

**Scheme of Examination**

**&**

**Syllabi**

**of**

**Two Year**

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

**for**

*Academic Session 2008 - 2010*



GURU GOBIND SINGH  
INDRAPRASTHA  
UNIVERSITY

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

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

## **WEEKEND PROGRAMMES**

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

## **PROGRAM FOCUS**

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

## **EVALUATION SYSTEM**

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

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

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

### **Internal Evaluation**

Minor Test: 50% of Internal marks

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

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

### **External Evaluation**

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

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

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**

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

**FIRST TRIMESTER**

<b>Code No.</b>	<b>Paper</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>
MS (WE) 101	Management Process & Organizational Behaviour	3	-	3
MS (WE) 102	Quantitative Techniques	3	-	3
MS (WE) 103	Managerial Economics	3	-	3
MS (WE) 104	Information Technology for Managers-I	3		3
MS (WE) 151	Information Technology for Managers Lab. – I	-	2	1
<b>Total</b>		<b>12</b>	<b>2</b>	<b>13</b>

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**

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

**SECOND TRIMESTER**

<b>Code No.</b>	<b>Paper</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>
MS (WE) 201	Human Resource Management	3	-	3
MS (WE) 202	Marketing Management-I	3	-	3
MS (WE) 203	Economic Environment of Business	3	-	3
MS (WE) 204	Accounting for Managers	3	-	3
MS (WE) 205	Term Paper/Minor Project-I	-	-	4
<b>Total</b>		<b>12</b>	<b>-</b>	<b>16</b>

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**

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

**THIRD TRIMESTER**

<b>Code No.</b>	<b>Paper</b>	<b>L</b>	<b>T/P</b>	<b>Credits</b>
MS (WE) 301	Financial Management	3	-	3
MS (WE) 302	Business Research	3	-	3
MS (WE) 303	Marketing Management-II	3	-	3
MS (WE) 304	Information Technology for Managers-II	3	-	3
MS (WE) 305	Term Paper/Minor Project Work -II	-	-	4
MS (WE) 351	Information Technology for Managers Lab-II	-	2	1
<b>Total</b>		<b>12</b>	<b>2</b>	<b>17</b>

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

### FOURTH TRIMESTER

Code No.	Paper	L	T/P	Credits
MS (WE) 401	Operations Management	3	-	3
MS (WE) 402	Information Systems Management	3	-	3
MS (WE) 403	Communication Skills and Report Writing	2	-	2
MS (WE) 404	Minor Project Work-III	-	-	4
	Elective –I	3	-	3
	Elective-II	3	-	3
<b>Total</b>		<b>14</b>	<b>-</b>	<b>18</b>

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

### **ELECTIVES**

#### **Marketing**

MS (WE)- 405 Consumer Behaviour

MS (WE)- 406 Retail Management

MS (WE)- 407 Rural & Social Marketing

#### **Finance**

MS (WE)- 408 Financial Markets and Institutions

MS (WE)- 409 Financial Derivatives, Options and Futures

MS (WE)- 410 Project Planning and Analysis

#### **Human Resource Management**

MS (WE)- 411 Organizational Development

MS (WE)- 412 Strategic Human Resource Management

MS (WE)- 413 Training and Developments Systems and Practices

#### **Information Technology**

MS (WE)- 414 Systems Analysis and Design

MS (WE)- 415 Database Management Systems

MS (WE)- 451 Database Management Systems Lab. (This paper is based on DBMS and is part of it)

MS (WE)- 416 Network Applications and Management

#### **Global Business Management**

MS (WE)- 417 International Business Environment

MS (WE)- 418 Export, Import Policies, Procedures, and Documentation

MS (WE)- 419 Foreign Language

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

### FIFTH TRIMESTER

Code No.	Paper	L	T/P	Credits
MS (WE) 501	Management of Technology, Innovation and Change	3	-	3
MS (WE) 502	Management of International Business	3	-	3
MS (WE) 503	Corporate Governance and Social Responsibility	2	-	2
MS (WE) 504	Business & Corporate Laws	2	-	2
	Elective-III	3	-	3
	Elective-IV	3	-	3
<b>Total</b>		<b>16</b>		<b>16</b>

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

### ELECTIVES

#### **Marketing**

MS (WE)- 505 Sales & Distribution Management

MS (WE)- 506 Advertising & Brand Management

#### **Finance**

MS (WE)- 507 Insurance and Risk Management

MS (WE)- 508 Mergers, Acquisitions and Corporate Restructuring

MS (WE)- 509 Corporate Tax Planning

#### **Human Resource Management**

MS (WE)- 510 Team Building in Organizations

MS (WE)- 511 Compensation Management

#### **Information Technology**

MS (WE)- 512 Enterprise Resource Planning

MS (WE)- 513 Front End Design Tools

MS (WE)- 551 Front End Design Tools Lab. (This paper is based on Front End Design Tools and is part of it)

#### **Global Business Management**

MS (WE)- 514 Global Competitiveness and Strategic Alliances

MS (WE)- 515 WTO and Intellectual Property Rights

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

### SIXTH TRIMESTER

Code No.	Paper	L	T/P	Credits
MS (WE) 601	Strategic Management	3	-	3
MS (WE) 602	E-Business	3	-	3
MS (WE) 603	Major Research Project	-	-	12
	Elective –V	3	-	3
	Elective –VI	3	-	3
<b>Total</b>		<b>12</b>	<b>-</b>	<b>24</b>

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

### **ELECTIVES**

#### **Marketing**

MS (WE)- 604 Customer Relationship Management

MS (WE)- 605 International Marketing

#### **Finance**

MS (WE)- 606 International Financial Management

MS (WE)- 607 Security Analysis and Investment Management

#### **Human Resource Management**

MS (WE)- 608 Performance Appraisal and Management

MS (WE)- 609 Industrial Relations and Labor Laws

#### **Information Technology**

MS (WE)- 610 Business Intelligence and Applications

MS (WE)- 611 Software Project Management

MS (WE)- 612 Web Technologies

MS (WE)- 651 Web Technologies Lab. (This paper is based on Web Technologies and is part of it)

#### **Global Business Management**

MS (WE)- 613 Distribution and Logistics for International Business

MS (WE)- 614 International Economics



# **DETAILED COURSE CONTENTS**

**FIRST  
TRI-MESTER**

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

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

### **Management Process & Organizational Behaviour**

Course Code: MS (WE) 101

Credits - 3

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

#### **Course Contents:**

1. **Introduction:** Meaning and Nature of Management, Management Approaches, Processes, Managerial Skills, Tasks and Responsibilities of a Professional Manager.
2. **Organizational Structure and Process:** Organizational Culture and Climate, Managerial Ethos, Organization Structure & Design, and Managerial Communication.
3. **Organization Behavior: An Introduction, Behavioural Dynamics:** Individual Determinants of Organization. Behaviour: Perception, Learning, Personality, Attitudes and Values, Motivation, Job Anxiety and Stress. Group Dynamics and Interpersonal Relations, Management of Organizational Conflicts, Management of Change, Leadership and Theories and Styles.
4. **Planning and Controlling:** Planning Types and Process, Management By Objectives, Decision-Making Types and Models, Problem Solving Techniques, Controlling: Process and Techniques.

#### **Text Books:**

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

#### **Reference Books:**

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

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

**Quantitative Techniques**

Course Code: MS (WE) 102

Credits - 3

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

**Course Contents:**

**Section 1**

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

**Section 2**

- Linear Programming: Graphical Solution and Simplex Method, Duality

**Section 3**

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

**Section 4**

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

**Textbooks:**

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

**Reference Books:**

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

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

**Managerial Economics**

Course Code: MS (WE) 103

Credits - 3

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

**Course Contents:**

1. **Introduction:** Nature, Scope and Significance of Managerial Economics, its Relationship with other Disciplines, Role of Managerial Economics in Decision Making.
2. **Consumer Behaviour and Demand Analysis:** Cardinal and Ordinal Approaches to Consumer Behaviour, Demand Functions, Determinants of Demand, Elasticity of Demand, Derivation of market Demand, Demand Estimation and Forecasting.
3. **Theory of Production and Cost:** Managerial uses of Production Function, Short Run and Long Run Production Analysis, Isoquants, Optimal Combination of Inputs, Empirical Estimation of Production Functions; Traditional and Modern Theory of Cost in Short and Long Runs, Economies of Scale and Economies of Scope, Empirical Estimation of Cost Function.
4. **Theory and Behaviour of Firm:** Profit Maximization, Alternative Objectives of Business Firms, Price Output decisions under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly, Pricing Policies and Methods.

**Text Books:**

1. Christopher R Thomas & S Charles Maurice (2006), Managerial Economics. Tata McGraw Hill Co.
2. Truett & Truett (2004). Managerial Economics. John Wiley & Sons Inc.
3. Petersen, H. Craig & Cris, L W (2004). Managerial Economics. Pearson Education (Singapore) Ltd.
4. Salvatore, D. (2004). Managerial Economics in a Global Economy. Irwin, Mc Graw-Hill.

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

**Information Technology for Managers- I**

Course Code: MS (WE) 104

Credits - 3

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

**Course Contents:**

1. **Computer Hardware and Number System:** Computer Fundamentals, Computer Classification, Anatomy of Computer System, Input Technologies, Output Technologies, Memory and Storage devices. Number System. Applications of Information Technology in business.
2. **Computer Software:** Application and System Software, Programming Languages and their Classification, Assemblers, Compilers and Interpreters.

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

Database Management Systems Concepts, 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. Turban, Rainer and Potter (2003). Introduction to information technology. John Wiley & sons.
2. Saini, A.K.and Pradeep Kumar (2003). Computer Applications in Management, Anmol Publications, N Delhi.

**Reference Books:**

1. William Sawyer, Hutchinson. Using Information Technology, Tata McGraw Hill, Fifth Ed.
2. ITL Education Solutions Ltd.(2005), Introduction to Information Technology, Pearson Education.
3. Rajaraman, V. (2004). Introduction to Information Technology. PHI.

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

**Information Technology for Managers Lab- I**

Course Code: MS (WE) 151

P – 2

Credits - 1

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

**Course Contents:**

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

Note: The programs and case based projects shall be assigned by the concerned faculty.

**SECOND  
TRI-MESTER**

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

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

### **Human Resource Management**

Course Code: MS (WE) 201

Credits - 3

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

#### **Course Contents:**

1. **Human Resource Management (HRM):** A Macro Level Scenario; Concept of Human Resource Management; Processes Involved in HRM; Total Quality Management and Employee Empowerment, Learning Organization.
2. **Strategic Human Resource Management:** Methods and Techniques of Forecasting the Demand and Supply of Manpower, Job Analysis, Business Process Reengineering and Role of HRM.
3. **Issues and Experiences:** Selection and Recruitment; Induction and placement; Performance and Potential Appraisal, Job Evaluation: Concept, Scope and Limitation; Compensation, Transfer, Promotion and Reward Policies; Training and Development; Competency Based Training and Assessment, Motivational Model., Human Resource Information System; Human Resource Audit and Human Resource Accounting.
4. **Research Project:** Each Student will write a scholarly research paper on a specific Human Resource Management issue of his choice. This paper may include the following:
  - Historic Development
  - Examination of Current Issues
  - Exploration of the Actual or Expected Impact on Employees, Industry or Government. Presentation of Available Alternatives if Applicable and
  - References

#### **Text Books:**

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

#### **Reference Books:**

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



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

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

### **Marketing Management-I**

Course Code: MS (WE) 202

Credits - 3

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

#### **Course Contents:**

1. **Introduction to Marketing:** Meaning, Nature and Scope of Marketing; Marketing Philosophies; Marketing Management Process; Concept of Marketing Mix; Market Analysis: Understanding Marketing Environment; Consumer and Organisation Buyer Behaviour; Market Measurement; Market Segmentation, Targeting and Positioning.
2. **Product Planning and Pricing:** Product Concept; Types of Products; Major Product Decisions; Brand Management; Product Life Cycle, New Product Development Process; Pricing Decisions; Determinants of Price; Pricing Process, Policies and Strategies.
3. **Promotion and Distribution decisions:** Communication Process; Promotion Tools- Advertising, Personal Selling, Publicity and Sales Promotion; Distribution Channel Decisions- Types and Functions of Intermediaries, Selection and Management of Intermediaries.
4. **Marketing Organization and Control:** Emerging Trends and Issues in Marketing – Consumerism, Rural Marketing, Social Marketing; Direct and Online Marketing; Green Marketing.

#### **Text Books:**

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

#### **References Books:**

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

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

**Economic Environment of Business**

Course Code: MS (WE) 203

Credit -3

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

**Course Contents:**

- 1     **Business Environment:** Nature and Significance, interaction matrix of different environment factors, process of environmental scanning, basic philosophies of capitalism and socialism with their variants.
- 2     **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.
- 3     **New Economic Environment:** Liberalization, Privatization and Globalisation of Indian Economy (trends and issues.)
- 4     **Monetary and Fiscal Environment in India:** Monetary and Fiscal Policies (their working, latest trends and issues)

**Suggested Readings:**

1. Bedi, Suresh (2004) Business Environment. Excel Books, New Delhi.
2. Mishra, S.K. and Puri, V.K. (2007) Economic Environment of Business, Himalaya Publishing House, New Delhi.
3. Paul, Justin (2006), Business Environment (Text and Cases), Tata McGraw-Hill, New Delhi
4. Economic Survey, Government of India (Latest)
5. Monthly Bulletins, Reserve Bank of India, Mumbai

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

### Accounting for Managers

Course Code: MS (WE) 204

Credits - 3

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

#### Course Contents:

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

**Cost Accounting:** Objectives, Classification of Cost, Preparation of Cost Sheet, Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level, Labour Cost Accounting, Remuneration and Incentive Schemes. Overhead Cost Allocations, Over and under Absorption. Job and Contract Costing, Operating Costing (Transportation, Powerhouse, Hospitals), Reconciliation of Financial and Cost Accounting.

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

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

#### Text Books:

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

#### Reference Books:

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

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

**Term Paper/Minor Project – I**

Course Code: MS (WE) 205

Credits - 4

**Objectives:**

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

**Course Contents:**

**Outlines:** In the Term paper, students are required to select a relevant business topic/issue, 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 trimester. The progress of work shall be assessed by the Internal Supervisor on a periodic basis through presentations, discussions and other means to arrive at a final assessment.

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

**THIRD  
TRI-MESTER**

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

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

### **Financial Management**

Course Code: MS (WE) 301

Credits - 3

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

#### **Course Contents:**

1. Nature and Scope of Financial Management; Financial Objectives; Impact of Financial and Economical Environment on Financial Management; Time Value of Money including Pension Funds. Funds Flow Analysis; Cash Flow Statement and its Interpretation (AS-3), Ratio Analysis
2. Planning for Sources of Finance (Domestic and International); Capital Structure; Leverages; Cost of Capital; Net Income Approach; Net Operating Income Approach; Traditional Approach and MM Approach; Capital Gearing/Debt-Equity Ratio, Generation of Internal Funds.
3. Retained Earning Vs. Dividend Decision; Gordon Model; Walter Model; MM Approach; Lintner Model; Planning of Development of Funds Through Management of Assets - Fixed and Current: Working Capital Management; Management of Cash (Various Theoretical Models), Inventories (Including Risk Analysis) and Receivables; Operating Cycle.
4. Capital Budgeting - Conventional and DCF Methods; Inflation and Capital Budgeting; Risk Analysis and Capital Budgeting-Certainty Equivalent Factor; Risk Adjusted Discounting Rate; Decision Tree; Independent and Dependent Risk Analysis; Basic International Capital Budgeting.

#### **Text Books:**

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

#### **Reference Books:**

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

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

**Business Research**

Course Code: MS(WE) 302

Credits - 3

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

**Course Contents:**

1. **Introduction to Business Research:** Definition; Nature and Scope of Business Research; The Research Process; Problem Identification and Definition; Determination of Information Needs; Hypothesis Formulation; Developing Research Proposal; Ethical issues in Research.
2. **Research Design and Data Collection:** Types of Research Design; Secondary and Primary Data; Primary Data Collection Instruments – Questionnaire Designing and Testing; Schedule; Observation Methods; Qualitative Research; Scaling Techniques and Attitude Measurement; Online Data Sources and Research.
3. **Sample Design:** Defining the Universe and Sampling Unit; Sampling Frame; Probability and Non-probability Sampling Methods; Sample Size Determination, Data Collection and Survey Errors.
4. **Data Analysis, Interpretation and Report Preparation:** Data Editing and Coding; Tabulation; Hypothesis Testing; Analysis of Variance; Advanced Data Analysis Techniques- Factor Analysis, Cluster Analysis, Discriminant Analysis; Conjoint Analysis; Multi Dimensional Scaling; Report Preparation and Presentation.

**Text Books:**

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

**Reference Books:**

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

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

**Marketing Management-II**

Course Code: MS (WE) 303

Credits - 3

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

**Course Contents:**

1. **The Foundation of Services:** Characteristics of Services; Comparison of Goods and Services; Services Management Challenges; Types of Services; Carriers in Services Sectors.
2. **Planning and Implementing Service Strategy:** Formulating Service Strategy; Services Operational Design and Positioning; Management of Service Process and Servicescape; Employee Role in Service Delivery; Customer Management; Delivering through Service Intermediaries.
3. **Managing Service Quality and Customer Retention:** Defining Service Quality; Measurement of Service Quality; House of Quality; Return on Quality; Balanced Performance Scorecard; Customer Retention Strategies and Customer Relationship Management.
4. **Services Management Applications:** Service Issues in Banking and Insurance; Travel and Tourism; Telecommunications; Business Process Outsourcing; Healthcare Services.

**Text Books:**

1. Bert Van Looy, Roland, V. Dierdonck, Paul Gemmel (2003). Services Management: An Integrated Approach. Pearson Education (Paperback).
2. Collier, D.A. (2002). Service Management. Prentice Hall of India.

**Reference Books:**

1. Sasser, W.E., Oison R. P. and Wyckoff D.D. (2003). Management of Services Operations. Allyon and Bacon Inc.
2. Valarie, A. Zeithaml and Mary J. Bitner (2004). Services Marketing. Tata McGraw Hill, Delhi.



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

**Information Technology for Managers - II**

Course Code: MS (WE) 304

Credits - 3

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

**Course Contents:**

1. **Database Management Systems:** Purpose, Advantages and Disadvantages of DBMS, Data Models, Types of Data Models, DBMS Architecture and Data Independence.

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

2. **Relational DBMS:** Codd's Rules, Functional Dependencies, Normal forms 1NF, 2NF, 3NF.
3. **SQL:** Background, Basic Structure, Set Operations, Aggregate Functions, Null Values, Nested Sub Queries, Views, DDL, DML, Integrity Constraints.
4. **Data Base Management with MS Access:** Creating database, Tables, Handling Forms, Creating Reports.

**Text Books:**

1. Philip J. Pratt, Joseph J. Adamski. (2000). Concepts of Database Management, Third Edition. Thomson Learning.
2. Ramez Elmasri & Shamkant B Navathe (2003). Fundamentals of Database Systems, Third Edition. Pearson Education.
3. Microsoft Access: BPB Publications.

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

**Term Paper/Minor Project Work – II**

Course Code: MS (WE) 305

Credits - 4

**Objectives:**

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

**Course Contents:**

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

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

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

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

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

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

**Information Technology Lab-II**

Course Code: MS (WE) 351

P – 2

Credits - 1

**Objectives:** The primary objective of this course is to enable the students apply the knowledge acquired in the paper MS (WE) 305 to practical business processes and problems.

**Course Contents:**

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

Note: The programs and case based projects shall be assigned by the concerned faculty.

**FOURTH  
TRI-MESTER**

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

**Operations Management**

Course Code: MS (WE) 401

Credit-3

**Objectives:** The Course is designed to make student understand the strategic significance of Operation management, to acquaint them with application of discipline to deal with real life business problem.

**Course Contents:**

1. Introduction to Operation Management, Nature & Scope of Operation/ Production Management, Relationship with other functional areas, Recent trend in Operation Management, Manufacturing & Theory of Constraint, Types of Production System, Just in Time (JIT) & lean system
2. Product Design & Process Selection, Stages in Product Design process, Value Analysis, Facility location & Layout: Types, Characteristics, Advantages and Disadvantages, Work measurement, Job design.
3. Forecasting & Capacity Planning, Methods of Forecasting, Overview of Operation Planning, Aggregate Production Planning, Production strategies, Capacity Requirement Planning, MRP, Scheduling, Supply Chain Management, Purchase Management, Inventory Management.
4. Quality Management, Quality: Definition, Dimension, Cost of Quality, Continuous improvement (Kaizen), ISO (9000&14000 Series), Quality awards, Statistical Quality Control: Variable & Attribute, Process Control, Control Chart (X , R , p , np and C chart ) Acceptance Sampling Operating Characteristic Curve (AQL , LTPD, a & b risk ) Total Quality Management (TQM)

**Text Books:**

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

**Reference Books:**

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

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

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

### **Information Systems Management**

Course Code: MS (WE) 402

Credit - 3

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

#### **Course Contents:**

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.
2. Planning for Information Systems: Identification of Applications, Business Planning Systems and Critical Success Factors, Method of Identifying Applications, Evaluation of Information Systems. 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.
3. Emerging Concepts and Issues in Information Systems: Supply Chain Management, Customer Relationship Management, ERP. Emerging Concepts in Information System Design and Application. End User Computing.
4. Research Project:  
Each student will write a research paper on a specific Information System related issue of their choice. This paper may include the following:
  - Historic Development
  - Examination of Current Issues
  - Exploration of the Actual or Expected Impact on Employees, Industry or Government, Presentation of available Alternatives if Applicable
  - References

#### **Text Books:**

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

#### **References Books:**

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

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

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

### **Communication Skills and Report Writing**

Course Code: MS (WE) 403

Credits - 2

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

#### **Course Contents:**

##### **1. Forms of Communication**

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

##### **2. Important Parameters in Communication**

- (a) The Cross Cultural Dimensions of Business Communication
- (b) Technology and Communication
- (c) Ethical & Legal Issues in Business Communication
- (d) Mass Communication: Mass Communication & Promotion Strategies, Advertisements, Publicity, and Press Releases. Media Mix, Public Relations, Newsletters.

##### **3. Business Negotiation: Negotiation Process & its Management**

##### **4. Business Report Writing**

#### **Text Books:**

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

#### **Reference Books:**

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

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

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

### **Minor Project Work -III**

Course Code: MS (WE) 404

Credits - 4

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

#### **Course Contents:**

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

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

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

Internal/External Examiners shall evaluate the Project on the basis of a presentation by the student and the project report in the ratio of 40 and 60 marks respectively.



# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

### Consumer Behaviour

Course Code: MS (WE) 405

Credits - 3

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

#### Course Contents:

1. **Introduction to Consumer Behavior:** Scope and Relevance of Consumer Behavior Studies; Buying Decision Process; Basic Model of Consumer Behavior; Problem Recognition – Methods of Problem Solving; Information Search, Alternative Evaluation and Selection, Outlet Selection and Purchase, Post Purchase Behavior and Customer Satisfaction, Role of Involvement.
2. **Individual Determinants of Consumer Behaviour:** Role of Motivation; Personality and Self Concept; Attention and Perception; Consumer Learning; Consumer Attitudes – Formation and Change; Consumer Values and Lifestyles.
3. **External Determinants of Consumer Behavior:** Influence of Culture and Subculture; Social Class; Reference Groups and Family Influences; Diffusion of Innovations.
4. **Models of Consumer Behavior:** Researching Consumer Behavior; Online Customer Behavior.

#### Text Books:

1. Scheffman, LG and Kanuk, L.L. (1997). Consumer Behaviour. Prentice Hall of India, New Delhi.
2. Assel, Henry. (2005). Consumer Behaviour. Biztantra, New Delhi.

#### References Books:

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

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

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

### **Retail Management**

Course Code : MS (WE) 406

Credits - 3

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

#### **Course Contents:**

1. Definition, importance and scope of Retailing; Evolution of Retail Competition,- The Wheel of Retailing, the Accordion, the Retail Life Cycle; Emerging Trends in Retailing; The Retail Scenario in India; Retail Formats.
2. Information Gathering in Retailing; Retail Strategic Planning and Operation Management; Retail Financial Strategy; Target Market Selection and Retail Location; Store Design and Layout; Visual Merchandising and Displays.
3. Merchandise Planning, Buying and Handling; Merchandise Pricing; Retail Communication Mix; Promotional Strategy; Retail Human Resources Management; Customer Service, The GAPs Model, Customer Relationship Management.
4. Retail Management Information Systems; Retail Audits; Online Retailing; Global Retailing; Legal and Ethical Issues in Retailing.

#### **Text Books**

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

#### **Reference Books**

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

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

### Rural and Social Marketing

Course Code: MS (WE) 407

Credit-3

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

#### Course Contents:

1. **Rural Marketing Introduction:** Definition; Myths and Reality of Rural Markets; Characteristics of Rural People; Rural market Environment; Rural Infrastructure; Problems of Rural Marketing as regards Product Positioning; Distributions; Language; Media; Transport etc. Challenges for Rural Marketing.
2. **Rural Marketing Strategies:** Rural Market Segmentation; Product Strategies; Pricing Strategies; Promotion Strategies; Distributor Strategies; Rural Marketing Research; Role of IT in Rural Marketing (e-Chaupals etc.) with few case studies; Marketing of Rural and Cottage Industry Products. Future of Rural Marketing in India.
3. **Foundation of Social Marketing:** Definition; Nature and Scope; Social Marketing Challenges; Conceptual Framework of Social Marketing; Need for Social Marketing.
4. **Social Marketing Strategies and Applications:** Social Markets Segmentation; Product Strategies; Marketing Mix; Pricing Strategies; Promotion Strategies: Role of Govt. and NGO's in Social Marketing; Social Marketing; Applied in Family Planning; Medicare; Small Savings; AIDS Prevention.

#### Case Studies

#### Text Books:

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

#### Reference Books:

1. Kotler, P. and Roberto E (2002). Social Marketing: Strategies for Changing Public Behavior. Free Press, New York.
2. Kotler P. (2003). Principles of Marketing. PHI, Delhi.
3. Kotler P. (2002). Strategic Marketing for Non-Profit Organisations. PHI, Delhi.
4. Krishnamacharyulu, C.S.G and Rama Krishnan Lalitha (2002). Rural Marketing – Text and Cases. Pearson Education, Singapore Pvt. Ltd.

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

### Financial Markets and Institutions

Course code: MS (WE) 408

Credits-3

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

#### Course Contents:

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

#### Text Books:

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

#### Reference Books:

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

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

### Financial Derivatives, Options and Futures

Course Code: MS (WE) 409

Credits: 3

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

#### Course Contents:

1. **Types of Derivative:** World Derivatives Markets; Derivatives Trading in India, Types of orders, Risks of Derivatives, Role of SEBI, Commodity Derivatives.
2. **Option Contract:** Equity options; Index options; Valuation of option: Binomial Option Pricing Model; Hedge Ratio; Theoretical Minimum Value of an Option; Black Scholes Options Pricing Model; Impact of Corporate Benefits like Bonus Shares/ Dividend on Option Values.
3. **Future Contracts:** Value at risk, Comparison of Future Contract with Forward Contracts and Backwardation & Contango, Forward Contracts Hedgers, Speculators and Arbitrageurs, Future Options; Badla System; Index Futures.
4. **Other Derivatives:** Swaps; Classification of Swaps; Interest Rate Swaps, Currency, Swaps; Current Status of Interest Rate Swaps in India – T Bill Futures; Foreign exchange futures.

#### Text Books:

1. John, Hull (5<sup>th</sup> ed., 2004). Options Futures and Other Derivatives. Prentice Hall of India.
2. Vohra, N.D. and Bagri, B.R. (2<sup>nd</sup> ed., 2003). Futures and Options. Tata McGraw Hill.
3. Gupta, S.K. (2005). Financial Derivatives. Prentice Hall of India.

#### Reference Books

Questa (2004). Financial Derivatives, Value at Risk and Financial Engineering. McGraw Hill, U.K.

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

### Project Planning and Analysis

Course Code: MS (WE) 410

Credits: 3

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

#### Course Contents:

1. **Project Identification Analysis:** Socio-economic Consideration in Project Formulation; Social Infrastructure Projects for Sustainable Development; Investment Opportunities; Project Screening and Presentation of Projects of Decision Making; Expansion of Capacity; Diversification.
2. **Market and Technical Analysis:** Market and Demand Analysis – Market Survey, Demand Forecasting, Uncertainties in Demand Forecasting; Technical Analysis- Product Mix, Plant Capacity, Materials and Inputs, Machinery and Equipment.  
**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.
3. **Project Appraisal:** Time Value of Money; Project Appraisal Techniques – Playback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Benefit Cost Ratio; Social Cost Benefit Analysis; Effective Rate of Protection.  
**Risk Analysis:** Measures of Risk; Sensitivity Analysis; Stimulation Analysis; Decision Tree Analysis.
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.

#### Text Books:

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

#### Reference Book:

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

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

### Organizational Development

Course Code: MS (WE) 411

Credits-3

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

#### Course Contents:

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

#### Text Books:

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

#### Reference Books:

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

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

### Strategic Human Resource Management

Course Code: MS (WE) 412

Credit-3

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

#### Course Contents:

1. **The HRM Environment:** Evolution of HRM, HRs New Role Orientation, HRM for Competitive Advantage, HR and Organizational Performance.
2. **Investment perspective of HR:** Investment in Training & Development, Investment Practices for Improved Retention, Non-traditional Investment Approaches: Investment in Disabled Employees, Employee Assistance Programmes etc.
3. **Strategy and HR Planning:** Importance of Human Resources to Strategy, Overview of Theoretical Foundations of Strategic Concepts, Strategy Driven Role Behaviors and Practices, Integration of Strategy and HR planning, Determinants of Integration and Problems with Integration.
4. **Strategy Implementation and Workforce Utilization:** Selection of Employees, Strategically Oriented Performance Management and Compensation Systems. The Role of Strategic HR Leader, Future Roles and Leadership Competencies, Managing Workforce Diversity, Cultural Issues of Expatriates.

#### Text Books:

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

#### Reference Books:

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



# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

### Training & Developments: Systems & Practices

Course Code: MS (WE) 413

Credits-3

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

#### Course Contents:

1. **Introduction:** The Changing Organizations, HR and the Training Functions, Models of Training; Systematic Model, The Transitional Model, The Learning Organisation, Training as Consultancy, Understanding Learning Concepts. T & D to Lifetime Education.
2. **Training Needs Analysis:** The Process and Approaches of TNA, Team Work for Conducting Training Needs Analysis, TNA and Training Process Design.
3. **Training Design & Evaluation:** Understanding & Developing the Objectives of Training, Facilitation of Training with Focus on Trainee (Motivation of Trainee, Reinforcement, Goal-setting), Training with Focus on Training Design (Learning Environment, Pre-training Communication etc.) Facilitation of Transfer with Focus on Organization Intervention (Supervisor Support, Peer Support, Trainer Support, Reward Systems, Climate etc.) Training Methods, Implementation and Evaluation of Training Programme.
4. **Management Development:** Approaches to Management Development, Sources of Knowledge / Skill acquisition, Types of management Development Programmes. EDP's / Seminars and Conferences, Symposia.

#### Text Books:

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

#### Reference Books:

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

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

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

### **Systems Analysis and Design**

Course Code: MS (WE) 414

Credits: 3

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

#### **Course Contents:**

##### **Section 1:**

- 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.

##### **Section2:**

- 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:**

- 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:**

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

**Text Books:**

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

**Reference Books:**

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

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

### Database Management Systems

Course Code: MS (WE) 415

Credits: 3

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

#### Course Contents:

1. Purpose, Advantages and Disadvantages of DBMS, Data Models, Schemas and Instances, DBMS Architecture and Data Independence, Types of DBMS – Hierarchical, Network, Relational, Object-oriented and Object relational.
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.
3. Oracle: Basic Architecture, Data Definition, Data Manipulation (LIKE Operator, String Commands, Numeric Function, Date Function, Translate and Decode Function), Introduction to PL/SQL (Conditional, Logic, Loops, Go to Statements, Exceptional Handling, Triggers, Procedures, Functions, Cursor, LOB's).
4. Structure of Relational Databases, Relational Algebra, Functional Dependencies, Normal forms NF1, NF2, NF3 and BCNF, Multivalued Dependencies and Fourth Normal Form, Join Dependencies and Fifth Normal Form.  
Transaction, Concurrency: ACID Properties, Transaction State, Locks, Deadlock Condition, Two- Phase Locking protocol.

#### Text Books:

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

#### Reference Books:

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

**Note:** Lab will be based on the above mentioned course.

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

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

### **Network Applications and Management**

Course Code: MS (WE) 416

Credits: 3

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

#### **Course Contents:**

1. **Data Communication Concepts and Applications:** Introduction to Data Communications, Components of Data Communications, Trends in Computer Communications and Networking, Network Applications.
2. **Fundamentals of Data Communications and Networking:**  
Physical Layer: Architectures, Devices and Circuits, and Data Transmission.  
Data Link Layer: Media Access Control, Error Control in Networks.
3. **Networking:**  
Network Layer: Network Protocols, Network Addressing and Routing.  
Local Area Network (LAN): LAN Components, Ethernet (IEEE 802.3), Token Ring (IEEE 802.5), Selecting a LAN, Improving LAN Performance.  
Back Bone Networks: Backbone Network Components, Fast Ethernet, FDDI.  
Metropolitan Area Network (MAN) & Wide Area Network (WAN): Dialed Circuit Services, Dedicated Circuit Services, Circuit-switched and Packet-switched Services, Improving MAN & WAN Performance.
4. **Network Management:** Design of Business Networks, Network Management, and Network Security.

#### **Text Books:**

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

#### **Reference Books:**

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

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**

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

**Database Management Systems Lab.**

Course Code: MS (WE) 451

P-02

Credits: 1

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

**Note:** Lab will be based on the Database Management Systems (course Code: MS (WE) 415).

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

### International Business Environment

Course Code: MS (WE) 417

Credits - 3

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

#### Course Contents:

1. **International Business and Environment:** An Interface; World Trade in Goods and Services – Major Trends and Developments; Framework for Understanding International Business Environment: Analysis of Physical, Demographic, Economic, Socio-cultural, Political, Legal and Technological Environment of a Foreign Country, Legal Framework of International Business: Nature and Complexities; Code and Common Laws and their Implications to Business; International Business Contract – Legal Provisions; International Sales Agreements, Rights and Duties of Agents and Distributors.
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.
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.
4. **International Economic Institutions and Regional Economic Groups:** IMF, World Bank, MIGA, UNCTAD and WTO; ATC, GSP and International Commodity Agreements. Forms and their Functioning: Multilateralism Vs. Regionalism; EU, NAFTA, ASEAN, SAFTA and other Regional Economic Groupings.

#### Text Books:

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

#### Reference Books:

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

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

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

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

Course Code: MS (WE) 418

Credits - 3

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

#### **Course Contents:**

1. Policy Framework for India's Foreign Trade in Pre- and Post-liberalisation Era; Export-Import Policy, Infrastructural Support for India's Foreign Trade: Policy Formulating, Consultative and Deliberative Bodies; Export Promotion Councils, Commodity Boards and Product Development Authorities; Support Organizations and Services – IIFT, ITPO, Export Inspection Agencies; Indian Council of Arbitration; FIEO, Commercial Representatives Abroad; State Governments and their Role in Trade Promotion; Canalization Policy and Role of Public Sector Organizations.
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  
  
(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.
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.
4. Foreign Trade Financing and Insurance Schemes: Pre-and Post-shipment Export Credit Schemes, Import Financing Schemes; Role of EXIM Bank and Commercial Banks; Export Credit and Foreign Exchange Covers, Export Credit and Guarantee Corporation (ECGC), Financial Guarantees; Export / Trading/ Star trading/ Superstar Trading Houses : Objective



Criteria and Benefits; Procedures and Documentation; Policy for EOU / FTZ / EPZ units :  
Objectives, Criteria and Benefits; Procedures and Documentation.

**Text Books:**

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

**Reference Books:**

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

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

### Foreign Language - German for Business

Course Code: MS (WE) 419

Credits-3

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

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

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

## **Text Books:**

(A) Primarily for GRAMMER

(A-1)

Moment mal  
Lehrewerk für Deutsch  
Als Fremdsprache  
Lehrbuch 1

Martin Muller  
Paul Rusch  
Theo Scherling  
Reiner Schmidt

A-2)

Moment mal  
Lehrwerk für Deutsch  
Als Fremdsprache  
Arbeitsbuch 1

Christiane Lemuck  
Martin Muller  
Paul Rusch  
Theo Scherling  
Reiner Schmidt

(B) Primarily for COMMERCIAL / BUSINESS TOPICS

(B-1)

Dialog Beruf Starter

Norbert Becker / Jorg Braunert

(B-2)

Dialog Beruf Starter  
Arbeitsbuch

Norbert Becker / Jorg Braunert

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

**FIFTH  
TRI-MESTER**

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

### Management of Technology, Innovation and Change

Course Code: MS (WE) 501

Credits-3

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

#### Course Contents:

1. **Technology Management** : Understanding Technology and its Relationship with Wealth of Nations and Firms Specific Knowledge; Technology Life Cycles, Technology Acquisition and Absorption; Technology Transfer, Technology Exports / Joint venture Abroad. Technological Forecasting and Perspective Planning in Business Enterprises. Global Trends in Technology Management.
2. **Change Management:** Understanding the Nature & Importance of Change, Types of Change; Building Culture for Change. Managing Transformations.
3. **Innovations Management:** Invention vs. Innovation; Innovation Strategies, Models; Concurrent Engineering; Process Innovation. Economics of Innovation. Innovation Management.
4. **Creative and Lateral Thinking Management:** Creative Thinking, Lateral Thinking.

#### Text Books:

1. Azad, R. R.(2000). Technology Transfer & Joint Ventures Abroad. Deep & Deep Publications, India.
2. Betz Fredrick. Managing Technological Innovation- Competitive Advantage from Change, Second Edition. John Wiley & Sons, 2003.
3. Narayanan V.K. Managing Technology and Innovation for Competitive Advantage, Pearson Education. 2006.
4. Szakonyi Robert. Handbook of Technology Management. Viva Books Pvt. Ltd. CRC Press 1999.
5. Tushman, M.L. & Lawrence, P.R. (1997). Managing Strategic Innovation & Change. Oxford University Press, USA, New York.
6. Jones T. (2003). Innovating at the Edge: How Organizations Evolve and Embed Innovation Capability. Butterworth Heinemann, U. K.

#### Reference Books:

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

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

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

### **Management of International Business**

Course Code: MS(WE) 502

Credits-3

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

#### **Course Contents:**

1. **Nature and Scope of International Management:** Introduction to International Business; Concept and Definition of International Management; Reasons for Going International, International Entry Modes, Their Advantages and Disadvantages, Strategy in the Internationalization of Business, Global Challenges; Entry Barriers, India's Attractiveness for International Business.
2. **Environment Facing Business:** Cultural Environment facing Business, Managing Diversity within and Across Culture, Hofstede Study, Edward T Hall Study, Cultural Adaptation through Sensitivity Training, Political, Legal, Economic, Ecological and Technological Facing Business and their Management.
3. **Formulating Strategy for International Management:** Strategy as a Concept, Implementing Global Strategy, Emerging Models of Strategic Management in International Context, Achieving and Sustaining International Competitive Advantage; International Strategic Alliances, Global Mergers and Acquisition.
4. **Organizing and Controlling for International Competitiveness:** International Human Resource Management-concept and Dimensions, Human Resource Issues in Developing and Maintaining an Effective Work Force, Leadership Issues; Motivation; Basic Models for Organization Design in Context of Global Dimensions; Future of International Management in the East, Global Operations Management.

#### **Text Books:**

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

#### **Reference Books:**

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

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

### Corporate Governance and Social Responsibility

Course Code: MS (WE) 503

Credit- 2

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

#### Course Contents:

1. **Corporate Governance:** Needs & Issues, corporate governance code, transparency and disclosure, role of auditors, board of directors and shareholders;
2. **Global issues of governance:** Accounting and regulatory framework, corporate scams, committees in India and abroad.
3. **Corporate Social Responsibility:** social responsibility of a business firm, Response of Indian firms towards corporate social responsibility.
4. **Corporate Ethics:** Principles and concepts, Principles of Managerial Ethics, Corruption in Business and Administration

#### Suggested Readings:

1. Robert A.G. Monks and Nell Minow, Corporate Governance, 3<sup>rd</sup> Edition.
2. John. L. Colley Jr. (etal), Corporate Governance, Ist Edition.
3. Velasquez (2002)-Business Ethics-Concepts and Cases , Prentice Hall, 5<sup>th</sup> edition.
4. Baxi C.V. and Prasad Ajit (2005): Corporate Social Responsibility, Excel Books.
5. [www.bite.org.uk](http://www.bite.org.uk)

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

### Business & Corporate Laws

Course Code: MS (WE) 504

Credits: 2

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

#### Course Contents:

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.
2. **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.
3. **Law Of Partnership:** Introduction, Formation, Rights Duties and liabilities of Partners, dissolution of Partnership Firm, Limited Liability Partnership.
4. **Law Of Negotiable Instruments:** Introduction, Parties to Negotiable Instruments, Presentation, Negotiation, Dishonour and Discharge, Banker and Customer.
5. **Law Relating To Companies:** Meaning and Types, Formation, Documents-Memorandum, Articles and Prospectus, Shares and Share Capital, Debentures, Meetings and Management, Protection of minority shareholders' rights .IPR Laws.

#### Suggested Readings:

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. Tuteja S.K., Business Law for Managers, Sultan Chand & Sons, 23, Daryaganj, New Delhi.
4. M.C. Kuchhal, Business Law, Vikas Publishing House Pvt. Ltd. 576, Masjid Road, Jangpura, N. Delhi.
5. Aggarwal S.K., Modern Business Law, Galgotia Publishing Company, 6A/4, W.E.A., Karol Bagh, New Delhi.
6. Chadha P.R., Business Law, Galgotia Publishing Company, 6A/4, W.E.A., Karol Bagh, New Delhi.



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

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

### **Sales & Distribution Management**

Course Code: MS (WE) 505

Credits-3

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

#### **Course Contents:**

1. **Sales Management:** Concept; Objectives of Sales Management; Buyer-Seller Dyads; Theories of Selling – AIDAS; Right Set of Circumstances Theory; Buying Formula; Behavioural Equation Theory; Personal Selling – Steps; Changing Face of Personal Selling; Diversity of Personal Selling Situation and Formulating Personal Selling Strategy.
2. **Sales Force Management:** Sales Job Analysis and Preparation of Written Job Descriptions; Recruiting and Selecting Sales Personnel; Compensating and Motivating Sales Personnel; Sales Meetings and Sales Contests; Controlling the Sales Effort – Using Quotes; Sales Territories; Sales Organization Structures.
3. **Distribution Planning and Control:** Role and Function of Intermediaries; Selection and Motivation of Intermediaries; Distribution Analysis; Control and Management; Channel Dynamics – Vertical Marketing Systems; Horizontal Marketing Systems; Multichannel Marketing Systems; Channel Conflict and their Management.
4. **Distribution System and Logistics:** Physical Distribution System – Decision Areas; Different Modes of Transport in India; Their Characteristics; Logistics Introduction – Functional Areas of Logistics; Logistics Integration for Customer Satisfaction; Distribution Costs; Control and Customer Service; Supply Chain Management (SCM); Integration of Sales and Distribution Strategy; Case Studies.

#### **Text Books:**

1. Still, R. R. & Cundiff, E. W., Govoni, N. A. P. (2003). Sales Management. Prentice Hall of India, Delhi.
2. Louis, W. S., Adel, I. Ansary, El (2002). Marketing Channels. Prentice Hall of India, Delhi.

#### **Reference Books:**

1. Gupta, S. L. (2003). Sales and Distribution Management. Excel Publishers Pvt. Ltd., Delhi.
2. Kotler, P. (2003). Marketing Management. Prentice Hall of India, Delhi.
3. Stanton, William J. etc. (2001). Management of Sales Force. Irwin, Chicago.
4. Kapoor, Ramneek (2005). Sales Management. MacMillan, Delhi.

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

### Advertising and Brand Management

Course Code: MS (WE) 506

Credits-3

#### Objectives:

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

#### Course Contents:

1. Role of Integrated Marketing Communication in the Marketing Programme; Process of Marketing Communication; Definition and Scope of Advertising Management; Determination of Target Audience, Advertising and Consumer Behavior; Setting Advertising Objectives, DAGMAR; Determining Advertising Budgets; Advertising Planning and Strategy, Creative Strategy Development and Implementation.
2. **Media Planning:** Setting Media Objectives; Developing Media Strategies, Evaluation of Different Media and Media Selection; Media Buying; Measuring Advertising Effectiveness; Organization for Advertising; Social, Ethical and Legal Aspect of Advertising.
3. **Brand-concept:** Nature and Importance of Brand; Brand vs. Generics, Brand Life Cycle, Brand Name and Brand Management; Brand Identity: Conceiving, Planning and Executing (Aaker Model), Brand Loyalty, Measures of Loyalty; Brand Equity: Concepts and Measures of Brand Equity-Cost, Price and Consumer Based Methods; Sustaining Brand Equity; Brand Personality: Definition of Brand Personality, Measures of Personality, Formulation of Brand Personality; Brand Image Vs Brand Personality.
4. **Brand Positioning:** Concepts and Definitions, Repositioning, Celebrity Endorsement, Brand Extension; Differential Advantage: Strategies for Competitive Advantage, Brand Pyramid; Branding in different sectors; Role of Information in Brand Management; Role of e-communities in Brand Management.

#### Text Books:

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

#### Reference Books:

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

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

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

### **Insurance and Risk Management**

Course Code: MS (WE) 507

Credits: 3

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

#### **Course Contents:**

1. Concept of Risk, Types of Risk, Managing Risk, Sources and Measurement of Risk, Risk Evaluation and Prediction. Application of Statistical Techniques in Risk Avoidance. Disaster Risk Management.
2. Risk Retention and Transfer, Pooling, Loss Exposure, Legal Aspects of Insurance Contract, Principle of Indemnity, Estoppels, Endowment, Insurance.
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.
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.

#### **Text Books:**

1. Gupta P.K (2004). Insurance and Risk Management. Himalya Publishing House.
2. Mishra, M.N. (2004). Principles and Practices of Insurance. S. Chand and Co.
3. Panda, G.S. (2004). Principles and Practices of Insurance. Kalyani Publications.

#### **Reference Books:**

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

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

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

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

Course Code: MS (WE) 508

Credits – 3

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

#### **Course Contents:**

1. Legal Aspects of Mergers/ Amalgamation and, Acquisition/Labour, Provisions of Companies Act, Regulation by SEBI, Takeover Code: Scheme of Amalgamation, Approval from Court.
2. Valuation of a Business; Methods of Valuation – Cashflow Basis, Earning Potential Basis, Growth Rate, Market Price etc. Motives for Merger; Financial Evaluation, Types of Mergers.
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.
4. Defence Against Hostile Takeover, Poison Pill, Bear Hug, Greenmail, Pacman. Post Merger H.R. and Cultural Issues. Criteria for Negotiating for Friendly Takeover.

#### **Text Books:**

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

#### **Reference Books:**

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

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

### Corporate Tax Planning

Course Code: MS (WE) 509

Credits: 3

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

#### Course Contents:

1. **Introductory:** Definitions, Residential status, Heads of Income, Computation of Taxable Income.
2. **Taxation of Companies:** Special Provisions in Computation of Profits from Business, Deductions from Gross Total Income, Amalgamations of Companies and fiscal Incentives, Minimum Alternate Tax on Companies, Special Provisions relating to Tax on Distributed Profits of Domestic Companies.
3. **Tax Planning:** Concepts relating to Tax Avoidance and Tax Evasion, Tax Planning with reference to: Location of Undertaking, Type of Activity, Ownership Pattern, Dividend Policy, Issue of Bonus Shares, Inter Corporate Dividends and Transfers, Tax Planning relating to: Amalgamations and Mergers of Companies. Tax considerations in respect of specific managerial decisions like Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Markets or Exports, Capital Budgeting Decisions, Managerial Remuneration, Foreign Collaboration and Joint Ventures.
4. **Tax Management:** Filing of Returns and Assessments, Penalties and Prosecutions, Appeals and Revisions, Advance Tax, TDS, Advance Rulings, Avoidance of Double Taxation Agreements.

#### Textbooks:

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

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

### Team Building in Organizations

Course Code: MS (WE) 510

Credits-3

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

#### Course Contents:

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

#### Text Books:

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

#### Reference Books:

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

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

### Compensation Management

Course Code: MS (WE) 511

Credits - 3

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

#### Course Contents:

1. **Introduction to Compensation:** Compensation Defined, Goals of Compensation System, Compensation Strategy Monetary & Non-Monetary Rewards, Intrinsic Rewards Cafeteria Style Compensation, Fringe Benefits and Supplementary Compensation
2. **Compensation for Workers:** Wage Theories, Evolution of Modern Day Labor Force, Incentive Plans, ESOP's, EVA Reward Management in TNC's, Discrimination in Labor Market, Quality in Labor Market.
3. **Compensation for Chief Executives and Other Employees:** Guidelines of Companies Act Relating to CEO Compensation. Different Components of Compensation Package.
4. **"Job Evaluation" Job Description and Job Specification:** Job Analysis & Its Process, Methods of Job Evaluation, Internal and External Equity in Reward Management, Role of Wage Board & Pay Commissions, International Compensation, Knowledge Based Compensation, Team Compensation, Competency Based Compensation

#### Text Books:

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

#### Reference Books:

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

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

### Enterprise Resource Planning

Course Code: MS (WE) 512

Credits: 3

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

#### Course Contents:

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

#### Text Books:

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

#### Reference Books:

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



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

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

### **Front End Design Tools**

Course Code: MS (WE) 513

Credits: 3

**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.
2. Structure of VB program, Forms & built in controls, Properties and events, Code Module, Common dialog Boxes, Error Handling, Classes, Control Arrays, MDI, SDI., Creating Help files, Adding Help files to VB project, using Windows API Functions, MAPI controls.
3. Database Interface, Review of ANSI SQL, ODBC, Pass through ODBC, DAO, MS-Jet database Engine, Workspaces, Databases, Recordsets, Data bound controls, ActiveX controls, ADO, RDO.
4. Developer-2000: Connecting to Oracle Data Base, Elements of Oracle Data Base, Master-Details Forms, Layout Editor.

#### **Text Books:**

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

#### **Reference Books:**

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

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**

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

**Front End Design Tools Lab**

Course Code: MS (WE) 551

P-2 Credits: 1

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

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

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

### **Global Competitiveness and Strategic Alliances**

Course code: MS (WE) 514

Credits-3

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

#### **Course Contents:**

1. Global Competitiveness: An Overview – Macroeconomic and Business Strategy Perspective, Framework for Assessing Competitiveness – Various Approaches; International and National Competitiveness Studies.
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.
3. Global Competitiveness of Indian Industry – Status; Cause of Uncompetitiveness; Strategic Options for Building Competitiveness, Internationalization of Indian Business: Selected Case Studies of Globally Competitive Indian Companies.
4. Strategic Alliances – Value creation in alliances strategy, Management of Strategic Alliances; Strategic Alliances in Indian Context.

#### **Text Books:**

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

#### **References Books:**

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

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

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

### **WTO and Intellectual Property Right Protection**

Course Code : MS (WE) 515

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.
- 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.
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.
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.

**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.

**SIXTH  
TRI-MESTER**

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

### Strategic Management

Course Code: MS (WE) 601

Credit- 3

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

#### Course Contents:

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

#### Text Books:

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

#### Reference Books:

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

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

### E-Business

Course Code: MS (WE) 602

Credits: 3

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

#### Course Contents:

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

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

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

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

3. **Electronic Payment System**

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

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

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

#### Text Books:

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

#### Reference Books:

- 1 Trepper Charles (1st Edition 2000). E-Commerce Strategies. Prentice Hall of India, New Delhi.
- 2 Rehman S.M. & Raisinghania (1st Edition 2000). Electronic Commerce Opportunity & Challenges. Idea Group Publishing, USA.
- 3 Knapp C. Michel (1st Edition, 2003). E-commerce Real Issues & Cases. Thomson Learning.



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

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

### **Major Project Work**

Course Code: MS (WE) 603

Credits-12

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

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

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

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

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

### Customer Relationship Management

Course Code : MS (WE) 604

Credits-3

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

#### Course Contents:

1. **Introduction and Significance of Customer Relationship Management:** CRM Emerging Concepts; Need for CRM; CRM Applications; CRM Decisions; The Myth of Customer Satisfaction; CRM Model; Understanding Principles of Customer Relationship; Relationship Building Strategies; Building Customer Relationship Management by Customer Retention; Stages of Retention; Sequences in Retention Process; Understanding Strategies to Prevent Defection and Recover Customers.
2. **CRM Process:** Introduction and Objectives of a CRM Process; an Insight into CRM and e-CRM/online CRM; The CRM cycle i.e. Assessment Phase; Planning Phase; The Executive Phase; Modules in CRM, 4C's (Elements) of CRM Process; CRM Process for Marketing Organization; CRM Affiliation in Retailing Sector; Key e-CRM features.
3. **CRM Architecture:** IT Tools in CRM; Data Warehousing Integrating Data from different phases with Data Warehousing Technology; Data Mining: - Learning from Information Using Data Mining Technology like OLAP etc.; Understanding of Data Mining Process; Use of Modeling Tools; Benefits of CRM Architecture in Sales Productivity; Relationship Marketing and Customer Care, CRM Over Internet.
4. **CRM Implementation:** Choosing the right CRM Solution; Framework for Implementing CRM: a Step-by-Step Process: Five Phases of CRM Projects; Development of Customizations; Beta Test and Data Import; Train and Retain; Roll out and System Hand-off; Support, System Optimization and Follow-up; Client/Server CRM Model; Use of CRM in Call Centers using Computer Telephony Integration (CTI); CTI Functionality; Integration of CRM with ERP System.

#### Case Studies

#### Text Books:

1. Mohammed, H. Peeru and a Sagadevan (2004). Customer Relationship Management. Vikas Publishing House, Delhi.
2. Paul Greenberge (2005). CRM-Essential Customer Strategies for the 21<sup>st</sup> Century. Tata McGraw Hill.

#### Reference Books:

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

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

### International Marketing

Course Code: MS (WE) 605

Credits - 3

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

#### Course Contents:

1. **International Marketing:** Meaning, Nature and Importance; International Marketing Orientation: E.P.R.G. – Approach: An overview of the International Marketing Management Process; International Marketing Environment. International Market Segmentation and Positioning; Screening and Selection of Markets; International Market Entry Strategies: Exporting, licensing, Contract Manufacturing, Joint Venture M & A, Setting-up of Wholly Owned Subsidiaries Aboard, Strategic Alliances.
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.
3. **Managing International Distribution and Promotion:** Distribution Channel Strategy – International Distribution Channels, their Roles and Functions; Selection and Management of Overseas Agents; International Distribution Logistics; Planning for Trade Fairs and Exhibitions; International Promotion Mix – Advertising and other Modes of Communication.
4. **Emerging Trends in International Marketing:** Regionalism v/s Multilateralism; Trade Blocks; Important Grouping in the World; Legal Dimensions in International Marketing (Role of WTO); Marketing Research for Identifying Opportunities in International Markets.

#### Case Studies

#### Text Books:

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

#### Reference Books:

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

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

### International Financial Management

Course Code: MS (WE) 606

Credits – 3

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

#### Course Contents:

1. **Overview:** Recent Developments in Global Financial Markets – Liberalization, Integration & Innovation, Challenges of International Financial Management, History of International Monetary System, Contemporary Currency Regimes, Emerging Markets and Regime Choice, The EURO, Exchange Rate Regimes, The Balance of Payments.
2. **Foreign Exchange Theory and Markets:** Foreign Exchange Market, Structured Quotations. Foreign Exchange Exposures and their Management with various Techniques; Macro Economic Risk & Corporate Performance; Foreign exchange Risk Management.
3. **Interrelationship Between Forex Markets & Money Markets:** The Links between the Forex Market and the EURO Deposit Market, Covered Interest Arbitrage with and without Transaction Cost, Covered Interest Parity Theorem, One way Arbitrage with and without Transaction Cost, Swap Margins and Interest Rate Differentials, Options, Forwards, Cancellation, Roll-over Forward Contracts, Foreword – Forward Swaps, Short dated & Broken Date Contracts.
4. **Exchange Rate Determination.** Balance of Payment Approach, Monetary Models, Current and Capitals, Portfolio Balance Approach, Expectation Models.

#### Text Books:

1. Apte, P.G..(3<sup>rd</sup> ed., 2002). International Financial Management. Tata McGraw Hill.
2. Sharan, V (3<sup>rd</sup> ed., 2004). International Financial Management. Prentice Hall of India.

#### Reference Books:

1. Eiteman, David K & Stonehill, Arthur I (10<sup>th</sup> Edition, 2004). Multinational Business Finance. Pearson Education.
2. Hull, John C. ((5<sup>th</sup> ed., 2004). Options, Futures & Other Derivatives. Prentice Hall of India.
3. Apte, P.G. (2000). Global Business Finance. Tata McGraw Hill.
4. Alan C. Shapiro (5<sup>th</sup> ed., 2004). Multinational Financial Management. Prentice Hall of India.

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

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

### **Security Analysis and Investment Management**

Course Code: MS (WE) 607

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.
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.
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.
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.

#### **Text Books:**

1. Bhalla, V.K. (9<sup>th</sup> ed., 2003). Investment Management; Security Analysis and Portfolio Management. S. Chand & Co. Ltd.
2. Chandra Prasanna (2002). Investment Analysis and Portfolio Management. Tata McGraw Hill, New Delhi.

#### **Reference Books:**

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

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

### Performance Appraisal & Management

Course Code: MS (WE) 608

Credits-3

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

#### Course Contents:

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

#### Text Books:

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

#### Reference Books:

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

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA -WEEKEND)

### Industrial Relations and the Labour Laws

Course Code: MS (WE) 609

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, Dunlop's Model of Industrial Relations, Globalization and the National Economy, Responses to Competitive Pressures, Changes in Employment Practices, The Partners in IR: Employers, Trade Unions and State, Distinction between IR, Employee Relations & Human Relations. Role of International Agencies: ILO, UNO etc..
2. **Role of Trade Unions in Industrial Relations:** Formation and Registration of Trade Unions, Multiplicity of Trade Unions, Intra and Inter Union Rivalry, Functioning of Trade Unions, Leadership in Trade Unions and Worker's Education, Recognition of Trade Unions, its importance & Role in developing Industrial Peace and Harmony.
3. **Role & Importance of Employer's in Industrial Relations:** Employee Involvement & Worker's Participation : Concept, Objectives and Participative Forums, Ethical Codes: Code of Conduct, Works Committee, Discipline & Grievance Management: Forms and Handling of Misconducts, Disciplinary Procedure.
4. **Collective Bargaining:** Role & Importance, Pre- conditions for Success of Collective Bargaining, Forms, Process and Strategies for Collective Bargaining, Negotiation Skills and Strategies for successful Bargaining and Recent Trends in Collective Bargaining relating to Outsourcing, Reduction of Manpower, VRS, Wage Revision etc.
5. **Legal Framework of Industrial Relations:** Settlement Machinery for Industrial Disputes: Conciliation, Arbitration & Adjudication, Labour Legislation : The Trade Unions Act 1926, The Industrial Dispute Act 1947, Industrial Employment (Standing Orders) Act, 1946, The Factory's Act 1948, Shop & Establishment Act, Employees State Insurance Act, 1948, Employees Provident Fund & Miscellaneous Act, 1952, Minimum Wages Act, 1948, Payment of Wages Act, 1936 and Payment of Bonus Act

#### Text Books:

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

4. HRM - Human Dimensions in Management by Ashok Arya, Organisation Development Institute
5. Essence of Labour Laws by Ashok Arya, Organisation Development Institute
6. Discipline and Disciplinary Procedure by Ashok Arya
7. Monappa, Arun (2002). Industrial Relations. Tata McGraw Hill

**Reference Books:**

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



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

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

### **Business Intelligence and Applications**

Course Code: MS (WE) 610

Credits - 03

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

#### **Course Contents:**

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

#### **Text Books:**

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

#### **Reference Books:**

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

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

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

### **Software Project Management**

Course Code: MS (WE) 611

Credits-3

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

#### **Course Contents:**

1. **Software Product and Process:** Software Characteristics & Applications, Software Process, Software Process Models; Linear Sequential Model, Prototyping Model, RAD Model, Evolutionary Software Process Models, Software Development Process.
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.
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.
4. **Risk Management:** Software Risks, Reactive and Pro-active Risk Strategies, Risk Identification, Risk Projection, Risk Mitigation, Risk Monitoring and Management.

#### **Text Books:**

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

#### **Reference Books:**

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

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

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

### **Web Technologies**

Course Code: MS (WE) 612

Credits: 3

**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.
2. **DHTML:** Client Side Validations Using JavaScript, Cascading Style Sheets.
3. **Active Server Pages:** Working with ASP Pages, ASP Objects, File System Objects, Session Tracking and Cookies, ActiveX Data Objects, Accessing a Database from Active Server Page.
4. **MS Visual Interdev:** Introduction, Features, developing Asp Pages using MS Visual Interdev.

#### **Text Books:**

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

#### **Reference Books**

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

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

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

### **Web Technologies Lab.**

Course Code: MS (WE) 651

P-2 Credits: 1

**Objectives:** To familiarize the students with practical aspects of the Web Technologies such as JavaScript, ASP

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

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

### **Distribution and Logistics for International Business**

Course code: MS (WE) 613

Credits-3

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

#### **Course Contents:**

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.
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.
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.
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.

#### **Text Books:**

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

**Reference Books:**

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

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

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

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

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

### **International Economics**

Course Code: MS (WE) 614

Credit: 3

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

#### **Course Contents:**

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.
2. **International Trade Policy:** Tariffs and Non-tariff Barriers in International Trade: Economic Integration – Custom Unions and Free Trade Areas
3. **Balance of Payments and Exchange Rates:** Balance of Payments, Foreign Exchange Markets and Exchange Rates, Determination of Exchange Rates.
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.

#### **Text Books:**

1. Salvatore Dominicks (2004). International Economics. John Wiley Sons, Inc.
2. Mannur, H. G. (2003). International Economics, Second Edition, Vikas Publishing House, New Delhi.

#### **Reference Books:**

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