees; Bank guarantees and other fiscal aspects;
4. Special procurement routes, such as PPP, BOT, BOOT, BOLT; Procurement procedures for various supplies equipments, machineries); Warrantees and tax issues; Inspections, testing and release of payments; Fiscal aspects of supplies; Financial management issues of various procurement routes; Integrated Project Delivery method of project delivery.

Reference Books:

1. World Bank and ADB Procurement guidelines (www.worldbank.org)
2. CPWD contract forms for item rate and percentage rate contract forms
3. CIDC / Planning Commission Model Contract Document
4. FIDIC Contract Documents (for works, supplies and services).

FOURTH SEMESTER

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION

Strategic Management

Course code: MBA 202

L-3, Credits: 3

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

Course Contents:

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

(10 Hours)

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

(10 Hours)

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

(12 Hours)

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

(10 Hours)

Text Books:

1. Thomas L. Wheelen, J. David Hunger (2010). Strategic Management and Business Policy, Pearson/Prentice Hall.

2. Azhar Kazmi (2008). Strategic Management and Business Policy. Tata McGraw Hill, New Delhi.

Reference Books:

1. Karki Rajneesh (2009). Competing with the Best: Strategic Management of Indian Companies in a Globalizing Arena, Penguin Portfolio.

2. Haberberg A, Riepl A. Strategic Management – Theory and Applications, 1st Edition, Oxford University Press.

3. Carpenter M A., Sanders W G, Salwan P (2011). Strategic Management: Concepts and Cases, 2nd Edition, Pearson Education, Delhi.
4. Pearce J A, Robinson, R B, Mittal A (2012). Strategic Management – Formulation, Implementation and Control, McGraw Hill Education, India.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION

Business Intelligence and Applications

Course Code: MBA 204

L-2, Credit -3

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. (8 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. (8 Hours)

Text Books:

1. Efraim Turban, E. Aronson (2008). Decision Support Systems and Intelligent Systems. Eighth Edition, Pearson Education.
2. Sam Anahory, Dennis Murray (2005). Data Warehousing in the Real World. Pearson.

Reference Books:

1. Anu Singh Lather, Anil K Saini and Sanjay Dhingra Ed. (2010), Knowledge Management, Macmillan.
2. Paulraj Ponniah (2003). Data Warehousing fundamentals. John Wiley.
3. Fernandez, Irma Becerra (2008). Knowledge Management, first edition, Pearson.
4. Panda, Tapan K (2008). Knowledge Management, First edition, Excel Books.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Corporate Social Responsibility, Human Values and Ethics

Course Code: MBA 206

L-2 Credits-3

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

Course Contents

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

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

(12 Hours)

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

(10 Hours)

3. Corporate Social Responsibility: A Historical Perspective from Industrial Revolution to Social Activism; Moral arguments for Corporate Social Responsibility, Development of Corporate conscience as the moral principle of corporate social responsibility, Corporate Social Responsibility of Business, Employees, Consumers and Community. Corporate Governance and Code of Corporate Governance, Consumerism, Current CSR practices of the firms in India and abroad. Challenges of Environment: Principles of Environmental Ethics, Environmental challenges as business opportunity, Affirmative action as a form of social justice.

(10 Hours)

4. Issues in Moral conduct of business and CSR: Failure of corporate governance, Social Audit, Unethical Issues in Sales, Marketing, Advertising and Technology: Internet crime and punishment, Intellectual property rights, Corruption in Business and Administration. BS / ISO Guideline on CSR Management (ISO-26000).

(10 Hours)

Text Books

1. Gaur R.R., Sangal R and G.P. Bagaria (2010). A foundation course in Human Values and Professional Ethics, Excel Books.
2. Colin Fisher and Alan Lovell (2009). Business ethics and values: Individual, Corporate and International Perspectives, Prentice Hall.

Reference Books

1. Hartman, Laura P. and Joe DesJardins (2007). Business Ethics: Decision-Making For Personal Integrity And Social Responsibility, McGraw-Hill/Irwin.
2. Hartman, Laura P and Abha Chatterjee (2006). Perspectives in Business Ethics, Tata McGraw Hill
3. Manuel G.Velasquez (2007) , Business Ethics Concepts, PHI
4. Baxi C.V. and Prasad Ajit (2007): Corporate Social Responsibility, Excel Books.
5. Weiss, Joseph W (2009). Business Ethics: Concepts & Cases, Cengage Learning.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION
Major Research Project

Course Code : MBA 288

Credits - 15

Every student will be assigned a project during the third semester and it will be pursued by him/her under the supervision of an internal supervisor. The project report (in duplicate) along with one soft copy will be submitted by the students prior to the date of the commencement of the End-term examinations for the fourth semester. The format of the report is given below:

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

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

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION

Services Marketing

Course Code: MBA 208

L-2, Credits- 3

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

Course Contents:

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

Text Books:

1. Zeithaml V. A. , Bitner M. J. and Pandit, A. (2008), Services Marketing, 5th Edition, Tata McGraw Hill Publishing Co. Ltd. New Delhi.
2. Lovelock C. H., Wirtz, J. and Chaterjee, J. (2010). Service Marketing: People, Technology, Strategy, 6th Edition, Pearson Education, New Delhi.

Reference Books:

1. Hoffman, K. D. & Bateson, J. E.G. (2006), Marketing of Services, Cengage Learning,
2. Kurtz D. L. and Clow K. E. (2003). Services Marketing. Biztantra, New Delhi.
3. Nargundkar, Rajendra, (2010), Services Marketing Text and Cases, 3rd Edition, Tata McGraw Hill Publishing Co. Ltd. New Delhi.
4. Fitzsimmons, JA, and Fitzsimmons, M.J (2005) Service Management: Operations, Strategy, and Information Technology 5th Edition. Irwin/McGraw-Hill

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

International Marketing

Course Code : MBA 210

L-2, Credits – 3

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

Course Contents:

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

(6 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 Intermediaries; International Distribution Logistics; Building brands in International markets; International Promotion Mix – Advertising and other Modes of Communication, Standardization Vs adaptation, Global advertising regulations, Media and Message considerations ; Planning for Trade Fairs and Exhibitions.

(14 Hours)

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

(12 Hours)

Case Studies

Text Books:

1. Cateora, Philip R. and Graham John L. (2008). International Marketing. 11th Edition, Tata McGraw- Hill, New Delhi.
2. Czinkota, Michael R., and Ronkainen, Ilkka A. (2007). International Marketing, 8th Edition, Cengage Learning, New Delhi.

Reference Books:

1. Hollensen, S. (2010), Global Marketing, 4th Edition, Pearson Education.
2. Kotabe, Masaaki and Beloso (2008) International Marketing-An Asia Pacific Perspective, Wiley India, New Delhi. Keegan, Warren J. (2009).
3. Global Marketing, 4th Edition, Pearson Education, New Delhi.
4. Joshi, R M (2005) , International Marketing, Oxford University Press

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Advertising and Brand Management

Course Code: MBA 212

L-2, Credits: 3

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

Course Contents:

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

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

3. Brand-concept: Nature and Importance of Brand; Types of brands , Strategic Brand Management Process; Brand Identity perspectives , Brand identity prism, Identity levels, Concepts and Measures of Brand Equity, Brand Assets and liabilities, Aaker Model of Brand Equity, Designing marketing programs to build brand Equity, customer based brand equity ,Brand Loyalty, Measures of Loyalty;, ,Branding strategies – product ,line , range and umbrella branding , Brand Personality: Definition, Measures and, Formulation of Brand Personality; Brand Image dimensions, Stages of Concept Management for functional ,symbolic and experiential brands. (10 Hours)

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

Text Books:

1. Wells W., Burnet J. and Moriarty S. (2007). Advertising: Principles & Practice, 7th Edition, Pearson Education.
2. Keller K. L. (2008), Strategic Brand Management, 3rd Edition, Pearson Education

Reference Books:

1. O'Guinn,T. and Allen, C. (2009), Advertising Management with Integrated Brand Promotion, 1st Edition, Cengage Learning, New Delhi.
2. Shah, Kruti and D'Souza, Alan (2009) Advertising and Promotions” An IMC Perspective, 1st Edition, Tata McGraw Hill , New Delhi.
3. Aaker, David (2002), Managing Brand Equity, Prentice Hall of India.
4. Belch, G. E. & Belch, M. A. (2001). Advertising and Promotion, Tata McGraw Hill.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION

Internet Marketing

Course Code: MBA 214

L-2, Credits- 3

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

Course Contents:

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

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

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

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

Text Books:

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

Reference Books:

1. Roberts, M.L. (2009) Internet Marketing, 1st Indian Edition, Cengage Learning, New Delhi.
2. Hanson, W. and Kalyanam, (2010), e-Commerce and Web Marketing 1st Edition, Cengage Learning, New Delhi.
3. Shainesh G. and Jagdish N Sheth (2008). Customer Relationship Management- A strategic perspective, Macmillan India Ltd.
4. Mohammed, Rafi. (2004). Internet Marketing: Building Advantage in a Networked Economy, 2nd Edition, Tata McGraw Hill.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION

International Financial Management

Course Code: MBA 216

L-2, Credits: 3

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

Course Contents:

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

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

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

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

Textbooks:

1. Bhalla. V. K. (2010). International Financial Management, 10th Edition, Anmol Publications Pvt. Ltd.
2. Siddaiah, (2010). International Financial Management, 1st edition, Pearson Education.

References:

1. Apte, P.G. (2009). International Financial Management, 5th edition, Tata Mcgraw-Hill.
2. Vij. Madhu.(2006). International Financial Management, 2nd Edition, Excel Books.
3. Shapiro. (2006). Multinational Financial Management. 8th Edition. Prentice-Hall
4. V. Sharan, (2004). International Financial Management, 3rd edition, Prentice- Hall.

Periodicals

1. Elsevier Incorporation, Journal of International Management.
2. Sage Publication, Global Business Review.
3. Wiley Blackwell, Journal of International Financial Management & Accounting.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION

Financial Derivatives

Course Code: MBA 218

L-2, Credit 3

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

- 1. Financial Derivatives:** An Introduction to Financial Derivative Markets; Past and Present, Concept, Purpose and Types of Financial Derivative Instruments; Forwards, Futures, Options, Swaps, and Other Derivatives; Weather Derivatives, Energy Derivatives and Insurance Derivatives. Hedgers, Arbitrageurs and Speculators. Difference between Exchange Traded and OTC Derivatives. (10 Hours)
- 2. Financial Forward and Futures Contracts:** Financial Forward Contracts; Concept Characteristics, and Type of Financial Forward Contracts; Equity Forward, Currency Forward, Bond and Interest Rate Forward, Forward Rate Agreements.

Financial Future Contracts: Concept, Characteristics, and Type of Financial Future Contracts; Stock Future, Index Future, Currency Future, Interest Rate Future and Commodity Future. Future Market-Trading and Mechanism; Future Pricing-Theories, Cost of carry model, Valuation of Individual Contracts. (10 Hours)
- 3. Financial Option and Swap Contracts:** Financial Options; Concept, Characteristics and Types of Financial Options; Stock Options, Index Options, Currency Options, Commodity Options, Option on Futures, Interest Rate Options. Option Pricing Models-the Black-Scholes Option Pricing Model, Binomial Option Pricing Model, Trading with Option, Option Strategies; Straddle, Strangle, Spreads. Option Greeks; Delta, Gamma, Theta, Vega, Rho. Exotic Option; Types of exotic options; Bermuda option, Forward start option, Barrier option, Chooser option, Compound option, Basket option, Binary option, Look back option, Asian option. Swaps; Concept, characteristics and Types of Swaps (12 Hours)
- 4. Regulatory Framework for Derivatives:** Regulation of Financial Derivatives in India; Securities and Contracts (Regulation) Act, Guidelines of SEBI and RBI. (10 Hours)

Text Books:

1. Hull, J. C., (2010). Options, Futures and other Derivatives, 7th Edition, Pearson Education.
2. Gupta, S.L. (2009). Financial Derivatives: Theory, Concepts and Problems, 3rd Indian Reprint, 1st edition, Prentice-Hall of India.

Reference Books:

1. Chako, G., Sjoman, A., Motohashi, H., Dessain, V. (2006). Credit Derivatives: A Primer on Credit Risk, Modeling and Instruments, Wharton School Publishing
2. Bernstein, J. (2000). How the Future Markets Work, Penguin USA, New York Institute of Finance, Cornell University
3. Summa, J.F., Lubow, J. W. (2002). Options on Futures: New Trading Strategies, John Wiley and Sons Inc., Newyork
4. Chance, D.M, and Brooks, R. (2009). Derivatives and Risk Management Basics, 3rd Indian Reprint, Cengage Learning.

Periodicals

1. Palgrave Macmillan, Journal of Derivatives and Hedge Funds.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Insurance and Risk Management

Course Code: MBA 220

L-2, Credits: 3

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

Course Contents:

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. (10 Hours)

Text Books:

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

Reference Books:

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Mergers, Acquisitions and Corporate Restructuring

Course Code: MBA 222

L-2, Credits – 3

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

Course Contents:

1. Introduction in Mergers, Types of Mergers, Merger Strategy-Growth, Synergy, Operating Synergy, Financial Synergy, Diversification, Other Economic Motives, Hubris Hypothesis of Takeovers, Other Motives, Tax Motives Financial Evaluation, Joint Venture and Strategic Alliances. (12 Hours)
2. Legal Aspects of Mergers/ Amalgamation and Acquisition / Labour, Provisions of Companies Act, Regulation by SEBI, Takeover Code: Scheme of Amalgamation, Approval from Court. Valuation of a Business. (10 Hours)
3. Methods of Valuation – Cashflow Basis, Earning Potential Basis, Growth Rate, Market Price etc. Computation of Impact on EPS and Market Price, Determination of Exchange Ratio, Impact of Variation in Growth of the Firms, MBO, LBO, Boot Strapping; Criteria for Negotiating Friendly Takeover, Financing of Merger. (10 Hours)
4. Defence Against Hostile Takeover, Poison Pill, Bear Hug, Greenmail, Pacman. Post Merger H.R. and Cultural Issues. (10 Hours)

Text Books:

1. Gaughan, Patrick A. (2011). Mergers Acquisitions and Corporate Restructurings, 5th edition, Wiley India.
2. J. Fred Weston, Kwang and Susan (2006). Mergers and Acquisitions, 1st Indian Reprint, Prentice Hall, India.

Reference Books:

1. Depamphilis Donald (2013). Mergers Acquisitions and Other Restructuring Activities, 7th edition, Academic Press Advanced Finance Series, Elsevier Incorporation.
2. Sundarsanam (2010). Creating Value from Mergers and Acquisitions, 2nd Edition, Pearson Education.
3. Ramanujan. S. (2000). Mergers: The New Dimensions for Corporate Restructuring, McGraw Hill.

4. Gupta, Manju (2010). Contemporary Issues in Mergers and Acquisitions, Himalaya Publishing.

Periodicals

1. The Economist Group, The Economist.
2. Association for Corporate Growth, Mergers and Acquisitions Journal.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Performance Management

Course Code: MBA 224

L-2, 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. Foundations of Performance Appraisal: Introduction, Evolution, Objectives, Significance, Drawbacks of Performance Appraisal, Identifying and Measuring Performance, Traditional and Modern Methods of Performance Appraisals, e-HR, Transition from Performance Appraisal to Performance Management

(5 hours)

2. Foundations of Performance Management: Introduction to Performance Management, Evolution, concept, pre-requisites, characteristics, objectives, principles, importance of Performance Management, Planning performance for Role Clarity, Accountability and Effectiveness, Performance Management and Strategic Planning, Performance Management Process-Conceptual Model and its Application, Strategies of Performance management

(9 Hours)

3. Planning and Implementation of Performance Management-

Introduction to Performance Planning, Defining Performance and choosing a measurement approach, developing performance standards, defining key result areas, characteristics of effective performance plan, Overview of Competency Mapping, Potential Appraisal, Performance Monitoring, Ongoing Mentoring and Prote'ge' development, performance management documentation, Annual Stock Taking, Performance management Audit, Performance Related Pay, Implementing Performance Management System- Impediments, strategies, Operationalizing change through performance management.

(16 Hours)

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

(10 Hours)

Text Books:

1. Agunis, H. (2008). Performance Management: International Edition. Pearson Education
2. Kohli, A.S. & Deb, T. (2009). Performance Management. Oxford University Press

Reference Books:

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Industrial Relations and the Labour Laws

Course Code: MBA 226

L-2, Credits-3

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

Course Contents:

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

(8 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, Positive Employee Relations.

(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 Contract Labor Act 1970, The Payment of Bonus Act, 1965, The Industrial Employment (Standing Orders) Act 1972, The Minimum Wages Act 1948, The Payment of Wages Act 1936, The Workmen's Compensation Act 1923, The ESI Act 1948, The Employees' Provident Fund and Miscellaneous Provisions Act 1952 and The Maternity Benefits Act 1961,

(14 Hours)

4. Industrial Relations & The Emerging Scenario: Industrial Relations & Technological Change, Adjustment Processes and Voluntary Retirement Schemes, Main Recommendations of the Second National Labour Commission, International Labor Organization (ILO): Objectives, Structure and Procedure for Admission as a Member. Managing Without Unions, International Dimensions of Industrial Relations, The Future Direction of Industrial Relations.

(10 Hours)

Text Books:

1. Sinha, P.R.N. et al (2009). Industrial Relations, Trade Unions, and Labour Legislation. Pearson Education.
2. Blyton, P. & Turnbull, P. (2004). The Dynamics of Employee Relations. Palgrave Macmillan.

Reference Books:

1. Ackers, P. & Wilkinson, A. (2003). Understanding Work & Employment: Industrial Relations in Transition. Oxford: Oxford University Press.
2. Padhi, P.K. (2010). Labor and Industrial Laws. PHI.
3. Singh, B.D. (2009). Industrial Relations: Emerging Paradigms. Excel Books.
4. Sen, R. (2009). Industrial Relations: Text and Cases. Macmillan India

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Team Building in Organizations

Course Code: MBA 228

L-2, Credits-3

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

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

Behavioral Testing and Counseling

Course Code: MBA 230

L-2, Credits -3

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

Course Content

- 1. Introduction to Behavior Testing-** Behavior Testing, Introduction to the concepts of Freud, Adler, Cattell, and Jung, Types of Tests-Ability, Intelligence, Achievement, Interest, Attitude, Personality, Projective Tests. Observation and Interviews, Checklists and Rating Scales, Ethical Issues in Testing,
(10 Hours)
- 2. Methodology of Assessment-** Test Design and Construction, Test administration and Scoring, Item Analysis and Test Standardization, Reliability and Validity
(10 Hours)
- 3. Practical Exposure to Psychological Tests:** 16 PF, MBTI, FIRO-B, Conflict Resolution Inventory, Anxiety Test, Motivation Analysis Test, Leadership Assessment Test, Thematic Apperception Test, Word Association Test
(12 Hours)
- 4. Counseling-** Introduction, Approaches, goals, process, procedures, counseling skills, changing behavior through counseling, organizational application of counseling, dealing with problem employees, ethics in counseling
(10 Hours)

Text Books

1. Aiken, L.R. & Grith- Marnat, G. (2009). Psychological Testing and Assessment. Pearson Education.
2. Singh, K. (2010). Counseling Skills for Managers. PHI

Reference Books

1. Gladding, S.T. (2009). Counseling. Pearson Education
2. Kaplan, R. M. & Saccuzzo, D.P. (2009). Psychological Testing: Principles, Applications, and Issues. Cengage Learning.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION

Software Project Management

Course Code: MBA 232

L-2, Credits-3

Objective: 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 (2009). Software Engineering: A Practitioner's Approach. McGraw Hill, New Delhi, Seventh Edition.
2. Aggarwal, K. K. & Singh, Yogesh (2008). Software Engineering. New Age International Third Edition.

Reference Books:

1. Bob Hughes and Mike Cotterell (2001). Software Project Management. Tata McGraw Hill, New Delhi, Second Edition.

2. Jack. R. Meredith and Samuel J. Mantel Jr. (2002). Project Management: A Managerial Approach. John Wiley & Sons, Singapore, Fourth Edition.
3. Robert K. Wysocki, Robert Beck Jr. and David B. Crane (2002). Effective Project Management. John Wiley & Sons, Singapore, Second Edition.
4. Pankaj Jalote (2002). Software Project Management in Practice, first edition, Pearson.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION
Web Technologies

Course Code: MBA 234

L-2, 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. (4 Hours)
2. **DHTML:** Client Side Validations Using JavaScript, Cascading Style Sheets. (6 Hours)
3. **Active Server Pages:** Working with ASP Pages, ASP Objects, File System Objects, Session Tracking and Cookies, ActiveX Data Objects, Accessing a Database from Active Server Page. (13 Hours)
4. **MS Visual Interdev:** Introduction, Features, developing Asp Pages using MS Visual Interdev. (5 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 (2009). Internet & World Wide Web, Fourth edition. Pearson.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION

Web Technologies Lab.

Course Code: MBA 252

P-2, Credits: 1

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Enterprise Resource Planning

Course Code: MBA 236

L-2, Credits: 3

Objective: 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 (2nd Edition, 2008). Enterprise Resource Planning, Tata McGraw Hill.
2. Luvai Motiwalla (2008). Enterprise Systems for Management, First edition, Pearson.

Reference Books:

1. Imhoff, C. Loftis Lisa & Geiger, G. Jonathan (2001). Building the Customer Centric Enterprise, 1st Edition, John Wiley & Sons.
2. Luvai Motiwalla (2008). Enterprise Systems for Management, First edition, Pearson Education.
3. Ashim Singla (2009). Enterprise Resource Planning, First edition, Cengage Learning.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Knowledge Management

Course Code: MBA 238

L-2, Credits – 3

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

Course Contents:

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

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

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

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

Text Books:

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

Reference Books:

1. The Knowledge Management Fieldbook, Wendi R. Bukowitz and Ruth L. Williams
2. Harvard Business Review on Knowledge Management- Collection of Essays, Peter Druker, Ikujiro Nonaka, HBS Press
3. Knowledge Horizons: The Present and Promise of Knowledge Management (Butterworth-Hienemann)
4. Key Issues in the New Knowledge Management, Joseph M. Firestone, Ph. D. and Mark W. McElroy, 2003, KMCI (Knowledge Management Consortium International) and Butterworth Hienemann

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION
Distribution and Logistics for International Business

Course code: MBA 240

L-2, Credits-3

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

Course Contents:

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., Croucher, P. and Peter Baker, (2006). Handbook of Logistics and Distribution Management, 3rd Edition, Kogan Page Pub..
2. Christopher Martin. (2005). Logistics & Supply Chain Management Creating Value-adding Networks, 3rd Edition, Pearson Education.

Reference Books:

1. Chopra Sunil and Peter Meindl (2009). Supply Chain Management, 4th Edition, Pearson Education.
2. Ballou, R. H. (2004). Business Logistic Management, 5th Edition, Prentice Hall, New Delhi.
3. Bowersox, D. J., David, J & Cooper (2002). Supply Chain Logistics Management, McGraw Hill.
4. Alan Harrison, Remko Van Hook (2007), Logistics Management & Strategy-Competing Through the Supply Chain, 3rd edition, Pearson Education.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION

Global Competitiveness and Strategic Alliances

Course code: MBA 242

L-2, Credits-3

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

Course Contents:

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. (7 Hours)

Text Books:

1. Momaya Kiran (2001). International Competitiveness: Evaluation and Enhancement, Hindustan Publishing Corporation (India).
2. Fidelis Ezeela Harrison (1999). Theory and Policy of International Competitiveness, Greenwood Publishing Group.

References Books:

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

International Business Negotiation

Course Code: MBA 244

L-2, Credits – 3

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

Course Contents:

Unit-1

Culture, its definition and characteristics. Culture's consequences on different aspects of business; Personality of a successful negotiator. Process of negotiation: main attributes and stages; Preparation for and planning of business negotiation. The organizational and factual side of the negotiation process, and specifics of the international environment.

(12 Hours)

Unit-2

Rules of effective persuasion. Problems of concessions; guidelines on making concessions, and ways to break deadlocks; Position of strength and its main factors. Analysis of strong and weak spots and commonly used procedures and tactics; Time aspects of business negotiation, the problem of terms and dates, their use and fulfillment. How to negotiate by telephone. Main advice and techniques, cross-cultural differences.

(10 Hours)

Unit-3

Negotiating strategies; competitive and cooperative strategies, negotiation tactics. Comparison of different negotiation styles.

(10 Hours)

Unit-4

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

(10 Hours)

Text Books:

1. Roger Fisher, William Ury, and Bruce Patton Getting to Yes: Negotiating Agreement without giving, Penguin.
2. Roger Fisher and Danny Ertel, Getting Ready to Negotiate: The Getting to Yes Workbook, Penguin,

Reference Books

1. Robert T. Moran and William G. Stripp, Successful International Business Negotiations
2. Pervez N. Gauri and Jean Claude Usunier, International Business Negotiations, International Business and Management.
3. Negotiation Theory and Research; Leigh L. Thompson

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

**Foreign Language
German for Business**

Course Code: MBA 246

L-2, Credits-3

Objective: 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 fur Deutsch
Als Fremdsprache
Lehrbuch 1

Martin Muller
Paul Rusch
Theo Scherling
Reiner Schmidt

(A-2)

Moment mal
Lehrwerk fur Deutsch
Als Fremdsprache
Arbeitsbuch 1

Christiane Lemuck
Martin Muller
Paul Rusch
Theo Scherling
Reiner Schmidt

(B) Primarily for COMMERCIAL / BUSINESS TOPICS

(B-1)

Dialog Beruf Starter

Norbert Becker / Jorg Braunert

(B-2)

Dialog Beruf Starter
Arbeitsbuch

Norbert Becker / Jorg Braunert

(Covering upto Total 12 lessons, 3 of each book).

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION

Consultancy Practice Fundamental- II

Course Code: MBA 248

L -2, Credits – 3

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

Course Contents:

1. **Consulting in Areas of Management:** Consulting in General and Strategic Management, Consulting in Financial Management, Consulting in Operations Management, Consulting on Productivity and Performance Improvement, Consulting in Organisational Transformation, Consulting for Govt/PSUs
2. **Managing Consulting Firm:** Fundamentals of Management in Consulting Profession, Consulting Firm's Strategy, Marketing of Consulting Services, Cost and Fees, Assignment Management, Quality Management in Consulting, Operational and Financial Control, Knowledge Management in Consulting Firms, Structuring a Consulting Firm, IPR Issues in Consulting
3. **Selection of Consultants:** International Practices; Indian Guidelines-Ministry of Finance; Methods of Selection-Quality cum Cost Based Selection, Quality Based Selection, Least Cost, Other Methods
4. **Challenges and Prospects in Consulting:** Careers and Compensation in Consulting; Global Consulting Best Practices; Challenges and Opportunities in Consulting; SWOT Analysis of Consulting Profession, Future Trends in Consulting

Text Book:

1. Management Consulting: A Guide to the Profession , 4th Edition (Geneva, International Labour Office)
Edited by Milan Kubr

Reference Books/Websites:

1. Management Consultancy-A Handbook of Best Practice-Philip Sadler (London: Kogan Page,1998)
2. Alan Weiss,Getting Started in Consulting,2nd Edition, Wiley,2004
3. Handbook of Management Consultancy Services - Barcus & Wilkinson ,2nd Edition, Mc Graw Hill.
4. Alex Dembitz and James Essinger, Breakthrough Consulting (Prentice Hall of India,2000)
5. Sugata Biswas and Daryl Twitchell,Management Consulting: A Complete Guide to the Industry,2nd Edition, Wiley 2002
6. Thomas L. Greenbaum,The Consultant's Manual: A Complete Guide to Building a Successful Consulting Practice, Wiley 1990
7. http://finmin.nic.in/the_ministry/dept_expenditure

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Project Management II

Course code: MBA 250

L – 2, Credits – 3

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

Course Contents:

- 1. Designing the Project Organisation for Execution:** Project Organizational Structures, Project Organizational Behaviours, Deterministic and Probabilistic Project Planning, Advance Project Risk Management, Team Building and Leadership in Projects.
(10 Hours)
- 2. Program & Portfolio Management:** Overview of Programme and Portfolio Management, Strategic PMO, Define, Implement and Manage the ideal project Management Support Function for your organisation, Strategic Management for Cross Functional Projects.
(10 Hours)
- 3. Managing Global Projects:** Complex, Capital intensive International Projects, Challenges in Planning, Staffing and Structuring of International Projects.
(10 Hours)
- 4. Emerging Trends and best practices:** Leveraging the Customer Relationship, Introduction to PMP & PRINCE Framework of Project Management, Project Management Best Practices.

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

(12 Hours)

Text Books:

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

Reference Books:

1. Randolph, W.A. and B.Z. Posner, Effective Project Planning and Management: getting the job done, Prentice Hall of India, 1993.

2. Bhatnagar, S.K., Network Analysis and Design using Network Techniques, Prentice Hall Inc., N.Y., 1977
3. Srinath, L.S., PERT and CPM: Principles and Applications, East West Press, New Delhi 1989.
4. P.K. Joy, Total Project Management: The Indian Context, 1994, MacMillan.
5. Trevor Young, The Handbook of Project Management: A Practical Guide to Effective Policies and Procedures, 1999, Kogan Page
6. B.B. Goel, Project Management: Principles and Techniques, 2000, Deep & Deep Publications.
7. Bhavesh, M.Patel (2000), Project Management: Strategic Financial Planning Evaluation and Control. Vikas Publishing House Pvt. Ltd.
8. Chandra, P., Projects: Planning, Analysis, Selection, Implementation and Review, Tata McGraw Hill, Growth Edition, 1995.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Knowledge Management

Course Code: MBA 254

L -2, Credits – 3

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

Course Contents:

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

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

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

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

Text Books:

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

Reference Books:

1. The Knowledge Management Fieldbook:, Wendi R. Bukowitz and Ruth L. Williams

2. Harvard Business Review on Knowledge Management- Collection of Essays, Peter Druker, Ikujiro Nonaka, HBS Press
3. Knowledge Horizons: The Present and Promise of Knowledge Management (Butterworth-Hiemann)
4. Key Issues in the New Knowledge Management, Joseph M. Firestone, Ph. D. and Mark W. McElroy, 2003, KMCI (Knowledge Management Consortium International) and Butterworth Hienemann

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Enterprise Resource Planning

Course Code: MBA 256

L-2, Credits: 3

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

Course Contents:

3. **ERP: Enterprise Perspective:** An Overview, Features of ERP, MIS Integration, ERP drivers, Trends in ERP, ERP in India. (8 Hours)
4. **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)
5. **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)
6. **ERP: Key Issues:** ERP and E-Commerce, ERP Culture, ERP and CRM, ERP and SCM, ERP Selection Issues, ERP in Public Sector Enterprises, Pre and Post Implementation Issues, ERP Vendors, Key ERP Consultants in India, Future Directions in ERP. (10 Hours)

Text Books:

1. Alexis, Leon (2nd Edition, 2008). Enterprise Resource Planning, Tata McGraw Hill.
2. Luvai Motiwalla (2008). Enterprise Systems for Management, First edition, Pearson.

Reference Books:

1. Imhoff, C. Loftis Lisa & Geiger, G. Jonathan (2001). Building the Customer Centric Enterprise, 1st Edition, John Wiley & Sons.
2. Ashim Singla (2009). Enterprise Resource Planning, First edition, Cengage Learning.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

International Financial Management

Course Code: MBA 258

L-2, Credits: 3

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

Course Contents:

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

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

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

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

Textbooks:

1. Bhalla. V. K. (2010). International Financial Management, 10th Edition, Anmol Publications Pvt. Ltd.
2. Siddaiah, (2010). International Financial Management, 1st edition, Pearson Education.

References:

1. Apte, P.G. (2009). International Financial Management, 5th edition, Tata Mcgraw-Hill.
2. Vij. Madhu (2006). International Financial Management, 2nd Edition, Excel Books.
3. Shapiro (2006). Multinational Financial Management. 8th Edition. Prentice-Hall
4. V. Sharan (2004). International Financial Management, 3rd edition, Prentice- Hall.

Periodicals

1. Elsevier Incorporation, Journal of International Management.
2. Sage Publication, Global Business Review.
3. Wiley BlackBill, Journal of International Financial Management & Accounting.

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

Financial Derivatives

Course Code: MBA 260

L-2, Credits - 3

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

- 1. Financial Derivatives:** An Introduction to Financial Derivative Markets; Past and Present, Concept, Purpose and Types of Financial Derivative Instruments; Forwards, Futures, Options, Swaps, and Other Derivatives; BIather Derivatives, Energy Derivatives and Insurance Derivatives. Hedgers, Arbitrageurs and Speculators. Difference betBIen Exchange Traded and OTC Derivatives. (10 Hours)
- 2. Financial Forward and Futures Contracts:** Financial Forward Contracts; Concept Characteristics, and Type of Financial Forward Contracts; Equity Forward, Currency Forward, Bond and Interest Rate Forward, Forward Rate Agreements.

Financial Future Contracts: Concept, Characteristics, and Type of Financial Future Contracts; Stock Future, Index Future, Currency Future, Interest Rate Future and Commodity Future. Future Market-Trading and Mechanism; Future Pricing-Theories, Cost of carry model, Valuation of Individual Contracts. (10 Hours)
- 3. Financial Option and Swap Contracts:** Financial Options; Concept, Characteristics and Types of Financial Options; Stock Options, Index Options, Currency Options, Commodity Options, Option on Futures, Interest Rate Options. Option Pricing Models-the Black-Scholes Option Pricing Model, Binomial Option Pricing Model, Trading with Option, Option Strategies; Straddle, Strangle, Spreads. Option Greeks; Delta, Gamma, Theta, Vega, Rho. Exotic Option; Types of exotic options; Bermuda option, Forward start option, Barrier option, Chooser option, Compound option, Basket option, Binary option, Look back option, Asian option.
Swaps; Concept, characteristics and Types of Swaps, (12 Hours)
- 4. Regulatory Framework for Derivatives:** Regulation of Financial Derivatives in India; Securities and Contracts (Regulation) Act, Guidelines of SEBI and RBI. (10 Hours)

Text Books:

1. Hull, J. C., (2010). Options, Futures and other Derivatives, 7th Edition, Pearson Education.
2. Gupta, S.L. (2009). Financial Derivatives: Theory, Concepts and Problems, 3rd Indian Reprint, 1st edition, Prentice-Hall of India.

Reference Books:

1. Chako, G., Sjoman, A., Motohashi, H., Dessain, V.(2006). Credit Derivatives: A Primer on Credit Risk, Modeling and Instruments, Wharton School Publishing
2. Bernstein, J. (2000).How the Future Markets Work, Penguin USA, New York Institute of Finance, Cornell University
3. Summa, J.F., Lubow, J. W. (2002). Options on Futures: New Trading Strategies, John Wiley and Sons Inc., New York
4. Chance, D.M, and Brooks, R. (2009). Derivatives and Risk Management Basics, 3rd Indian Reprint, Cengage Learning.

Periodicals

1. Palgrave Macmillan, Journal of Derivatives and Hedge Funds.

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

International Banking

Course Code: MBA 262

L-2, Credits –3

Objective:

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

Course Contents:

1. Global Trends and Developments in International Banking - International Financial Centres, Cross Border Finance, Bank Debt in International Markets, Offshore Market. (12 Hours)
2. Capital Market in International Financial Market, Offshore Banking Units, SEZ. (10 Hours)
3. International Financial Institutions – IMF, IBRD, BIS, IFC, ADB, WTO -Forfeiting And Factoring., Avalising and Bankers acceptance. (10 Hours)
4. NRI Accounts – Indian Rupee And Foreign Currency Accounts RFC Accounts, RFC (Domestic) Accounts – EEFC Accounts, Documentary Letters of Credit – UCPDC 600 Correspondent Banking – NOSTRO, VOSTRO, Mirror Accounts Etc , Foreign Investment in India. (10 Hours)

Reference Books:

- 1) Foreign exchange, International Finance, Risk management Book By A.V.Rajwade, Academy of Business Studies Edtn. New Revised 4th edition august 2004. February 2008
- 2) Fundamentals of International Banking by Rup Narayan Bose, Macmillan India Pvt Ltd. 2007
- 3) Compendium on Policies, Incentives and Investment opportunities for Overseas Indians- Govt. of India

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

Treasury Operations and Risk Management

Course Code: MBA 264

L-2, Credits –3

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

Course Contents:

1. Financial Markets- Money Market – Need for the Market – Instruments of Money Markets, Types of Interest Rate Quotations, Treasury Management, Objectives of Treasury, structure & Organization , Functions and Responsibility of Treasurer, Cost Centre, Profit centre, Integrated Treasury, Planning and Control, Liquidity Management CRR/CCIL/RTGS. (12 Hours)
2. Treasury and International Banking, Regulations, Supervision and Compliance of Treasury operations , Role of RBI, Bond Dynamics, Fixed Income Securities, other Capital Market Instruments. Accounting Valuation and Elimination of Exposures, Role of Information Technology in Treasury Management. (10 Hours)
3. Forex Market Derivative Markets – Futures, Options, Swaps Foreign Exchange Markets Role of Banks in the Market – Spot And Forward Mechanism, Swap, Outright Deals And Dealer Operations – Premium And Discount, New Instruments, forex valuation. (10 Hours)
4. Risk Management, Risk Definition – Risk Measurement and Control, Asset Liability Management, Risk Hedging – Derivatives –Basel II – Challenges and Implementation Role of Mid Office/Risk Management Department. (12 Hours)

Reference Books:

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Mergers, Acquisitions and Corporate Restructuring

Course Code: MBA 266

L-2, Credits –3

Objective: Liberalized economy has generated many opportunities of combining businesses to create wealth. The fundamental aim of the course is to prepare students to take advantage of the current scenario and understand how mergers, acquisition and corporate restructuring 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. (12 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. (10 Hours)

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Life Insurance Schemes

Course Code: MBA 268

L-2, Credits –3

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

Course Contents:

1. Life Insurance Group-Schemes; Concepts and practices including rules and regulations (12 hours)
2. Rural and social schemes. (10 hours)
3. Concepts of various group and retirement schemes such as pension, Gratuity, annuity, GSLIP retirement and other schemes including micro insurance schemes, rules, regulations, provisions, benefits, rating techniques and methods of funding. (10 hours)
4. Taxation provisions and other aspects related thereto. (10 hours)

Reference Books:

- 1) Group and Retirement Benefits Schemes (IC-83) by Insurance Institute of India.
- 2) Pension Schemes and Retirement Benefits- Hosking.
- 3) Pension Planning (8th Edition), Allen, Melone, Rosenbloom and Van Derher (1997) (Irwin McGraw – Hill).
- 4) Group Life Insurance by Dr. D.W. Gregg.
- 5) Fundamental of Private pension-7th Edition, McGill. B., Haley and Schieber (1996), (University of Pennsylvania Press, Phila, Pa.)

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Rural and Miscellaneous Insurance

Course Code: MBA 270

L-2, Credits –3

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

Course Contents:

1. **Miscellaneous Insurances:** Background, Scope, Common features, Exclusions, Add-ons, Conditions, Underwriting considerations and Rating aspects of: Personal accident, Health, All Risk , Baggage TV/Video, Gun, Pedal Cycle, Cell phone, Commercial Fidelity Guarantee, Burglary, Plate Glass, Lift , Money , Neon Sign insurances. (12 Hours)
2. Package Products such as House Holders/Sweet Home, Samporn Suraksha, Shopkeepers, Office Umbrella, LPG Trader's Combined, Jeweller's Block , Hoteliers , Banker's Blanket, Doctors, Stock Brokers , Golfers and Other package and Special Products & Related aspects: Kidnap & Ransom Ins. Special Contingency Policies & Related Aspects. Other miscellaneous products & their Analysis. Claim procedure and Loss minimization aspects. Acceptance Limits. (12 Hours)
3. **Rural Insurances:** Background of Rural Insurances, Regulatory Requirements & Funding Schemes, Types of Policies (Classification), Scope, Exclusions, Conditions, Rating and underwriting aspects of various rural products such as Agriculture Pumpset , Animal Driven Cart , Camel . Insurance for Village Artisans. Cycle Riskshaw . Domestic Pumpset. Elephant. Failed Well. Fish & Aqua Culture, Freshwater fishes. Gramin & Janta Personal Accident (Individual or Group). Honey Bee, Horse/Pony/Mule/Donkey. Livestock., Pig , Poultry/Duck, Prawn & Blackish Water. Rabbit, Sheep and Goat, Silkworm, Tiny Sector Industries. Kisan Package and Agriculture & Weather Insurances. (12 Hours)
4. Claim Settlements Procedure for Rural Agriculture & Weather Insurance Covers including micro insurances. (6 Hours)

Reference Books:

- 1) General Insurance (IC-34) by Insurance Institute of India.
- 2) Agriculture Insurance (IC-71) by Insurance Institute of India
- 3) Personal Accident, Sickness & Miscellaneous Insurances (IC-73) by Insurance Institute of India
- 4) Miscellaneous Insurance (IC-78) by Insurance Institute of India

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION

Insurance Claims Management (Life and Non-Life)

Course Code: MBA 272

L-2, Credits –3

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

Course Contents:

1. Importance, concept and classification of claims, claims management procedure and system for different types of Life Insurance claims. (12 hours)
2. Importance, concept and classification of claims, claims management procedure and system for different types of General Insurance claims, Role of Intermediaries and surveyors, importance of investigations and role of Investigators. (12 hours)
3. Regulatory and Legal aspects of Claims Management, relevance of different claim-documents, disputed and complicated claims and grievance redressal mechanism including reference to arbitration in Life Insurance claims. (8 hours)
4. Regulatory and Legal aspects of Claims Management, relevance of different claim-documents, disputed and complicated claims and grievance redressal mechanism including reference to arbitration in general insurance claims. (10 hours)

Reference Books:

- 1) Life and Health Insurance, Black, Jr. Kenneth and Horold Skipper, (13th Edition), Pearson (Indian Economy Edition).
- 2) Rejda, George, (13th Edition), Principles of Risk Management and Insurance, Economy Indian Edition).
- 3) Insurance Institute of Indian Course wares
- 4) Risk Management and Insurance, Trieschman, Gustavson and Hoyt, Western College, Cincinnati, Ohio.
- 5) Life Insurance, S. Heubner (LBRARO).
- 6) Insurance Laws (Universal Law Pub. Delhi).
- 7) Law of Insurance by Avtar Singh (Eastern Book Co, Delhi).
- 8) Principles of Insurance Law by M.N.Srinivasan (Wadhwa & Co, Nagpur).
- 9) Insurance Law Manual (Taxmann, Delhi). 5. IC-87

- 10) Law and Economics of Insurance (Insurance Institute of India).
- 11) Handbook of Insurance Claims by S.P.Gupta (Consultech Services)
- 12) Practice of General Insurance IC-11 (I.I.I.)
- 13) Practice of Life Insurance by I.I.I.
- 14) Claims Manuals of Insurance Companies
- 15) Law of Insurance by Avtar Singh (Eastern Book Co, Delhi).
- 16) Principles of Insurance Law by M.N.Srinivasan (Wadhwa & Co)
- 17) . Insurance Law Manual (Taxmann, Delhi).
- 18). Law and Economics of Insurance – I.C.87 (I.I.I.)
- 19). Technical and Claims Procedural Manuals of Insurance Cos.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION

Theory and Practice of Motor Insurance (OD and TP)

Course Code: MBA 274

L-2 Credits –3

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

Course Contents:

1. History; Importance of automobile insurance in India, Legal provisions: Motor Vehicles Act and Motor Vehicles Rules, Applicability; Definitions, Licensing of Drivers of Motor Vehicles; Registration of motor vehicles and Transfer, Control of transport vehicles. (12 Hours)
2. Types of Insurances for different types of Motor vehicles against OD and third party risks (10 Hours)
3. Anatomy of a Motor Car, Endorsements and their importance, Motor Own Damage Claims, Procedures and Claim Management, Loss control Measures, (10 Hours)
4. Motor Third Party Claims, Procedures including relevant provisions MV Rules ,Lok Adalats and Conciliations, Jald Rahat Yojna, Loss Control. (10 Hours)

Reference Books:

- 1) Motor Insurance IC-72 by Insurance Institution of India
- 2) Motor Vehicle Act
- 3) Claims Procedural Manuals of Insurance Companies
- 4) Technical procedural manuals of Insurance Companies

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

Theory and Practice of Engineering, Liability and Aviation Insurances

Course Code: MBA 276

L-2, Credits –3

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

Course Contents:

1. Introduction to Engineering, Aviation & Liability Insurances & General Aspects. (10 hours)
2. Type of Policies, scope, exclusions, Conditions, add-ons Underwriting & Rating Aspects. (12 Hours)
3. Various Clauses & Endorsements: Inspection/ Survey and its importance, Loss Prevention Aspects (10 Hours)
4. Engineering Claims: Procedures & Practices. Loss Survey & Assessment Aspects. Reinsurance Aspects. (10 Hours)

Reference Books:

- 1) Engineering & Liability Insurances by Insurance Institute of India
- 2) Aviation Insurance by Insurance Institute of India

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION

QUALITY AND MANAGEMENT SYSTEMS

Course Code: MBA 278

L-2, Credits - 3

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

Course contents:

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

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

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

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

Text Books:

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

Reference Books:

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA – GENERAL)

Real Estate Valuation

Course Code: MBA 280

L-2, Credits: 3

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

Course Contents:

1. The Valuer- his functions and responsibilities; the principle factors affecting the supply and demand for land and building; Principle types of landed property; the interest therein and the outgoings thereon. (12 Hours)
2. Valuation Methods; Depreciation & Obsolescence Principles governing the rates of interest for different types of property; Calculation of Rental Values - Net Income, Virtual Rent; Valuation for Sale and Purchase of Freehold & Leasehold properties; Rental method of valuation. (10 Hours)
3. Valuation on land & building basis, valuation for mortgage, Reverse Mortgage; valuation for acquisition, valuation for taxation of properties. (10 Hours)
4. Contemporary Trends of valuation of property, Compensation & betterment levy, dilapidation & depreciation; Easement rights and natural rights. The Arbitration & Conciliation Act 1996. (10 Hours)

References

1. Kahr J. and Thomsett, M.C. (2005), R.E. Mkt valuation and analysis, Wiley Publishers
2. Gelbtuch, H.C. Mackmin, D. and Milgrim, M.R., Real Estate Valuation in Global Markets, Amazon Books.
3. Kahr J. and Thomsett, M.C. (2005), R.E. Mkt valuation and analysis, Wiley Publishers
4. Gelbtuch, H.C. Mackmin, D. and Milgrim, M.R., Real Estate Valuation in Global Markets Amazon Books.
5. Valuation Practice of Immovable Properties by C.H Gopinatha Rao
6. Professional valuation Practice by Dr. Ashok Nain
7. Practical Valuation (Volume I to VIII
8. Guidelines for Banks by B.Kanaga Sabapathy

9. C.P.W.D 's Schedule of Rates (Latest Edition)
10. C.P.W.D's Plinth Area rates for 1.1.1992 & 1.10.2007
11. Delhi Master Plan 2021
12. Property Tax Guide on Unit Area System of MCD
13. Bare Acts of Income Tax, Land Acquisition, Wealth Tax, Capital Gains etc

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

Sustainable Real Estate Development

Course Code: MBA 282

L-2, Credits - 3

1. Sustainability In Real Estate Development; Applicability of Environmental Impact Assessment In Real Estate Development And Management; Methodologies. (8 Hours)
2. Environmental Assessment Of Sites For Real Estate Development, EIA Of Large-Scale Development I.E. Residential Complexes, Townships, Malls, Roads Etc.; Appropriate Technologies In Real Estate. (10 Hours)
3. Environmental Standards & Certification In Real Estate Development – ASHRAE (Standard Of The American Society Of Heating, Refrigerating & Air-Conditioning Engineers), Leadership In Energy And Environmental Design (LEED) Green Building Rating System, Integrated Management Systems (IMS) Comprising Of ISO 9001, ISO 14001 Certification In Environmental Management System , OHSAS 18001 Certification In Occupational Health And Safety Management System (OHSAS). (12 Hours)
4. Environmental Laws Applicable To Real Estate Development ; Environmental Audit In Real Estate ; Carbon Trading In Real Estate Development; Energy ; Issues In Real Estate Development; Green Buildings. (10 Hours)

Text Books:

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

Reference Books:

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

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

Legal Framework for Real Estate

Course Code: MBA 284

L-2, Credits 3

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

Course Content:

1. **Stages in construction Projects:** Pre Construction- Understanding of the Client's needs, Conceptualization of scheme, Site data collection, Survey, Geotechnical investigation, Preparation of drawings and Estimates and their Approval, Approval of Plans by Local Body, Type of Contracts and their selection, Selection of Contractors, Tender document, Process of calling tenders and Award of work (12 Hours)
2. **Execution of work:** Contract Management, Interpretation of Clauses of Contract i/c FIDIC terms and conditions, Deviations from Contract Items, Completion of Project, Arbitration Clause. (10 Hours)
3. **Disputes and their resolution:** Common type of Disputes and how to minimize them, Methods of Resolving Disputes, DRB; Study and interpretation of important and relevant Sections of: Indian Contract Act, 1872, Arbitration & Conciliation Act, 1996, Limitation Act, 1963, Interest Act, 1978; Processing of an arbitration case, Challenging of Award, Study of real life Arbitration Cases and Case Laws. (10 Hours)
4. **Post Construction:** Maintenance and its objective, Service Centres, Day to day & Annual Repairs, Special Repairs, Additions / Alterations, Preventive Maintenance, Monitoring of Maintenance; **Acts:** Workmen Compensation Act, Industrial Dispute Act, Minimum Wages Act, Contract Labour(Regulation and Abolition) Act. (10 Hours)

Reference Books:

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

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

Real Estate Transaction Services

Course Code: MBA 286

L-2, Credits - 3

Objective:

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

Course Contents:

1. Understanding of buyer, user, seller, lender stakes in solicited real estate; Study of real estate capital market and stakeholder solution development; Diligence process of real estates; Ownerships and stakeholder liabilities seeking transaction services;
2. Property transfers; Revenue and landowning agency related legal issues; Leasing, renting of properties; Refinancing property; Sublease or terminating a sublease of property;
3. Structured sales for core Real Estate Advisory Services clients; Oversight during construction management; Acquisition Brokerage, Deal sourcing,
4. Closing execution; Asset Management, Property manager oversight.

References:

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