

**SCHEME OF EXAMINATION**  
**&**  
**SYLLABI**  
**Of**  
**MASTER OF BUSINESS ADMINISTRATION**  
**(MBA)**

**For**  
**Second Semester**  
**(w.e.f. 2010 – 2011 Academic Session)**



**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY**  
**KASHMERE GATE, DELHI - 110403**  
**SCHEME OF EXAMINATIONS**

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

**Criteria for Internal Assessment**

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

1. Class Test-I - 15 marks

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

2. Class Test-II\* - 15 marks  
(Individual Term Paper/Written Assignment/Project/  
Conduct of Practical and Practical File /OB Practical and Practical file

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

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

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

**SECOND SEMESTER**

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

\* NUES: NON UNIVERSITY EXAMINATION SYSTEM



**SECOND SEMESTER**

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

**Management of Technology, Innovation and Change**

**Course Code: MS 102**

**L-4 Credits-4**

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

**Course Contents**

**Unit I**

**Technology Management :** Understanding Technology and its Relationship with Wealth of Nations and Firms Specific Knowledge; Technology Life Cycles, Technology Acquisition and Absorption; Technology Exports / Joint venture Abroad. Technological Intelligence and Forecasting, Global Trends in Technology Management.

**(16 Hours)**

**Unit II**

**Change Management:** Understanding the Nature, Importance, Forces, Types of Change; Diagnosing Organizational Capability to Change-strategy, Structure, Systems and People; Building Culture and Climate for Change: Role of Leadership; Managing Transformations.

**(16 Hours)**

**Unit III**

**Innovations Management:** Invention vs. Innovation; Innovation Strategies and Models; Concurrent Engineering; Process Innovation, Product Innovation, Innovation Management.

**(14 Hours)**

**Unit IV**

**Creative and Lateral Thinking Management:** Thinking, Creative Thinking, Problem Solving, Managing Lateral Thinking.

**(10 Hours)**

**Text Books**

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

**Reference Books**

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

### **Supporting Documents/Readings:**

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

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

**Financial Management**

**Course Code: MS 104**

**L-4 Credits - 4**

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

**Course Contents**

**Unit I**

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

**(14 Hours)**

**Unit II**

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

**(14 Hours)**

**Unit III**

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

**(14 Hours)**

**Unit IV**

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

**(14 Hours)**

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

**Text Books**

1. Khan, M. Y. and Jain P. K. (2007). *Financial Management, Text, Problems & Cases*, 5th Edition, Tata McGraw Hill Company, New Delhi.
2. Maheshwari, S.N.(2009)., *Financial Management – Principles & Practice*, 13<sup>th</sup> Edition, Sultan Chand & Sons.

## Reference Books

1. Van Horne, James, C (2002). *Principles of Financial Management*, Pearson.
2. Prasanna, Chandra (2007) *Financial Management: Theory and Practice*, 7<sup>th</sup> Edition, Tata McGraw Hill.
3. Sheeba Kapil(2010). *Financial Management*, Pearson Education..
4. Bhalla. V. K.(2009). *Financial Management and Policy: Text and Cases*, 9<sup>th</sup> Edition, Anmol Publications Pvt. Ltd.
5. Brigham. Eugene F. and Houston. Joel F.(2006). *Fundamentals of Financial Management*, 10<sup>th</sup> Edition, Cengage Learning.
6. Gitman, L.J.(2006). *Principles of Managerial Finance*, New York.



# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA)

### Marketing Management

Course Code: MS 106

L - 4 Credits – 4

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

#### Course Contents

##### Unit I

**Introduction to Marketing:** Meaning and Scope of Marketing; Marketing Philosophies; Marketing Management Process-An Overview; Concept of Marketing Mix; Understanding Marketing Environment; Consumer and Organization Buyer Behavior; Demand Forecasting; Market Segmentation, Targeting and Positioning. (16 Hours)

##### Unit II

**Product and Pricing Decisions:** Product Concept; Types of Products; Product Levels; Major Product Decisions; Brand Management; Product Life Cycle, New Product Development Process; Pricing Decisions: Determinants of Price; Pricing Process, Policies and Strategies. (14 Hours)

##### Unit III

**Promotion and Distribution Decisions:** Communication Process; Promotion Tools-Advertising, Personal Selling, Publicity and Sales Promotion; Emerging Channels of Distribution, Distribution Channel Decisions-Types and Functions of Intermediaries; Channel Design; Selection and Management of Intermediaries. (14 Hours)

##### Unit IV

**Emerging Trends and Issues in Marketing:** Consumerism, Rural Marketing, Social Marketing; Direct Marketing; Online Marketing, Green Marketing. (12 Hours)

#### Text Books

1. Kotler,P., Keller, K.L. Koshy, A. and Jha, M., (2009). *Marketing Management: A South Asian Perspective*, 13th Edition, Pearson Education, New Delhi.
2. Etzel, M., Walker, B., Stanton, W. and Pandit, A (2009) *Marketing Management*, Tata McGrawHill, New Delhi

#### Reference Books

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

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA)

### Business Research

Course Code: MS 108

L - 4 Credits - 4

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

#### Course Contents

##### Unit I

Definition and Applications of Business Research; Types of Research – Descriptive, Exploratory, Quantitative, Qualitative; Steps in the Research Process; Reviewing of Literature; Formulating A Research Problem – Identifying Objectives, Establishing Operational Definitions; Identifying Variables – Defining Concepts, Indicators, Variables; Types of Measurement Scales – Nominal, Ordinal, Interval, Ratio; Constructing Hypotheses – Functions, Characteristics, Types of Hypotheses.

(12 Hours)

##### Unit II

Research Design – Definition, Functions; Study Designs – Based on Number of Contacts, Based On Reference Period, Experimental, Non-Experimental And Quasi-Experimental Study Designs, Cross-Over Comparative Experimental Design, Replicated Cross-Sectional Design, Action Research. Methods of Data Collection – Primary and Secondary Sources; Primary Data Collection Instruments; Attitudinal Scales – Likert, Thurstone, Guttman Scales; Validity of Research Instruments – Face And Content, Concurrent And Predictive, Construct Validity; Reliability of Research Instruments – External And Internal Consistency Procedures.

(14 Hours)

##### Unit III

Sampling – Concepts, Principles; Types of Sampling – Probability, Non-Probability, Mixed Sampling Designs; Sampling Frame; Sample Size Determination; Writing A Research Proposal; Ethical Issues In Data Collection; Data Editing, Coding And Tabulating.

(14 Hours)

##### Unit IV

Introduction to Hypothesis Testing; Advanced Data Analysis Techniques – Basic Concepts of Discriminant Analysis, Factor Analysis, Cluster Analysis, Multi-Dimensional Scaling And Conjoint Analysis; Displaying Data; Writing A Research Report.

(16 Hours)

**\* Working Knowledge of Statistical Package such as SPSS/Systat/ SAS etc may be provided to the Students.**

#### Textbooks:

1. Ranjit Kumar (2009) *Research Methodology*, 2nd edition, Pearson Education.
2. Naresh Malhotra and S Dash (2009) *Marketing Research*, 5th edition, Pearson Prentice Hall.

#### Reference Books

1. Donald Cooper and PS Schindler (2009) *Business Research Methods*, 9th edition, Tata McGraw Hill.
2. Uma Sekaran (2010) *Research Methods for Business*, 4th edition, Wiley.
3. Robert Stine and D Foster (2010) *Statistics for Business*, 1st edition, Pearson Education.
4. Richard Levin and DS Rubin (2009) *Statistics for Management*, 7th edition, Pearson Education.

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

**Course Code: MS 110**

**L-4 Credit-4**

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

**Course Contents**

**Unit I**

Introduction to Operations Management, Nature & Scope of Operations Management, Historical Evolution of Operations Management, Systems Perspectives of Operations Management, and Relationship of Operations Management with Other Functional Areas, Operations Strategy, Recent Trends in the Field of Operations Management **(12 hours)**

**Unit II**

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

**(14 hours)**

**Unit III**

Demand Forecasting; Capacity Planning; Resources Planning: Aggregate Production Planning Materials Requirement Planning, Scheduling; Theory of constraints and Synchronous Manufacturing; Lean Management and Just in Time Production; Supply Chain Management; Inventory Planning and Control. **(16 hours)**

**Unit IV**

Quality Management, Quality: Definition, Dimension, Cost of Quality, Continuous Improvement (Kaizen), ISO (9000&14000 Series), Quality Awards, Statistical Quality Control: Variable & Attribute, Process Control, Control Chart (X , R , p , np and C chart ) Acceptance Sampling Operating Characteristic Curve (AQL , LTPD, a & b risk ) Total Quality Management (TQM) **(14 hours)**

**Text Books**

1. Mahadevan B. (2010). *Operations Management: Theory and Practice*, 2<sup>nd</sup> Edition, Pearson Education.
2. Chase, R.B, et. Al (2010), *Operations Management for Competitive Advantage*, Tata McGraw Hill, New Delhi
3. Stevenson W. J (2007). *Operations Management*, 9<sup>th</sup> Edition, Tata McGraw Hill, New Delhi

## Reference Books

1. Gaither Norman and Frazier G.(2004). *Operations Management*, 9<sup>th</sup> Edition, Cengage Learning.
2. Chary, S.N and Paneerselvam R. (2009). *Production and Operations Management*, Tata McGraw Hill, New Delhi
3. Terry Hill (2005). *Operation Management*. Palgrave McMillan.

# GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

## MASTER OF BUSINESS ADMINISTRATION (MBA)

### Human Resource Management

Course Code: MS 112

L - 4, Credits -4

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

#### Course Content

##### Unit I

**Introduction to Human Resource Management:** Concept of HRM, Nature, Scope, Functions, Objectives, Processes, Importance and Evolution of HRM, HRM Models (In India and Abroad), Roles and Responsibilities of HR managers.

Competitive Challenges and HRM: Technological Changes, Workforce Diversity, Employee Empowerment, Managing Protean Careers, Moonlighting Phenomenon etc.

(14 Hours)

##### Unit II

**Strategy and Workforce Planning:** Strategic Planning and HR Planning: Linking the Processes, Methods and Techniques of Forecasting the Demand and Supply of Manpower, Computing Turnover and Absenteeism, Job Analysis, Job Design: Behavioral Concerns, Ergonomic Considerations and Flexible Work Schedules.

(10 Hours)

##### Unit III

**Expanding the Talent Pool:** Recruitment, Selection, Career Management: Developing Talent Overtime, Career Development Initiatives, HRM Competencies: Roles of HR Generalists and HR Specialists, Training & Development, Appraising and Improving Performance: Performance Appraisal Programs, Processes and Methods, Job Evaluation, Managing Compensation, Incentives and Employee Benefits, Health and Social Security Measures, Managing Labor Relations: An Overview.

(18 Hours)

##### Unit IV

**Contemporary Issues in HR –** Strategic Human Resource Management, International Human Resource Management Creating High Performing HR Systems: Wellness Programs and Work Life Balance and Green HRM

Human Resource Information Systems, Human Resource Audit, and Human Resource Accounting,

(14 Hours)

#### Text Books

1. Snell et al (2010). *Human Resource Management*, Cengage Learning(India Edition).
2. Dessler et al (2008). *Human Resource Management*, Pearson Education.

#### Reference Books

1. Armstrong, M. (2009). *Armstrong's Handbook of Human Resource Practice*, Kogan Page
2. Lepak, D. & Gowan M. (2009). *Human Resource Management*, Pearson Education.
3. Ivancevich (2009). *Human Resource Management*, Tata Mc Graw Hill
4. Denisi, A S, Griffin, R W (2005). *HRM an Introduction*, Cengage Learning

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

**e-Business**

**Course code: MS 114**

**L-4 Credits: 4**

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

**Course Contents**

**Unit I**

**Introduction to e-business:**

Electronic Business, Electronic Commerce, Types of Electronic Commerce, Benefits, Limitations and Barriers of E-commerce, Electronic Commerce Models, Value Chains in Electronic Commerce, E-Commerce in India., Web Based Tools for Electronic Commerce, Intranet, Composition of Intranet, Business Applications on Intranet, Extranets. Electronic Data Interchange, Components of Electronic Data Interchange, Electronic Data Interchange Communication Process.

**(18 Hours)**

**Unit II**

**Security Issues in e-business**

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

**(16 Hours)**

**Unit III**

**Electronic Payment System**

Concept of e-Money, Electronic Payment System, Types of Electronic Payment Systems, Smart Cards, Stored Value cards and Electronic Payment Systems, B2B Electronic payments, Infrastructure Issues in EPS, Electronic Fund Transfer.

**(12 Hours)**

**Unit IV**

**e-Business Applications & Strategies**

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

**(10 Hours)**

**Text Books**

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

## Reference Books

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

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

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

Course Code: MS 116

L-2 Credits- 2

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

**Course Contents**

**Unit I**

**Strengthening Oral Communication:** Presentations and Extempore.

**(07 Hours)**

**Unit II**

**Strengthening Oral Communication:** Role Playing, Debates and Quiz.

**(07 Hours)**

**Unit III**

**Strengthening Written Communication:** Case Studies. Exercises on Corporate Writing, Creative Writing, Poster Making, Framing Advertisements, Slogans, Captions, Preparing Press Notes.

**(07 Hours)**

**Unit IV**

**Group Discussion and Mock Interviews.**

**(07 Hours)**