

SCHEME OF EXAMINATION

&

SYLLABI

Of

**MASTER OF BUSINESS ADMINISTRATION
(MBA)**

For

**Third 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)
THIRD SEMESTER

Code No.	Paper	L	T/ P	Credits
MS 201	Summer Training Report	-	-	4
MS 203	Management of International Business	4	-	4
MS 205	Information Systems Management	4	-	4
MS-207	Entrepreneurship and Small Business Management	4	-	4
	Elective – I	3	-	3
	Elective – II	3	-	3
	Elective – III	3	-	3
	Elective – IV	3	-	3
	Elective – V	3	-	3
Total		27	-	31

Note:

1. All students must specialize in one major and one minor area. Five papers must be taken for the major area and three papers for the minor area of specialization.
2. Three elective papers must be taken in the third semester and two elective papers in the fourth semester from the area selected for major specialization.
3. For Project Dissertation, institutes must encourage tie up with foreign supervisor along with internal supervisor for International exposure.

LIST OF ELECTIVES

I. MARKETING

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

II. FINANCE

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

III. HUMAN RESOURCE

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

IV. INFORMATION TECHNOLOGY

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

V. INTERNATIONAL BUSINESS

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



THIRD SEMESTER

SUMMER TRAINING APPRAISAL

Annexure A

Student's Name:

Programme:

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

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

Assessor's Overall rating

Assessor's Name:

Designation:

Organization name and address:

Email id:

Contact No:

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

Summer Training Report

Course Code: MS 201

L-0

Credits-4

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

GURU GOBINDSINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

Management of International Business

Course Code: MS 203

L-4 Credits-4

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

Course Contents

Unit I

Nature and Scope of International Management: Introduction to International Business; E.P.R.G. – Approach, The Environment Of International Business, Reasons for Going International, Analyzing International Entry Modes, Strategy in the Internationalization of Business, Basic Models for Organization Design in Context of Global Dimensions; Entry Barriers, Global Competitiveness of Indian Organizations. **(14 Hours)**

Unit II

Managing Globally : Global Marketing Management, Global Operations, Cross-Cultural Management : Hofstede Study, Edward T Hall Study, Cultural Adaptation through Sensitivity Training, Global Human Resources Management , Aspects of Global Financial Management **(14 Hours)**

Unit III

Formulating Strategy for International Management: Strategy as a Concept, Implementing Global Strategy, International Competitive Advantage; International Strategic Alliances, Global Mergers and Acquisition. **(14 Hours)**

Unit IV

Broad issues in Globalization : Emerging Global Players , Ethical issues in Context of International Business, The Social Responsibility of the Global Firm , Cross-Culture Communication and Negotiation, Leadership Issues, , Business Improvement: Integrating Quality, Innovation, and Knowledge Management, , The Role of the Parent: Managing the Multi Business Firm, Organizing and Structuring the Multi Business Firm **(14 Hours)**

Text Books

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

Reference Books

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA)
Information Systems Management

Course Code: MS 205

L-4 Credits-4

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

Course Contents

Unit I

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.

(16 Hours)

Unit II

Planning for Information Systems: Identification of Applications, Business Planning Systems and Critical Success Factors, Method of Identifying Applications, Risks in Information Systems. Resource Requirements for Information Systems: Hardware and Capacity Planning, Software Needs, Procurement Options – Make or Buy decisions, Outsourcing as an Option.

(16 Hours)

Unit III

Systems design and Development Methodologies: SDLC Approach, Prototyping, Spiral Method, End User Development. Logical and Physical Design. Evaluation of Information Systems.

(12 hours)

Unit IV

Emerging Concepts and Issues in Information Systems: Supply Chain Management, Customer Relationship Management, ERP. Introduction to Data Warehousing, Data Mining and its Applications.

(12 Hours)

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

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

Text Books

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

References Books

1. Turban, E., McLean, E. and Wetherbe, J. (2001). *Information Technology for Management: Making Connections for Strategic Advantage*. John Wiley and Sons.
2. D.P.Goyal (2008). *Management Information Systems-Managerial Perspectives*, Second Edition, Macmillan, New Delhi.
3. S.A.Kelkar (2009). *Management Information Systems-A concise Study*, Second Edition, PHI Learning, New Delhi.
4. Nirmalya Bagchi (2010), *Management Information Systems*, Vikas Publishing House, New Delhi

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA)
Entrepreneurship and Small Business Management

Course Code : MS 207

L-4 Credits - 4

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

Course Contents

Unit I

Entrepreneurship: Concept and Definitions; Entrepreneurship and Economic Development; Classification and Types of Entrepreneurs; Entrepreneurial Competencies; Factor Affecting Entrepreneurial Growth – Economic, Non-Economic Factors; EDP Programmes; Entrepreneurial Training; Traits/Qualities of an Entrepreneurs; Entrepreneur; Manager Vs. Entrepreneur.

(14 Hours)

Unit II

Opportunity / Identification and Product Selection: Entrepreneurial Opportunity Search and Identification; Criteria to Select a Product; Conducting Feasibility Studies; Project Finalization; Sources of Information.

(14 Hours)

Unit III

Small Enterprises and Enterprise Launching Formalities : Definition of Small Scale; Rationale; Objective; Scope; Role of SME in Economic Development of India; SME; Registration; NOC from Pollution Board; Machinery and Equipment Selection; Project Report Preparation; Specimen of Project Report; Project Planning and Scheduling using Networking Techniques of PERT / CPM; Methods of Project Appraisal.

(14 Hours)

Unit IV

Role of Support Institutions and Management of Small Business : Director of Industries; DIC; SIDO; SIDBI; Small Industries Development Corporation (SIDC); SISI; NSIC; NISBUED; State Financial Corporation SFC; Marketing Management; Production Management; Finance Management; Human Resource Management; Export Marketing; Case Studies-At least 4 (four) in whole course.

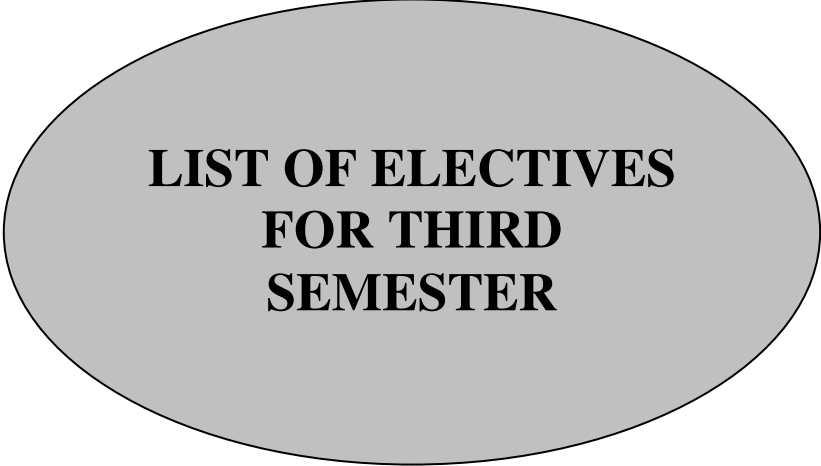
(14 Hours)

Text Books

1. Kuratko, D.F. & Hodgetts, R.M. (2009). *Entrepreneurship: Theory, Process and Practice*. Thomson Press
2. Charantimath, P. (2009). *Entrepreneurship Development: Small Business Enterprises*. Pearson

References Books

1. Desai, Vasant (2009). *Small-Scale Industries and Entrepreneurship*. Himalaya Publishing House, Delhi.
2. Kaulgud, Aruna (2003). *Entrepreneurship Management*. Vikas Publishing House, Delhi.
3. Balaraju, Theduri (2004). *Entrepreneurship Development: An Analytical Study*. Akansha Publishing House, Uttam Nagar, New Delhi.
4. David, Otes (2004). *A Guide to Entrepreneurship*. Jaico Books Publishing House, Delhi.



**LIST OF ELECTIVES
FOR THIRD
SEMESTER**

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

Consumer Behaviour

Course Code: MS 209

L-3 Credits – 3

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

Unit I

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

(10 Hours)

Unit II

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

(14 Hours)

Unit III

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

(10 Hours)

Unit IV

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

(8 Hours)

Text Books

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

References Books

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

Sales & Distribution Management

Course Code: MS 211

L-3 Credits-3

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

Course Contents

Unit I

Introduction to Sales Management: Scope and Importance; The Evolving Face of Personal Selling; Personal Selling Process and Approaches; Sales Organization Structure; Sales Strategies, Sales Forecasting; Sales Territory Design. **(12 Hours)**

Unit II

Sales Force Management: Sales Force Job Description; Recruitment and Selection; Training Sales Personnel; Sales Force Motivation; Compensation; Sales Quotas: Evaluating Sales Performance; Information Technology in Sales Management; **(10 Hours)**

Unit III

Distribution Planning and Control: Functions of Intermediaries; Types and Role of Channel Intermediaries in India for Consumer and Industrial Products: Wholesale and Retail Structure, Complex Distribution Arrangement (Structural Separation and Postponement) Channel Strategy and Design; Selection, Motivation and Evaluation of Intermediaries; Managing Channel Dynamics, Relationships and Channel Conflict; Ethical and Legal Issues in Sales and Distribution Management in Indian context. **(10 Hours)**

Unit IV

Distribution System and Logistics: Physical Distribution System –Objectives and Decision Areas; Customer Service Goals; Logistics Planning; An overview of Transportation, Warehousing and Inventory Decisions; Efficient Supply Chain Management (SCM); Integration of Sales and Distribution Strategy; Case Studies. **(10 Hours)**

Text Books

1. Still, R. R. & Cundiff, E. W., Govoni, N. A. P. (2007). *Sales Management*. 5th Edition Pearson Education, New Delhi
2. Rosenbloom, Bert (2004) *Marketing Channels: A Management View*, 7th Edition ,Cengage Learning, New Delhi.

Reference Books

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

International Marketing

Course Code : MS 213

L-3 Credits – 3

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

Course Contents

Unit I

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

(6 Hours)

Unit II

International Product and Pricing Strategies: Product Designing: Product Standardization Vs. Adaptation; Managing Product Line, International Trade Product Life Cycle, New Product Development; Pricing for International Markets: Factors Affecting International Price Determination; Price Quotations and Terms of Sale.

(10 Hours)

Unit III

Managing International Distribution and Promotion: Distribution Channel Strategy – International Distribution Channels, their Roles and Functions; Selection and Management of Overseas Intermediaries; International Distribution Logistics; Building brands in International markets; International Promotion Mix – Advertising and other Modes of Communication, Standardization Vs Adaptation, Global Advertising Regulations, Media and Message Considerations ; Planning for Trade Fairs and Exhibitions

(14 Hours)

Unit IV

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

(12 Hours)

Case Studies

Text Books

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

Reference Books

1. Hollensen, S. (2010), *Global Marketing* , 4th Edition, Pearson Education.
2. Onkvisit, Sak and Shaw Johan J. (2009) *International Marketing- Strategy and Theory*, Fifth Edition, Taylor and Francis.
3. Keegan, Warren J. (2009). *Global Marketing*, 4th Edition, Pearson Education, New Delhi..
4. Joshi, R M (2005) , *International Marketing*, Oxford University Press

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

Services Marketing

Course Code: MS 215

L-3 Credits- 3

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

Course Contents

Unit I

Introduction to Services Marketing: Meaning and Nature of Services Growing Importance of Services Sector; Classification of Services and Marketing Implications; Services Marketing Management Process.

(10 Hours)

Unit II

Understanding Consumer Behavior in Services; Consumer Decision Making in Services, Customer Expectations and Perceptions; Defining and Measuring Service Quality and Customer Satisfaction, Servqual, House of Quality , GAPs Model; Service Recovery.

(10 Hours)

Unit III

Services Marketing Mix: Service Positioning, Services Design and Development; Service Blueprinting; Service Process; Pricing of services; Services Distribution Management; Managing the Integrated Services Communication Mix; Physical Evidence and Servicescape; Managing Service Personnel; Employee and Customer Role in Service Delivery.

(12 Hours)

Unit IV

Marketing Applications in Select Service Industries: Hospitality Services, Airlines, Tourism Services, Health Care and Wellness: Banking and Insurance Services.

(10 Hours)

Text Books

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

Reference Books

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

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

International Financial Management

Course Code: MS 217

L-3 Credits: 3

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

Course Contents

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books

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

Reference Books

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

Periodicals

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

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

Financial Markets and Institutions

Course Code: MS 219

L-3 Credits-3

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

Course Contents

Unit I

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

(12 Hours)

Unit II

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

(10 Hours)

Unit III

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

(10 Hours)

Unit IV

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

(10 Hours)

Text Books

1. Bhole, L.M. (2009). *Financial Institutes & Markets*, 5th Edition, Tata McGraw Hill.
2. Pathak Bharti V. (2007). *Indian Financial System- Markets, Institutions and Services*”, 2nd edition, Pearson Education.

Reference Books

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

Periodicals:

1. Reserve Bank of India, RBI Bulletin.
2. Indian Institute of Finance, Finance India.
3. NSE/BSE Publications
4. SEBI Publications

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA)
Security Analysis and Investment Management

Course Code: MS 221

L-3 Credits: 3

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

Course Contents

Unit I

Investment: Meaning, Nature and Scope, Decision Process; Investment Alternatives; Investment Risks – Interest Risk, Market Risk, Inflation Risk, Default Risk, etc.; Measurement of Systematic and Unsystematic Risk, Valuation of Securities, Notion of Dominance.

(12 Hours)

Unit II

Techniques of Risk Measurement and their Application, Concept of Beta, Classification of Beta-Geared and Ungeared Beta, Project Beta, Portfolio Beta, Securities Market Line, Capital Market Line.

(10 Hours)

Unit III

Security Analysis: Fundamental Analysis; Economy, Industry and Company Analysis and Technical Analysis; Dow Jones Theory, RSI, Elliot 5 Wave Theory, Efficient Market Hypothesis.

(10 Hours)

Unit IV

Portfolio Analysis, Portfolio Selection and Portfolio Theories – Markowitz Model and Capital Assets Pricing Model, Arbitrage Pricing Theory, Portfolio Revision and Performance Evaluation of Managed Portfolios – Sharp Ratio; Treynor Ratio; Jensen's Alpha, Portfolio Reconstruction, Introduction to Derivatives.

(10Hours)

Text Books

1. Chandra. Prasanna.(2009). *Investment Analysis and Portfolio Management*, 3rd Edition, Tata McGraw Hill, New Delhi.
2. Fischer. and Jordon (2009). *Security Analysis and Investment Management*, 6th Edition, Pearson Education.

Reference Books

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA)
Corporate Tax Planning

Course Code: MS 223

L-3, Credits-3

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

Course Contents

Unit I

Introduction: Definitions: Income, Person, Assessee, Assessment Year, Previous Year, Gross Total Income, Total Income; Residential Status and Scope of Total Income on the basis of Residential Status, Agricultural Income,.
(10 Hours)

Unit II

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

Unit III

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

Unit IV

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

Text Books

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

Reference Books

1. Ahuja Girish, Gupta Ravi, (2010). *Systematic Approach to Income Tax, Service Tax and VAT*, Bharat Law House Pvt. Ltd., New Delhi
2. Singhanian V.K., Singhanian Monica (2006) "*Student's Guide to Income Tax*", Taxman Publications, Delhi.
3. Nitin Vashisht and B.B.Lal (2008). *Direct Taxes: Income Tax, Wealth Tax and Tax Planning*, 29th Edition, Pearson Education.
4. Lal, B.B. (2008). *Income Tax and Central Sales Tax: Law and Practice*, 29th Edition, Pearson Education.

Periodicals

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

Compensation Management

Course Code: MS 225

L-3 Credits - 3

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

Course Contents

Unit I

Introduction to Compensation: Compensation Defined, Goals of Compensation System, Foundations of Compensation Management, Compensation Strategy Monetary & Non-Monetary Rewards, Intrinsic Rewards Cafeteria Style Compensation, Fringe Benefits and Supplementary Compensation, Compensation Structure- Indian Practices.

(10 Hours)

Unit II

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

(10 Hours)

Unit III

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

(10Hours)

Unit IV

Modern Techniques of Compensation: Incentive Schemes/ Payment –By-Results (PBR), Performance Linked Compensation, Tax Planning: Tax Implication of Employee Compensation Package to the Employer, Tax Efficient Compensation Package, VRS: Approaches to deal with the Workforce Redundancy, International Compensation: Problems, Objectives, Elements of Expatriate's Compensation Package. Case Studies

(12Hours)

Text Books

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

Reference Books

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

Industrial Relations and the Labour Laws

Course Code: MS 227

L-3 Credits-3

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

Course Contents

Unit I

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

(8 Hours)

Unit II

Interactions & Outcomes in Industrial Relations: Employee Involvement & Participation: Concept, Objectives and Forms, Ethical Codes, Discipline & Grievance Management: Forms and Handling of Misconduct. Collective Bargaining: Importance, Forms, Process of Negotiation and Recent Trends in Collective Bargaining, Positive Employee Relations.

(10 Hours)

Unit III

Legal Framework of Industrial Relations: Settlement Machinery for Industrial Disputes: Conciliation, Arbitration & Adjudication, Legislation: The Trade Unions Act 1926, The Industrial Dispute Act 1947, The Factory's Act 1948, The Contract Labor Act 1970, The Payment of Bonus Act, 1965, The Industrial Employment (Standing Orders) Act 1972, The Minimum Wages Act 1948, The Payment of Wages Act 1936, The Workmen's Compensation Act 1923, The ESI Act 1948, The Employees' Provident Fund and Miscellaneous Provisions Act 1952 and The Maternity Benefits Act 1961,

(14 Hours)

Unit IV

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

(10 Hours)

Text Books

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

Reference Books

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

Training & Developments: Systems & Practices

Course Code: MS 229

L-3 Credits-3

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

Course Contents

Unit I

The Training Context: Nature and Scope of Training, Training Challenges, Forces Influencing Working and Learning, Role of Training in Organizations, Systematic Approach to Training, Learning: Theories and Process

Strategic Training: Models of Training- Faculty, Customer, Matrix, Corporate University and Business Embedded Model, Snapshots of Training Practices: Training Facts and Figures, Training Investment Leaders etc.

(12 Hours)

Unit II

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

(8 Hours)

Unit III

Training Design, Delivery & Evaluation: Understanding & Developing the Objectives of Training, Considerations in Designing Effective Training Programs: Selecting and Preparing the Training Site, Selecting Trainers, Program Design: Learning Environment, Pre-training Communication, Facilitation of Training with Focus on Trainee (Motivation of Trainee, Reinforcement, Goal setting).

Transfer of Training: Conditions of Transfer, Facilitation of Transfer with Focus on Organization Intervention (Supervisor Support, Peer Support, Trainer Support, Reward Systems, Climate etc.) Training Methods, Implementation and Evaluation of Training Programme, Training Aids.

(12 Hours)

Unit IV

Employee Development, Career Management and Future of T & D: Approaches to Employee Development, The Development Planning Process, Companies Strategies to Provide Development, Types of MDP's, EDP's/Seminars and Conferences, Symposia.

Career Management: Traditional Career vs. Protean Career, Models of Career Development, Challenges in Career Management: Onboarding, Dual Career Paths, Plateauing, and Managing Career Breaks, Future Aspects of T& D.

(10 Hours)

Text Books

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

Reference Books

1. Raymond Noe, A. (2008). *Employees Training and Development*, McGraw Hill Publication.
- 2 O'Connor, Browner & Delaney (2003). *Training for Organizations*, Thompson Learning Press (now Cengage Learning).

3. Lynton Rolf, P. & Pareek, Udai (2000). *Training for Organisational Transformation*, Sage Publication.
4. Leatherman, D. (2007). *The Training Trilogy: Conducting Needs Assessments, Designing Programs, Training Skills*, HRD Press

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

Course Code: MS 231

L-3 Credits-3

Objectives: The objective of the course is to apprise the students about the importance of Performance Management in organizations and impart an understanding of the process of managing performance to achieve the organization's current and future objectives.

Course Contents

Unit I

Foundations of Performance Management: Concept and Philosophy underlying Performance Management, Significance, Objectives, Pre-Requisites, and Characteristics of Effective Performance Management; Performance Management versus Performance Appraisal; Performance Management and Strategic Planning, Performance Management Process-Conceptual Model, Overview of Strategies for Performance Management

(10 Hours)

Unit II

Planning and Implementation of Performance Management-

Overview of Performance Planning, Defining Performance and Selecting a Measurement Approach, Developing Job Descriptions, Defining Performance Standards, Key Result Areas, Competencies and Skills, Characteristics of Effective Performance Metrics

(10 Hours)

Unit III

Performance Appraisal and Monitoring: Characteristics of effective Appraisals; Methods of Performance Appraisal; Designing Appraisal Forms; Implementing Performance Appraisal Process, Performance Review Discussions; Improving Quality of Performance Ratings; 360 Degree Appraisal; e-Appraisal; Performance Monitoring; Performance Management Documentation; Annual Stock Taking, Performance Management Audit,

(12hours)

Unit IV

Other Performance Management and Development Issues: Coaching, Counseling and Mentoring; Potential Appraisal, Competency Mapping; Performance Related Pay; Implementing Performance Management System- Strategies and Challenges; Role of HR Professionals in Performance Management; Ethical and Legal Issues, Appraisal and Management Practices in Indian Organizations.

(10 Hours)

Text Books

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

Reference Books

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

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

Systems Analysis and Design

Course Code: MS 233

L-3 P-0 Credits: 3

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

Course Contents

Unit I

- 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.

(10 Hours)

Unit II

- 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.

(10 Hours)

Unit III

- 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.

(10 Hours)

Unit IV

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

(12 Hours)

Text Books

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

Reference Books

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA)
Enterprise Resource Planning

Course Code: MS 235

L-3 Credits: 3

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

Course Contents

Unit I

ERP: Enterprise Perspective: An Overview, Features of ERP, MIS Integration, ERP drivers, Trends in ERP, ERP in India. **(8 Hours)**

Unit II

ERP: System Perspective: Management Information System, Operations Support System, DSS, Transaction Processing System, Network Structure of ERP System, ERP Work flow, Process modeling for ERP Systems, Communication in ERP Systems, OLTP, (On Line Transaction Processing), OLAP (On Line Analytical Processing), Enterprise Integration Application Tools for ERP.

(12 Hours)

Unit III

ERP: Resource Management Perspective: Business Modules in ERP Packages, Finance, Production, Human Resource, Plant Maintenance, Materials Management, Quality Management, Sales and Distribution, Resource Management, Business Process Reengineering, Relationship between ERP & BPR, ERP Implementation Life Cycle, Implementation methodology, ERP Project Management & Monitoring. **(12 Hours)**

Unit IV

ERP: Key Issues: ERP and E-Commerce, ERP Culture, ERP and CRM, ERP and SCM, ERP Selection Issues, ERP in Public Sector Enterprises, Pre and Post Implementation Issues, ERP Vendors, Key ERP Consultants in India, Future Directions in ERP. **(10 Hours)**

Text Books

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

Reference Books

1. Alexis, Leon (2007). *ERP Demystified*, Tata McGraw Hill.
2. Imhoff, C. Loftis Lisa & Geiger, G. Jonathan (2001). *Building the Customer Centric Enterprise*, 1st Edition, John Wiley & Sons.
3. Luvai Motiwalla (2008). *Enterprise Systems for Management*, First edition, Pearson Education.
4. Ashim Singla (2009). *Enterprise Resource Planning*, First edition, Cengage Learning.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA)
Network Applications and Management

Course Code: MS 237

L-3 Credits: 3

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

Course Contents

Unit I

Data Communication Concepts and Applications: Introduction to Data Communications, Components of Data Communications, Trends in Computer Communications and Networking, Network Applications. **(08 Hours)**

Unit II

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, Functions and working of switches and bridges.

Local Area Network (LAN): LAN Components, Ethernet (IEEE 802.3), Fast Ethernet, Working of CSMA/CD, FDDI Token Ring (IEEE 802.5), Selecting a LAN, Improving LAN Performance.

(12 Hours)

Unit III

Networking:

Network Layer: Network Protocols, Function and Working of Routers, Network Addressing and Routing, Subnetting

Transport Layer: TCP Three-Way Hand Shake, TCP Acknowledgement with Windowing. Session Layer, Presentation Layer, Application Layer: Functions of Session Layer, Presentation Layer, Application Layer, User Application, Services and Application Layer Protocols Functions,

(12 Hours)

Unit IV

Network Management: Design of Business Networks, Network Management, and Network Security. **(10 Hours)**

Text Books

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

Reference Books

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA)
Database Management Systems

Course Code: MS 239

L-2 Credits: 2

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

Course Contents

Unit I

Purpose, Advantages and Disadvantages of DBMS, Data Models, Schemas and Instances, DBMS Architecture and Data Independence, Types of DBMS – Hierarchical, Network, Relational, Object-Oriented and Object Relational. **(04 Hours)**

Unit II

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

SQL: Background, Basic Structure, Set Operations, Aggregate Functions, Null Values, Nested Sub Queries, Derived Relations, Views, Modification of Database, Joined Relations, Data Definition Language, Domain Constraints, Referential Integrity. **(08 Hours)**

Unit III

Oracle: Basic Architecture, Data Definition, Data Manipulation (LIKE Operator, String Commands, Numeric Function, Date Function, Translate and Decode Function), Introduction to PL/SQL (Conditional, Logic, Loops, Go to Statements, Exceptional Handling, Triggers, Procedures, Functions, Cursor, LOB's). **(08 Hours)**

Unit IV

Structure of Relational Databases, Relational Algebra, Functional Dependencies, Normal forms NF1, NF2, NF3 and BCNF, Multivalued Dependencies and Fourth Normal Form, Join Dependencies and Fifth Normal Form.

Transaction, Concurrency: ACID Properties, Transaction State, Locks, Deadlock Condition, Two-Phase Locking Protocol. **(08 Hours)**

Text Books

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

Reference Books

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

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

Database Management Systems Lab.

Course Code: MS 251

L-0 P-02

Credits: 01

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

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

International Business Environment

Course Code: MS 241

L-3 Credits - 3

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

Course Contents

Unit I

International Business and Environment: An Interface; World Trade in Goods and Services – Major Trends and Developments; Framework for Understanding International Business Environment: Analysis of Physical, Demographic, Economic, Socio-cultural, Political, Legal and Technological Environment of a Foreign Country, Legal Framework of International Business: Nature and Complexities; Code and Common Laws and their Implications to Business; International Business Contract – Legal Provisions; International Sales Agreements, Rights and Duties of Agents and Distributors.
(12 Hours)

Unit II

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

Unit III

International Financial Environment: Foreign Investment – Types and Flows; Asian Model, Monetary System- Exchange Rate Mechanism and Arrangements, Movements in Foreign Exchange Rates and Impact on Trade and Investment Flows, Global Capital Markets, Euro Currency.
(10 Hours)

Unit IV

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

Text Books

1. Daniels, John D. and Radebaugh, Lee H. and Prashant Salwan (2010). *International Business: Environment and Operations*, 8th Edition, Pearson Education.
2. Charles, W. L. Hill (5th Edition, 2005). *International Business: Competing in the Global Marketplace*, Tata McGraw Hill.

Reference Books

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

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

Export-Import Procedures and Documentation

Course Code : MS 243

L-3 Credits - 3

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

Course Contents

Unit I

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

(10 Hours)

Unit II

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

(5 Hours)

(b) Documentation : Proforma Invoice, Commercial Invoices and its Attestation, Packing List, Inspection Certificate, Certificate of Origin, Shipping Bills, AR4 Form, Mate's Receipt, GR Form, Marine Insurance Policy, ECGC Policy, Bill of Exchange, Bank Realization Certificate, Bill of lading, Airway Bill, BSP Certificate / Spl Consular Invoice and other related documents.

(07 Hours)

Unit III

Methods and Terms of Payments for Exports; Cargo, Credit and Foreign Exchange Risks: Procedure for Filing Claims; Quality control and Pre-shipment Inspection; Excise and Custom Clearance; Export Incentives: Major Incentives and Procedures for Claiming them, Procurement for Exports – Planning and Methods of Procurement for Exports; Custom Clearance of Imports – Regulations and Procedures; Managing Risks Involved in importing ; Duty Exemption Schemes : Objectives, Benefits, Procedures and Documentation; Schemes for Import of Capital Goods: Procedures for New/second Hand Capital Goods.

(10 Hours)

Unit IV

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

(10 Hours)

Text Books

1. Foreign Trade Policy (2009-2013).

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

Reference Books

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

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

WTO and Intellectual Property Rights

Course Code: MS 245

L-3 Credits - 3

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

Course Contents

Unit I

GATT and Evolution of World Trade Organization (WTO), Role of WTO in International Trade, Main Features of WTO, New Issues in WTO: Environment, Investment, Competition Policy, Government Procurement, Trade Facilitation, Electronic Commerce, Social Clause, Labour Standards; Implementation and Implication. **(10 Hours)**

Unit II

General Introduction in the Intellectual Property Law: The Notion of Intellectual Property, Historical Background, The Main Fields of Intellectual Property, Industrial Property Law: Inventions, Industrial Creations Characterized by Relative Novelty (innovations), Know-How, Industrial Designs and Models, Utility Models, Layout-designs of Semiconductor Integrated Circuits (semiconductor chips), Plant Varieties, Trademarks, Geographical Indications, Trade-names, Emblems, Other Distinctive Signs; Scientific Discoveries, Neighbouring Rights. **(10 Hours)**

Unit III

IPR and Economic Development, Copyright Law ("Rights of Authors"), Correlation of Intellectual Property Law with Unfair Competition, Common Features of the Intellectual Property Rights, Legal Nature of the Intellectual Property Rights, Position of the Intellectual Property Law in the Legal System. **(10 Hours)**

Unit IV

International Protection of Intellectual Property: The World Intellectual Property Organization, The Agreement on Trade-Related Aspects of Intellectual Property Rights ("TRIPS"), The Paris Convention for the Protection of Industrial Property, The Patent Cooperation Treaty, The Hague Agreement Concerning the Deposit of Industrial Designs, The International Convention for the Protection of New Varieties of Plants, The Budapest Treaty on the International Recognition of the Deposit of Microorganisms, The Madrid Agreement Concerning the International Registration of Trademarks and the Protocol Relating to the Madrid Agreement, The Trademark Law Treaty, The Berne Convention for the Protection of Literary and Artistic Works, The Rome International Convention for the Protection of Performers, Producers of Phonograms and Broadcasting Organizations, The Geneva Convention for the Protection of Producers of Phonograms Against Unauthorized Duplications of their Phonograms. **(12 Hours)**

Text Books

1. Das Bhagirath Lal (2003). *The WTO and the Multilateral Trading System: Past, present and future*, Third World Network and Zen Books.
2. David Rainbridge (2003). *Intellectual Property*, Pearson Education.

Reference Books

1. Maskus Keith E. (2000). *Intellectual Property Right in the global economy*, Institute for International Economies, Washington.
2. Ganguli, Prabudha (2001). *IPR-unleashing the Knowledge Economy*, Tata McGraw-Hill Publishing Co. Ltd.
3. Ramappa, T. (2000). *Intellectual property rights under WTO: Task before India*, Wheeler Publishing.

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

International Economics

Course Code: MS 247

L-3 Credit: 3

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

Course Contents

Unit I

International Trade Theory: Introduction to International Economics, Law of Comparative Advantage, Standard Trade Model, Factor Endowments and Heckscher Ohlin Theory, Economies of Scale, Imperfect Competition and International Trade. **(14 Hours)**

Unit II

International Trade Policy: Tariffs and Non-tariff Barriers in International Trade: Economic Integration – Custom Unions and Free Trade Areas **(08 Hours)**

Unit III

Balance of Payments and Exchange Rates: Balance of Payments, Foreign Exchange Markets and Exchange Rates, Determination of Exchange Rates. **(08 Hours)**

Unit IV

Open-Economy Macroeconomics: The Price Adjustment Mechanisms with Flexible and Fixed Exchange Rates, Income Adjustment Mechanism and Synthesis of Automatic Adjustments, Other Adjustment Policies. **(12 Hours)**

Text Books

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

Reference Books

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