SCHEME OF EXAMINATION

&

SYLLABI

Of

MASTER OF BUSINESS ADMINISTRATION (MBA)

For

Fourth 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.

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

Code No.	Paper	L	T/P	Credits
MS 202	Project Dissertation	-	-	6
MS 204	Business Intelligence and Applications	3	-	3
MS 206	Strategic Management	3	-	3
MS-208	Corporate Social Responsibility, Human Values & Ethics	3	-	3
	Elective – I	3	-	3
	Elective – II	3	-	3
	Elective – III	3	-	3
	Total	**18**	**-**	**24**

> **Note:** Syllabus for the Fourth Semester papers shall be completed by March 31 every year and for the remaining period the students shall continue to work on the assigned project dissertation.

<u>LIST OF ELECTIVES</u>

I. **MARKETING**
   MS 212 – Retail Management
   MS 214 - Advertising and Brand Management
   MS 216 – Rural and Social Marketing
   MS 218 - Internet Marketing
II. **FINANCE**
   MS 220 - Project Planning and Analysis
   MS 222 - Mergers, Acquisitions and Corporate Restructuring
   MS 224 - Insurance and Risk Management
   MS 226 - Financial Derivatives
III. **HUMAN RESOURCE**
   MS 228 - Strategic & International Human Resource Management
   MS 230 - Organizational Development
   MS 232 - Team Building in Organizations
   MS 234 - Behaviour Testing & Counseling
IV. **INFORMATION TECHNOLOGY**
   MS 236 – Front End Design Tools
   MS 252 – Front End Design Tools Lab. (This paper is based on MS 226 and is part it)
   MS 238 - Software Project Management
   MS 240 - Web Technologies
   MS 254 – Web Technologies Lab. (This paper is based on MS 230 and is part it)
   MS 242 - Knowledge Management
V. **INTERNATIONAL BUSINESS**
   MS 244 - Global Competitiveness and Strategic Alliances
   MS 246 - Distribution and Logistics for International Business
   MS 248 - Foreign Language
   MS 250 - International Business Negotiation

Total Credits   =   113
To obtain the degree a student shall require <u>104</u> Credits.

FOURTH SEMESTER

Project Dissertation

Course Code: MS 202   **Credits-06**

Every student will be assigned a project topic at the end of the second semester and it will be pursued by him/her under the supervision of an internal supervisor. The dissertation along with soft copy will be submitted by the students in their respective institutions. The format of the report is given below:

- Executive Summary

- Introduction

- Objective of the Research Undertaken
- Hypothesis, if any
- Literature Review
- Research Methodology
- Data Analysis
- Findings and Conclusions
- Recommendations
- 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/Institutions for assessment by the project guide.

The dissertation 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/Institution. The external assessment shall be done on the basis of Viva Voce and the report.

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

Course Code: MS 204   **L - 03   Credits - 03**

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

Course Contents

Unit I

Business Intelligence and Business Decisions: Decision Support Systems; Group Decision Support and Groupware Technologies, Expert Systems.
                                                                          (08 Hours)

Unit II
SQL Server and Data Warehousing: - Features, System Databases, Creating Databases and Tables, Constraints, Data Manipulation Language, OLTP & OLAP, Data Marts, Data Warehousing, Data Warehouse Architecture.   **(16 Hours)**

Unit III
Data Mining and Knowledge Discovery: Data Mining Techniques; Applications of Data Mining.
                                                                          (10 Hours)

Unit IV
Knowledge Management: Knowledge Assets, Knowledge Generation, Knowledge Storage, Knowledge Utilization, Knowledge Management Technologies.
                                                                          (08 Hours)

Text Books

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

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

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GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

Strategic Management

Course Code : MS 206   **L-3 Credit-03**

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

Course Contents
Unit I
Nature of Strategic Management: Concept of Strategy; Vision Mission, Goals and Objectives; External Environmental Analysis; Analyzing Companies Resource in Competitive Position; Mintzberg's 5Ps of Strategy; Strategic Management Process, Corporate Governance .
(10 Hours)

Unit II
Strategy Formulation: External Environmental Analysis; Analyzing Companies Resource in Competitive Position- Concept of Stretch, Leverage and Fit; Strategic Analysis and Choice, Porter's Five Forces Model, Concept of Value Chain, Grand Strategies; Porter's Generic Strategies; Strategies for Competing in Global Markets. **(10 Hours)**

Unit III
Corporate-Level Strategies: Diversification Strategies: Creating Corporate Value and the Issue of Relatedness, Vertical Integration: Coordinating the Value Chain, The Growth of the Firm: Internal Development, Mergers & Acquisitions, and Strategic Alliances Restructuring Strategies: Reducing the Scope of the Firm. **(12 Hours)**

Unit IV
Strategy Implementation and Evaluation : Structural Considerations and Organizational Design; Leadership and Corporate Culture; Strategy Evaluation**:** Importance and Nature of Strategic Evaluation; Strategic and Operational Control, Need for Balanced Scorecard.
(10 Hours)

Text Books
1. Thomas L. Wheelen, J. David Hunger (2010). *Strategic Management and Business Policy***,** Pearson/Prentice Hall.
2. Arthur, A, Thomson and Strickland, A. J. (2002). *Strategic Management – Concept and Cases.* Tata McGraw Hill, New Delhi.

Reference Books

1. Kark Rajneesh (2008). Competing *with the Best: Strategic Management of Indian Companies in a Globalizing Arena* Penguin Books.

2. Azhar Kazmi (2004). *Business Policy and Strategic Management.* Tata McGraw Hill, New Delhi.

3. Hitt Michael A., Ireland R.D. and Robert E Hoskisson. *Strategic Management: Competitiveness & Globalization, Concepts and Cases*, Addison Wesley.

4. Fred David (2008) *Strategic Management : Concepts and Cases* , 12th Edition Prentice hall of India

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GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA)
Corporate Social Responsibility, Human Values and Ethics

Course Code: MS 208   **L-3 Credits-3**

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

Course Contents
Unit I
Moral Values and Ethics: Values – Concepts, Types and Formation of Values, Ethics and Behaviour. Values of Indian Managers; Managerial Excellence through Human Values; Development of Ethics, Ethical Decision Making,
Business Ethics- The Changing Environment and Stakeholder Management, Relevance of Ethics and Values in Business, Spiritual Values. Modern Business Ethics and Dilemmas, Overview of Corporate Social Responsibilities (CSR) and Sustainability.

(12 Hours)

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

(10 Hours)

Unit III
Corporate Social Responsibility: A Historical Perspective from Industrial Revolution to Social Activism; Moral Arguments for Corporate Social Responsibility, Development of Corporate Conscience as the Moral Principle of Corporate Social Responsibility, Corporate Social Responsibility of Business, Employees, Consumers and Community. Corporate Governance and Code of Corporate Governance, Consumerism, Current CSR Practices of the Firms in India and Abroad. Challenges of Environment: Principles of Environmental Ethics, Environmental Challenges as Business Opportunity, Affirmative Action as a form of Social Justice.

(10 Hours)

Unit IV
Issues in Moral conduct of Business and CSR: Failure of Corporate Governance, Social Audit, Unethical Issues in Sales, Marketing, Advertising and Technology: Internet Crime and Punishment, Intellectual Property Rights, Corruption in Business and Administration. BS / ISO Guideline on CSR Management (ISO-26000).
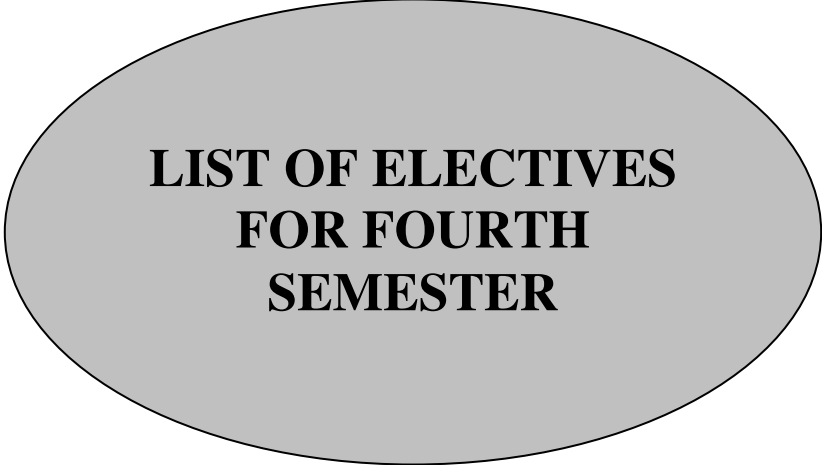
(10 Hours)

Text Books

1. Weiss, Joseph W (2009). *Business Ethics: Concepts & Cases*, Cengage Learning.

2. Colin Fisher and Alan Lovell (2009). *Business ethics and values: Individual, Corporate and International Perspectives*, Prentice Hall.

Reference Books

1. Hartman , Laura P. and Joe DesJardins (2007). *Business Ethics: Decision-Making For Personal Integrity And Social Responsibility,* McGraw-Hill/Irwin.

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2. Hartman, Laura P and Abha Chatterjee (2006). *Perspectives in Business Ethics*, Tata McGraw Hill

3. Manuel G.Velasquez (2007) *, Business Ethics Concepts*, PHI

4. Baxi C.V. and Prasad Ajit (2007): *Corporate Social Responsibility*, Excel Books.

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LIST OF ELECTIVES FOR FOURTH SEMESTER

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

Retail Management

Course Code: MS 212   **L-3 Credits: 3**

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

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

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

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

Unit 4: Store Management & other issues:
Store Layout, Design & Visual Merchandising, Atmospherics, Responsibilities of a Store Manger, Inventory Shrinkage, Retail HRM Online Retailing, International Retailing, Legal & Ethical Issues in Retailing. **(10 hours)**

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

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

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

Advertising and Brand Management

Course Code: MS 214   **L-3 Credits: 3**

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

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

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

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

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

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

Reference Books
1.   O'Guinn,T. and Allen, C. (2009), *Advertising Management with Integrated Brand Promotion*, 1st Edition, Cengage Learning, New Delhi.
2.   Shah, Kruti and D'Souza, Alan (2009) *Advertising and Promotions" An IMC Perspective,* Ist Edition, Tata McGraw Hill , New Delhi
3.   Aaker, David (2002), *Managing Brand Equity*, Prentice Hall of India.

4.   Belch, G. E. & Belch, M. A. (2001). *Advertising and Promotion*, Tata McGraw Hill.

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GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (MBA)

Rural and Social Marketing

Course Code: MS 216   **L-3 Credits: 3**

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

Course Contents
Unit I
Rural Marketing Introduction: Definition; Rural Markets in India: Characteristics of Rural Consumers; Rural Market Environment and Infrastructure; Challenges of Rural Marketing

(10 Hours)

Unit II
Rural Marketing Strategies: Rural Market Segmentation; Product Strategies; Pricing Strategies; Promotion Strategies; Distributor Strategies; Rural Marketing Research; Role of IT in Rural Marketing (e-Chaupals etc.) with few case studies; Marketing of Rural and Cottage Industry Products. Future of Rural Marketing in India.   **(10 Hours)**

Unit III
Foundation of Social Marketing: Definition, Scope and Importance; Social Marketing Challenges; Conceptual Framework of Social Marketing; Social Markets Segmentation; Marketing Mix: Product Strategies; Pricing Strategies; Promotion Strategies, Distribution.   **(10 Hours)**

Unit IV
Social Marketing Applications: Role of Govt. and NGO's in Social Marketing; Social Marketing Applied in Family Planning, Healthcare, Small Savings, Literacy, AIDS Prevention, Environmental Protection,Anti-Smoking, Substance Abuse.   **(12 Hours)**

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

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

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MASTER OF BUSINESS ADMINISTRATION (MBA)

Internet Marketing

Course Code: MS 218   **L-3 Credits- 3**

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

Course Contents

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

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

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

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

Text Books

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

Reference Books

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

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GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA)
Project Planning and Analysis

Course Code: MS 220   **L-3   Credits: 3**

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

Course Contents
Unit I
Project Identification Analysis: Concept of Project, Search for Business Idea, Project Identification, Project Planning Formulation and Analysis, Project Screening and Presentation of Projects for Decision Making; Socio-economic Consideration in Project Formulation; Social Infrastructure Projects for Sustainable Development; Investment Opportunities.

(10 Hours)

Unit II

Market and Technical Analysis: Market and Demand Analysis – Market Survey, Demand Forecasting, Uncertainties in Demand Forecasting; Technical Analysis- Product Mix, Plant Capacity, Materials and Inputs, Machinery and Equipment.
Project Costing and Finance: Cost of project; Cost of production; Break Even Analysis; Means of Financing Project; Tax Aspects in Project Finance; Role of Financial Institution in Project Finance.

(10 Hours)

Unit III
Project Appraisal: Time Value of Money; Project Appraisal Techniques – Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Benefit Cost Ratio; Social Cost Benefit Analysis; Effective Rate of Return.
Risk Analysis: Measures of Risk; Sensitivity Analysis; Stimulation Analysis; Decision Tree Analysis.

(10 Hours)

Unit IV
Project Scheduling/Network Techniques in Project Management: CPM and PERT Analysis; Float Times; Crashing of Activities; Contraction of Network for Cost Optimization, Updating; Cost Analysis of Resources Allocation.
Multiple Projects: Project Dependence; Capital Rationing; Ranking Methods of Projects; Mathematical Programming Approach; Linear Programming Model; Post Project Evaluation.

(12 Hours)

Text Books

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

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

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GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA)
Mergers, Acquisitions & Corporate Restructuring

Course Code: MS 222   **L-3   Credits – 3**

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

Course Contents

Unit I

Introduction in Mergers, Types of Mergers, Merger Strategy-Growth, Synergy, Operating Synergy, Financial Synergy, Diversification, Other Economic Motives, Hubris Hypothesis of Takeovers, Other Motives, Tax Motives Financial Evaluation, Joint Venture and Strategic Alliances.

(12 Hours)

Unit II

Legal Aspects of Mergers/ Amalgamation and Acquisition / Labour, Provisions of Companies Act, Regulation by SEBI, Takeover Code: Scheme of Amalgamation, Approval from Court. Valuation of a Business.   **(10 Hours)**

Unit III

Methods of Valuation – Cashflow Basis, Earning Potential Basis, Growth Rate, Market Price etc. Computation of Impact on EPS and Market Price, Determination of Exchange Ratio, Impact of Variation in Growth of the Firms, MBO, LBO, Boot Strapping; Criteria for Negotiating Friendly Takeover, Financing of Merger.

(10 Hours)

Unit IV

Defence Against Hostile Takeover, Poisson Pill, Bear Hug, Greenmail, Pacman. Post Merger H.R. and Cultural Issues.   **(10 Hours)**

Text Books

1. Gaughan, Patrick A.(2008). *Mergers Acquisitions and Corporate Restructurings*, 4th edition, Wiley India.
2. J. Fred Westan, Kwang and Susan (2006). *Mergers and Acquisitions*, 1st Indian Reprint , Prentice Hall, India.

Reference Books

1. Depamphilis Donald (2008). *Mergers Acquisitions and Other Restructuring Activities*, 4th edition, Academic Press Advanced Finance Series, Elsevier Incorporation.
2. Sundarsanam (2006). *Creating Value from Mergers and Acquisitions*, 1st Edition, Pearson Education.
3. Ramanujan. S.(1999). *Mergers: The New Dimensions for Corporate Restructuring,* McGraw Hill.
4. Gupta, Manju (2010). *Contemporary Issues in Mergers and Acquisitions*, Himalaya Publishing.

Periodicals

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

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

Course Code: MS 224   **L-3   Credits: 3**

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

Course Contents
Unit I
Concept of Risk, Types of Risk, Managing Risk, Sources and Measurement of Risk, Risk Evaluation and Prediction. Application of Statistical Techniques in Risk Avoidance. Disaster Risk Management.
                                                                (10 Hours)

Unit II

Risk Retention and Transfer, Pooling, Loss Exposure, Legal Aspects of Insurance Contract, Principle of Indemnity, Estoppels, Endowment, Insurance.   **(10 Hours)**

Unit III

Concept of Insurance, Need for Insurance, Insurance Industry in India, Globalization of Insurance Sector, Role of IRDA, Regulation of Risk Reduction by IRDA. Reinsurance, Co-insurance, Assignment.   **(10 Hours)**

Unit IV

Nature of Insurance Contract, Utmost Good Faith, Insurable Interest, Types of Insurance, Fire and Motor Insurance, Health Insurance, Distinction between Life Insurance and Marine Insurance. Control of Malpractices, Negligence, Loss Assessment and Loss Control, Exclusion of Perils, Actuaries, Automobile Insurance, Computation of Insurance Premium.
                                                                (12 Hours)

Text Books

1.   Gupta. P.K. (2009). *Insurance and Risk Management*, 2ⁿᵈ Edition, Himalaya Publishing House.

2.   George. E. Rejda. (2005). *Principles of Risk Management and Insurance*, 9ᵗʰ Edition,   Pearson Education.

Reference Books

1.   Mittal. Alka. And Gupta. S. L.(2008). *Principles of Insurance and Risk Management*", 2ⁿᵈ Edition, Sultan Chand and Sons.

2.   Panda. G.S.(2005). *Principles and Practices of Insurance*, Kalyani Publications.

3.   Mishra. M. N.(2004). *Principles and Practices of Insurance*, Sultan Chand and Sons

4.   Jeevanandam. C. (2005). *Risk Management*, Sultan Chand and Sons.

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

Course Code: MS - 226   **L-3, Credit 3**

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

Course Content

Unit I

Financial Derivatives: An Introduction to Financial Derivative Markets; Past and Present, Concept, Purpose and Types of Financial Derivative Instruments; Forwards, Futures, Options, Swaps, and Other Derivatives; Weather Derivatives, Energy Derivatives and Insurance Derivatives. Hedgers, Arbitrageurs and Speculators. Difference between Exchange Traded and OTC Derivatives.

(10 Hours)

Unit II

Financial Forward and Futures Contracts: Financial Forward Contracts; Concept Characteristics, and Type of Financial Forward Contracts; Equity Forward, Currency Forward, Bond and Interest Rate Forward, Forward Rate Agreements.

Financial Future Contracts: Concept, Characteristics, and Type of Financial Future Contracts; Stock Future, Index Future, Currency Future, Interest Rate Future and Commodity Future. Future Market-Trading and Mechanism; Future Pricing-Theories, Cost of Carry Model, Valuation of Individual Contracts.

(10 Hours)

Unit III

Financial Option and Swap Contracts: Financial Options; Concept, Characteristics and Types of Financial Options; Stock Options, Index Options, Currency Options, Commodity Options, Option on Futures, Interest Rate Options. Option Pricing Models-the Black-Scholes Option Pricing Model, Binomial Option Pricing Model, Trading with Option, Option Strategies; Straddle, Strangle, Spreads. Option Greeks; Delta, Gamma, Theta, Vega, Rho. Exotic Option; Types of Exotic Options; Bermuda Option, Forward Start Option, Barrier Option, Chooser Option, Compound Option, Basket Option, Binary Option, Look Back Option, Asian Option.

Swaps; Concept, characteristics and Types of Swaps,   **(12 Hours)**

Unit IV

Regulatory Framework for Derivatives: Regulation of Financial Derivatives in India; Securities and Contracts (Regulation) Act, Guidelines of SEBI and RBI.

(10 Hours)

Text Books

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

Reference Books

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

Periodicals

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

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

Strategic and International Human Resource Management

Course Code: MS - 228   **L-3 Credit-3**

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

Course Contents
Unit I
Introduction to SHRM: Definition, need and importance, evolution of SHRM, HRs New Role Orientation, SHRM for Competitive Advantage, HR strategy and HR Planning, Behavioral Issues in Strategy Implementation, Matching Culture with Strategy, Human Side of Mergers and Acquisitions
                                                                                              (10 Hours)

Unit II
HR Strategies: Recruitment and Retention, Training and Development, Performance Management, Reward and Compensation, retrenchment, Non-Traditional Approaches: Investment in Disabled Employees, Employee Engagement, Knowledge Management, Talent Management, The Role of Strategic HR Leader, Managing Workforce Diversity.
                                                                                              (10 Hours)

Unit III
International Human Resource Management- Introduction to IHRM, Cultural foundations of IHRM- Understanding Culture, Major Models of National Culture, Cultural Convergence and Divergence, Cross Cultural Theories, Importance of Cultural Sensitivity, Potential Cross- Cultural Problems, IHRM trends and Future Challenges
                                                                                              (10 Hours)

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

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

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

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

Course Code: MS 230   **L-3 Credits-3**

Objectives: For the organization to survive and remain effective with the changing environment, it must develop effective strategies for renewal. The course aims at acquainting the students with theory and practice of planned change, organizational renewal and development.

Course Contents
Unit I
Introduction to Organizational Development: Definition, Nature and Characteristics of Organization Development, Managing the Organization Development Process, Theories of Planned Change, Goals, Values and Assumptions of OD, Role and Competencies of the OD practitioner.
                                                                    (10 Hours)

Unit II
The Diagnostic Process and Introduction to OD Interventions: Diagnosis at the Organization, Group and Individual Level, Data Collection Process, Diagnostic Methods, Challenges in Diagnosis, Diagnostic Information Feedback: Characteristics of Effective Feedback, Survey Feedback. Characteristics of Effective Interventions, Designing Interventions, The Intervention Process.
                                                                    (10 Hours)

Unit III
Human Process and HRM Intervention: Sensitivity Training, Process Consultation, Third-Party Interventions, Team Building, Organization Confrontation Meeting, Intergroup Relations Interventions, Large Group Interventions: Grid OD; System 4 Management; Role Playing, Employee Empowerment, Performance Management Systems, Employee Wellness Interventions, Career Planning, Goal Setting, MBO.
                                                                    (12 Hours)

Unit IV
Techno Structural and Strategic Interventions: Restructuring Organizations, Job Enrichment, Sociotechnical Systems, TQM and Quality Circles, Culture Change, Self –Designing Organizations, Learning Organizations, Challenges and Future for the Organization, Future trends in OD, Ethical Issues in Organizational Development
                                                                    (10 Hours)

Text Books
1. Cummings, T.G. & Worley, C.G. (2009). *Organizational Development and Change.* Cengage Learning.
2. French, W., Cecil, H. Bell & Jr. (2007). *Organizational Development.* Pearson
Reference Books
1. Brown, D.R. & Harvey, D. (2006). *An Experiential Approach to Organization Development.* Perason Education.
2. Jones, G. R. (2008). *Organizational Design and Change.* Pearson Education.
3. Srivastava, B. (2009). *Organizational Design and Development-* Concepts and Applications. Biztantra
4. Edward.D.H. (2007). *The Road to Organic Growth"*, Tata McGraw Hill.

Team Building in Organizations

Course Code: MS 232   **L-3   Credits-3**

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

Course Contents
Unit I
Workgroup Vs. Teams: Transforming Groups to Teams; Types of Teams; Stages of Team Building and its Behavioural Dynamics; Team Role; Interpersonal Processes; Goal Setting and Problem Solving.
                                                             (10 Hours)

Unit II
Interpersonal Competence & Team Effectiveness: Team Effectiveness and Important Influences on Team Effectiveness. Role of Interpersonal Competence in Team Building; Measuring Interpersonal Competence FIRO-B. Context; Goals; Team Size; Team Member Roles and Diversity; Norms; Cohesiveness; Leadership, Measuring Team Effectiveness.
                                                             (10 Hours)

Unit III
Communication and Creativity: Communication Process; Communication Effectiveness & Feedback; Fostering Team Creativity; Delphi Technique; Nominal Group Technique; Traditional Brain Storming; Electronic Brain Storming. Negative Brain Storming.
                                                             (10 Hours)

Unit IV
Role of Leaders in Teams: Supporting Teams; Rewarding Team Players; Role Allocation; Resource Management for Teams; Selection of Team Players; Leaders as Facilitators, Mentors; Developing Collaboration in Teams: Functional and Dysfunctional Cooperation and Competition; Interventions to Build Collaboration in Organizations; Social Loafing, Synergy in Teams, Self-Managed Teams.
                                                             (12 Hours)

Text Books
1.   McShane, S. L & Glinow M. A. V. (2001). *Organizational Behaviour: Emerging Realities for the Workplace Revolution.* Tata McGraw-Hill Publishing Company Ltd.

2.   Hellriegel, D. & Slocum, J. W. (2004). *Organizational Behaviour.* Thomson Asia Pvt. Ltd., Singapore.

Reference Books:
1.   Robbins, S. P. (2004). *Organizational Behavior.* Pearson Education.
2.   Luthans, F. (2002). *Organizational Behavior.* McGraw-Hill International Edition.
3.   Pareek, Udai. (2004). *Understanding Organizational Behaviour.* Oxford University Press.

4.   Naper, Rodhey, W & Gershenfeld Mattik, (1996). *Groups Theory & Experience*, AITBS, India.

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

Behavior Testing and Counseling

Course Code: MS - 234   **L - 3, Credits -3**

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

Course Content

Unit I
Introduction to Behavior Testing- Behavior Testing, Introduction to the concepts of Freud, Adler, Cattell, and Jung, Types of Tests-Ability, Intelligence, Achievement, Interest, Attitude, Personality, Projective Tests. Observation and Interviews, Checklists and Rating Scales, Ethical Issues in Testing,
(10 Hours)

Unit II
Methodology of Assessment- Test Design and Construction, Test Administration and Scoring, Item Analysis and Test Standardization, Reliability and Validity
(10 Hours)

Unit III
Practical Exposure to Psychological Tests: 16 PF, MBTI, FIRO-B, Conflict Resolution Inventory, Anxiety Test, Motivation Analysis Test, Leadership Assessment Test, Thematic Apperception Test, Word Association Test
(12 Hours)

Unit IV
Counseling- Introduction, Approaches, Goals, Process, Procedures, Counseling Skills, Changing Behavior through Counseling, Organizational Application of Counseling, Dealing with Problem Employees, Ethics in Counseling
(10 Hours)

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

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

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

Front End Design Tools

Course Code: MS 236   **L-2   P-0   Credits: 2**

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

Course Contents
Unit I
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.   **(06 Hours)**

Unit II
Structure of VB program, Forms & built in controls, Properties and events, Code Module, Common dialog Boxes, Error Handling, Classes, Control Arrays, MDI, SDI., Creating Help files, Adding Help files to VB project, using Windows API Functions, Active X Controls, Creating Active X Control with VB   **(10 Hours)**

Unit III
Database Interface, Review of ANSI SQL, ODBC, Pass through ODBC, DAO, MS-Jet database Engine, Workspaces, Databases, Recordsets, Data bound controls, ADO, RDO.
                                     (06 Hours)
Unit IV
Developer-2000: Connecting to Oracle Data Base, Elements of Oracle Data Base, Master-Details Forms, Layout Editor.   **(06 Hours)**

Text Books
1. B. Reselman et al.,(2002) "Using Visual Basic 6", PHI.
2. Michael Halvorson (2010). Microsoft Visual Basic 2010, EEE, PHI.

Reference Books:
1. E. Petroutsos, "Mastering Visual Basic 6.0", BPB.
2. Perry, Greg (2008). Sams Teach yourself Visual Basic 6 in 24 Hours. First edition, Pearson.
3. M. Abbey, M. J. Corey, (2009) "Oracle 9i: A Beginners Guide", TMH
4. B. Siler & L. Spotts, (2009) "Using Visual Basic 6", PHI.

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

Front End Design Tools Lab.

Course Code: MS 252   **L-0   P-2   Credits: 1**

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

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

Course Code: MS 238   **L-3   P-0   Credits-3**

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

Course Contents
Unit I
Software Product and Process: Software Characteristics & Applications, Software Process, Software Process Models; Linear Sequential Model, Prototyping Model, RAD Model, Evolutionary Software Process Models, Software Development Process.   **(10 Hours)**

Unit II
Software Project Planning and Scheduling: Software Requirement, Software Requirements Specification, Requirements Validation, Software Design Principles, Software Project Estimation: Size Oriented, Function Oriented, Software Metrics, Software Cost Estimation, COCOMO Model, Project Scheduling, Software Staff & Personnel Planning, Rayleigh Curve, Software Team Organization & Control Structure. Project Monitoring & Control Techniques.   **(12 Hours)**

Unit III
Software Quality Assurance & Configuration Management: Software Quality, Software Quality Assurances, Software Testing, Formal Technical Reviews, ISO Software Quality Standards, Software Configuration Management, SCM Process, Configuration Audit.   **(12 Hours)**

Unit IV
Risk Management: Software Risks, Reactive and Pro-active Risk Strategies, Risk Identification, Risk Projection, Risk Mitigation, Risk Monitoring and Management.   **(08 Hours)**

Text Books
1. Roger. S. Pressman (2009). *Software Engineering: A Practitioner's Approach.* McGraw Hill, New Delhi, Seventh Edition.

2. Aggarwal, K. K. & Singh, Yogesh (2008). *Software Engineering.* New Age International Third Edition.

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

2. Jack. R. Meredith and Samuel J. Mantel Jr. (2002). *Project Management: A Managerial Approach.* John Wiley & Sons, Singapore, Fourth Edition.

3. Robert K. Wysocki, Robert Beck Jr. and David B. Crane (2002). *Effective Project Management.* John Wiley & Sons, Singapore, Second Edition.

4. Pankaj Jalote (2002). *Software Project Management in Practice*, first edition, Pearson.

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

Web Technologies

Course Code: MS 240   **L-2   P-0   Credits: 2**

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

Course Contents
Unit I
Web Servers: HTTP Request Types, Introduction to Microsoft IIS, Features, Creating Virtual Directory.   **(04 Hours)**

Unit II
DHTML: Client Side Validations Using JavaScript, Cascading Style Sheets.

(06 Hours)

Unit III
Active Server Pages: Working with ASP Pages, ASP Objects, File System Objects, Session Tracking and Cookies, ActiveX Data Objects, Accessing a Database from Active Server Page.

(13 Hours)
Unit IV
MS Visual Interdev: Introduction, Features, Developing Asp Pages using MS Visual Interdev.

(05 Hours)

Text Books
1. Roussel A. John (2003). *Mastering ASP*. BPB Publication.

2. Mitchell Scott and James Atkinson (2002). *Teach Yourself Active Server Pages 3.0 in 21 Days*. Techmedia – India Publications

Reference Books
1. Deitel & Deitel, Goldberg (2009*). Internet & World Wide Web,* Fourth edition. Pearson.

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

Web Technologies Lab.

Course Code: MS 254   **L-0   P-2   Credits: 1**

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

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

Course Code: MS 242   **L – 3 Credits – 3**

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

Course Contents
Unit I
Introduction : Overview of Knowledge Management: Data, Information and Knowledge; History of Knowledge Management, Demystifying and Importance of Knowledge Management, Information Management Vs Knowledge Management; Knowledge Management's Value Proposition, Users Vs Knowledge Workers, Role of Consultant in Knowledge Management   **(10 Hours)**

Unit II
Strategic Dimensions of KM: Knowledge Management Strategies, Strategic Drivers, Impact of Business Strategy on Knowledge Strategy, Porter's Five forces Model, Resource Strategy Model, Strategic Advantage, Knowledge Maps, Strategic Knowledge Resources, Balanced Scorecard and Knowledge Strategy   **(10 Hours)**

Unit III
Knowledge Management System: Knowledge Management Processes; Knowledge Management Systems: Types of Knowledge Systems, Knowledge Management Architecture, Knowledge Management System Implementation, Knowledge Discovery in Database; Knowledge Management Infrastructure; Knowledge Management System Life Cycle (KMSLC), SDLC Vs KMSLC; Challenges and Barriers to Knowledge Management Systems, Drivers of Knowledge Management System
                (12 Hours)
Unit IV
Tools & Techniques in KM: Knowledge Management Mechanisms & Technologies, Role of IT in KM, Knowledge Portals and Knowledge Management Tools, Communities and Collaborations, Intelligent Techniques in Building KMS, Data Mining in KM; Scope, Cost Efficiency and Reliability of Technologies to Support Knowledge work; Measurement Systems for KM, Knowledge Audit, Knowledge Divestiture, IP Protection, KM Certifications; Practices of Knowledge Management in Modern Global Organizations   **(10 Hours)**

Text Book:
1. Natarajan G and Shekhar S (2010). *Knowledge Management: Enabling Business,* Tata McGraw Hill.
2. Fernandez A.C. (2009). *Knowledge Management*, 1st edition, Pearson Education.

Reference Books:

1. Anu Singh Lather, Anil K Saini and Sanjay Dhingra Ed. (2010), *Knowledge Management*, Macmillan.
2. Warier, Sudhir (2009). *Knowledge Management,* Third Reprint, Vikas Pub. House.
3. Awad ME and Ghaziri, M.H. (2008). *Knowledge Management*, Pearson Education.
4. *Key Issues in the New Knowledge Management*, Joseph M. Firestone, Ph. D. and Mark W. McElroy(2003), KMCI (Knowledge Management Consortium International) and Butterworth Hienemann

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

Global Competitiveness and Strategic Alliances

Course code: MS 244   **L-3   Credits-3**

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

Course Contents
Unit I
Global Competitiveness: An Overview – Macroeconomic and Business Strategy Perspective, Framework for Assessing Competitiveness – Various Approaches; International and National Competitiveness Studies.   **(10 Hours)**

Unit II
Developing Competitiveness –Government Policy and Competitiveness, Role of Quality and Productivity in Achieving World Class Competitiveness; Attaining Competitiveness through Integrative Process Management; Science, Technology and Innovation Policy, Human Capital and Competitiveness, Role of Information Systems in Building Competitiveness, Industrial Clusters and Business Development, Strategic Management of Technology and Innovation.

(15 Hours)
Unit III
Global Competitiveness of Indian Industry – Status; Cause of Uncompetitiveness; Strategic Options for Building Competitiveness, Internationalization of Indian Business: Selected Case Studies of Globally Competitive Indian Companies.   **(10 Hours)**

Unit IV

Strategic Alliances – Value Creation in Alliances Strategy, Management of Strategic Alliances; Strategic Alliances in Indian Context.   **(07 Hours)**
Text Books

1. Momaya Kiran (2001). *International Competitiveness: Evaluation and Enhancement*, Hindustan Publishing Corporation (India).

2. Fidelis Ezeela Harrison (1999). *Theory and Policy of International Competitiveness*, Greenwood Publishing Group.

References Books:

1. Marcela, Vivian Walsh (2007). *International Competitiveness and Technological Change*, Oxford Press.
2. Hamel G. and Prahlad C.K (1994). *Competing for the future.* Harvard Business Press.

3. IMD, *World Competitiveness* Year Book, Latest issue.

4. World Economic Forum, Global Competitiveness Report, Latest report.

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

Distribution and Logistics for International Business

Course code: MS 246   **L-3   P-0   Credits-3**

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

Course Contents
Unit I
Supply Chain Management - Concepts, Issues in Supply Chain Management; Demand Volatility and information distortion, Managing networks and relationships; Sourcing Internationally, Subcontracting within an International Dimension, The Architecture of Physical distribution network in a Global Operation Approach, International Distribution Management: Types of Intermediaries, Channel Objectives and Constraints, Channel Selection and Management, Global Retailing, International Channel Innovation.   **(10 Hours)**

Unit II
Logistics Framework – Concept, Objective and Scope; Transportation, Warehousing, Inventory Management; Packing and Unitization; Control and Communication, Role of Information Technology in Logistics, Logistics Service Firms and Third Party Logistics.   **(10 Hours)**
.
Unit III
Logistics Network Design for Global Operations: Global Logistics Network Configuration, Orienting International Facilities: Considerations and Framework, Trade-offs Associated with each Approach, Mapping the different Approaches, Capacity Expansion Issues; Information Management for Global Logistics: The Global LIS/LITS: Capabilities and Limitations, Characteristics of Logistics Information and Telecommunications Systems.   **(12 Hours)**

Unit IV
Performance Measurement and Evaluation in Global Logistics: Operations and Logistics Control: Key Activities Performance Information, Measuring Performance in Functional Integration, Measuring Performance in Sectoral Integration; Organizational Structure for Global Logistics Excellence; The Organizational Implications of Sectoral Logistics Cooperation, The International Factor in Global Organizations.   **(10 Hours)**

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

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

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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)

<u>Foreign Language</u>
German for Business

Course Code: MS 248   **L-3   Credits-3**

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

Course Contents Foreign Language Knowledge Related To:
Unit I
Listening: Understand Simple Questions and Instructions.
Reading: Understand Single Words and Sentences but also Signposts, Signs and Posters.
Speaking: Provide Short Information about the Job and the Person.
Writing: Fill in Forms and Provide Information About Name, Address, Nationality etc.
                                                                      (10 Hours)

Unit II
Listening: Understand Information about the Person and the Work.
Reading: Understand Simple Letters, Appointments, Invitations and Information in Short Texts.
Speaking: Answer Simple Questions About One's Working Field.
Writing: Write Faxes and e-mails   **(10 Hours)**

Unit III

Listening: Understand Standard Information Related to the Working Field.
Reading: Understand Standard Letters and Texts about Working Processes and Product Descriptions.
Speaking: Provide Information about the Job, the Departments, the Company, the Products and Processes in a Conversation or on the Phone.
Writing: Answer Standard Inquiries, Make Quotations, Write Short Texts with a Familiar Content, Possibly Give Some Explanation and Answer Simple Questions.
                                                                      (10 Hours)

Unit IV

Listening: Understand Complex Information Related to the Working Field in Meetings, Discussions and at Presentations.
Reading: Understand Reports and Contracts with a Company-related Content.
Speaking: Describe and Explain Work Processes and Projects. Report on Meetings and Presentations. Explain Concepts and Clarify Misunderstandings.
Writing: Write Formal Standard Letters and Texts about One's Field of Expertise. Explain a Graphic and Reflect the Content.
                                                                      (12 Hours)

Text Books

(A)   Primarily for GRAMMER

(A-1)
Moment mal   Martin Muller
Lehrewerk fur Deutsch   Paul Rusch
Als Fremdsprache   Theo Scherling

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Lehrbuch 1   Reiner Schmidt

A-2)
Moment mal   Christiane Lemuck
Lehrwerk fur Deutsch   Martin Muller
Als Fremdsprache   Paul Rusch
Arbeitsbuch   1   Theo Scherling
                                    Reiner Schmidt

(B)   Primarily for COMMERCIAL / BUSINESS TOPICS

(B-1)
Dialog Beruf Starter   Norbert Becker / Jorg Braunert

(B-2)
Dialog Beruf Starter   Norbert Becker / Jorg Braunert
Arbeitsbuch

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

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

Course Code: MS 250   **L-3   Credits – 3**

Objective:

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

Course Contents

Unit-I

Culture, its Definition and Characteristics. Culture's Consequences on Different Aspects of Business; Personality of a Successful Negotiator. Process of Negotiation: Main Attributes and Stages; Preparation for and Planning of Business Negotiation. The Organizational and Factual Side of the Negotiation Process, and Specifics of the International Environment.

(12 Hours)

Unit II

Rules of Effective Persuasion. Problems of Concessions: Guidelines on Making Concessions, and Ways to Break Deadlocks; Position of Strength and its Main Factors. Analysis of Strong and Weak Spots and Commonly used Procedures and Tactics; Time Aspects of Business Negotiation, The Problem of Terms and Dates, Their Use and Fulfillment. How to Negotiate by Telephone. Main Advice and Techniques, Cross-Cultural Differences.

(10 Hours)

Unit-III

Negotiating Strategies: Competitive and Cooperative Strategies, Negotiation Tactics. Comparison of Different Negotiation Styles.   **(10 Hours)**

Unit-IV

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

(10 Hours)

Text Books

1. Richard Hodgetts, Fred Luthans, Jonathan Doh (2008). *International Management: Culture, Strategy And Behaviour*, Pearson Education.
2. Pervez N. Gauri and Jean Claude Usunier, (2008) *International Business Negotiations,*Elsevier ltd.

Reference Books

1.Roger Fisher, William Ury, and Bruce Patton (1991). *Getting to Yes: Negotiating Agreement without giving*, Penguin.
2.Roger Fisher and Danny Ertel, (1995) *Getting Ready to Negotiate: The Getting to Yes Workbook*, Penguin,
3. Robert T. Moran and William G. Stripp, (2004) *Successful International Business Negotiations*
4. Leigh L. (2003). *Negotiation Theory and Research.* Thompson

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