

**SCHEME OF EXAMINATION**

**&**

**SYLLABI**

**of**

**MASTER OF BUSINESS ADMINISTRATION**

**for**

**Third and Fourth Semesters**



**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY  
DWARKA, NEW DELHI-110078**

*Bramin Chandra*

MBA

# SEMESTER III

Pravin Chandra

At.



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

Summer Training Report

Course Code: MS 201

Credits – 4

**Objective:** This course aims to provide hands-on experience of the corporate sector to the students. By undergoing the summer training, the students shall learn the industry best practices, and how to apply the managerial concepts studied during their program.

**Course Outcomes:**

CO1: Integrate academic theory with practice.

CO2: Develop self-confidence, sensitivity and appreciation for diversity, clarification of work and personal values, and workplace etiquette.

CO3: To apply knowledge and skills learned in company/industry/organization to real-world problems

CO4: Develop and demonstrate workplace competencies such oral and written communication, critical thinking, organization, problem solving, decision making, leadership, managing interpersonal relationships, etc. necessary for professional success.

CO5: Carry out research projects, analyze data, and write up and present results in meetings (including experience in using specialized tools at each stage of this process).

All the students will submit their Summer Training Project (in duplicate) within a period of one month from the date of completion of their Summer Training to the concerned Institute/School. The supervisor in the organization under whose guidance the summer training is carried out will be required to grade the student's performance in the format prescribed by the university, attached below. Each student will be attached with one internal faculty guide, with whom he/ she shall be in continuous touch during the training period. The internal faculty guide will be required to evaluate the report (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 for the remaining 60 marks shall be made by an external examiner appointed by the University who shall evaluate the report on the basis of a presentation and the assessment report received from the organization where the student has undergone Summer Training.

**CO- PO Mapping**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	3	3	3	3	2	3	3
CO2		2	2	3	3	2	2	3	3
CO3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	2	3	3	3
CO5	2	3	2	3	3	3	2	3	3

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

**Management of International Business**

**Course Code: MS 203**

**L - 3, Credits - 3**

**Objective:** This course aims to introduce students to various facets of international business. Students should understand the theories of international business and environmental factors affecting international activities and apply the learning to manage functional operations in a global context.

**Course Outcomes:**

CO1: Develop an understanding of the global business environment in terms of economic, socio-cultural, political, technological and legal aspects.

CO2: Absorb insights of the international aspects of strategic management, global talent management, finance, marketing, e-commerce, organization and design of multinational corporations

CO3: Learn the knowledge and skills necessary to function successfully in the diverse international business environment, with the ability to contribute to the innovation processes.

CO4: Apply the knowledge of cross cultural issues for effectively managing international business negotiations

CO5: Appreciate the underlying global public issues of ethical, sustainable and socially responsible conduct of business in the business operations of MNCs for effective decision making

**Course Content**

**Unit I**

**Introduction to International Business:** Driving Forces of Globalization, Reasons for Going International, E.P.R.G. Framework, The Environment of International Business, Cross-Cultural Management: Hofstede Study, Edward T Hall Study, Analyzing International Entry Modes, Entry Barriers, International Trade Theories, Regional Economic Integration.

**(11 hours)**

**Unit II**

**Formulating & Implementing Global Strategy:** Organization Design & Structures, International Competitive Advantage, International Strategic Alliances, Global Mergers and Acquisition, Managing innovations and Intellectual Property Rights.

**(10 Hours)**

**Unit III**

**Managing Globally:** Global Marketing Management, Outsourcing and Logistics, Global Operations Management & Supply Chain Management, Global Talent Management, Aspects of Global Financial Management.

**(10 Hours)**

**Unit IV**

**Broad Issues in Globalization:** E-Commerce, Ethics, Corporate Social Responsibility and Sustainability dimensions of International Business, The Social Responsibility of the Global Firm, International Negotiations and Cross-Cultural Communication, Future of International Business and other emerging concepts.

**(11 hours)**

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**Suggested Readings: (Latest Editions)**

1. Daniels John, Radebaugh Lee, Sullivan Daniel, Salwan P. Click R.W., International Business Environments and Operations, Pearson Education.
2. Charles, W.L.Hill International Business: Competing in the Global Marketplace, McGraw-Hill/Irwin
3. Luthans Fred & Doh Jonathan, International Management: Culture, Strategy, and Behavior, Mc McGraw-Hill Education.
4. Mike W. Peng, Deepak K. Srivastava, Global Business Cengage India
5. Michael R. Czinkota, Ilkka A. Ronkainen, Suraksha Gupta, International Business, Cambridge University Press
6. Cavusgil, S. T., Knight, G., Riesenberger, J. R., International Business: The New Realities. Pearson Education

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
C01	2	3		1			2		1
C02	3		3		3	2	2	2	1
C03			2	2	2		2		3
C04		3						3	2
C05		1	2	3			3		

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

**Managing E- Business**

**Course Code: MS 205**

**L – 3, Credits – 3**

**Objective:** The course imparts understanding of the concepts and various application issues of e-business such as internet infrastructure, security over internet, electronic payment systems and various online strategies for e-business.

**Course Outcomes:**

CO 1: Understanding the concepts of electronic business and electronic commerce and related tools and techniques.

CO 2: Identifying various security issues and measures for any online digital medium

CO 3: Understanding about latest innovation in field of Electronic payment systems.

CO 4: Understanding of latest trends in electronic commerce and learning its ethical, societal, legal impacts.

**Course Content**

**Unit I**

**Introduction to e-business:** Electronic Business, Electronic Commerce, Types of Electronic Commerce, Limitations and Barriers of E-commerce, Electronic Commerce Models, Electronic Commerce in India, Impact of Electronic Commerce on different Industries, Electronic Commerce technologies, Usage and Application of Electronic Commerce technologies in Business. **(10 Hours)**

**Unit II**

**Security Issues in e-business:** Security Overview, Electronic Commerce Threats, Encryption, Cryptography, Public Key and Private Key Cryptography, Digital Signatures, Digital Certificates. Securing Electronic commerce Networks: Security Protocols, HTTP, SSL, Firewalls, IDS, VPNs, Public Key Infrastructure (PKI) for Security. **(11 Hours)**

**Unit III**

**Electronic Payment System:** Concept of Electronic Money, Concept of Electronic Payment System, Types of Electronic Payment Systems, Credit & Debit Cards, Smart cards, RuPay cards, Electronic wallets, Payment Gateways, Infrastructure Issues in Electronic Payment Systems, Electronic Fund Transfer. **(10 Hours)**

**Unit IV**

**E-Business Applications & Strategies:** Business & Revenue Models over Internet, Emerging Trends in E-Business, Digital Commerce, Mobile Commerce: Concepts, Benefits and Models, Emerging Trends in Mobile Apps; Internet based Business Models, Legal and Ethical Issues of E-Commerce. **(11 Hours)**

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**Suggested Readings: (Latest editions)**

1. Dave Chaffey, E-Business and E-Commerce Management- Strategy, Implementation and Practice, Pearson Education.
2. Bharat Bhaskar, Electronic Commerce- Framework, Technologies and Applications, Tata McGraw Hill.
3. Efraim Turban, David King, Dennis Viehland, Jae Lee, Electronic Commerce – A Managerial Perspective, Pearson Education.
4. Elias M. Awad, Electronic Commerce- From Vision to Fulfillment, PHI Learning.
5. Joseph, P.T. and S.J., E-Commerce – An Indian Perspective, PHI Learning.
6. Schneider Gary P. and Perry, James T, Electronic Commerce Strategy, Cengage Learning.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	2	2	2	1	1	1	2
CO2	2	3	2	2	1	1	1	1	1
CO3	2	2	2	2	1	1	1	1	2
CO4	3	3	2	2	2	3	2	2	1

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**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTERS IN BUSINESS ADMINISTRATION (MBA)**

**Entrepreneurship Development & Startup**

**Course Code: MS 207**

**L - 3 Credits - 3**

**Objective:** The course aims at inculcating entrepreneurial skills in the students by giving an overview of who the entrepreneurs are and what competencies are needed to become an entrepreneur. The course aims to inspire students to establish and manage their own firm.

**Course Outcomes:**

CO1: Demonstrate an understanding of and appreciation for the characteristics of successful entrepreneurs and their role in economic development of a nation

CO2: Analyse the industry and competitors of any firm and creatively write an effective business plan

CO3: Understand essential knowledge of how to start one's own business by assessing business viability on various parameters including support from the government

CO4: Identify key drivers of growth in a venture and determine how to strategize and run a start-up in the long run

**Course Content**

**Unit I**

**Introduction to Entrepreneurship:** Evolution, Types of Entrepreneurs; Entrepreneurial Competencies; Factors Affecting Entrepreneurial Growth – Economic, Non-Economic Factors; Entrepreneurship and Economic Development; Women Entrepreneurship, Rural Entrepreneurship, EDP Programmes **(12 hours)**

**Unit II**

**Developing successful Business Ideas:** Recognizing Opportunities and Generating Ideas, Feasibility Analysis; Developing an Effective Business Model; Industry and Competitor Analysis; Writing a Business Plan **(12 hours)**

**Unit III**

**Moving from an Idea to an Entrepreneurial Firm:** Assessing a New Venture's Financial Strength and Viability; Building a New-Venture Team; Getting Financing or Funding; Role of Support Institutions in India **(9 hours)**

**Unit IV**

**Managing and Growing an Entrepreneurial Firm:** Unique Marketing Issues, preparing for and evaluating the Challenges of Growth; Strategies for Firm Growth, Export Marketing. **(9 hours)**

**Suggested Readings : (Latest Editions)**

1. Bruce R. Barringer & R. Duane Ireland. Entrepreneurship: Successfully launching new ventures. Pearson
2. Kuratko, D.F. & Hodgetts, R.M. Entrepreneurship: Theory, Process and Practice. Thomson Press
3. Charantimath, P. Entrepreneurship Development: Small Business Enterprises. Pearson
4. Ali J. Ahmed, Punita Bhatt & Iain Acton. Entrepreneurship in Developing and Emerging Economies. Sage
5. Robert D Hisrich & Michael P. Peters. Entrepreneurship. McGraw Hill

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6. Rajeev Roy. Entrepreneurship. Oxford

**CO-PO MAPPING**

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
CO 1	2	3	1	2	1	1	2	3	2
CO 2	3	3	3	3	3	2	2	2	3
CO 3	3	3	2	3	3	2	2	3	3
CO 4	3	3	3	3	3	2	2	3	3

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

Strategic Management

Course Code: MS 209

L – 3, Credits – 3

**Objective:** The course is aimed at providing exposure and making the students aware about the role of strategic management in business enterprises and government enterprises.

**Course Outcomes:**

CO1: Understand the integrative model of strategic management process along with role of corporate governance in strategic management.

CO2: Demonstrate the knowledge in formulating strategies along with identifying the resource endowments specific to the firm & industry.

CO3: Implement a strategic plan that takes into account the functional areas of business along with procedures in order to achieve organizational goals.

CO4: Evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and cultural differences.

**Course content**

**Unit I**

**Introduction to Strategic Management:** Definition of Strategic Management, Nature of Strategic Management, Dimensions of Strategic Management, Need for Strategic Management, Strategic Management – Process, Vision, Mission and Business Definition  
**Models of Strategic Management:** Mintzberg, Ansoff, Porter, Prahalad and Gary Hammel, McKinsey’s 7’S Framework: A Tool to Evaluate and Control an Organisation. (10 Hours)

**Unit II**

**Strategic Management in Global Environment:** Need for Globalization, Different Types of International Companies, Development of a Global Corporation, Complexity of Global Environment, International Culture, Implementing Global Strategies

**Competitive Analysis:** Competitor Analysis Framework, Rivalry Analysis, Competitive Dynamics, Competitive Rivalry

**Industry Analysis:** Formulation of Strategy, Five Competitive Forces that Shape Strategy, PESTLE Analysis, Competition and Value, Technology Lifecycle, Industry Analysis in Practice

**Strategic Management Process:** Purposes of Strategic Management Process, Steps involved in the Strategic Management Process, Strategic Management Process, Strategy Formulation, Constraints and Strategic Choice, Strategy Implementation, Strategic Control and Assessment (10 Hours)

**Unit III**

**Formulating Corporate-Level Strategy:** Balanced Score Card: A Balanced Approach, Grand Strategies: Strategic Alternatives, Growth/Expansion Strategy, Diversification Strategy, Stability Strategy, Retrenchment Strategy, Turnaround Strategies, Combination Strategies

**Formulating Business Level Strategy:** Porter’s Competitive Strategies, Competitive Advantage, Competitive Advantage Factors, How to Build or Acquire Competitive Advantage? Acquiring Core Competence, Low Cost Strategies, Differentiation Strategies, Focus Strategies. (10 Hours)

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#### Unit IV

**Analyzing Resources and Capabilities:** Factors affecting the Internal Environment, Resources and Capabilities as Sources of Profit, Resources of the Firm, Organizational Capabilities, Appraising Resources and Capabilities, Putting Resource and Capability Analysis to Work, Developing Resources and Capabilities

**Formulating Functional Level Strategy:** Putting Strategy into Action, Structural Design, Information and Control System, Human Resources

**Corporate Goals and Strategic Gap:** Corporate Goals, Strategic Gap, Porter's Generic Strategies

**Managing Internal Organization for Strategy Implementation:** Issues in Strategy Implementation, Strategy-Structure Relationship, Divisionalisation: Product and Geographic Forms, Diversification, Strategic Business Units (SBUs), Project Organisation, Matrix Organisation Structure, New Design Options, Factors Influencing Organisation Structure, Structure and Strategy Implementation. **(12 Hours)**

#### Suggested Readings (Latest Edition)

1. Strategic Management Concepts: A Competitive Advantage Approach, Fred R. David, Pearson Education
2. Strategic Management and Business Policy: Globalization, Innovation and Sustainability, Thomas L Wheelen, J. David Hunger and Krish Rangarajan ,Pearson Education,
3. Strategic Management: An Integrated approach, Hill W.L. Charles & Jones R. Gareth
4. Business Policy and Strategic Management, Azhar Kazmi, Tata McGraw Hill
5. Strategic Management -The Indian Context, R.Srinivasan, Prentice Hall of India
6. Business Strategy : Managing Uncertainty, Opportunity, and Enterprise, J.C.Splender, Oxford University Press

#### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
CO 1	3	2	2	2	2	1	1	2	1
CO 2	3	2	2	2	1	1	2	1	2
CO 3	2	3	2	2	1	2	3	2	1
CO 4	1	2	2	1	2	1	2	2	1

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GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI  
MASTERS IN BUSINESS ADMINISTRATION (MBA)

Business Analytics

Course Code: MS 211

L – 2, Credits - 2

**Objective:** The objective of this course is to introduce students to the capabilities and applications of business analytics for problem solving.

**Course Outcomes**

- CO1: Develop an understanding of business analytics and its models for problem solving
- CO2: Learn data visualization and validation techniques for effective data presentation and management
- CO3: Understand how to treat data for errors so as to analyse management problems correctly and create effective solutions
- CO4: Be able to apply predictive analysis tools to solve organizational problems using a systematic and analytical decision-making approach

**Course Content**

**Unit I**

**Introduction to Business Analytics:** Concept and Scope, Importance of data in Business, Decision Models-Concept and Types, Analyst’s role in the Business Analytics Model. (4 Hours)

**Unit II**

**Exploring Data and Data Visualization:** Exploring data using Pivot Tables, Pivot Charts, Look-up functions, Data Validation and whatif analysis functions in spreadsheets for data visualization. Introduction to Google Dashboards and Power BI. (7 Hours)

**Unit III**

**Data Preparation:** Treatment of Missing Values, Identification and management of Outliers & erroneous data.

**Data Warehousing:** Need for a data warehouse. ETL processes, Data Quality: Cause and Effect of Poor Data Quality, Alternative Ways of Storing Data, Master data management. (7 hours)

**Unit IV**

**Predictive Modelling and Analysis:** Logic driven modelling, strategies for building predictive models, data-driven modelling, Supervised learning, regression-simple, multiple and logistic regression.

**Data Reduction Techniques:** Principal Component Analysis, Clustering Analysis: k-Nearest Neighbors. (10 Hours)

**Suggested Readings: (Latest Editions)**

1. Evans, J.R. Business Analytics. Pearson
2. RN Prasad and Seema Acharya. Fundamentals of Business Analytics, Wiley, India.
3. Purba Halady Rao. Business Analytics: An Application Focus, PHI.
4. David Roi Hardoon and Galit Shmueli. Getting Started with Business Analytics: Insightful Decision-Making, CRC Press, Taylor & Francis Group.
5. Gert H.N. Laursen and Jesper Thorlund. Business Analytics for Managers: Taking Business Intelligence Beyond Reporting, Wiley.

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6. Mize, Edward. Data Analytics: The Ultimate Beginner's Guide to Data Analytics, Createspace Independent Publishing

**CO-PO MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>
<b>CO1</b>	3	2	1	2	3	3	2	3	3
<b>CO2</b>	3	3	1	2	3	3	2	3	3
<b>CO3</b>	3	3	1	1	3	3	2	3	3
<b>CO4</b>	3	3	1	2	3	3	2	3	3

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**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTERS IN BUSINESS ADMINISTRATION (MBA)**

**Consumer Behaviour**

**Course Code: MS 213**

**L3, Credits-3**

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

**Course Outcomes:**

CO1: Demonstrate an understanding of the importance of studying consumer behaviour and its relevance to decisions in marketing, public policy and social and economic spheres.

CO2: Demonstrate an understanding of the consumer decision-making process and the internal and external determinants that influence this process.

CO3: Apply the various research tools and techniques to gain insights into consumer behaviour.

CO4: Demonstrate the ability to develop creative marketing strategies and solutions based on an understanding of the consumer behaviour of the relevant target groups.

**Course Content**

**Unit I**

**Introduction to Consumer Behavior:** Scope and Relevance of Consumer Behaviour Studies; Approaches to studying Consumer Behaviour; Consumer Journey Map: Problem Recognition, Information Search, Alternative Evaluation-Decision Rules- and Purchase, Outlet Selection, Post Purchase Behavior and Customer Satisfaction; Types of Buying Behaviour, Role of Involvement; Models of Consumer Behavior; Understanding Online Consumer Behaviour. **(10 Hours)**

**Unit II**

**Individual Determinants of Consumer Behaviour:** Motivation; Attention, Perception and Consumer Imagery; Learning and Memory; Personality and Self Concept; Consumer Attitudes – Formation and Change; Consumer Values and Lifestyles. **(12 Hours)**

**Unit III**

**External Determinants of Consumer Behaviour:** Influence of Culture and Subculture; Social Class; Reference Groups, Word of Mouth & Opinion Leadership; Family Influences; Online Social Influences: Social Media & eWom. **(10 Hours)**

**Unit IV**

**Consumer Behaviour -Related and Emerging Issues:** Diffusion of Innovation: Researching Consumer Behaviour; Measuring Customer Satisfaction; Consumer Behaviour and Public Policy; Dark Side of Consumer Behaviour, Shaping Consumer Behaviour. **(10 Hours)**

**Suggested Readings: (Latest Editions)**

1. Schiffman, L.G, Wisenblit, J. & Ramesh Kumar S., Consumer Behaviour, Pearson Education, India.
2. Hawkins, D.I, Mother & Baugh, D.L.& Mookerjee A., Consumer Behaviour- Building Marketing Strategy, Mc Graw Hill Education

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3. Solomon, Michael R., Consumer Behaviour: Buying, Having and Being, Pearson Education, India.
4. Sharma D, Sheth J. N. & Mittal B., Consumer Behaviour: A Managerial Perspective, Cengage Learning, New Delhi.
5. Babin, B. J., Harris, E.G. & Mohan, A., Consumer Behavior: A south Asian Perspective, Cengage Learning India Pvt. Ltd, New Delhi.
6. Sethna, Zubin., Blythe, Jim., Consumer Behaviour, Sage Publishing.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	3	1	2	1	1	2	3
CO2	3	3	2	2	3	1	2	2	3
CO3	3	3	2	1	3	2	1	1	3
CO4	3	3	3	2	3	3	3	2	3

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

**Sales and Distribution Management**

**Course Code: MS 215**

**L-3, Credits-3**

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

**Course Outcomes:**

CO1: Understand personal selling process, types of sales organizations, and analyse the role of sales strategies, territory allocation, and sales forecasting in sales management.

CO2: Understand the process of sales staffing and sales force management in a sales organization.

CO3: Analyse the role of retailers and wholesalers in the distribution process, and understand the steps in channel creation and management.

CO4: Differentiate between logistics, distribution, supply chain management and understand process of efficient physical distribution.

**Course Content**

**Unit I**

**Introduction to Sales Management:** Scope, Importance and Evolution; Marketing & Selling; Emerging trends in Sales Management; Personal Selling Process and Approaches; Sales Organization Structure; Sales Strategies, Sales Forecasting; Sales Territory Design. SPIN Selling **(10 Hours)**

**Unit II**

**Sales Force Management:** Salesforce Job Description; Salesforce Recruitment, Selection & Socialisation; Training Sales Personnel; Salesforce Motivation & Compensation; Sales Quotas and Contests ; Evaluating Sales Performance; Salesforce Automation. **(10 Hours)**

**Unit III**

**Distribution Planning and Control:** Functions of Intermediaries; Types and Role of Channel Intermediaries in India for Consumer and Industrial Products; Channel Design; Channel Member Selection; Motivation and Evaluation of Intermediaries; Managing Channel Dynamics, Relationships and Channel Conflict; Wholesale and Retail Structure, Ethical and Legal Issues in Sales and Distribution Management in Indian context. **(12 Hours)**

**Unit IV**

**Distribution System and Logistics:** Physical Distribution System —Objectives and Decision Areas; Customer Service Goals; Logistics Planning; An overview of Transportation, Warehousing, Packing, Fleet Routing & Loading, and Inventory Decisions; Efficient Supply Chain Management (SCM); Bull-Whip effect, Sustainable Distribution; Integration of Sales and Distribution Strategy; Case Studies, **(10 Hours)**

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**Suggested Readings : (Latest Editions)**

1. Still, R. R., Cundiff. E. W.,-Govoni, N., Sales Management Decision Strategies & Cases. Pearson Education.
2. Bert, R. Marketing Channels: A Management View., Cengage Learning, New Delhi.
3. Venugopal, P., Sales and Distribution Management: An Integrative Approach. SAGE Publications India.
4. Jobber, D., Lancaster, G., & Le Meunier-FitzHugh, K., Selling and Sales Management. Pearson UK..
5. Tanner, J., Honeycutt, E. D., & Erffmeyer, R. C. , Sales Management. Pearson Higher Ed., Pearson Education, New Delhi.
6. Panda, T.K. and Sahadev, S., Sales and Distribution Management, Oxford University Press, New Delhi.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	2	2	3	2	3	2	2	3
CO2	3	3	2	2	3	2	2	2	2
CO3	3	3	3	3	3	3	1	2	2
CO4	3	3	3	3	3	3	2	1	3

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

Services Marketing

Course Code: MS 217

L-3, Credits- 3

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

**Course Outcomes:**

CO1: Demonstrate an understanding importance of service marketing management for creating a culture of service in organizations and an awareness of the presence of the service element across the tangible- intangible product spectrum.

CO2: Apply the relevant principles and guidelines to the process of service positioning and the design, development and implementation of the services marketing mix.

CO3: Define and measure service quality and demonstrate an understanding of the causes for gaps between customer expectations and perceptions of services and ability to develop appropriate innovative solutions.

CO4: Demonstrate the ability to apply the concepts and principles of service marketing to develop creative service strategies across various service industries.

**Course Content**

**Unit I**

**Introduction to Services Marketing:** Meaning and Nature of Services, Challenges of Services Marketing, Growing Importance of Services Sector in India; Classification of Services and Marketing Implications; Services Marketing Management Process. E-services and Self-service technologies. (10 Hours)

**Unit II**

**Understanding Consumer Behavior in Services:** Consumer Decision Making in Services, Managing Customer Expectations and Perceptions; Service Recovery; Defining and Measuring Service Quality and Customer Satisfaction, SERVQUAL, House of Quality, GAPs Model; (10 Hours)

**Unit III**

**Services Marketing Mix:** Service Positioning: Service Design and Development; Service Blueprinting; Service Process; Pricing of Services; Services Distribution Management; Integrated Services Communication Mix; Physical Evidence and Servicescape; Managing Service Personnel: Employee and Customer Role in Service Delivery. Customer Retention Strategies. (12 Hours)

**Unit IV**

**Marketing Applications in Select Service Industries:** Hospitality Services, Airlines, Tourism Services, Health Care and Wellness: Banking and Insurance Services, E-Learning Platforms. (10Hours)

**Suggested Readings: (Latest Editions)**

- 1. Zeithaml V. A., Bitner M. J., Gremler, D.D and Pandit, A, Services Marketing, McGraw Hill Education, India.

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2. Lovelock C. H., Wirtz, J. and Chatterjee, J., Services Marketing: People, Technology, Strategy, Pearson Education, India.
3. Hoffman, K. D. & Bateson, J. E.G., Marketing of Services, Cengage Learning India Pvt. Ltd., India.
4. Kurtz D. L. and Clow K. E. , Services Marketing. Biztantra, India.
5. Nargundkar, Rajendra, Services Marketing Text and Cases,. McGraw Hill Education, India.
6. Fitzsimmons, JA, and Fitzsimmons, M.J., Service Management: Operations, Strategy, and Information Technology, Mc Graw Hill Education, India.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	2	1	2	1	3	3	3
CO2	3	3	3	2	3	3	3	3	3
CO3	3	2	3	2	3	3	3	3	3
CO4	3	3	3	2	3	3	3	3	3

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

Customer Relationship Management

Course Code: MS 219

L - 3, Credits-3

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

**Course Outcomes:**

CO1: To make the students understand the organizational need, benefits and process of creating long-term value for individual customers.

CO2: To disseminate knowledge regarding the concept of e-CRM and e-CRM technologies.

CO3: To enable the students understand the technological and human issues relating to implementation of Customer Relationship Management in the organizations.

CO4: Design customer relationship management strategies by understanding customers' preferences for the long-term sustainability of the Organizations.

**Course Content**

**Unit I**

**Introduction to CRM:** Definitions Importance, Elements of CRM, Phases in CRM Process, Models of CRM; eCRM; Relationships — Description, dynamics, Relationship Management theories; Developing CRM strategy, Relationship oriented organizations, Relationship Strategy; CRM Architecture. (10 Hours)

**Unit II**

**Marketing Aspects of CRM:** Data and Customer Knowledge; Communication channels for CRM — use and influence; Proposition for individual customer — Customisation of product and pricing; Organizational Relationship Policy—Segments and contact moments. (10 Hours)

**Unit III**

**Analytical CRM:** Customer data Management, Data mining - Need, Value, Process and analysis; Designing loyalty program and measuring effectiveness; Retention and Cross selling ; Customer Life time value calculations. (12 Hours)

**Unit IV**

**Operational & System Implementation:** Direct mail and call centers; Use of Internet for CRM; CRM Systems overview; Data warehouse & Data mart; CRM Roadmap-Project Management; Challenges & Emerging Trends in CRM. (10 Hours)

**Suggested Readings : (Latest Editions)**

1. Peelen, E., Customer Relationship Management, Pearson Education.
2. Buttle, F., & Maklan, S. Customer relationship management: Concepts and technology. Sydney: a Butterworth-Heinemann Title, 72.

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3. Swift R. S. , Accelerating Customer Relationships: Using CRM and Relationship Technologies, Prentice Hall
4. Dyche J., The CRM Handbook A Business Guide to Customer Relationship Management. Pearson Education.
5. Kumar. V. Reinartz W. J., Customer Relationship Management: A Database Approach, Wily India.
6. Payne, A., & Frow, P., Strategic Customer Management: Integrating Relationship Marketing and CRM. Cambridge University Press.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	2	3	2	3	3	3	3	3
CO2	3	3	2	2	3	3	2	2	2
CO3	3	3	3	3	3	3	2	2	3
CO4	3	3	3	3	3	3	2	3	2

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

**International Financial Management**

**Course Code: MS 221**

**L – 3, Credits – 3**

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

**Course Outcomes:**

- CO1: Understand different exchange rate regimes, and systems across the globe
- CO2: Analyze, apply and evaluate information within the global financial environment of foreign exchange to solve problems and make informed decisions
- CO3: Recognize and calculate forward exchange rates given spot rates, identify market conventions on exchange rate quotation
- CO4: Develop a sound understanding of the foreign exchange market and foreign exchange risk exposure
- CO5: Analyze both quantitative and qualitative financial information to influence foreign investment decisions

**Course Content**

**Unit I**

**Global Financial Environment:** Overview, International Monetary System: Exchange Rate Regimes, IMF, GDRs, ADRs, Euro Issues, Euro Currency Market, EURO Market, Capital Market. Balance of Payments: Understanding, 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, Exchange Rate of Rupee. **(12 Hours)**

**Unit III**

**Foreign Exchange Risk Exposure:** Types of Risk, The Risk Management Process: Hedging, Swaps, Futures, Options, Role of Regulatory Bodies. **(10 Hours)**

**Unit IV**

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

**Suggested Reading: (Latest Editions)**

1. Eun, Cheol; and Resnick, Bruce, G. International Financial Management. McGraw Hill Education Private Limited.
2. Apte, P. International Financial Management. McGraw Hill Education Private Limited.
3. Levi, Maurice D, International Finance. Routledge.

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4. Shapiro, Alan C, Multinational Financial Management. Wiley Publishers.
5. Sharan, V, International Financial Management. Prentice Hall India.
6. Siddaiah, T, International Financial Management: An Analytical Framework. Pearson.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	1		1	2	1			1
CO2	3	2	1	3	2				1
CO3	2	3	1	2	2	1	1		
CO4	3	3	2	1	1		1		2
CO5	3	3	3	3	3	1	1	2	3

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

Financial Markets and Institutions

Course Code: MS 223

L – 3, Credits – 3

**Objective:** To provide the student a basic knowledge of financial markets and institutions and to familiarize them with major financial services in India.

**Course Outcomes:**

CO1: The students will understand interrelationship of economic, commerce, financial markets and strategies for corporate decision making.

CO2: This course will help students develop understanding of foundations of financial markets and institutions.

CO3: They will learn tools and techniques for analysing market behaviour, impact of regulatory policies on changing decision making of companies and will be able to make strategies for investment.

CO4: The course is especially useful for those learners who want to get employed in financial sector or start entrepreneurial ventures as financial service provider as investment consultants, advisors and investment banking.

**Course Content**

**Unit I**

**Financial Markets:** Financial system and its components, functions; money market, instruments, types, regulations, Role of central bank in money market; capital markets, types, products, reforms; primary market, book building process; corporate debt market, financial markets and economic development; SEBI and recent reforms. (10 Hours)

**Unit II**

**Banking Sector:** Banking sector in India, Role of RBI, commercial banks, committees, functions of a bank, products, assets and liabilities of banks; Non-performing assets, growth and performance of Indian banking sector; shadow banking, Fintech, digital currency, CBDC, E-banking, payment banks, financial inclusion, role and scope of payment banks, risks in banking- operational risk, credit risk, liquidity risk, financial stability, monetary policy, recent trends in banking sector. (12 Hours)

**Unit III**

**Financial Institutions:** Non-banking financial companies (NBFCs); Development Financial Institutions (DFIs); Mutual Funds, instruments, growth and performance of mutual funds; Life and non-life insurance companies in India, IRDA and recent reforms; Ministry of Corporate Affairs; Pension Fund Regulatory and Development Authority; Housing finance. (10 Hours)

**Unit IV**

**Financial Services:** Merchant banking, Venture capital and private equity; Factoring; Credit rating agencies; Underwriting; Portfolio management; Project financing; Stock brokerage services; leasing and Hire-purchase; Recent developments. (10 Hours)

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**Suggested Readings: (Latest Editions)**

1. Mishkin, F. S., & Eakins, S. Financial Markets and Institutions. Pearson Education.
2. Bharti Pathak. Indian Financial System. Pearson Education.
3. Bhasin, N. Financial Institutions & Financial Markets in India: Functioning & Reforms. New Century Publications.
4. Fabozzi., F. J. Bond Markets Analysis and Strategies. Pearson Education.
5. Khan, M. Y. Indian Financial System. McGraw Hill Education.
6. Krishnamurti, C. Mergers, Acquisition and Corporate Restructuring, Sage Publications

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3				3	2	1	3
CO2	3	3				3	3	3	3
CO3	1	1							3
CO4	2	2		2	3			3	2

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

Investment Analysis & Portfolio Management

Course Code: MS 225

L – 3, Credits - 3

**Objective:** The aim of the course is to acquaint the students with the concepts of investments and portfolio management. It aims to develop a practical orientation toward the principles of investment, pricing and valuation. The course provides a theoretical underpinning of the subject to enable the students to make investment-related decisions based on the trade-off between risk and return.

**Course Outcomes:**

CO1: Understand the risk and return relationship of financial market instruments and securities available for investment.

CO2: Apply the acquired knowledge of the security market for valuation of both equity and fixed income securities under goal-based investment planning.

CO3: Understand the concept and importance of portfolio management and develop skills for construction, evaluation and revision of portfolio.

CO4: Understand the various behavioural biases that impact investment decision making.

**Course Content**

**Unit I**

**Introduction to Investment Environment:** Concept, Nature and Scope, Features of Investment, Investment Process, Investment Avenues- Concept of Small, Mid, Large Cap, Penny stocks, Investment Environment, Investment Risks- Types- Systematic and Unsystematic Risk, Concept of Beta, Risk-Return Tradeoff, Techniques of Risk Measurement- Variance and Standard Deviation, Covariance and Coefficient of Determination, Valuation of Bonds and Valuation of Equity. (12 Hours)

**Unit II**

**Fundamental Analysis:** Concept & significance of economic analysis, industry analysis: introduction, need for industry analysis, alternative classification of industry, industry life cycle analysis, economic factors & industry analysis, Company analysis - nature and style of management, key role of financial analysis, ratio analysis. Technical Analysis: line chart, bar chart, points and figures chart, candlestick chart, reversal patterns, continuation patterns, Dow Theory, Elliott wave theory. (10 Hours)

**Unit III**

**Portfolio Management-** Meaning and Process, Modern Portfolio Theory, Efficient Frontier, Efficient Frontier and Investor's Utility, Indifference Curve of an Investor, Equilibrium of an Investor, Single Index Model, Capital Market Theory, Capital Asset Pricing Model, Multifactor Models of Risk and Return: Arbitrage Pricing Theory, French and Fama Model, Portfolio performance evaluation- Sharpe's and Treynor's portfolio performance evaluation, Portfolio Alpha, Portfolio revision-Active and passive strategies. (12 Hours)

**Unit IV**

**Capital Market Efficiency:** Efficient Market Hypothesis, Forms of Market Efficiency, Measurement of Efficiency of the Financial Markets, Anomalies and Deviation from Efficiency, Behavioral Biases. (8 Hours)

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**Suggested Readings : (Latest Editions)**

1. Chandra. Prasanna, Investment Analysis and Portfolio Management, Tata McGraw Hill, New Delhi.
2. Fischer, D.E, & Jordon,R.J. Security Analysis and Investment Management, Pearson Education.
3. Reilly, F., & Brown, K., Investment Analysis and Portfolio Management. Cengage Learning.
4. Rustagi. R. P., Investment Analysis and Portfolio Management, Sultan Chand & Sons.
5. Bhalla, V.K., Investment Management: Security Analysis and Portfolio Management, S.Chand& Sons.
6. Ranganatham, Madhumathi, R., Investment Analysis and Portfolio Management, Pearson Education.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	2	2	2	1	1				
CO2	3	3	1	3	3				
CO3	3	3	3	3	2				
CO4				3	2		2	1	2

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**Financial Econometrics**

**Course Code: MS 227**

**L – 3, Credits – 3**

**Objective:** This course takes an intuitive approach to apply the techniques of econometrics for problem solving. The course aims at providing a hands-on practical approach for econometric tests, methods of estimation, and interpretation of the results to solve the business problems.

**Course Outcomes:**

CO1: Understand the nature and behaviour of time series data

CO2: Apply financial econometrics techniques on the real-life financial data.

CO3: Forecast the financial data; derive a relationship between two or more series for useful implications.

CO4: Validate financial theories and methods with the help of empirical data.

**Course Content**

**Unit I**

**Financial Econometrics:** Meaning, Nature, scope and methodology of Financial Econometrics, Types of Data, Returns in financial modelling, process of formulation of econometric model. Simple Linear Regression Model: Assumptions, Procedures and properties of OLS estimator, Co-efficient of determination, Tests of significance, Maximum Likelihood Method; Multiple Linear Regression Analysis: Method of least squares, Properties of OLS estimator, Test of significance of regression coefficient,  $R^2$  and adjusted  $R^2$ .  
(12 Hours)

**Unit II**

**Issues with Classical Regression Model:** Multicollinearity, Autocorrelation and Heteroskedasticity; Functional forms; Dummy variables-Nature and uses. Stationary Time Series Models: Stochastic process, Stationary, Modeling AR, MA, ARMA processes, Deterministic and stochastic trends, unit roots, testing unit roots – Dickey & Fuller, Phillips and Perron tests.  
(10 Hours)

**Unit III**

**Modelling Volatility:** Conditional Heteroscedastic Models: ARCH Models, GARCH Models, Estimation of GARCH Models, Forecasting with GARCH Model, Asymmetric GARCH Models, The GARCH-in-Mean Model, Volatility and Correlation: The VEC Model, The Diagonal VEC Model, The BEKK Model, The Constant Correlation Model, the Dynamic Correlation Model. Vector Autoregressive Models: Issues in VAR, Hypothesis Testing in VAR.  
(10 Hours)

**Unit IV**

**Advanced Topics in Regression Analysis Selected Topics:** Dynamic Econometric Models: distributed lag models; autoregressive models; instrumental variable estimation; simultaneous equation models. Panel Data Models, Methods of estimation; fixed effects model; random effects model.  
(10 Hours)

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**Suggested Readings: (Latest Editions)**

1. Dougherty, C. Introduction to Econometrics. Oxford University.
2. Gujrati, D. N. Basic Econometrics. Mc GrawHill Education.
3. Studenmund. Using Econometrics; A Practical Guide. Pearson Education.
4. Wooldridge, J. Introductory Econometrics - A Modern Approach. Cengage Learning Pvt. Ltd.
5. Hatekar, N.R. Principles of Econometrics, Sage.
6. Kacapyr, E. A Guide to Basic Econometric Techniques, Routledge.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1			3	3	2	3	3	3	2
CO2	3	3	3	3	3	3	3		
CO3	3	3	3	3	3	3			
CO4	3	3	3	3	3		3		

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**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTERS IN BUSINESS ADMINISTRATION (MBA)**

**Management of Training, Learning and Development**

**Course Code: MS 229**

**L – 3, Credits - 3**

**Objective:** The course gives an overview about the need and benefits of continuous learning through training & development of employees in an organization

**Course Outcomes :**

CO1: Understand the key concepts of learning and training and implement it for strategic development of workforce

CO2: Learn to conduct effective needs assessment and develop an appropriate training strategy for an organization

CO3: Design the training programmes to address the needs identified and execute the training by adopting suitable method, technique and training aids.

CO4: Evaluate the training program; verify its validity and achieve overall control for improving the training function of an organization on a continuous basis.

**Course Content**

**Unit I**

**The context for Training and Development:** Introduction to employee training and development, key components of learning, the forces influencing working, learning and training, learning practices, Strategic training – introduction and concept, strategic training and development process, models of organizing the training department. (11 hours)

**Unit II**

**Training and Learning:** Need assessment- concept, importance and methods, competency models. Learning theories- the learning process, designing effective training programs, outcomes of evaluating a training program, evaluation process. (11 hours)

**Unit III**

**Training and Development Methods:** Traditional training methods, group building methods, choosing a training method, technology-based training methods, E-learning. Employee development and career management, approaches to employee development (11 hours)

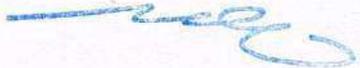
**Unit IV**

**Future of training and development:** use of new technologies for training delivery and instruction, learning and performance support. Outsourcing training. (9 hours)

**Suggested Readings: (Latest Editions)**

1. Noe, R. A & Kodwani, A.D. Employee Training & Development. McGraw Hill.
2. Blanchard, P.N., Thacker, J.W. Effective training systems, strategies and practices. Pearson.
3. Beebe, S. A., Mottet, T. P. & Roach, K. D. Training & Development: Communicating for Success. Pearson.
4. Bhattacharyya, D. K. Training and Development: Theory and Application. Sage.
5. Rao, P.L. Enriching Human Capital through Training & development. Excel Books.
6. Rishipal. Training and development methods. S. Chand publication.

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	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
CO 1	3	3	3	3	2	2	1	2	3
CO 2	3	3	3	3	3	3	1	3	3
CO 3	3	2	3	3	3	3	1	3	3
CO 4	3	2	3	3	3	2	1	1	3

CO-PO MAPPING

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**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTERS IN BUSINESS ADMINISTRATION (MBA)**

**Managing Industrial Relations**

**Course Code: MS 231**

**L – 3, Credits - 3**

**Objective:** The objective of this course is to equip students with the knowledge of industrial relations scenario in India and labor codes for effective management of workforce in organizations.

**Course Outcomes:**

CO1: Examine the role of various stakeholders of industry in maintaining peace at macro and micro level in the local as well as global industry.

CO2: Understand the concepts and principles of managing industrial relations at the organization level through worker participation, grievance management, discipline management and collective bargaining.

CO3: Understand the legal processes and procedures of handling employee relations and industrial relations for better personal, professional and social life of employees.

CO 4: Application of knowledge gained about national and international industrial relations in current scenario in problem solving, strategy formation and innovative solutions to problems at organization and industry level.

**Course Content**

**Unit I**

**Introduction to Industrial Relations :** Concept Nature, Scope, Approaches and Evolution of Industrial Relations in India, Role of Government, Unions and Management Associations in Industrial Relations, International Labour Organization: Objectives and Major Role.

**(10 Hours)**

**Unit II**

**Interactions and Outcomes in Industrial Relations:** Employee Involvement and Participation: Concept, Objectives and Forms, Discipline and Grievance Management: Forms and Handling of Misconduct, Collective Bargaining: Importance, process of negotiations and recent trends in Collective Bargaining.

**(8 Hours)**

**Unit III**

**Legal Framework of Industrial Relations:** Labor Codes: The Code on Wages, Industrial Relations Code, Social Security Code and the Occupational Safety, Health and Working Conditions Code, Prevention of Sexual Harassment at Workplace: Meaning and definition, Provisions, International Norms, National Norms, Labor Laws in IT Industry (Karnataka Shop and Establishment Act).

**(18 hours)**

**Unit IV**

**Emerging Scenario of Industrial Relations:** Latest developments as reported by Ministry of Labor and Employment, Annual Reports of Ministry of Labor.

**(6 Hours)**

**Suggested Readings : (Latest Editions)**

1. Taxmann., Taxmann's New Labour and Industrial Laws.
2. Saha, Satish, K. & Agarwal, Anju. Industrial Relations and Labour Laws, SBPD Publications

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3. Goparaju, Srikanth (Latest Edition). Industrial Relations in Modern India. Independent Publication
4. Lakhawat, Pradhyuman Singh. & Singh, Poonam.. Contemporary Issues of Industrial Relations: An Indian Perspective (Management). Central West Publishing
5. <https://labour.gov.in/>, Ministry of Labor and Employment Website
6. Srivastava, S.C.. Industrial Relations and Labour Laws, Vikas Publications

**CO-PO MAPPING**

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
CO 1	3	1	1	1	1	1	3	1	2
CO 2	3	1	2	3	3	1	3	3	2
CO 3	3	2	2	3	3	1	3	2	2
CO 4	3	2	2	2	3	1	3	2	2

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**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTERS IN BUSINESS ADMINISTRATION (MBA)**

**Talent Management**

**Course Code: MS 233**

**L - 3, Credits - 3**

**Objective:** The course focuses on the attraction, acquisition, and retention of talent in organizations.

**Course Outcomes:**

CO 1: Understand key concepts of talent management and create a talent management system for organization excellence

CO2: Understand key concepts of competency mapping and design an instrument for competency assessment

CO3: Analyse strategic talent acquisition practices and design & evaluate training methods to foster learning in a global workplace

CO4: Assess employee performance and analyse methods for career and succession planning in a global workplace

**Course Content**

**Unit I**

**Introduction:** Creating a Talent Management System for organization excellence; steps to creating a talent management system; forces impacting talent management. **(8 Hours)**

**Unit II**

**Building block of Talent Management:** Competency mapping- Introduction to the concept of competency, developing a competency model; Competency Assessment- principal approaches to assessing competencies; designing an instrument for competency assessment. **(12 Hours)**

**Unit III**

**Managing Talent using competency (1):** competency based recruitment and selection, competency-based training and development. **(10 Hours)**

**Unit IV**

**Managing Talent using competency (2):** competency-based performance management; competency-based career and succession planning. **(12 Hours)**

**Suggested Readings: (Latest Editions)**

1. Anindya Basu Roy & Sumati Ray. Competency based Human Resource Management. Sage Text
2. Lance A. Berger, Dorothy R. Berger. Talent Management Handbook. Association for Talent Development (ATD) By. Virginia, USA.
3. Seema Sanghi. The Handbook of Competency Mapping. Sage
4. Sasmita Misra. Role of Competency Mapping in Talent Management. Black Eagle Books
5. Sudhir Warier. Competency Management. Notion Press
6. Louis L. Carter and Marshall Goldsmith. Best Practices in Talent Management.

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	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
CO 1	2	1	3	3	2	2	1	2	3
CO 2	2	1	3	2	2	2	1	2	3
CO 3	3	1	3	3	2	2	2	2	3
CO 4	3	1	3	3	2	2	2	2	3

CO-PO MAPPING

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI  
MASTERS IN BUSINESS ADMINISTRATION (MBA)

Compensation and Performance Management

Course Code: MS 235

L - 3, Credits - 3

**Objective:** The objective of this course is to equip students with the knowledge of designing effective compensation and performance management systems in the organizations for converting the organization in a high performing work system.

**Course Outcomes:**

CO1: Understand the various components of pay structure, incentives, benefits to be provided to the employees to keep them motivated and performing.

CO2: Think analytically and creatively design tax efficient pay packages at every level in the organization for employees in national and international scenario.

CO3: Demonstrate an understanding of the performance management process and the ability to select an appropriate measurement approach and plan the performance management process and documentation for an organization.

CO4: Demonstrate the ability to develop creative solutions to the challenges involved in implementing the performance management process and to employ the performance management process for potential appraisal, career development and succession planning.

**Course Content**

**Unit I**

**Basics of Compensation Management:** Compensation Definition and Foundation, Compensation strategies in Public and private sector, Rewards, Incentives, Benefits and Supplementary compensation, Styles of Compensation, Compensation Structure- Indian Practices in Public and Private Sector  
**(10 Hours)**

**Unit II**

**Compensation Techniques :** Knowledge based compensation, Team Compensation, Competency based compensation, Role of wage boards and pay commissions in public sector compensation, Incentive schemes/ Payment-by-results (PBR), Performance linked Compensation, Tax Planning: The implication of employee compensation package on the employer, Tax efficient compensation package, International Compensation: Problems, Objectives, Elements of expatriate's compensation package, Dual compensation and tax issues in case of expatriates.  
**(11 Hours)**

**Unit III**

**Foundations of Performance Management:** Concept and Philosophy underlying Performance Management, Significance, Objectives, and Characteristics of Effective Performance Management, Models of Performance Management Process

**Performance Measurement Planning and Methods:** Defining Performance and Selecting a measurement approach, Developing Job Descriptions, Defining Performance standards, KRAs, and KPIs based on job descriptions, Designing appraisal forms, Methods of Performance Appraisal.  
**(10 Hours)**

**Unit IV**

**Performance Management Implementation:** Implementing Performance Management Process, Performance Monitoring, Performance Management Documentation, Performance

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Review Discussions, Challenges in performance review process and measures to overcome challenges.

**Other Performance and Development Issues:** Coaching and Performance Management, Potential Appraisal, Performance Management in MNC, Managing Contextual Performance, Performance based career planning, career development and succession planning, Technology and Performance Management, Performance Management of the future.

(11 Hours)

**Suggested Readings : (Latest Editions)**

1. Singh, B.D. Compensation and Reward Management. Excel Books
2. Das, P. Compensation Management. Notion Press
3. Berger, L.A.. The Compensation Handbook, Sixth Edition: A State-Of-The-Art Guide to Compensation Strategy and Design. McGraw Hill Europe
4. Martocchio, J.J. Strategic Compensation: A human recourse perspective approach. Pearson
5. Aguinis, H. Performance Management. Pearson
6. Bhattacharya, D.K.. Performance Management Systems and Strategies. Pearson

**CO-PO MAPPING**

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
CO 1	3	2	3	3	3	1	2	2	2
CO 2	3	3	3	3	3	1	2	2	2
CO 3	3	2	3	3	3	1	2	2	2
CO 4	3	3	3	3	3	1	2	2	2

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

Digitalization and E-Governance

Course Code: MS 237

L – 3, Credits – 3

**Objective:** The course is aimed at providing exposure and making the students aware about the role of IT in business enterprises and government enterprises through electronic governance.

**Course Outcomes:**

CO1: Gain a familiarity with the basic concepts, terminology and technology of digitalization and e-governance.

CO2: Develop skills to critically evaluate government web sites and eservices against current "best practice" principles and standards.

CO3: Understand the major federal and state laws and regulations impacting the evolution of egovernance.

CO4: Be able to articulate the policy and social issues facing agencies to implementing e-government initiatives.

CO5: Be able to apply basic business case and government IT management concepts in preparing e-government proposals, plans or strategies.

**Course Content**

**Unit I**

**Introduction to Digitalization:** Digitalization for growth and Innovation. How digitalization leads to disruption and change of competition. Overview of Business Models, Impact of Digitalization on Business Models. How Digitalization is changing Business and Organizations. Understanding IT Infrastructure, Reliable and Secure IT Services. Application of IT in digital governance. (10 Hours)

**Unit II**

**Understanding IT Infrastructure:** Emerging Trends in IT Infrastructure acquisition and Service delivery, Managing a networked Organization, Organizational Issues in Managing and Controlling IT function, Digitalization and Cloud Computing: Scope and Implementation. (11 Hours)

**Unit III**

**E-Governance:** Meaning of E-governance, Understanding the Evolution of e-Governance in the Indian and Global Context, Benefits of e-governance; Developing a strategic perspective on EGovernance, Models of e-governance, E-governance action plan: National e-Governance Plan (NeGP), E-governance Infrastructure: Data Centres, State wide area networks (SWAN), National Service Delivery Gateways (NSDG), and Common Service Centres. (11 Hours)

**Unit IV**

**Life Cycle of an e-Government Project:** Critical Success Factors in implementing eGovernance. Public Private Partnership for e-Governance Project, Managing a e-Governance project, Change Management and Capacity Building for e-Governance, Information Security Management, Technology architecture for e-Governance - Enterprise Applications and Open Source for e-Governance, Regulatory framework for e-Governance (IT Act). (10 Hours)

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**Suggested Readings: (Latest Editions)**

1. Lynda M. Applegate, Robert D. Austin, Deborah L. Soule , Corporate Information Strategy and Management, Mc GrawHill Education.
2. Vinod Kumar T.M., E-governance for Smart Cities, Springer.
3. S. Pankaj, Electronic Governance, APH Publishing.
4. Obi.T., E-governance: A Global Perspective on a new Paradigm, IOS Press.
5. Nanditha Das, E-governance and Social Inclusion: Concepts and Cases, IGI Global Press.
6. Thomas Siebel, Digital Transformation: Survive and Thrive in an Era of Mass Extinction, Rosetta books.

**CO-PO MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>
<b>CO1</b>	3	2	1	1	1		1		1
<b>CO2</b>	2	3	2	1	1	1	1	1	
<b>CO3</b>	2	1	1	2	2	2	1		1
<b>CO4</b>	2	2	1	1	1	1	2	1	1
<b>CO5</b>	1	2	2	1	1	2	1		2

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

Artificial Intelligence & Machine Learning

Course Code: MS 239

L – 3, Credits – 3

**Objective:** The course aims at providing the basic concepts, theories and techniques of artificial intelligence. To introduce basic concepts and applications of machine learning. To learn the application of AI/ML in the different fields of management, finance, engineering, science, medicine etc.

**Course Outcomes:**

- CO1: Understand the basic concepts of machine learning and some typical applications
- CO2: Understanding how to build and validate models and improve them iteratively
- CO3: Understand the core concepts of artificial intelligence and applications
- CO4: Apply knowledge representation with artificial intelligence

**Course Content**

**Unit I**

**Introduction to Artificial Intelligence:** Growth of Artificial Intelligence in Business, Impact of Artificial Intelligence in transforming Organizations and Identifying it's Challenges and Risks in terms of executing Artificial Intelligence Strategy. **(10 Hours)**

**Unit II**

**Understanding the AI Problem:** Computerized reasoning, Characteristics of an AI problem, Problem representation in AI, State space representation, problem reduction, Concept of small talk programming. **(11 hours)**

**Unit III**

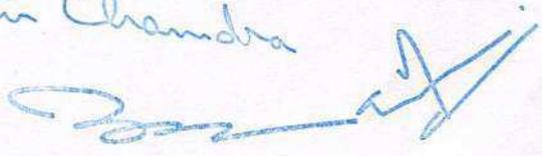
**Introduction to Machine Learning:** Basic Concepts in Machine Learning, Types of Machine learning, Examples of Machine Learning Applications – Linear Models for Regression. **(11 Hours)**

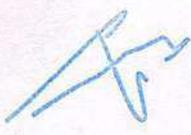
**Unit IV**

**Introduction to Neural Networks:** Early Models, Perception Learning, Back propagation, Initialization, Training & Validation. Future of Artificial Intelligence and Machine Learning. **(10 Hours)**

**Suggested Readings: (Latest Editions)**

1. Patrick Henry Winston, Artificial Intelligence, Addison Wesley Publishing.
2. George F Luger, Artificial Intelligence: Structures and Strategies for Complex Problem Solving, Pearson Education/Addison Wesley Publishing.
3. Christopher Bishop, Pattern Recognition and Machine Learning, Springer.
4. Kevin P. Murphy, Machine Learning: A Probabilistic Perspective, MIT Press.
5. Ethem Alpaydin, Introduction to Machine Learning, MIT Press.
6. Oliver Theobald, Machine Learning for Absolute Beginners.

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	P01	P02	P03	P04	P05	P06	P07	P08	P09
CO1	2	2	1	1	1	1	1	1	2
CO2	1	2	2	2	1	1	2	2	2
CO3	2	2	2	2	1	1	1	1	1
CO4	3	3	2	1	1	1	1	1	1

CO-PO MAPPING

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

Database Management Systems

Course Code: MS 241

L-2, Credits: 2

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

**Course Outcomes :**

- CO1: To understand the different forms of Database, its purpose, advantages and disadvantages and compare different database models.
- CO2: To implement SQL for creation, modify and display data from DBMS
- CO3: Understand the basic concept of ER Models, design issues and key constraints, also Reduction of E-R Schema to Tables.
- CO4: To impart knowledge about Oracle, its structure and PL/SQL commands, cursors, triggers procedure and functions.
- CO5: To impart knowledge about the Structure of Relational Database, Normalization, Functional Dependencies, and their application, and learn database transaction, concurrency control and methods to manage data integrity.

**Course Content**

**Unit I**

**Introduction to DBMS:** Purpose, Advantages and Disadvantages of DBMS, Schemas and Instances, DBMS Architecture , Data Independence, Data abstraction, Data models – Hierarchical, Network, Relational, Object-Oriented and Object Relational. Data dictionary, metadata, RDBMS, Codd's rules. **(06 Hours)**

**Unit II**

**ER-Model:** Basic concepts, Types of attributes, Design Issues, Mapping Constraints, Keys, E-R Diagram :Design of an ER Database Schema, Reduction of E-R Schema to Tables, DDL and DML of SQL: Background, Basic Structure, Set Operations, Aggregate Functions, Null Values, Nested Sub Queries, Derived Relations, Views, Joined Relations, Domain Constraints, Referential Integrity, String Commands, Numeric Function, Date Function, Translate and Decode Function, Modification of Database, Data manipulation. **(08 Hours)**

**Unit III**

**Oracle:** Basic Architecture, Introduction to PL/SQL (Conditional, Logic, Loops, Exceptional Handling, Triggers, Procedures, Functions, Cursor). **(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: ACID Properties, Transaction State, Concurrency: Locks, Deadlock Condition, Two-Phase Locking Protocol. **(06 Hours)**

**Suggested Readings : (Latest Editions)**

1. Silberschatz, A, Korth H and Sudarshan S, Database System Concepts, McGraw- Hill Education.
2. Elmsari R. and Navathe S. , Fundamentals of Database Systems, 6/e, Pearson Education.

*Pravin Chandra*

3. Koch, G. & Loney, K., Oracle, The complete reference. Mc GrawHill Education.
4. Bipin C. Desai, Introduction to Database Management System, Galgotia Publication.
5. Singh, Shio Kumar, Database Systems: Concepts, Design and Applications, 2/e, Pearson Education.
6. Rob. Peter, Data base system concepts, 1/e, Cengage Learning India Pvt. Ltd.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	1	1	2	2	3	3	1	2	2
CO2	1	2	2	2	3	3	2	2	2
CO3	1	2	2	2	3	3	2	2	2
CO4	1	1	2	2	3	3	2	2	2
CO5	1	1	2	2	3	3	2	2	2

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

**Database Management Systems Lab**

**Course Code: MS 243**

**P-2, Credit-1**

Course Contents This course will be based on MS 241 Database Management Systems Course and is part of it.

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

Enterprise Systems

Course Code: MS 245

L – 3, Credits – 3

**Objective:** This course aims at providing overall knowledge regarding the concepts and structure of Enterprise business systems and imparts necessary knowledge for ERP, CRM, SCM implementation in a business enterprise.

**Course Outcomes:**

CO1: To understand the meaning, definition, concept and type of enterprise system along with its architecture and system development.

CO2: To analyze and understand the concept of ERP and its relationship with CRM, SCM and e-commerce.

CO3: To analyze and understand the concept of SCM, e-SCM.

CO4: To interpret and understand concept of CRM. e-CRM, elements, models, applications, trends of CRM.

**Course Content**

**Unit I**

**Enterprise Systems:** Introduction of Enterprise Systems, Scope of Enterprise Systems, Types of Enterprise Systems; Enterprise System Architecture, Enterprise System Development, Enterprise System Implementation Strategies and Challenges, Enterprise System Integration. **(10 Hours)**

**Unit II**

**ERP:** Features of ERP, ERP Components, MIS Integration, ERP drivers, ERP and E-Commerce, ERP Culture, ERP and CRM, ERP and SCM, ERP Selection Issues, Pre and Post Implementation Issues, ERP Vendors, Trends in ERP, Future Scope of ERP. **(10 Hours)**

**Unit III**

**SCM:** An Introduction, Concepts, Issues in Supply Chain Management, Customer Focus and Distribution Management; Concept, Objective and Scope of Logistics Framework, Internet Enabled SCM, Emerging trends in Supply Chain Management. **(12 Hours)**

**Unit IV**

**CRM:** An Introduction, Concepts of Relationship Management, e-CRM as a Strategic Marketing Tool, Elements of e-CRM, CRM Process, Models of e-CRM, CRM Planning and Implementation, CRM Applications, Future scope of CRM. **(10 Hours)**

**Suggested Readings: (Latest Editions)**

1. Luvai Motiwala, Enterprise Systems for Management, Pearson Education.
2. David Olson and Subodh Kesharwani, Enterprise Information Systems: Contemporary Trends and Issues, World Scientific Pub.
3. Alexis Leon, ERP Demystified, McGraw Hill Education.
4. Ed Peelan, Customer Relationship Management, Pearson Education.

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- 5. Sunil Chopra and Peter Meindl, D V Kalra, Supply Chain Management: Strategy, Planning and Operations, Pearson Education.
- 6. Judith M Myerson, Enterprise Systems Integration: Best Practices Series, Auerbach Publications

**CO-PO MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>
<b>CO1</b>	3	2	1	1	2	1		1	2
<b>CO2</b>	2	1	3	2	1	1	1	2	2
<b>CO3</b>	2	1	1	2	2	1	1	1	1
<b>CO4</b>	1	1	1	2	2	2	2	1	1

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

International Business Environment and Strategy

Course Code: MS 247

L – 3, Credits – 3

**Objective:** The course is aimed at providing exposure and making the students aware about the role of IBE in business enterprises and government enterprises

**Course Outcomes:**

CO 1: The influence of international Environment on business, he can understand the various factors required for export business.

CO2: The influence of international Environment on business, he can understand the various factors required for export business.

CO3: To better understand operations in the multilateral system.

**Course Content**

**Unit I**

**International Business :** Definition – Internationalizing business-Advantages –factors causing globalization of business- international business environment – country attractiveness – Political, economic and cultural environment – Protection Vs liberalization of global business environment. (10 hours)

**Unit II**

**Promotion of global business :** the role of GATT/WTO – multilateral trade negotiation and agreements – VIII & IX, round discussions and agreements – Challenges for global business – global trade and investment – theories of international trade and theories of international investment – Need for global competitiveness – Regional trade block – Types – Advantages and disadvantages – RTBs across the globe – brief history. (10 hours)

**Unit III**

**Strategic compulsions:** Standardization Vs Differentiation – Strategic options – Global portfolio management- global entry strategy – different forms of international business – advantages – organizational issues of international business – organizational structures – controlling of international business – approaches to control – performance of global business performance evaluation system. (10 hours)

**Unit IV**

**Global production :** Location –scale of operations- cost of production – Make or Buy decisions – global supply chain issues – Quality considerations- Globalization of markets, marketing strategy – Challenges in product development , pricing, production and channel management- Investment decisions – economic- Political risk – sources of fund- exchange – rate risk and management – strategic orientation – selection of expatriate managers- Training and development – compensation.

Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies – Ethical issues in international business – Ethical decision-making. (12 hours)

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**Suggested Readings : (Latest Editions)**

1. Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata Mc Graw Hill, New Delhi,
2. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi
3. K. Aswathappa, International Business, 5th Edition, Tata Mc Graw Hill, New Delhi
4. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business
5. P Subba Rao, International Business Text and Cases, Himalaya Publishing house
6. Anant Sundaram, The International Business Environment, PHI New Delhi, Estern Economy Edition

**CO-PO MAPPING**

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
<b>CO 1</b>	3	2	2	2	1	2	2	2	1
<b>CO 2</b>	2	2	2	2	1	1	2	2	2
<b>CO 3</b>	3	2	2	2	2	2	2	2	2

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

Export, Import Policies, Procedures and Documentation

Course Code: MS 249

L – 3, Credits – 3

**Objectives:** To formulate organizational plans adhering to government policies and plan out procedures to fulfil the documentation process and get acquainted with the documentation and procedure to import and export business

**Course Outcomes:**

CO1: Understand the basics of Export and Import

CO2: Develop the skills which are required to start the export business from India.

CO3: To learn the export documentation formalities in India

CO4: To understand the custom and quality control formalities and schemes as per foreign trade policy

**Course Content**

**Unit I**

**International Trade :** Need and importance of International Trade – Recent Trends in World Trade – Leading players – India’s Foreign Trade – Commodity composition and Destination – India’s Export and Import position in World merchandise trade and services – Project Exports Deemed Exports - India’s Foreign Trade Policy – India Trade Agreements and tariff benefits. (10 Hours)

**Unit II**

**Starting an Export Organization:** Starting an export firm – Selection of an export product – Market selection –Buyer selection - Registration procedure with Sales Tax, Central Exercise and various Boards and councils – Exim code number – Elements of export contract- Global rules as UCP 600 of ICC, INCOTERMS – Terms of payment and Letter of Credit – Payment settlement of exports and Imports. (16 Hours)

**Unit III**

**Export Documentation :** Types of documents – Primary Documents – Regulatory Documents - Transport, Negotiation and Insurance documents – E- Databases and Documents Export Finance: Sources of Finance - Role of commercial bank, EXIM Bank, ECGC SIDBI and others – Export promotion Schemes – Insurance for Export – Types – export credit insurance – Risk Management – Types of risks – mitigation methods. (08 Hours)

**Unit IV**

**Import Procedure and Documentation:** Global sourcing – Types of global procurement – Tender – Negotiation – Contract and others – Customs regulations and import clearance formalities – Types of import licenses - Export Promotion Capital Goods Scheme (EPCG) license- Duty exemption scheme –Import formalities for EOUs and SEZs –CEZ - Import Risk Management. (08 Hours)

**Suggested Readings: (All Latest Editions)**

1. Aseem Kumar. Export and Import Management, Excel Books Publications, New Delhi
2. David Stewart. International Supply Chain Management”, Cengage publications,

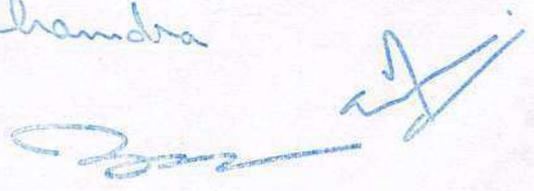
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- 3. Ram Singh. Export Management, Indian Institute of Foreign Trade, New Delhi
- 4. P.K.Khurana, Export Management, Galgotia Publication, New Delhi
- 5. Jeevanandam C. Foreign Exchange: Practices Concepts and control" Sultan Chand Publications
- 6. Paul Justin & Rajiv Aserkar, Export/Import Management. Oxford Higher Education

**CO-PO Mapping:**

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
CO 1	3	2	2	2	1	2	2	2	1
CO 2	2	2	2	2	1	1	2	2	2
CO 3	3	2	2	2	2	2	2	2	2
CO 4	3	2	2	2	2	2	2	2	2

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

**International Financial Management**

**Course Code: MS 251**

**L – 3, Credits – 3**

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

**Course Outcomes:**

- CO1: Understand different exchange rate regimes, and systems across the globe
- CO2: Analyze, apply and evaluate information within the global financial environment of foreign exchange to solve problems and make informed decisions
- CO3: Recognize and calculate forward exchange rates given spot rates, identify market conventions on exchange rate quotation
- CO4: Develop a sound understanding of the foreign exchange market and foreign exchange risk exposure
- CO5: Analyze both quantitative and qualitative financial information to influence foreign investment decisions

**Course Content**

**Unit I**

**Global Financial Environment:** Overview, International Monetary System: Exchange Rate Regimes, IMF, Euro Currency Market, EURO Market, Capital Market. Balance of Payments: Understanding, 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, Exchange Rate of Rupee. **(12 Hours)**

**Unit III**

**Foreign Exchange Risk Exposure:** Types of Risk, The Risk Management Process: Hedging, Swaps, Futures, Options, Role of Regulatory Bodies. **(10 Hours)**

**Unit IV**

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

**Suggested Reading: (Latest Editions)**

1. Eun, Cheol; and Resnick, Bruce, G. International Financial Management. McGraw Hill Education Private Limited.
2. Apte, P. International Financial Management. McGraw Hill Education Private Limited.
3. Levi, Maurice D, International Finance. Routledge.

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- 4. Shapiro, Alan C, Multinational Financial Management. Wiley Publishers.
- 5. Sharan, V, International Financial Management. Prentice Hall India.
- 6. Siddaiah, T, International Financial Management: An Analytical Framework. Pearson.

**CO-PO Mapping**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	1		1	2	1			1
CO2	3	2	1	3	2				1
CO3	2	3	1	2	2	1	1		
CO4	3	3	2	1	1		1		2
CO5	3	3	3	3	3	1	1	2	3

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**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTERS IN BUSINESS ADMINISTRATION (MBA)**

**International Business Negotiation**

**Course Code: MS 253**

**L – 3, Credits-3**

**Objective:** The course guides through the negotiation process, on getting started, the sequence of actions, expectations while negotiating.

**Course Outcomes:**

CO1: Understand global business negotiation and its environmental setting

CO 2: Understand role of culture in global business negotiation and avoid any confusion and misinterpretation

CO3: Analyse his/ her style of negotiation as well as learn how to adjust this style according to the counterpart's style

CO4: Explore different tools for a successful negotiation deal, including communication styles and technology-based tools; and learn the applicability of each tool.

**Course Content**

**Unit I**

**Introduction:** Overview of Global Business Negotiations, Negotiation architecture, instability & change. Negotiation Environment Setting: Negotiation infrastructure; Assessing current status; assessing BATNA. **(11 hours)**

**Unit II**

**Role of Culture in Cross-Border Negotiations:** Effect of culture on negotiation- weak/strong points of American, Japanese and Chinese negotiators. Role of corporate culture in negotiations- Gender. Understanding different negotiating styles: Selecting Your Negotiating Style. **(11 hours)**

**Unit III**

**Process of Negotiation :** Pre-negotiations Planning- building momentum, priority and outcome mapping. Initiating Global Business Negotiations; Making the First Move; Closing Business Negotiations. When agreements don't survive- outside support, mediation. **(10 hours)**

**Unit IV**

**Tools for Negotiation:** Communication Skills for Effective Negotiations- practical verbal signs, deadlock & breaking deadlock, language choice, visual communication. Demystifying the Secrets of Power Negotiations; Internet and Contemporary Negotiations. **(10 hours)**

**Suggested Readings: (Latest Editions)**

- 1 Subhash Jain & Claude Cellich. Global Business Negotiations: A Practical Guide. South-Western Educational Publishing
2. Pervez.N.Ghauri & JeanClaude Usunier. International Business Negotiations. ,Pergamon
3. Claude Cellich & Subhash C. Jain. Creative solutions to Global Business Negotiations. Business Expert Press
4. Rudd & Lawson. Communicating in global Business Negotiations: A geocentric approach. Sage
5. Barry Maude. International Business Negotiation: principles and practice.
6. Baber & Fletcher-Chen. Practical Business *Negotiation*. Routledge

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	P01	P02	P03	P04	P05	P06	P07	P08	P09
CO1	3	2	3	2	2	1	2	2	3
CO2	3	2	2	2	1	2	3	3	3
CO3	3	3	3	3	1	3	2	3	3
CO4	3	2	3	3	3	2	3	3	3

CO-PO MAPPING

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

**Enterprise Systems**

**Course Code: MS 255**

**L – 3, Credits – 3**

**Objective:** This course aims at providing overall knowledge regarding the concepts and structure of Enterprise business systems and imparts necessary knowledge for ERP, CRM, SCM implementation in a business enterprise.

**Course Outcomes**

CO1: To understand the meaning, definition, concept and type of enterprise system along with its architecture and system development.

CO2: To analyze and understand the concept of ERP and its relationship with CRM, SCM and e-commerce.

CO3: To analyze and understand the concept of SCM, e-SCM.

CO4: To interpret and understand concept of CRM. e-CRM, elements, models, applications, trends of CRM.

**Course Content**

**Unit I**

**Enterprise Systems:** Introduction of Enterprise Systems, Scope of Enterprise Systems, Types of Enterprise Systems; Enterprise System Architecture, Enterprise System Development, Enterprise System Implementation Strategies and Challenges, Enterprise System Integration. **(10 Hours)**

**Unit II**

**ERP:** Features of ERP, ERP Components, MIS Integration, ERP drivers, ERP and E-Commerce, ERP Culture, ERP and CRM, ERP and SCM, ERP Selection Issues, Pre and Post Implementation Issues, ERP Vendors, Trends in ERP, Future Scope of ERP. **(10 Hours)**

**Unit III**

**SCM:** An Introduction, Concepts, Issues in Supply Chain Management, Customer Focus and Distribution Management; Concept, Objective and Scope of Logistics Framework, Internet Enabled SCM, Emerging trends in Supply Chain Management **(12 Hours)**

**Unit IV**

**CRM:** An Introduction, Concepts of Relationship Management, e-CRM as a Strategic Marketing Tool, Elements of e-CRM, CRM Process, Models of e-CRM, CRM Planning and Implementation, CRM Applications, Future scope of CRM. **(10 Hours)**

**Suggested Readings: (Latest Editions)**

1. Luvai Motiwala, Enterprise Systems for Management, Pearson Education.
2. David Olson and Subodh Kesharwani, Enterprise Information Systems: Contemporary Trends and Issues, World Scientific Pub.
3. Alexis Leon, ERP Demystified, McGraw Hill Education.
4. Ed Peelan, Customer Relationship Management, Pearson Education.
5. Sunil Chopra and Peter Meindl, D V Kalra, Supply Chain Management: Strategy, Planning and Operations, Pearson Education.

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6. Judith M Myerson, Enterprise Systems Integration: Best Practices Series, Auerbach Publications

**CO-PO MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>
<b>CO1</b>	3	2	1	1	2	1		1	2
<b>CO2</b>	2	1	3	2	1	1	1	2	2
<b>CO3</b>	2	1	1	2	2	1	1	1	1
<b>CO4</b>	1	1	1	2	2	2	2	1	1

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GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI  
MASTERS IN BUSINESS ADMINISTRATION (MBA)

Operations Strategy

Course Code: MS 257

L – 3, Credits - 3

**Objective:** The objective of this course is to familiarize the students with tools, techniques and models of operations strategy formulation and equip them with the knowledge and capacity to make decisions in the areas of operations and strategy

**Course Outcomes:**

CO1: Demonstrate the understanding of the strategic significance of operations and appreciate various decision areas

CO2: Analyze various performance objectives and their relative significance in gaining competitive advantage

CO3: Appreciate the factors influencing capacity decisions and evaluate supply chain networks.

CO4: Develop an understanding of various approaches, frameworks and models of strategy formulation and demonstrate the ability to apply them.

**Course Content**

**Unit I**

**Operations Strategy:** Definition of Operations Strategy; Significance of Operations Strategy; Four Perspectives on Operations Strategy; An Over View of Content of Operations Strategy: Performance Objectives and Decision Areas; Operations Strategy Matrix

(8 Hours)

**Unit II**

**Operations Performance:** Five Generic Performance Objectives- Quality, Speed, Dependability, Flexibility, Cost; Order-Winning and Qualifying Competitive Factors; Relative Importance of Performance Objectives; Influence of Product/Service Life Cycle and Changes in Resource Base on Operations Strategy.

(10 Hours)

**Unit III**

**Capacity Strategy:** Three Levels of Capacity Decision; Factors Influencing Capacity Decisions, Capacity Change and Timing of Capacity Change; Supply Network Strategy: Supply-Network Perspective, Value Net, Inter-Operations Relationships in Supply Networks, Decision Logic of Outsourcing, Advantages and Disadvantages of Outsourcing; Partnership Supply and Elements of Partnership Supply Relationships .

(12 Hours)

**Unit IV**

**Process of Operations Strategy:** Sustainable Alignment and Operations Strategy 'Fit', Static and Dynamic Approaches to Sustainability, Basic Aspects of Operations Strategy Formulation, Operations Strategy Formulation Models: The Hill Framework and The Platts-Gregory Procedure, Barriers to Strategy Formulation, New Approaches to Operations Management, Socially Responsible Operations Strategy.

(12 Hours)

**Suggested Readings : (Latest Editions)**

- 1. Slack, N., & Lewis, M. Operations Strategy.

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2. Hayes, Robert H., Gary P. Pisano, David M. Upton, and Steven C. Wheelwright. Operations, Strategy, and Technology: Pursuing the Competitive Edge. Wiley, ISBN: 9780471655794.
3. Hill, Terry. Manufacturing Strategy: Texts and Cases. Palgrave Macmillan. ISBN: 9780333762226.
4. Van Mieghem, Jan A. Operations Strategy: Principles and Practice. Dynamic Ideas. ISBN: 9780975914663.
5. Walters, D. Operations Strategy. Palgrave Macmillan.
6. Chandrasekaran, N. & Chandiran, P. Operations Strategy, Cengage Learning India.

### CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	2	1	1	2	1		1	2
CO2	3	2	3	2	1	1	1	2	2
CO3	2	3	2	2	2	1	1	1	1
CO4	1	3	2	2	2	2	2	1	1

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GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI  
MASTERS IN BUSINESS ADMINISTRATION (MBA)

Logistics and Supply Chain Management

Course Code: MS 259

L – 3, Credits – 3

**Objective:** The objective of the course is to enable students develop conceptual and analytical understanding of the constituents of supply chain and logistics and use information technology for efficient integration and performance.

Course Outcomes:

CO1: Demonstrate conceptual understanding of supply chain and logistics and factors influencing supply chain and logistics operations

CO2: Ability to use various tools and techniques for taking decisions related to supply chain and logistics.

CO3: Develop an integrated view and understanding of various components of purchase and material management and the processes involved in efficient materials management

CO4: Apply the knowledge of information technology for designing and implementing logistics systems.

Course Content

Unit I

**Perspective of Supply Chain Logistics Management:** Logistics concept, role and scope; Logistics Environment- Integrating Logistics of Supply, Logistics of Production and Logistics of Distribution. Internal and external factors for logistics strategy. (8 Hours)

Unit II

**Operational Resources of logistics:** Personnel, Warehouse, Means of Transport, Warehouse Transport Aids, Organizational aids, Material stocks and Storage, Spare; Effective supply chain management, Customer Networking and manufacturing, Risk Pooling, Postponement, Cross Docking in Supply Chain, CPFR, IT-enabled supply chains, Value of Information, Coordination in SCM. (12 Hours)

Unit III

**Logistics Activity Mix:** JIT and Logistics, Synchronized manufacturing, Purchasing and Materials Management, Distributional logistical systems and facilities-single stage or multistage, warehouse(s), their number, location and allocation, Automated Warehousing, Materials Handling and Packaging. (10 Hours)

Unit IV

**Supply Chain Logistics Mix Management:** Logistical Connectivity: Transportation modes, rate structure, legal aspects; maintenance, spares and repairs, test and support equipment, Routing of freight flows. Management and Organization of the Logistics Systems; Organization, Information and Cost Control; Logistical Information Systems, Computer Aided Logistics Management. (12 Hours)

Suggested Readings : (Latest editions)

Branin Chandra

1. Grant, D. B et. al . Sustainable Logistics and Supply Chain Management: Principles and Practices of Sustainable Operations and Management. Kogan Page Ltd
2. Rushton, A et. Al . The handbook of logistics and distribution management: understanding the supply chain. Kogan Page Limited
3. Christopher, M Logistics & supply chain management Pearson Education, New York.
4. David, E. M and Sydow, J A Supply Chain Logistics Program for Warehouse Management. CRC Press, Taylor & Francis Group, LLC
5. Pagano, A.M., & Liotine, M. Technology in Supply Chain Management and Logistics. Elsevier
6. Mangen, J et al. Global Logistics and Supply Chain Management. Wiley

**CO-PO MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>
<b>CO1</b>	3	2	1	1	2	1		1	2
<b>CO2</b>	3	2	3	2	1	1	1	2	2
<b>CO3</b>	2	3	2	2	2	1	1	1	1
<b>CO4</b>	1	3	2	2	2	2	2	1	1

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**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTERS IN BUSINESS ADMINISTRATION (MBA)**

**Predictive Analytics and Big Data**

**Course Code: MS 261**

**L – 3, Credits - 3**

**Objective:** The objective of this course is to introduce students to the capabilities and applications of predictive analysis and big data analytics.

**Course Outcomes**

CO1: Develop an understanding of preparing data for applying predictive analysis

CO2: Learn predictive data analysis and big data analysis techniques

CO3: Understand how to treat data for errors so as to analyse management problems correctly and create effective solutions

CO4: Be able to apply predictive analysis tools to solve organizational problems using a systematic and analytical decision-making approach

**Course Content**

**Unit I**

**Data Processing for Predictive Analysis:** Data Transformation, Min-Max Normalization, Z-Score Standardization, Transformations to Achieve Normality, Graphical and Numerical Methods for identifying outliers. **(6 Hours)**

**Unit II**

**Predictive Analytics:** Multiple Regression and Model Building, Logistic Regression, Neural Networks, Naïve Bayes and Bayesian Networks, Model Evaluation Techniques. **(16 Hours)**

**Unit III**

**Introduction to Big Data & Analytics:** What is Big Data? Characteristics and Evolution of Big Data, Traditional Business Intelligence (BI) Versus Big Data, Terminologies used in Big Data Environments, Analytics Flow for Big Data, Big Data Stack. **(6 hours)**

**Unit IV**

**Big Data Analytics:** Working with big data analytics tools: NoSQL, Hadoop, MapReduce, MongoDB and Cassandra, Hands-on practical learning on these tools. **(14 Hours)**

**Suggested Readings : (Latest Editions)**

1. Evans, J.R. (Latest Edition). Business Analytics. Pearson
2. Larose, D.T. & Wali, O.P. (Latest Edition). Data Mining and Predictive Analytics (An Indian Adaptation), Wiley
3. Prince, J.T. & Bose, A. (Latest Edition). Predictive Analytics for Business Strategy - Reasoning from Data to Actionable Knowledge, McGraw Hill
4. Acharya, S. & Chellappan (Latest Edition). Big Data and Analytics, Wiley, India.
5. Bahga, A. & Madiseti, V. (Latest Edition). Big Data Science and Analytics: A Hands-On Approach
6. Marr, B. (Latest Edition). Big Data in Practice: How 45 Successful Companies used Big Data Analytics to Deliver Extraordinary Results, Wiley

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	P01	P02	P03	P04	P05	P06	P07	P08	P09
CO1	3	2	1	2	3	3	2	3	3
CO2	3	3	1	2	3	3	2	3	3
CO3	3	3	1	1	3	3	2	3	3
CO4	3	3	1	2	3	3	2	3	3

CO-PO MAPPING

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**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTERS IN BUSINESS ADMINISTRATION (MBA)**

**MOOC/Open Elective**

**Course Code: MS 263**

**Credits - 3**

To remove rigid boundaries and facilitate new possibilities for learners in education system, study webs of active learning for young aspiring minds is India's Nation Massive Open Online Course (MOOC) platform. Massive Open Online Courses (MOOCs) are online courses which are designed to achieve the three cardinal principles of India's education policy: Access, Equity and Quality. MOOCs provide an affordable and flexible way to learn new skills, career development, changing careers, supplemental learning, lifelong learning, corporate eLearning & and deliver quality educational experiences at scale and more.

A student is required to earn 3 credits by completing quality –assured MOOC programme offered on the SWAYAM portal or any other online educational platform approved by the UGC / regulatory body from time to time at PG level. Successful Completion Certificate should be submitted to respective institute for earning the course credit.

Alternatively, student can pursue any course offered in the campus by any USS/College at PG level with due intimation to the Program Coordinator/Dean /Director of the School/College.

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**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTERS IN BUSINESS ADMINISTRATION (MBA)**

**Business Analytics Lab**

**Course Code: MS 265**

**P-2, Credits - 1**

**Objective:** The course is aimed at enabling the students with hands-on exposure to the analytical tools and software to support the management in decision making.

**Course Outcomes:**

CO1: Apply data visualization and validation techniques for effective data presentation and management

CO2: Apply data analysis tools to solve management problems with data perspectives

CO3: Apply predictive analysis tools to solve organizational problems using a systematic and analytical decision-making approach

**CO-PO Mapping**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	2	2	3	3	1		2
CO2	2	3	3	3	3	3	1	1	2
CO3	2	3	2	3	3	3	1		3

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MBA

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# SEMESTER IV

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

Project Dissertation

Course Code: MS 202

Credits: 6

Course Outcomes:

- CO1: Identify and articulate a clear research question or research problem.
- CO2: Perform a thorough literature review & formulate a hypothesis.
- CO3: Distinguish between different research methodologies and know when to use them.
- CO4: Collect pertinent data, analyse it and communicate clearly and effectively the findings and conclusions.
- CO5: Give recommendations based on research findings in the interest of benefitting industry and society.

Every student shall undertake a project under the supervision of an internal supervisor. The dissertation along with a soft copy will be submitted by the students in their respective institutions in the fourth semester. The filled questionnaires, if applicable, be also submitted in the respective Institutions along with the report. The suggested format of the report is given below:

- Executive Summary
- Introduction- Problem Purpose Statement
- Objectives of the Research Undertaken
- Literature Review
- Hypothesis, if any
- Research Methodology
- Data Analysis
- Findings and Conclusions
- Recommendations
- References/ 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 internal project guide. The total marks will be 100 out of which 60 marks will be given by the external examiner and 40 marks to be given by the internal Project Guide. 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 a Viva-Voce and the report by an examiner to be appointed by the University.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	3	2	3	2	2	3	3
CO2	3	3	2	1	2	2	2	3	3
CO3	3	3	3	3	3	2	2	3	3
CO4	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	2	3	3	3

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

Corporate Social Responsibility, Human Values and Ethics

Course Code: MS 204

L - 3, Credits: 3

**Objective:** The course is aimed at building a perspective necessary for the application of human values and norms in evaluating business decisions taken by a firm. The course will primarily look at recent developments in business in the context of corporate social responsibility paradigm.

**Course Outcomes:**

- CO1: Learn the significance of value system and ethical conduct in business
- CO2: Examine the association between corporate strategy, Corporate Social Responsibility (CSR) and its influence on stakeholder engagement
- CO3: Compare and contrast the multiple international frameworks of CSR and Sustainability.
- CO4: Understand the issues that organizational leaders face as they develop their CSR and corporate governance programs
- CO5: Analyze the impact of CSR implementation on corporate culture, in the realm of sustainable development, innovation, and solutions to business, social and environmental problems.

**Course Content**

**Unit I**

**Introduction:** Values, Concepts, Types and Formation of Values, Business Ethics: Ethical theories; Ethical Decision Making; Corporate Social responsibility (CSR): A Historical Perspective and emerging theories of CSR; CSR and regulatory issues: Companies Law 2013, Business Responsibility Report (SEBI), NVG Guidelines (Ministry of Corporate Affair)  
**(10 hours)**

**Unit II**

**Ethical Dilemma, Implications of failed corporate responsibilities:** Worker rights and health, , Human rights, Stockholders Right and Corporate Governance; Unethical Issues in Sales, Marketing, Advertising and Supply Chain; Intellectual Property Rights, Corruption in Business and Administration, Technology and Privacy in the workplace: Big Data and analytics, Ethical and Regulatory Framework.  
**(12 hours)**

**Unit III**

**International Frameworks of CSR and Sustainability:** Global Compact, Caux Round Table, OECD Guidelines for Multinational Enterprises, GRI, SA8000 Standard, BS/ISO Guideline on CSR Management (ISO-26000), Social Audit, ILO tri-partite declaration of principles on multinational enterprises and social policy.  
**(10 hours)**

**Unit IV**

**Sustainable Development:** Challenges of Sustainable Development, CSR as a Strategic Business tool for Sustainable development; Kyoto Protocol and Clean Development Mechanism (CDM), Managing Environmental Quality, Green IT initiatives, Voluntarism, Judicial activism, Environmental, Social, and Governance (ESG) analysis and other emerging trends in Corporate Social Responsibility.  
**(10 hours)**

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**Suggested Readings: (Latest Editions)**

1. Lawrence, A. T., and Weber, J., Business and society: Stakeholders, Ethics, Public Policy. McGraw-Hill Education.
2. Blowfield, M., & Murray, A., Corporate Responsibility. Oxford University Press
3. Vertigans, S., & Idowu, S. O., Global Challenges to CSR and Sustainable Development. Springer International Publishing.
4. Mitra, N., & Schmidpeter, R., Corporate Social Responsibility in Rising Economies. Springer International Publishing.
5. Hartman, L. P. and DesJardins J. & MacDonald C., Business Ethics: Decision-Making For Personal Integrity And Social Responsibility, Mc Graw Hill Education.
6. Manuel G. Velasquez , Business Ethics Concepts and Cases, Pearson Education

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
C01	3			2			3		1
C02		3					2	2	1
C03			2	2			2		3
C04				3	2		2	1	1
C05		2			2	1	2		2

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

Advertising & Brand Management

Course Code: MS 206

L-3, Credits: 3

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

**Course Outcomes:**

CO1: Understand the nature and scope of advertising management as a part of Integrated marketing communication.

CO2: Evaluate different media and media selection for its effectiveness.

CO3: Interpret importance of strategic brand management process with help of different model.

CO4: Analyse managing global brands in different sectors.

**Course Content**

**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. Digital Advertising. (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)

**Suggested Readings: (Latest Editions)**

- 1. Wells W., Burnet J. and Moriarty S. Advertising: Principles & Practice, Pearson Education

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2. Keller K. L, Strategic Brand Management, Pearson Education Reference O'Guinn, T. and Allen, Advertising Management with Integrated Brand Promotion, 1st Edition, Cengage Learning, New Delhi.
3. Shah, Kruti and D'Souza, Alan, Advertising and Promotions" An IMC Perspective, 1st Edition, Tata McGraw Hill , New Delhi
4. Aaker, David, Managing Brand Equity, Prentice Hall of India.
5. Belch, G. E. & Belch, M. A. Advertising and Promotion, Tata McGraw Hill
6. Sharma, Sangeet., and Singh, Raghuvir. Advertising: Planning and Implementation, Prentice Hall of India.

#### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
CO 1	3	2	2	2	1	2	2	1	2
CO 2	2	2	1	2	2	2	2	2	2
CO 3	3	2	2	2	2	2	2	2	1
CO 4	2	2	2	2	1	2	2	2	1

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

Digital & Social Media Marketing

Course Code: MS 208

L-3, Credits: 3

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

**Course Outcomes:**

- CO1: Understand the concepts, techniques and evolving strategies of internet marketing.
- CO2: Assess opportunities of internet medium to support the organization's marketing activities.
- CO3: Understanding consumer behaviour on digital media
- CO4: Understanding and Implementing Social Media Marketing Strategies.

**Course Content**

**Unit I**

**Introduction to Digital Marketing:** Meaning, origin, scope and importance of digital marketing, Application of Digital marketing, Internet versus traditional marketing communication: the internet microenvironment; Business to Consumer and Business to Business Internet Marketing; E-Marketing Research; Digital marketing strategy. (10 hours)

**Unit II**

**Online buyer behaviour and Models:** The Marketing Mix in an online context; Managing the Online Customer Experience: Planning website design, Understanding site user requirement, site design and structure, developing and testing content, e-Service quality. (8 hours)

**Unit III**

**Characteristics of Interactive Marketing Communications:** Integrated Internet Marketing Communications (IIMC); Objectives and Measurement of Interactive marketing communication; Online Promotion Techniques: Display Advertising, Search Engine Marketing & SEO, Online PR. Interactive Advertising, Online Partnerships, Viral Marketing, Opt-in-e-mail, Offline Communications; e-CRM (12 hours)

**Unit IV**

**Social Media Marketing:** Meaning, Scope and Importance; SMM Plan - Goals and Strategies, Rules of Engagement & Ethical Issues, Publishing Blogs and Webinars, Sharing Videos/ Images, Social Networks, Microblogging; Mobile and Location based Marketing; Social Media Monitoring, Social Media KPIs; Web Analytics. (12 hours)

**Suggested Readings: (Latest Editions)**

1. Chaffey, D., Ellis-Chadwick, F., Mayer, R., & Johnston, K., Internet Marketing: Strategy, Implementation and Practice. Pearson Education. New Delhi.
2. Hanlon, A., Digital Marketing – Strategic Planning & Integration, Sage Publishing.
3. Gupta, S., Digital Marketing, McGraw Hill Education.
4. Gay, R., Charlesworth, A., & Esen, R. Online Marketing: A Customer-led Approach. Oxford University Press., New Delhi

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- 5. Solomon, M.R., Tuten, T., Social Media Marketing, Pearson Education.
- 6. Hanson, W. and Kalyanam, e-Commerce and Web Marketing, Cengage Learning, New Delhi.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
<b>CO1</b>	3	2	3	2	3	3	2	2	3
<b>CO2</b>	3	3	2	3	2	3	2	3	2
<b>CO3</b>	3	3	3	3	3	3	1	2	3
<b>CO4</b>	3	3	3	3	3	3	2	2	2

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

**Marketing Analytics**

**Course Code: MS 210**

**L-3, Credits: 3**

**Objective:** This course will provide the students, a solid foundation in marketing analytics so that students can handle a variety of marketing data, build advanced analytical models, and deliver effective visualisation products and reports.

**Course Outcomes:**

CO1: Understanding the basic concept of data management and data mining techniques in marketing management

CO2: Understand the importance of marketing analytics for planning and systematic allocation of marketing resources

CO3: Learn how to create a predictive marketing dashboard for an organisation using marketing analytics.

CO4: Analyze data and draw conclusions from it to solve strategic marketing problems

**Course Content**

**Unit I**

**Introduction:** Marketing Analytics – meaning and scope, Data for Marketing Analytics, Exploratory analysis. Descriptive analysis. Predictive analysis, prescriptive analysis. Use of Excel for summarising marketing data. **(10 Hours)**

**Unit II**

**Segmentation, Positioning & Marketing Mix:** Customer analytics, benefits from customer analytics, Segmentation analytics, cluster analysis. Perceptual mapping, umbrella brands, Multi dimensional scaling. Marketing Mix Modelling- variables and techniques. **(12 Hours)**

**Unit III**

**Pricing & Customer Journey:** Goals of Pricing, Bundling. Skimming, revenue management, promotions. Customer journey mapping, Customer loyalty, Customer lifetime value- meaning and calculation. **(10 Hours)**

**Unit IV**

**Digital Analytics: Metrics and Measurement:** Important web metrics, SEO and SEM, Social Media Analytics, Networks, Viral marketing, Text Mining **(10 Hours)**

**Suggested Readings (Latest Editions):**

1. Winston, W.L., Marketing Analytics, Wiley India Pvt Ltd.
2. Gupta, S., Jathar, A., Marketing Analytics, Wiley India Pvt Ltd.
3. Maity, M., Gurazada, P., Marketing Analytics - For Strategic Decision-Making, Oxford University Press.
4. Hemann, C., Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World, Pearson Education.

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- 5. Hair, J., Harrison, D.E., Ajjan, H., Essentials of Marketing Analytics, McGraw Hill Higher Education
- 6. Mike, G., "Marketing Analytics: A Practical Guide to Real Marketing Science", Kogan Page Publishers

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	2	2	2	3	3	2	3	3
CO2	3	3	2	2	3	3	2	3	3
CO3	3	3	3	3	3	3	2	3	3
CO4	3	3	3	3	3	3	2	3	3

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

Retail Management

Course Code: MS 212

L-3, Credits: 3

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

**Course Outcomes:**

- CO1: Explain the retailing concept, its evolution and importance, and the forces impacting retail development at the Indian and global level.
- CO2: Explain the process of retail strategy formulation, identify the sources of sustainable competitive advantage, develop an appropriate financial strategy and evaluate location and site alternatives.
- CO3: Demonstrate an understanding of the merchandise management process, inventory planning, retail pricing and designing of the retail communication mix.
- CO4: Evaluate store layout and design alternatives, and demonstrate an understanding of store management as well as display a sensitivity towards the human resources, ethical and legal issues in retailing.

**Course Content**

**Unit I**

**Introduction to Retailing:** Definition, Scope and Importance of Retailing; Global and Indian Retail Scenario; Types of Retailers & Retail Formats; Theories of Retail Development; Multichannel and Omni Channel Retailing, Information Gathering in Retail. (10 Hours)

**Unit II**

**Retail Strategy:** Retail Market Strategy; Financial Strategy; Retail Location & Site decisions; Franchising Decision; Retail Information system, Customer Relationship Management, GAPs Model in Retail. (12 Hours)

**Unit III**

**Merchandise Management & Retail Promotion:** Merchandise Planning; Merchandise Buying; Retail Pricing; Retail Communication Mix; Assortment Plan, Promotion Mix. (10 Hours)

**Unit IV**

**Store Design & Management:** Store Layout, Atmospherics & Design, Visual Merchandising, Store Management & Responsibilities of a Store Manager, Inventory Shrinkage, Customer Services, Legal & Ethical Issues in Retailing. (10 Hours)

**Suggested Readings: (Latest Editions)**

1. Levy M., Weitz B.A and Pandit A., Retailing Management, McGraw Hill Education, Indai.
2. Berman B. Evans J. R. & Mathur, M., Retail Management, Pearson Education, India.
3. Pradhan S., Retailing Management – Text and cases, McGraw Hill Education, India.
4. Bajaj C., Tuli R. & Srivastava N. V., Retail Management, Oxford University Press.
5. Lusch, R.F, Dunne, P.M and Carver, J.R., Introduction to Retailing, Cengage India Pvt. Ltd, New Delhi.

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	P01	P02	P03	P04	P05	P06	P07	P08	P09
CO1	2	2	2	2	3	2	1	2	2
CO2	2	2	2	2	3	2	2	2	2
CO3	2	1	1	2	3	2	2	2	2
CO4	2	1	2	2	3	2	2	2	2

**CO-PO MAPPING**

6. Vedamani, Gibson G., Retail Management: Functional Principles and Practices, Jaico Books, New Delhi.

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

Mergers, Acquisitions and Corporate Restructuring

Course Code: MS 214

L - 3, Credits: 3

**Objective:** The fundamental aim of the course is to prepare students to take advantage of the current scenario and understand how corporate restructuring is implemented. At the end of the course, the students should be able to focus on the process of restructuring, identify issues post transaction, their implications and determine the managerial actions for decision making. The course should be complemented with the use of analytical tools.

**Course Outcomes:**

- CO1: Understand the process of corporate restructuring
- CO2: Ability to comprehend the value of mergers, acquisitions, and other corporate restructuring tools for the business
- CO3: Develop the skillset to evaluate the opportunity for corporate restructuring
- CO4: Ability to value the firms through various accounting and managerial methods
- CO5: Competence to appreciate and resolve the HR and other cultural issues involved in mergers, and acquisitions

**Course Content**

**Unit I**

**Introduction to 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:** 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, Managing Post Merger H.R. and Cultural Issues, Cross Border Mergers and Acquisitions, Recent Cases of Corporate Restructuring. **(10 Hours)**

**Suggested Readings: (Latest Editions)**

1. Depamphilis, D., Mergers, Acquisitions and Other Restructuring Activities. Elsevier Incorporation.
2. Gaughan, & Patrick, A., Mergers, Acquisitions and Corporate Restructurings. Wiley India.
3. Prasad, G. G., Mergers, Acquisitions and Corporate Restructuring. Vikas Publications.
4. Ramanujan, S., Mergers: The New Dimensions for Corporate Restructuring. Tata McGraw Hill.

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- 5. Kar, R.B., Minakshi, Mergers Acquisitions & Corporate Restructuring - Strategies & Practices. Taxmann.
- 6. Kapil, S., Kapil, K.N., Mergers and Acquisitions: Strategy, Valuation, Leveraged Buyouts and Financing. Wiley.

**CO-PO MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>
<b>CO1</b>	2	3		1	2	1	1	1	3
<b>CO2</b>	1	1	3	1	2	3	2	2	3
<b>CO3</b>	1	1	3	1	2	2	2	3	2
<b>CO4</b>	1	1	2	1	2	1	3	3	1
<b>CO5</b>	1	1	3	1	2	2	2	3	2

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

Financial Derivatives

Course Code: MS 216

L – 3, Credits: 3

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

**Course Outcomes:**

- CO1: To develop an understanding amongst students of financial derivatives about theories, principles of derivatives pricing and models.
- CO2: To understand the regulatory framework and interplay of other macro-economic and social factors that impact derivatives market.
- CO3: To develop skills required for taking corporate finance-related decisions to maximize the firm value through inter-company derivatives investments.
- CO4: To equip the students to conceive and evaluate entrepreneurial ideas in the field of financial derivatives trading and for taking-up consultancy assignments in the field of personal finance and wealth management.

**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; 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; Financial Future Contracts: Concept, Characteristics, and Type of Financial Future Contracts; Stock Future, Index Future, Currency Future; Future Market-Trading and Mechanism; Future Pricing-Theories, Cost of Carry Model; Hedging strategies. **(12 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, **(10 Hours)**

**Unit IV**

**Trading & Regulatory Framework:** Trading with Option, Option Strategies; Straddle, Strangle, Spreads. Option Greeks; Delta, Gamma, Theta, Vega, Rho; Exotic Option; Swaps; Concept, characteristics and Types of Swaps. Regulation of Financial Derivatives in India; Securities and Contracts (Regulation) Act (2013), Guidelines of SEBI and RBI. **(10 Hours)**

**Suggested Readings (Latest Editions)**

1. Hull, J.C. & Basu, S., Options, Future & Other Derivatives. Pearson.
2. Gupta, S.L., Financial Derivatives : Theory, Concepts And Problems. PHI.
3. Das, S., Derivatives: Principles and Practice, McGraw Hill.
4. Yaragol, P.B., Financial Derivatives: Text And Cases. Vikas Publishing House.
5. Chance, D., & Brooks, R., Derivatives and Risk Management Basics. Cengage Learning.
6. Summa, J., & Lubow, J. W. Options on Futures: New Trading Strategies. Wiley.

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CO1			2										
CO2						3							
CO3						3							
CO4						2							
	P01	P02	P03	P04	P05	P06	P07	P08	P09				

CO-PO MAPPING

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

Behavioral Finance

Course Code: MS 218

L – 3, Credits: 3

**Objective:** The students are expected to understand the behavioral aspects of irrational market participants and their influence on the market.

**Course Outcomes:**

CO1: The students will understand interrelationship of economic, social, psychology theories underlying human decision making.

CO2: This course will help students develop understanding of foundations of behavioral finance and its theories.

CO3: They will learn tools and techniques for analysing stock market behaviour and will be able to make strategies for designing portfolios.

CO4: The course is especially useful for those learners who want to start entrepreneurial ventures as investment consultants, advisors and investment banking.

**Course Content**

**Unit I**

**Foundations of Behavioral Finance:** Definition, behavioral finance micro and behavioral finance macro, important contributors, components, difference with standard finance; Market efficiency and anomalies; Expected Utility Theory; Agency theory; Limits to Arbitrage; Prospect theory, basic framework; Loss Aversion, model of loss aversion; Gambler fallacy, hot hand fallacy. (10 Hours)

**Unit II**

**Investor Behaviour:** Types of investors, objectives of investment, factors influencing Investor decision making, factors influencing investor personality, characteristics of successful investors; Risk Attitude, types of risk, standard finance view of risk, behavioral finance viewpoint of risk, risk perception, factors affecting risk attitude; Investor Personality, tools, investor models, contrarian investor, examples, strategies. (10 Hours)

**Unit III**

**Behavioural Biases and Irrational Investing:** Heuristics and Biases, representativeness heuristic, availability heuristic, affect heuristic, similarity heuristic; Cognitive and Emotional Biases, overconfidence bias, cognitive dissonance bias, self attribution bias, illusion of control bias, conservatism bias, ambiguity aversion bias, endowment bias, self control bias, optimism bias, mental accounting bias, confirmation bias, hindsight bias, recency bias, regret aversion bias, status quo bias, Strategies to Overcome Biases; Over Reaction and Optimism; Herding Behaviour and Mean Reversal. (11 Hours)

**Unit IV**

**Recent Advances in Behavioural Finance:** Neuro Finance, human brain, neurotechnology; Noise Trading, Behavioural Capital Asset Pricing Model, Behavioural Portfolio Theory, investor sentiments; Conflict of Interest and Group Psychology on Board, contract theory, corporate governance, strategies. (11 Hours)

**Suggested Readings: (Latest Editions)**

- 1. Monitor, J. Behavioural Finance: Insights into Irrational Minds and Markets. Oxford University.

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2. Shefrin, H. Beyond Greed and Fear: Understanding Behavioral Finance and the Psychology of Investing. Harvard Business School Press.
3. Thaler, R. H. Advances in Behavioral Finance. Russell Sage Foundation.
4. Tvede, L. The Psychology of Finance: Understanding the Behavioural Dynamics of Markets. Wiley.
5. Chandra, P. Behavioural Finance. McGrawHill.
6. Parikh, P. Value Investing and Behavioral Finance: Insights into Indian Stock Market Realities. McGraw Hill.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	2	3							
CO2	3	2							
CO3					2		3	3	1
CO4	2	2	3	3	3	2	3	3	2

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

FinTech

Course Code: MS 220

L – 3, Credits: 3

**Objective:** The course aims at providing basic concept of FinTech industry, its players, products and services to equip students with latest developments in financial sector along with the relevant regulatory framework.

**Course Outcomes:**

CO1: The learners will be able to have conceptual understanding of the changing financial sector and challenges of IT-driven business environment.

CO2: They will develop the skills for analyzing the risks associated with complex fintech businesses for strategic financial decision-making.

CO3: They will be able to demonstrate critical thinking abilities based on innovative practices, changing regulatory framework of FinTech and its implications for business, consumers and society.

CO4: The course will equip students with the know-how of starting a FinTech start-up venture.

**Course Content**

**Unit I**

**Background:** Financial System, Money and Economy, History of Financial Innovation, Digitization of Financial Services, Evolution of FinTech, Players, FinTech and Funds, Infrastructure, Banking and Financial Institutions, FinTech Typology, Consumer tech-innovations, Issues and Challenges, Global FinTech Scenario. (12 Hours)

**Unit II**

**FinTech Innovations and products:** FinTech Innovations, Payments, Clearing and Settlement, payment technology, Deposits, Lending and capital raising, Digital finance, Alternate financing, Digital lending, Market provisioning, Investment management, Data Analytics and Risk Management, NFT, Cryptocurrency and its types, Central banking digital currency, InsurTech, TechFin. (10 Hours)

**Unit III**

**Regulation and Supervision:** RegTech, Evolution of RegTech; RegTech Ecosystem, Regulatory Sandboxes; SupTech, FinTech Supervision; Indian Regulatory bodies, regulatory initiatives; Global regulations and Indian scenario. (10 Hours)

**Unit IV**

**Future technologies:** Understanding Blockchain, process of decentralisation; Artificial intelligence and Finance; Financial analytics; Frauds and cyber-security, Managing Fintech Start-ups; Recent developments of Fintech in India; FinTech Case Studies. (10 Hours)

**Suggested Readings: (Latest Editions)**

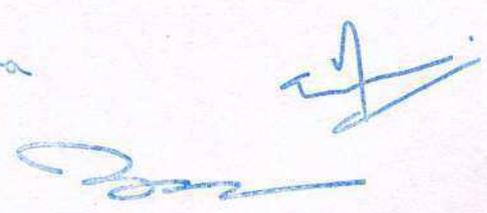
1. Sanjay Phadke, FinTech Future, Sage Publications.
2. Hanlon, Steven et al, FinTech for Dummies, Wiley Publications.
3. Swaminathan K., "Future Fintech Framework: A Vision to Simplify Understanding, Foster Innovation & Accelerate Growth in Fintech", Notion Press Publications.
4. Matthias Fisher, FinTech Business Models, De Gruyter Publications.
5. Bernardo Nicoletti, The Future of FinTech: Integrating Finance and Technology in Financial Services, Palgrave Macmillan.
6. Rubini, A. Fintech in a Flash: Financial Technology Made Easy. Zaccheus.

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CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	2	1	3	3	3	3	1
CO2	2	3	2	2	3	3	3	3	3
CO3	3	3	2	1	3	3	3	3	1
CO4	2	3	3	2	3	3	3	1	1

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GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI  
MASTERS IN BUSINESS ADMINISTRATION (MBA)

Managing Organizational Development

Course Code: MS 222

L – 3, Credits: 3

**Objective:** The objective of this course is to equip students with the knowledge of organizational development interventions to manage change process and grow the organizations with the changing business scenario.

**Course Outcomes:**

CO1: Apply principles of system thinking and relevant theories that are fundamental to organizational change in the context of organizational work practices.

CO2: Think analytically and creatively to diagnose issues at the organization, group and individual level in this dynamic business environment and plan interventions for growth of the organization.

CO3: Apply the knowledge of OD interventions creatively to design interventions for their organization to improve group dynamics, teamwork, leadership, structure, culture and implement them.

CO4: Develop learning organizations, lean and agile organizations which can excel professionally and socially.

**Course Content**

**Unit I**

**Introduction to Organizational Development:** Nature and Characteristics of Organizational Development, Foundations of Organisational Development, Theories and Models of Organizational Change and Development, Managing Organisational Development Process, 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, Designing Interventions, Characteristics of effective interventions, The Intervention Process  
(8 Hours)

**Unit III**

**Organizational Development Interventions :** Sensitivity Training, Process Consultation, Third Party Interventions, Team Building Interventions, Intergroup Relations Interventions, Organization Confrontation Meeting, Large Group Interventions: Grid OD, System 4 Management, Role Playing, Employee Empowerment, Performance Management Systems, Career Planning, MBO, Employee Wellness Interventions  
(14 Hours)

**Unit IV**

**Techno Structural and Strategic Interventions:** Restructuring Organizations, Socio-technical systems, TQM, Quality Circles, Learning Organizations, Self-Designing Organizations, Building Agile Organization through Digital Transformation: Digital-native processes (Design Thinking, Agile, Lean), Building digital-native culture and digital native-talent, Future of OD in a VUCA world (Volatility, Uncertainty, Complexity, Ambiguity)  
(10 Hours)

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**Suggested Readings: (Latest Editions)**

1. French, W.L., Bell Jr, C.H. & Vohra, V. Organization Development: Behavioral Science Interventions for Organizational Improvement, Pearson
2. SIA. Organization Development. SIA publishers and Distributors Pvt. Ltd.
3. Perkin, N. & Abraham, P. Building the Agile Business through Digital Transformation. Kogan Page
4. Cummings, T.G. & Worley, C.G. Theory of Organization Development and Change, Cengage Learning.
5. Yaeger, T.F., Head, T.C. & Sorensen, P.F. Global Organization Development: Managing Unprecedented Change (Contemporary Trends in Organization Development and Change), Information Age Publishing
6. Hodges, J. Organization Development: How Organizations Change and Develop Effectively. Macmillan International

**CO-PO MAPPING**

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
CO 1	3	3	2	3	3	1	1	2	2
CO 2	3	3	3	3	3	1	2	2	2
CO 3	3	3	3	3	3	1	3	2	2
CO 4	3	2	3	3	3	1	3	2	3

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GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI  
MASTERS IN BUSINESS ADMINISTRATION (MBA)

Leadership and Teamwork in Blended Organizations

Course Code: MS 224

L - 3, Credits: 3

**Objective:** The objective of this course is to equip students with the knowledge of leadership, its development for self and others and how to develop high performing work teams.

**Course Outcomes:**

CO1: Assess potential leadership traits, skills & behaviours. Student will have an increased awareness of his/her personal leadership style, e.g., interpersonal skills, team development etc.

CO2: The student will have a broad understanding from a systems perspective to identify the ways in which organizational behaviour, structure, and culture can be changed effectively in present day blended workspace for ensuring the success of the organizations.

CO3: The student will understand the structure of teams, stages of its building and behavioural dynamics involved at all stages.

CO4: The student will learn the nuances of building an effective team in the present-day blended work environment.

**Course Content**

**Unit I**

**Fundamentals of Leadership:** Defining Leadership, Leadership Traits, Styles and Leadership Theories (Trait, Skills, Behavioural and Situational Approach), Leadership Strategies.

(10 Hours)

**Unit II**

**Practicing Leadership:** Sights on the Right Target and Vision as a Leader, Empowering People, Building Trust, Coaching, Mentoring, Team Leadership, Collaboration: Fuel for High Performance, Organizational Leadership: Determining the Appropriate Leadership Style for Your Organization, Diagnosing Your Organization's Development Level, Matching Leadership Style to Your Organization's Development Stage, Applying the Appropriate Leadership Style at Each Development Level, The Importance of Diagnosis and Matching, Determining Your Leadership Point of View: Elements of a Leadership Point of View, Developing Your Own Leadership Point of View, Become a Higher Level Leader. Leading Blended Organizations

(12 Hours)

**Unit III**

**Understanding Basics of Teams:** Workgroup Vs. Teams: Transforming Groups to Teams; Types of Teams; Stages of Team Building and its Behavioral Dynamics; Team Role; Interpersonal Processes; Goal Setting and Problem Solving, Team Networking and Social Capital

(8 Hours)

**Unit IV**

**Processes and Issues in Teams :** Factors of Team Effectiveness, Team Communication and Collective Intelligence, Managing Team Conflicts, Creativity and Innovation in Teams: Delphi Technique; Nominal Group Technique; Brain Storming (Traditional, Electronic and Negative), Developing Collaboration in Teams: Functional and Dysfunctional Cooperation and Competition; Interventions to Build Collaboration in Organizations; Social Loafing, Synergy in Teams, Evaluating and Rewarding Teams, Virtual Teamwork, Self-Managed Teams

(12 Hours)

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**Suggested Readings: (Latest Editions)**

1. Northouse, P.G. Leadership: Theory and Practice. Sage Publishers
2. Blanchard, K. Leading at a Higher Level: Blanchard on Leadership and Creating High Performing Organizations. Pearson Education
3. Thompson, L.L. Making the Team: A Guide for Managers. Pearson Education
4. Griffith, B.A. & Dunham, E.B. Working in Teams: Moving from High Potential to High Performance. Sage Publications.
5. AIMA. Leaders on Leadership: Insights from Corporate India. Sage Publications
6. Singh, P., Bhandarkar, A. & Rai, S. The Leadership Odyssey: From Darkness to Light. Sage Publications

**CO-PO MAPPING**

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
CO 1	3	3	2	3	3	2	2	3	2
CO 2	3	3	3	3	3	2	2	3	2
CO 3	3	3	3	3	3	2	2	3	2
CO 4	3	3	3	3	3	2	2	3	2

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**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTERS IN BUSINESS ADMINISTRATION (MBA)**

**People Analytics**

**Course Code: MS 226**

**L – 3, Credits: 3**

**Objective:** The objective of this course is to equip students with the knowledge of people analytics to improve human capital management decisions by applying advanced analytics and Big Data technologies and processes.

**Course Outcomes**

CO1: Secure the right piece of information through analytics and take an informed decision that will benefit organization or business.

CO2: Develop ability to resourcefully use analytical information to improve the organization and its people

CO3: Develop a culture and of analytical and critical thinking by applying analytics in the people functions of the organization

CO4: Effectively measure the success of people activities and processes by overall performance and efficiency generated out of successful implementation of analytics.

**Course Content**

**Unit I**

**Understanding the Fundamentals:** Why People Analytics? Adoption of Analytics, HR's Contribution to Business Value, HR Decision Making and Analytics, HR Business Process and Analytics  
**(8 Hours)**

**Unit II**

**Establishing an Analytics Culture:** Enable Analytical Thinking, Role of Leader in creating analytic culture, Overcoming Resistance to People Analytics, Communicate with Storytelling and Visualization  
**(8 Hours)**

**Unit III**

**Understanding Data and Basic Analytic Tools:** Know Your Data, A Pragmatic View of Data, Solving Data Quality Challenges, Data Types and Sources, Data Governance, Creating HR Dashboards using Microsoft Excel, Applying Pivot Tables to HR data, Application of Tableau in HR Data Visualization  
**(12 Hours)**

**Unit IV**

**Analytics in Various Functions and Processes:** Staffing Analytics, Analytics in Manpower Planning, Training and Development Analytics, Analytics in Performance Management, Engagement Analytics, Analytics in Absenteeism, Turnover, Case Studies on various analytics  
**(14 Hours)**

**Suggested Readings : (Latest Editions)**

1. Bhattacharya, D.K. HR Analytics: Understanding Theories and Applications. Sage
2. Banerjee, P., Pandey, J. & Gupta, M. Practical Applications of HR Analytics: A Step-by-Step Guide. Sage
3. Guenole, N., Ferrar, J. & Feinzig, S. The Power of People: Learn How Successful Organizations Use Workforce Analytics to Improve Business Performance. Pearson
4. Sesil, J. C. Applying Advanced Analytics to HR Management Decisions: Methods for Selection, Developing Incentives, and Improving Collaboration (Paperback). Pearson FT Press

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- 5. Dhir, S. & Pal, S. Human Resource Analytics: Theory and Application Techniques. Cengage
- 6. Edwards, M.R. & Edwards, K. Predictive HR Analytics: Mastering the HR metric. Kogan Page

**CO-PO MAPPING**

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
CO 1	3	3	3	3	3	3	1	1	1
CO 2	3	3	3	3	3	3	1	1	1
CO 3	3	3	3	3	3	3	1	1	1
CO 4	3	2	3	3	3	3	1	1	1

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**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTERS IN BUSINESS ADMINISTRATION (MBA)**

**Managing Diversity and Inclusion**

**Course Code: MS 228**

**L – 3, Credits: 3**

**Objective:** The course aims at inculcating inclusive leadership skills to explore the diversity paradox and unpacks how leaders can leverage diversity to increase innovation and creativity for competitive advantage

**Course Outcomes**

At the end of the course, a student will be able to

CO1: Articulate the types of issues related to diversity and inclusion that can arise in a global workplace

CO2: Understand socio cultural dimensions of diversity in India and globally

CO3: Learn to manage cross cultural diversity

CO4: Create creative policies to encourage inclusion in the workplace

**Course Content**

**Unit I**

**Introduction and Conceptual framework:** Meaning of Diversity; Challenges of Managing Diversity in a Global Context; Diversity and Exclusion: A critical workplace problem; Inclusive Workplace Model, Role of HRM in hiring and managing diversified workforce. **(10 Hours)**

**Unit II**

**Global Context for Diversity Management:** Diversity Legislation in Global Perspective; Discrimination, Equality and Fairness in Employment; Global Demographic Trends: Impact on Workforce Diversity; Socioeconomic Transitions **(10 Hours)**

**Unit III**

**Social Psychological Perspectives of Workplace Diversity:** Diversity in global context: Prejudice and Stereotypes; Culture and communication in global workforce; Interpersonal Relationship in Global Work Context; Inclusive Policies and Practices at various Workplace levels **(12 Hours)**

**Unit IV**

**Diversity Management: Definition:** Characteristics and Limitations; Diversity Management Paradigms; Theories on Diversity and Intergroup Relations, Strategies to manage diversity **(10 Hours)**

**Suggested Readings: (Latest Editions)**

1. Mor Barak, M.E. Managing Diversity: Toward a Globally Inclusive Workplace. 4th Edition. SAGE Publications
2. Syed, J. & Ozbilgin, M. Managing Diversity and Inclusion: An International Perspective. SAGE Publications
3. Triana, M. Managing Diversity in Organization. Routledge
4. Harvey, C. & Allard, M.J. Understanding and Managing Diversity: Readings, cases and exercises. 6<sup>th</sup> Edition. Pearson
5. Kirton, G. & Greene. A.M. The Dynamics of Managing Diversity and Inclusion. Routledge
6. Carr-Ruffino, N. Managing Diversity: People skills for a Multicultural Workplace. Pearson

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	P01	P02	P03	P04	P05	P06	P07	P08	P09
CO1	3	2	1	2	2	1	3	2	2
CO2	2	2	2	2	2	1	3	2	3
CO3	3	3	2	2	2	1	3	3	2
CO4	3	3	3	3	2	1	3	3	3

CO-PO MAPPING

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI  
MASTERS IN BUSINESS ADMINISTRATION (MBA)

Advanced Business Analytics & Predictive Modelling

Course Code: MS 230

L-3, Credits: 3

**Objective:** The objective of this course is to introduce students to the capabilities and applications of machine learning, R and Tableau.

**Course Outcomes:**

- CO 1: Develop an understanding of preparing data for applying predictive analysis
- CO 2: Learn predictive data analysis and advanced Business Analytic techniques
- CO3: Understand how to model data to solve management problems and create effective solutions
- CO4: Be able to apply predictive analysis and advanced analytical tools to solve organizational problems using a systematic and analytical decision-making approach

**Course Content**

**Unit I**

**Machine Learning:** Unsupervised Learning, Supervised Learning, Advanced Optimization and Simulation, Natural Language Processing, Neural Networks. **(8 Hours)**

**Unit II**

**Advanced Analytics Tools:** Advanced Analytics with R, RStudio, Core Essentials of R Programming, Data Structures in R, Control Structures in R, Introduction to Tableau. **(14 Hours)**

**Unit III**

**Advanced Analytics Application:** Prediction with R and Tableau using regression, Classifying Data with Tableau, Modeling in R, Clustering in Tableau. **(8 hours)**

**Unit IV**

**Advanced Predictive Analytics:** Data Mining, KDD Process, CRISP-DM, SEMMA, Algorithms for Predictive Analytics. **(12 Hours)**

**Suggested Readings: (Latest Editions)**

1. Stirrup, J. & Ramos, R.O. Advanced Analytics with R and Tableau. Packt Publishing
2. Larose, D.T. & Wali, O.P. Data Mining and Predictive Analytics (An Indian Adaptation), Wiley
3. Delen, D. Predictive Analytics: Data Mining, Machine Learning and Data Science for Practitioners, Pearson
4. Prince, J.T. & Bose, A. Predictive Analytics for Business Strategy - Reasoning from Data to Actionable Knowledge, McGraw Hill
5. Bonaccorso, G Mastering Machine Learning Algorithms: Expert techniques for implementing popular machine learning algorithms, fine-tuning your models, and understanding how they work, Packt Publishing
6. Kelleher, J.D., Mac Namee, B., & D'Arcy, A. Fundamentals of Machine Learning for Predictive Data Analytics, MIT Press

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	P01	P02	P03	P04	P05	P06	P07	P08	P09
CO1	3	2	1	2	3	3	2	3	3
CO2	3	3	1	2	3	3	2	3	3
CO3	3	3	1	1	3	3	2	3	3
CO4	3	3	1	2	3	3	2	3	3

CO-PO MAPPING

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI  
MASTERS IN BUSINESS ADMINISTRATION (MBA)

Information Security

Course Code: MS 232

L – 3, Credits: 3

**Objective:** To enable students to identify the emerging security issues in a digital networked environment including security technologies, solutions, IT audit and related cyber laws.

**Course Outcomes:**

- CO 1: Understand the need for Computer Security & Security Mechanisms
- CO 2: Explore information and cyber security threats & other related issues
- CO 3: Understand various methods and techniques for information security
- CO 4: Apply preventive measures for controlling information threats in business

**Course Content**

**Unit I**

**Information Security:** Introduction to Information Security, Elements of Information Security, Security system development life cycle, Security professionals and organisations, Business Need for security, Threats and attacks- Natural, IPR Software, Hardware, QoS attacks, Professional, Legal and ethical issues in security. **(10 Hours)**

**Unit II**

**Managing IT Risk:** Introduction to Risk Analysis, Risk Assessment, Risk Analysis Techniques and Methodologies, Risk Mitigation, Business Continuity Planning.  
**Cyber Security:** Cyber Crimes, Classification, tools and methods of Cyber Crimes. Social, Political, Ethical issues in cyber security. Concept of Computer Forensics. **(12 Hours)**

**Unit III**

**Security Technologies:** Wireless, VPNs and Firewalls, Access Controls. Prevention Systems: Honeypots, Honeynets, Intrusion Detection and Prevention (IDPS), Digital Signatures and Certificates. Encryption, Decryption, Cryptanalysis, Ciphering methods. **(10 Hours)**

**Unit IV**

**Information System Auditing:** Foundations of Information System Auditing, Objectives, Scope, Audit Process Management, Controls and Application Controls.  
**Information Technology Law:** IT Act - Definition, Important terms under IT Legislation, Electronic records, Certifying authority, Jurisdictional Issues Cyber Regulation Appellate Tribunal, Offences and Penalties. **(10 Hours)**

**Suggested Readings: (Latest Editions)**

1. Michael E. Whiteman and Herbert J Mattord, Principles of Information Security, Cengage Learning India Pvt. Ltd.
2. Pachghare, V.K., Cryptography and Information Security, PHI.
3. Gupta, Prakash C., Cryptography and Network Security, PHI.
4. Martin Borrett, Practical guide to Staying ahead in the Cyber Security Game
5. Mark S. Merkow and Jim Breithaupt, Information Security: Principles and Practices, Pearson Education.
6. Hossein Bidgoli, Handbook of Information Security, Wiley.

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	P01	P02	P03	P04	P05	P06	P07	P08	P09
CO1	2	2	1	1	3	2	1	1	2
CO2	2	2	2	1	3	1	1	1	1
CO3	2	2	2	1	2	1	1	2	2
CO4	1	1	2	1	3	1	1	1	2

CO-PO MAPPING

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

Data Modelling with PYTHON

Course Code: MS 234

L-3, Credits: 3

**Objective:** To enable the students to know about the information needs of Management, to introduce the concepts of data analysis methods, to have hands-on training of Statistical Data Analysis through Python Programming

**Course Outcomes:**

- CO1: Understand Python as a useful scripting language for data analysis.
- CO2: To have hands-on training of Statistical Data Analysis through Python Programming
- CO3: To Design and implement object-oriented applications.
- CO4: To develop the ability to write data mining applications using Python

**Course Content**

**Unit I**

**Introduction :** Features of Python, Python as a data science platform, Introduction to Spyder, Setting working Directory, Creating and saving a script file, File execution, clearing console, removing variables from environment, clearing environment, Commenting script files, Variable creation, Arithmetic and logical operators, Data types and associated operations: Strings, Lists, Arrays, Tuples, Dictionary, Sets, Range, Introduction to Numpy  
**(10 Hours)**

**Unit II**

**Introduction to Jupyter notebook :** Environment setup, Pandas dataframe, Reading files, Exploratory data analysis, Data preparation and preprocessing, Data visualizations with matplotlib :scatter plots, line plots, box plots, bar charts and histograms  
**(10 Hours)**

**Unit III**

**Control structures:** if-else family, for loop, for loop with if break, while loop, Descriptive statistics, Hypothesis testing, correlation and covariance, Linear and multiple Regression, classification, Logistic Regression  
**(12 Hours)**

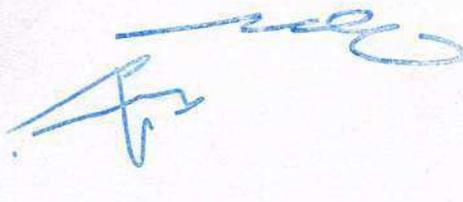
**Unit IV**

**Introductory overview of Text Mining:** Data Mining vs. Text Mining, Text Mining and Text Characteristics, Predictive Text Analytics, Text Mining Problems, case studies using different data sets.  
**(10 Hours)**

**Suggested Reading : (Latest Editions)**

1. Miller, Thomas, W. Modelling Techniques in Predictive Analytics with Python and R: A Guide to Data Science, Pearson
2. McKinney, William, Python for Data Analysis: Data Wrangling with Pandas, NumPy, and IPython, O'Reilly
3. Downey, Allen and Elkner, Jeffrey and Meyers, Chris Learning with Python, Dreamtech Press
4. Nageswara, Rao R.. Core Python Programming, Dreamtech Publications.
5. Madhavan, S., Mastering Python for Data Science, Packt Publishing
6. Dipanjan, Sarkar, Text Analytics with Python: A Practical Real-World Approach to Gaining Actionable Insights from Your Data, Apress

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	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	2	2	2	1	1	3	2	1	2
C02	2	2	2	2	1	3	1	1	1
C03	2	2	2	1	1	2	1	2	2
C04	1	1	2	1	1	3	1	1	2

CO-PO MAPPING

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

**Business Intelligence and Applications**

**Course Code: MS 236**

**L-3, Credits: 3**

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

**Course Outcomes:**

CO1: Understand the concept of business intelligence and business decisions and different tools for decision making.

CO2: Understand the concept of data warehouse and its architecture.

CO3: Implement SQL for creation modify and display data from DBMS.

CO4: Analyse the concept of data mining and knowledge discovery and their application.

CO5: Analyse the concept of knowledge management and issues in business intelligence.

**Course Content**

**Unit I**

**Business Intelligence and Business Decisions:** Decision Support Systems; Group Decision support and Groupware Technologies, Expert Systems. **(10 Hours)**

**Unit II**

**Data Warehousing:** SQL for data analysis , Creating Databases and Tables, Constraints, Data Manipulation Language, OLTP & OLAP, Data Marts, Data Warehousing, Data Warehouse Architecture, data representation in data warehouse: star schemas, type of star schemas Success factors of Data Warehousing. **(12 Hours)**

**Unit III**

**Data Mining and Knowledge Discovery:** Phases of knowledge Discovery in Data Bases (KDD); Data Mining Techniques: K-N-N, neural networks, decision tree Market Basket Analysis, Applications of Data Mining. **(10 Hours)**

**Unit IV**

**Knowledge Management:** Types of Knowledge, Knowledge Assets, Knowledge Generation, Knowledge Storage, Knowledge Utilization, Knowledge Management Technologies, Emerging Issues in Business Intelligence. **(10 Hours)**

**Suggested Readings : (Latest Editions)**

1. Turban E. and Aronson E., Decision Support and Business Intelligent Systems., Pearson Education.
2. Anahory S. and Murray D., Data Warehousing in the Real World, Pearson Education.
3. Ponniah P. Data Warehousing Fundamentals, John Wiley
4. Miller, Thomas, W. ,Modelling Techniques in Predictive Analytics with Python and R: A Guide to Data Science, Pearson
5. Awad, M. A., Ghaziri H M, Knowledge Management, Pearson Education.
6. Adriaans P. and Zantinge D., Data Mining, Pearson Education.

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	P01	P02	P03	P04	P05	P06	P07	P08	P09
CO1	3	2	2	3	3	3	2	2	2
CO2	2	2	2	3	3	3	2	2	2
CO3	1	2	2	3	3	3	1	2	2
CO4	1	1	2	3	3	3	2	2	2
CO5	2	2	2	3	3	3	2	2	2

CO-PO MAPPING

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

**Global Competitiveness**

**Course Code: MS-238**

**L-3, Credits: 3**

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

**Course Outcomes:**

CO1: Understand the concept of strategic alliances and acquaint themselves with the worldwide trends in this area.

CO2: Explain the factors responsible for the rise of strategic alliances.

CO3: Develop an awareness of costs and benefits of alliance arrangements.

CO4: Explain the process of planning successful alliances and responsibility of the alliance partners

**Course Content**

**Unit I**

**Global Competitiveness:** Framework for Assessing Competitiveness – Various Approaches; International and National Competitiveness Studies. **(12 Hours)**

**Unit II**

**Developing Competitiveness** –Government Policy and Competitiveness, Role of Quality and Productivity in achieving World Class Competitiveness; 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 Innovations. **(10 Hours)**

**Unit III**

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

**Unit IV**

**Strategic Alliances** – Value Creation through Alliances, Management of Strategic Alliances; Strategic Alliances in Indian Context. **(10 Hours)**

**Suggested Readings : (Latest Editions)**

1. Momaya Kiran. International Competitiveness: Evaluation and Enhancement, Hindustan Publishing Corporation (India).
2. Ajitabh, Global Competitiveness; Excel books (India).
3. Marcela, Vivian Walsh, International Competitiveness and Technological Change, Oxford Press.
4. Hamel G. and Prahlad C.K, Competing for the future. Harvard Business Press.
5. IMD, World Competitiveness Year Book, Latest issue.
6. World Economic Forum, Global Competitiveness Report, Latest report.

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	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
CO 1	3	2	3	2	2	1	2	2	2
CO 2	2	2	2	3	3	1	3	2	3
CO 3	3	3	2	2	2	2	1	1	2
CO 4	2	2	3	3	1	2	2	2	1

CO-PO MAPPING

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

WTO and Intellectual Property Rights

Course Code: MS 240

L-3, Credits: 3

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

**Course Outcomes:**

- CO1: Understand the working and significance of world trade organization in liberalised era.
- CO2: Be familiar with the concept of intellectual property rights and their application
- CO3: Appreciate the impact of WTO on Indian Economy
- CO4: Understand Trade Related Aspects Of Intellectual Property Rights (TRIPS) & Trade-Related Investment Measures (TRIMS) in context of international business

**Course Content**

**Unit I**

**GATT and Evolution of World Trade Organization (WTO):** Role of WTO in International Trade, Main Features of WTO, Agreements as a part of WTO: Environment, Investment, Competition Policy, Government Procurement, Trade Facilitation, 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 and 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:** World Intellectual Property Organization, TRIPS, Paris Convention for Protection of Industrial Property, Patent Cooperation Treaty, The Hague Agreement on Deposit of Industrial Designs, International Convention for Protection of New Varieties of Plants, Budapest Treaty on International Recognition of Deposit of Microorganisms, Madrid Agreement on International Registration of Trademarks and Protocol Relating to Madrid Agreement, Trademark Law Treaty, Berne Convention for Protection of Literary and Artistic Works, Rome International Convention for Protection of Performers, Producers of Phonograms and Broadcasting Organizations, The Geneva Convention for Protection of Producers of Phonograms. **(12 Hours)**

**Suggested Readings : (Latest Editions)**

1. Das Bhagirath Lal , The WTO and the Multilateral Trading System: Past, present and future, Third World Network and Zen Books.
2. David Bainbridge , Intellectual Property, Pearson Education.
3. Maskus Keith E., Intellectual Property Right in the global economy, Institute for International Economies, Washington.

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- 4. Ganguli, Prabudha , IPR-unleashing the Knowledge Economy, 1/e, McGraw-Hill Education.
- 5. Ramappa, T. , Intellectual property rights under WTO: Task before India, Wheeler Publishing.
- 6. Jain N.K, WTO: Concepts, Challenges and Global Development, Cambridge University Press

**CO-PO MAPPING**

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
CO 1	3	2	3	2	2	1	2	2	2
CO 2	2	2	2	3	3	1	3	2	3
CO 3	3	3	2	2	2	2	1	1	2
CO 4	2	2	3	3	1	2	2	2	1

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GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTERS IN BUSINESS ADMINISTRATION

International Human Resource & Cross Cultural Management

Course Code: MS 242

L - 3, Credits: 3

Objective: The course will help students understand issues and practices pertaining to the major HRM functions with special focus on cross cultural management.

Course Outcomes:

- CO1: Demonstrate an understanding of concepts and practices within the field of IHRM
- CO2: Identify and appreciate the significance of social responsibility and ethical issues in HR practices and the management of people in cross-cultural environment
- CO3: Examine international negotiation and foresee challenges of practical aspects of negotiation and decision making
- CO4: Critically evaluate evolving nature of international employment and its role in shaping human resource practices in MNCs

Course Content

Unit I

Nature of International IHRM: IHRM compared with domestic HRM; Growing interest in IHRM; New Dimensions. Social Responsibility and Ethics- Sources and role of ethics; Ethical initiatives in MNCs and social responsibility of IHR Manager (12 Hours)

Unit II

Global Human Resources Management: Staffing- Recent trends in international staffing; Training- Strategies for training, trends in training for competitive advantage. Compensation for Global Operations- Strategy and issues in international compensation; Developing a Global Management Cadre; Motivating and Leading. (12 Hours)

Unit III

The Cultural Context of Global Management: Understanding the Role of Culture; Communicating Across Cultures; Cross-Cultural Negotiation and Decision Making (9 Hours)

Unit IV

Future of International HRM: Developing and retaining "A" players, Workforce Rationalising. Evolving nature of international employment. Gender Diversity. Maintaining Competitiveness. Building service oriented organizations. (9 Hours)

Suggested Readings : (Latest Editions)

1. Deresky Helen. International Management- Managing Across Borders & Cultures, Text and cases. Pearson
2. K.Aswathappa & Sadhna Dash. International Human Resource Management. McGraw Hill
3. Browaews & Price. Understanding Cross -cultural management. Pearson
4. Dowling, Festing & Engle. International Human Resource Management
5. Luthans & Doh. International Management: Culture, Strategy, and Behaviour. McGraw Hill
6. Gooderham & Nordhaug. International Organisations and Management. Wiley-Blackwell

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	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
CO 1	3	2	3	2	2	1	2	2	2
CO 2	2	2	3	3	3	1	3	2	3
CO 3	3	3	3	3	3	2	3	3	3
CO 4	3	3	3	3	3	2	2	3	3

CO-PO MAPPING

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

International Marketing

Course Code: MS 244

L-3, Credits: 3

**Objective:** 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 Outcomes:**

- CO1: Apply basic international marketing theories and concepts to understand the environment
- CO2: Understand international environment in order to develop appropriate international marketing objectives and strategies
- CO3: Develop unique international marketing plans
- CO4: Design and implement effective market access strategies

**Course Content**

**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. **(10 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 **(10 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)**

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**Suggested Readings (Latest Editions)**

1. Cateora, Philip R. and Graham John L. International Marketing, Tata McGraw- Hill, New Delhi .
2. Czinkota, Michael R., and Ronkainen, Ilkka A. International Marketing, Cengage Learning, New Delhi.
3. Hollensen, S., Global Marketing, Pearson Education.
4. Onkvisit, Sak and Shaw Johan J., International Marketing- Strategy and Theory, Taylor and Francis.
5. Keegan, Warren J., Global Marketing, Pearson Education, New Delhi.
6. Joshi, R M, International Marketing, Oxford University Press

**CO-PO MAPPING**

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
<b>CO 1</b>	3	2	1	2	3	2	2	2	1
<b>CO 2</b>	3	2	2	2	2	1	2	2	1
<b>CO 3</b>	2	2	2	1	2	1	2	1	2
<b>CO 4</b>	3	2	2	2	1	2	1	2	1

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GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI  
MASTERS IN BUSINESS ADMINISTRATION (MBA)

Business Process Management

Course Code: MS 246

L - 3 Credits - 3

**Objective:** The course objective is to impart knowledge of business process so as to enable the students understand its significance in improving the operational efficiency and apply their knowledge and skills for Business Process Reengineering.

**Course Outcomes:**

- CO1: Demonstrate conceptual understanding of business process re-engineering and appreciate its evolution.
- CO2: Analyze the drivers and triggers of business process management and appreciate the limitations of automation while transforming organizations
- CO3: Ability to identify the critical success factors of business process management and appreciate the relevance of strategy and process architecture in implementation of business process management
- CO4: Demonstrate the knowledge of business process management implementation framework and its components.

**Course Content**

**Unit I**

**Introduction to Business Process Management and its evolution:** BPM models and methodologies, Main Streams of BPM: Business Process Thinking, Automation of Workflow, Quality Thinking, First Wave i.e Scientific Management, Second Wave i.e Business Process Reengineering, Third Wave i.e Synthesis of Business Process Thinking, Automation and Quality Thinking. (12 Hours)

**Unit II**

**BPM Implementation:** Defining Business Process Management(BPM), Significance and Scope of BPM, Demystifying Business Process Management, Drivers and Triggers of BPM, Integrating BPM with 'management', Process Improvement, BPM Implementation: Role of Organization Strategy and Process Architecture, Internal Marketing of BPM Technology, Critical Success Factors of BPM Project. (12 Hours)

**Unit III**

**Implementation of BPM Solutions:** Critical Implementation Aspects- Regatta® Metaphor for Implementing BPM, Structured approach for Implementing BPM, BPM Project Framework and Overview of various Phases in BPM Implementations, BPM Project Essentials- Project Management, People Change Management, Leadership. (10 Hours)

**Unit IV**

**Selection of BPM Projects:** Strategy Driven Approach, Operational Initiative Approach, BPM Project Scenarios and their Characteristics, BPM Maturity, Typology and Model, Embedding BPM within the Organization. (8 Hours)

**Suggested Readings: (Latest editions)**

1. Jeston, J., Nelis, J. Business Process Management: Practical Guidelines to Successful Implementations. Butterworth-Heinemann, Elsevier.

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2. Smith, H.,Fingar, P. Business Process Management – The Third Wave. Meghan-Kiffer Press.
3. Van de Berg, H. and Franken, H. Handbook of Business Process Engineering. Bizz Design B.V.
4. Burlton, R. T. Business Process Management. Sams Publishing.  
Harmon, P. Business Process Change. Morgan Kaufmann.
5. Scheer, A.G., Abolhassan, F., Jost, W. and Kirchmer, M.. Business Process Change Management. Springer
6. Dumas, M., La Rosa, M., Mendling, J., & Reijers, H. A. Fundamentals of business process management. Heidelberg: Springer.

**CO-PO MAPPING**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>	<b>PO 9</b>
<b>CO 1</b>	3	2	1	2	3	2	2	2	1
<b>CO 2</b>	3	2	2	2	2	1	2	2	1
<b>CO 3</b>	2	2	2	1	2	1	2	1	2
<b>CO 4</b>	3	2	2	2	1	2	1	2	1

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**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**  
**MASTERS IN BUSINESS ADMINISTRATION (MBA)**

**Advanced Business Analytics & Predictive Modelling**

**Course Code: MS 248**

**L – 3, Credits: 3**

**Objective:** The objective of this course is to introduce students to the capabilities and applications of machine learning, R and Tableau.

**Course Outcomes:**

- CO1: Develop an understanding of preparing data for applying predictive analysis  
 CO2: Learn predictive data analysis and advanced Business Analytic techniques  
 CO3: Understand how to model data to solve management problems and create effective solutions  
 CO4: Be able to apply predictive analysis and advanced analytical tools to solve organizational problems using a systematic and analytical decision-making approach

**Course Content**

**Unit I**

**Machine Learning:** Unsupervised Learning, Supervised Learning, Advanced Optimization and Simulation, Natural Language Processing, Neural Networks. **(8 Hours)**

**Unit II**

**Advanced Analytics Tools:** Advanced Analytics with R, RStudio, Core Essentials of R Programming, Data Structures in R, Control Structures in R, Introduction to Tableau. **(14 Hours)**

**Unit III**

**Advanced Analytics Application:** Prediction with R and Tableau using regression, Classifying Data with Tableau, Modeling in R, Clustering in Tableau. **(8 hours)**

**Unit IV**

**Advanced Predictive Analytics:** Data Mining, KDD Process, CRISP-DM, SEMMA, Algorithms for Predictive Analytics. **(12 Hours)**

**Suggested Readings: (Latest Editions)**

1. Stirrup, J. & Ramos, R.O. Advanced Analytics with R and Tableau. Packt Publishing
2. Larose, D.T. & Wali, O.P. Data Mining and Predictive Analytics (An Indian Adaptation), Wiley
3. Delen, D. Predictive Analytics: Data Mining, Machine Learning and Data Science for Practitioners, Pearson
4. Prince, J.T. & Bose, A. Predictive Analytics for Business Strategy - Reasoning from Data to Actionable Knowledge, McGraw Hill
5. Bonaccorso, G Mastering Machine Learning Algorithms: Expert techniques for implementing popular machine learning algorithms, fine-tuning your models, and understanding how they work, Packt Publishing
6. Kelleher, J.D., Mac Namee, B., & D'Arcy, A. Fundamentals of Machine Learning for Predictive Data Analytics, MIT Press

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	P01	P02	P03	P04	P05	P06	P07	P08	P09
CO1	3	2	1	2	3	3	2	3	3
CO2	3	3	1	2	3	3	2	3	3
CO3	3	3	1	1	3	3	2	3	3
CO4	3	3	1	2	3	3	2	3	3

CO-PO MAPPING

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

Project Management

Course Code: MS 250

L - 3, Credits: 3

**Objective:** The course is multi-dimensional in approach and covers the areas of management of project in the context of management and financing, resource allocation, and risk analysis. The course aims to impart knowledge on project related activities to prepare the students for organisational responsibilities.

**Course Outcomes:**

- CO1: Appreciation of concept of project activity as distinct from routine activities and their role in business decision making.
- CO2: Capacity to generate new project ideas and evaluate the same for sustainable growth of business.
- CO3: Ability to plan and execute large scale projects with time and cost efficiency.
- CO4: General awareness of project life cycle and specific requirement of different stages of projects.
- CO5: Acquaintance with project scheduling, monitoring, control, and termination of projects.
- CO6: Acquisition of skills necessary to manage risk associated with project activities.

**Course Content**

**Unit I**

**Project Identification and Selection:** Introduction, Project Identification Process, Generation and Screening of Project Ideas, monitoring the environment and identifying investment opportunities, Project Initiation, Pre-Feasibility Study, Feasibility Analysis- Technical, Market, Financial, Economic, Project Break-even point and its managerial implications. (10 Hours)

**Unit II**

**Project Planning and Recourse Consideration:** Introduction, Project Planning, Need of Project Planning, Project Life Cycle, Roles, Responsibility and Team Work, Project Planning Process, Resources Considerations in Projects, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, 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. (12 Hours)

**Unit III**

**Organizational Structure and Quality Issues:** Introduction, Concept of Organizational Structure, Roles and Responsibilities of Project Leader, Relationship between Project Manager and Line Manager, Leadership Styles for Project Managers, Conflict Resolution, Team Management and Diversity Management, Change management, Project Quality Management, Quality Concepts, Value Engineering process. (10 Hours)

**Unit IV**

**Project Risk Management, performance management and control:** Introduction, types of Risks, risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Risk Analysis, Reducing Risks, Project Performance Measurement, Performance Measurement Matrix, Productivity, Project Performance Evaluation, Benefits and Challenges of Performance Measurement and Evaluation, Controlling the Projects-Project Execution, Project Control Process. (10 Hours)

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**Suggested Readings : (Latest Editions)**

1. Chandra, P. Projects: Planning, Analysis, Selection, Financing, Implementation, and Review, McGraw Hill Education.
2. Pinto, J.F., Project Management: Achieving Competitive Advantage, Pearson Education.
3. Panneerselvam. R., & Senthilkumar. P. Project Management, PHI Learning Pvt. Ltd.
4. Larson, E., & Grey, C. Project Management: The Managerial Process, McGraw Hill Education.
5. Choudhury, S., Project Management, Tata Mc Graw Hill Publishing Company.
6. Patel, B., Project Management: Financial Evaluation with Strategic Planning, Networking and Control, Vikas Publishing House Pvt. Ltd.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	2	2		1	1		1		
CO2		2	3	3	2		2		
CO3		3	3	3	3		2		
CO4	2	2	2	2	3		1	2	
CO5	2	3	3	3	3				
CO6	2	3	3	3	3		2	2	2

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

Supply Chain Analytics

Course Code: MS 252

L - 3, Credits: 3

**Objective:** The course aims at imparting the knowledge of supply chain analytics for designing, measuring and evaluating the performance of supply chains.

**Course Outcomes:**

- CO1: Understand the evolution of Supply Chain Management and develop appreciate its relevance and significance from multiple perspectives.
- CO2: Demonstrate the knowledge of various forecasting techniques and assess the impact of bull-whip effect on supply chain performance.
- CO3: Appreciate various elements of supply chain networks and demonstrate the ability to design local and global supply chain networks.
- CO4: Demonstrate an understanding of supply chain analytics and use them for making supply chain decisions.

**Course Content**

**Unit I**

**Introduction to Supply Chain Management:** Evolution of Supply Chain Management, Analytics in Supply Chain Management, Supply Chain Planning, Different Perspectives of Supply Chain Management, Supply Chain Strategy, Supply Chain Drivers, Developing Supply Chain Strategy, Strategic Fit in Supply Chain. (12 Hours)

**Unit II**

**Demand Forecasting:** Bull-whip Effect and Time Series Forecasting, Exponential Smoothing Method in Forecasting, Measuring forecasting Errors, Tracking Signals and Seasonality Models (8 Hours)

**Unit III**

**Network Design in Supply Chain:** Network Design of Global Supply Chain, Alternative Channels of Distribution, Location Decisions in Supply Chain, Network Optimization Models, Uncertainty in Network Design, Flexibility in Supply Chain (10 Hours)

**Unit IV**

**Optimum Level of product availability in Supply Chain:** Time Value of Money in Supply Chain, Different Types of Analytics in Supply Chain, Predictive Modeling for Supply Chain Forecasting, Uncertainty in Supply chain and Decision Tree Analysis, Modeling Flexibility in Supply Chain, Supply Chain Challenges and Emerging Trends in Supply Chain Management (12 Hours)

**Suggested Readings : (Latest Editions)**

1. Bhattacharya, R., Bhattacharya, A. M. Supply Chain Analytics: Strategies, Models and Solutions, Sage Publications India Pvt Ltd
2. Chopra, S., Meindl, P. Supply Chain Management: Strategy, Planning and Operation, Pearson

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3. Warsing, Jr., Ravindran, A. R. Supply Chain Engineering: Models and Applications. Taylor & Francis
4. Srinivasan, G. Quantitative Models in Operations and Supply Chain Management. PHI Learning Pvt Ltd
5. Vijayaraghavan, T. A. S. Supply Chain Analytics. Wiley.
6. Robertson, P. W. Supply Chain Analytics: Using Data to Optimise Supply Chain Processes. Routledge.

**CO-PO MAPPING**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>	<b>PO 9</b>
<b>CO 1</b>	3	2	1	2	3	2	2	2	1
<b>CO 2</b>	3	2	2	2	2	1	2	2	1
<b>CO 3</b>	2	2	2	1	2	1	2	1	2
<b>CO 4</b>	3	2	2	2	1	2	1	2	1

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