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**SCHEME OF EXAMINATION**  
**&**  
**SYLLABI**  
**of**  
**MASTER OF BUSINESS ADMINISTRATION**  
**(MBA-LEAD)**  
**(Choice Based Credit System)**  
**FROM THE ACADEMIC SESSION 2016-17**

**Department of Management Studies**  
**BHAGAT PHOOL SINGH MAHILA VISHWAVIDYALAYA,**  
**KHANPUR KALAN**  
**SONIPAT**

Session 2016-17

**B. P. S. Mahila Vishwavidyalaya, Khanpur Kalan**  
**Department of Management Studies**

**COURSE CURRICULUM & SCHEME OF EXAMINATIONS FOR**  
**Master of Business Administration (Lead) (As per CBCS)**  
**(W.E.F. July 2016-17)**

**THE PROGRAMME**

The Master of Business Administration (MBA LEAD) is a one—year full—time programme. The course structure of the programme is given here under

<b>MBA LEAD 1<sup>st</sup> Semester</b>										
S.No	Course Code	Course Title	Workload			No. of Credit	Specialization	Division of Marks		
			L	P	T			Internal Marks	External Marks	Total marks
1.	SMS-2201	Business Policy & Strategic Management	4	0	1	5 Credits	Compulsory paper	20	80	100
2.	SMS-2203	International Business	4	0	1	5 Credits	Compulsory paper	20	80	100
3.		Open elective under CBCS	4	0	0	4 Credits	Compulsory paper	20	80	100
4.		Major Elective I	4	0	1	5 Credits	Elective	20	80	100
5.		Major Elective II	4	0	1	5 Credits	Elective	20	80	100
6.		Major Elective III	4	0	1	5 Credits	Elective	20	80	100
7.		Minor Elective I	4	0	1	5 Credits	Elective	20	80	100
8.	* SMS-2207	Seminar				4 Credits	Compulsory paper	50 Marks = Presentation 50 Marks = Seminar Report		100
<b>Total Hours/Credit</b>			<b>28</b>	<b>0</b>	<b>6</b>	<b>38</b>		<b>160</b>	<b>640</b>	<b>800</b>
<b>ELECTIVE - I MARKETING (Major)</b>										
1.	SMS-2209	Consumer Behaviour	MBA LEAD 1 <sup>st</sup> Semester							
2.	SMS-2211	Advertising Management	MBA LEAD 1 <sup>st</sup> Semester							
3.	SMS-2213	Marketing Research	MBA LEAD 1 <sup>st</sup> Semester							
<b>ELECTIVE - I MARKETING (Minor)</b>										
1.	SMS-2209	Consumer Behaviour	MBA LEAD 1 <sup>st</sup> Semester							
<b>ELECTIVE - II FINANCE (Major)</b>										
1.	SMS-2215	Financial Services and Institutions	MBA LEAD 1 <sup>st</sup> Semester							
2.	SMS-2217	Security Analysis & Portfolio Management	MBA LEAD 1 <sup>st</sup> Semester							
3.	SMS-2219	Banking and Insurance	MBA LEAD 1 <sup>st</sup> Semester							
<b>ELECTIVE - II FINANCE (Minor)</b>										
1.	SMS-2215	Financial Services and Institutions	MBA LEAD 1 <sup>st</sup> Semester							

ELECTIVE - III HRM (Major)			
1.	SMS-2221	Industrial Relations & Labour Laws	MBA LEAD 1 <sup>st</sup> Semester
2.	SMS-2223	Organisation Change & Development	MBA LEAD 1 <sup>st</sup> Semester
3.	SMS-2225	Human Resource Development Systems	MBA LEAD 1 <sup>st</sup> Semester

**Note: "Open elective under CBCS" means students will opt one course as an open elective from the pool of open elective courses to be decided by the university CBCS Board.**

ELECTIVE - III HRM (Minor)			
1.	SMS-2225	Human Resource Development Systems	MBA LEAD 1 <sup>st</sup> Semester
ELECTIVE - IV Information Technology (Major)			
1.	SMS-2227	Database Management System	MBA LEAD 1 <sup>st</sup> Semester
2.	SMS-2229	System Analysis & Design	MBA LEAD 1 <sup>st</sup> Semester
3.	SMS-2231	Information System Management	MBA LEAD 1 <sup>st</sup> Semester
ELECTIVE - IV Information Technology (Minor)			
1.	SMS-2227	Database Management System	MBA LEAD 1 <sup>st</sup> semester

MBA LEAD 2 <sup>nd</sup> Semester										
S.No	Course Code	Course Title	Workload			No. of Credit	Specialization	Division of Marks		
			L	P	T			Internal Marks	External Marks	Total marks
		<b>Theory Courses:-</b>								
1.	SMS-2202	Entrepreneurship Development	4	0	1	5 Credits	Compulsory paper	20	80	100
2.	SMS-2204	Business Ethics & Corporate Governance	4	0	1	5 Credits	Compulsory paper	20	80	100
3.		Open elective under CBCS	4	0	0	4 Credits	Compulsory paper	20	80	100
4.		Major Elective I	4	0	1	5 Credits	Elective	20	80	100
5.		Major Elective II	4	0	1	5 Credits	Elective	20	80	100
6.		Major Elective III	4	0	1	5 Credits	Elective	20	80	100
7.		Minor Elective I	4	0	1	5 Credits	Elective	20	80	100
8.	SMS-2208	Research Project				4 Credits	Compulsory paper	20 (Presentation)	Report Evaluation 40 Viva-Voce 40	100
<b>Total Hours/Credit</b>			28	0	6	38 Credits		160	640	800

**ELECTIVE -I MARKETING (Major)**

1.	SMS-2210	Service Marketing	MBA LEAD 2 <sup>nd</sup> Semester		
2.	SMS-2212	International Marketing	MBA LEAD 2 <sup>nd</sup> Semester		
3.	SMS-2214	Sales, Distribution & Logistics Management	MBA LEAD 2 <sup>nd</sup> Semester		

**ELECTIVE -I MARKETING (Minor)**

1.	SMS-2214	Sales, Distribution & Logistics Management	MBA LEAD 2 <sup>nd</sup> Semester		
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**ELECTIVE - II FINANCE (Major)**

1.	SMS-2216	International Finance	MBA LEAD 2 <sup>nd</sup> Semester		
2.	SMS-2218	Commodity Derivatives	MBA LEAD 2 <sup>nd</sup> Semester		
3.	SMS-2220	Project Management & Infrastructure Finance	MBA LEAD 2 <sup>nd</sup> Semester		

**ELECTIVE - II FINANCE (Minor)**

1.	SMS-2220	Project Management & Infrastructure Finance	MBA LEAD 2 <sup>nd</sup> Semester		
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**ELECTIVE - III HRM (Major)**

1.	SMS-2222	Compensation & Performance Management	MBA LEAD 2 <sup>nd</sup> Semester		
2.	SMS-2224	Cross Cultural Human Resource Management	MBA LEAD 2 <sup>nd</sup> Semester		
3.	SMS-2226	Strategic Human Resource Management	MBA LEAD 2 <sup>nd</sup> Semester		

ELECTIVE - III HRM (Minor)			
1.	SMS-2226	Strategic Human Resource Management	MBA LEAD 2 <sup>nd</sup> Semester
ELECTIVE - IV Information Technology (Major)			
1	SMS-2228	Network Application and Management	MBA LEAD 2 <sup>nd</sup> Semester
2	SMS-2230	Web Technologies	MBA LEAD 2 <sup>nd</sup> Semester
3	SMS-2232	ERP-Advanced Business Application Programming	MBA LEAD 2 <sup>nd</sup> Semester
ELECTIVE - IV Information Technology (Minor)			
1.	SMS-2228	Network Application and Management	MBA LEAD 2 <sup>nd</sup> Semester

**Note: "Open elective under CBCS" means students will opt one course as an open elective from the pool of open elective courses to be decided by the university CBCS Board.**

#### **Choice of specializations**

In addition to compulsory papers and Research project, a student shall have to choose four optional papers from the list of optional papers announced at the beginning of each semester. The list of optional papers shall confine to the availability of teachers. A student will specialize in two areas (One Major and other Minor) by opting at least three papers (in major area) and one paper (in minor area) in first and second semester respectively.

#### **\* SMS-2207 Seminar**

In the first semester, a student of MBA (LEAD) will have a paper of seminar in lieu of summer training. Seminar will be presented by each student on any topic relating to Indian Ethos, Values, management and practices etc. Students will be allotted topics of seminar presentation by their respective guides, and they will have to prepare an assignment on those topics citing at least 15 references in every assignment. Every week on Saturday, two or three students will present the seminar in front of all the faculty members of management department, the schedule for which will be prepared in the beginning of the semester. 50% evaluation will be done by the concerned teacher on the basis of project report submitted by the student and rest 50% evaluation will be done on the basis of seminar presentation by a three member internal panel constituted by the Chairperson. It will be a full semester activity so that both learning as well as evaluation is facilitated.

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Consolidate Detail of MBA LEAD Programme			
S. No.	Semester	Total Credits	Total Marks
1	1 <sup>st</sup>	38 Credits	800
2	2 <sup>nd</sup>	38 Credits	800
Total Credits/Marks		76	1600

External Marks: 80  
Internal Marks: 20  
Time: 3 Hrs

## BUSINESS POLICY & STRATEGIC MANAGEMENT

### PAPER CODE: SMS-2201 (Compulsory)

**Objective:** The objective of the course is to develop a holistic perspective of an organization and to enable the students to analyze the strategic situation facing the organization, to access strategic options available to the organization and to implement the strategic choices made by it.

#### Unit-I

Business policy- meaning, nature, importance and purpose; Strategy- defining strategy, levels at which strategy operate, roles of strategies; Strategic Management- overview, process of strategic management, approaches to strategic decision making, strategy formulation- mission, purpose and business definition, objectives, environment - concept, components and appraisal (SWOT analysis).

#### Unit-II

Organization appraisal: organizational dynamics and structuring organizational appraisal, formulation- corporate level strategies and business strategies; Strategy analysis and choice - Process, corporate portfolio analysis- BCG matrix, GE matrix, SPACE approach, QSP matrix, industry analysis- Porter's five forces model, strategic plan.

#### Unit-III

Strategy implementation: aspects, structural implementation- structures for strategies, organizational design and change, Behavioral Implementation - leadership, culture, value and ethics.

#### Unit-IV

Functional implementation: functional strategies, plans and policies- marketing, financial, personnel, operational; Strategic Evaluation and Control - an overview of strategic evaluation and control, strategic control and operational control, techniques of strategic evaluation and control.

#### Suggested Readings:

1. Kazmi, Azhar, **Business Policy and Strategic Management**, Tata McGraw Hill Publishing Company Ltd., New Delhi
2. David, Fred R. **Strategic Management - Concept and Cases**, Pearson Education, Delhi
3. Hitt, M.A., Ireland R.D. and Hos Kisson R.D., **Strategic Management Competitiveness and Globalisation**; Thomson Asia Pvt. Ltd.
4. Pearce II J A and Robinson Jr., R.B., **Strategic Management - Strategy Formulation and Implementation**, AITBS Publishers and Distributors, Delhi
5. Ansoff, Igor, **Corporate Strategy**, McGraw-Hill.
6. Wheeler David and K. Rangarajan, **Concepts of Strategic Management and Business Policy**, Pearson Education, New Delhi.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**Instruction for Paper Setter:** The question paper will have two sections. Section 'A' shall comprise of 5 small question of 4 marks each out of which 5 questions are compulsory. Section 'B' will contain 8 question (2 questions from each unit) of 15 marks each. The students will be required to attempt four question (one question from each unit).

External Marks: 80  
Internal Marks: 20  
Time: 3 hrs.

**INTERNATIONAL BUSINESS**  
**PAPER CODE: SMS-2203 (Compulsory)**

**Objective:**

To expose students to the concept, importance and dynamics of international business and India's involvement in global business operations.

**Unit-I**

Nature and scope of International business; Concept of globalization and its importance; Impact of globalization; international business vs. domestic business. International business environment. Economic, Socio-cultural and Political-Legal environment. Modes of entry into international business. Recent trends in world trade in goods and services.

**Unit-II**

Theories of international trade: Mercantilism; Absolute Cost theory, Comparative Cost theory, Opportunity Cost theory, factor endowment theory, Complimentary trade theories; commercial policy instruments; tariff and non-tariff measures; balance of payment account and its component. Instruments of Trade Policy- Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

**Unit-III**

Foreign Investments- types and flows, factors affecting foreign investment decisions, impact of FDI on home and host countries, Foreign investment in Indian perspective. WTO- its objectives, principles, organizational structure and functioning. World Bank and IMF.

**Unit-IV**

Foreign Trade promotion measures and organizations in India; SEZs and 100% export oriented units (EOUs); measuring for promoting foreign investments into and from India; Indian joint ventures and acquisitions abroad. Financing of foreign trade and payment terms.

**Suggested Readings:**

1. Charles, W. L. Hill and Arun K. Jain, International Business, Tata McGraw-Hill, New Delhi.
2. Cherunilam, Francis, International Business: Texts and cases, PHI, New Delhi.
3. Justin Paul, International Business, PHI, New Delhi.
4. Michael R. Czinkota, et al. International Business, The Dryden Press.
5. RBI reports on Currency and Finance, various issues.
6. WTO, Annual Report, Various Issues.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**Instruction for Paper Setter:** The question paper will have two sections. Section 'A' shall comprise of 5 small question of 4 marks each out of which 5 questions are compulsory. Section 'B' will contain 8 question (2 questions from each unit) of 15 marks each. The students will be required to attempt four question (one question from each unit).

External Marks: 80  
Internal Marks: 20  
Time: 3hrs.

**ENTREPRENEURSHIP DEVELOPMENT**  
**PAPER CODE: SMS-2202 (Compulsory)**

**Objective:**

This course aims to acquaint the students with challenges of starting new ventures and enable them to investigate, understand and internalize the process of setting up a business

**Unit-I**

Entrepreneurship: Concept, knowledge and skills requirement; characteristics of successful entrepreneurs; role of entrepreneurship in economic development; entrepreneurship process; factors impacting emergence of entrepreneurship; the changing role of entrepreneurs.

**Unit-II**

Starting the venture: generating business idea - sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition; environmental scanning, competitor and industry analysis; feasibility study - market feasibility, technical/operational feasibility, financial feasibility; drawing business plan; preparing project report; presenting business plan to investors

**Unit-III**

Functional plans: marketing plan - marketing research for the new venture, steps in preparing marketing plan, contingency planning; organizational plan - form of ownership, designing organization structure, job design, manpower planning; Financial plan - cash budget, working capital, proforma income statement, proforma cash flow, proforma balance sheet, break even analysis

**Unit-IV**

Sources of finance: debt or equity financing, commercial banks, venture capital; financial institutions supporting entrepreneurs; legal issues - intellectual property rights patents, trademarks, copy rights, trade secrets, licensing; franchising.

**Suggested Readings:**

1. Hisrich, Robert D., Michael Peters and Dean Shepherd, **Entrepreneurship**, Tata McGraw Hill, New Delhi
2. Barringer, Brace R., and R. Duane Ireland, **Entrepreneurship**, Pearson Prentice Hall, New Jersey (USA)
3. Lall, Madhurima, and Shikha Sahai, **Entrepreneurship** Excel Books, New Delhi
4. Charantimath, Poornima, **Entrepreneurship Development and Small Business Enterprises**, Pearson Education, New Delhi.
5. Khanka, S.S., **Entrepreneurial Development**, S.Chand, New Delhi.
6. Desai, Vasant, **Dynamics of Entrepreneurial Development and Management**, Himalaya Publishing House.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**Instruction for Paper Setter:** The question paper will have two sections. Section 'A' shall comprise of 5 small question of 4 marks each out of which 5 questions are compulsory. Section 'B' will contain 8 question (2 questions from each unit) of 15 marks each. The students will be required to attempt four question (one question from each unit).

External Marks: 80  
Internal Marks: 20  
Time: 3 hrs

**BUSINESS ETHICS AND CORPORATE GOVERNANCE**  
**Paper Code: SMS -2204 (Compulsory)**

**Objective:**

The objectives of this course are to help students to gain an understanding of Business Ethics and corporate governance in managerial decision-making.

**UNIT I**

Business ethics- Meaning of Ethics, Introduction of business ethics, importance, needs, ethical principles in business, application of Moral Behavior to business, ethical decision making, characteristics of an ethical organization, Theories of Business Ethics, Ethical Dilemmas in business.

**UNIT II**

Handmaid of ethics- Corporate Social responsibility, Arguments for and against social responsibility of business; environmental concerns and corporations; ethics of consumer protection.

**UNIT III**

Corporate governance: overview, meaning, historical perspective, Issues and problems of corporate governance in emerging economies; Corporate ethics: good governance-obligation to society, investor, employees, customers and managers.

**UNIT IV**

Agents and institutions in corporate governance- Right and privileges of shareholders; investor problem and protection and other stake holders; Board of Directors as powerful instrument in corporate governance; Roles, duties and responsibilities of auditor; corporate governance: the Indian scenario. Corporate governance norms as prescribed by SEBI.

**Suggested Readings:**

1. A.C. ferndo , Business Ethics: An Indian Perspective, Pearson 2009
2. Baxi CV, and Prasad Ajit, Corporate Social Responsibility: Concept and Cases, Excel Books, 2006.
3. John L. Colley, Jacqueline L. Doyle, Corporate Governance, McGraw-Hill.
4. Laura P. Hartman and Abha Chatterjee, Perspectives in Business Ethics, Tata McGraw Hill.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**Instruction for Paper Setter:** The question paper will have two sections. Section 'A' shall comprise of 5 small question of 4 marks each out of which 5 questions are compulsory. Section 'B' will contain 8 question (2 questions from each unit) of 15 marks each. The students will be required to attempt four question (one question from each unit).

External Marks: 80  
Internal Marks: 20  
Time: 3 hrs.

## CONSUMER BEHAVIOUR

### PAPER CODE SMS-2209 (Optional-Marketing)

#### Objectives

The basic objective of this course is to develop an understanding about the consumer decision – making process and its applications in marketing function of firms.

#### Unit-I

Introduction to Consumer Behaviour; Consumer Behaviour and Marketing Strategy; Consumer Involvement and Decision-Making; Information Search Process; Evaluative Criteria and Decision Rules.

#### Unit-II

Consumer Motivation, Information Processing and Consumer Perception; Consumer Attitudes and Attitudes Change; Influence of Personality and Self- Concept on Buying Behaviour; Psycho-graphics and Lifestyle; Influence of Culture, Subculture and social class; Reference Group Influence; Changing roles of women; children and household consumer behavior.

#### Unit-III

Diffusion of Innovation and Opinion Leadership; Family Decision –Making; Industrial Buying Behaviour; Models of Consumer Behaviour; Consumer Behaviour Audit.

#### Unit-IV

Profile of Indian consumers; Behavioural patterns of Indian consumers; Problems faced by Indian consumers; Consumer protection in India; Public policy and consumer behavior; Customer Relationship Management Meaning & Significance of CRM, Strategies for building relationship marketing, CRM Vs Customer retention. CRM Process-Benefits, brand switching behaviour. e-CRM, Meaning, Importance of e-CRM.

#### Suggested Readings:

1. Assael, H.: Consumer Behaviour and Marketing Action, Asian Books Pvt.Ltd., New Delhi, 2012.
2. Engle, J. E. etc: Consumer Behaviour: Chicago, Dryden Press.
3. Hawkins, D. I. .: Consumer Behaviour: Implications for Marketing Strategy, TMH.
4. Schiffman, LG and Kanuk, L. L. : Consumer Behaviour. Prentice Hall of India. New Delhi,
5. Loudon & Loudon: Consumer Behaviour, TMH, New Delhi.
6. Soloman, Michael E. Consumer Behaviour, Buying; Having, Being, PHI.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**Instruction for Paper Setter:** The question paper will have two sections. Section 'A' shall comprise of 5 small question of 4 marks each out of which 5 questions are compulsory. Section 'B' will contain 8 question (2 questions from each unit) of 15 marks each. The students will be required to attempt four question (one question from each unit).



External Marks: 80  
Internal Marks: 20  
Time: 3 hrs.

**ADVERTISING MANAGEMENT**  
**PAPER CODESMS -2211 (Optional-Marketing)**

**Objective:** The aim of this course is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing effective advertising programme.

**Unit-I**

Advertising: Concept, Types, Forms and Importance. Role of advertising in the Marketing Process: Legal Ethical and Social Aspects of Advertising; History and current scenario of advertising agencies in India.

**Unit-II**

Theory of Cognitive Dissonance and Cues for Advertising Strategies; Concept of STP & advertising, Advertising and Consumer Behaviour; Advertising Planning and Objective Setting: DAGMAR Approach. Determination of Target Audience.

**Unit-III**

Advertising Programme - Message, Headlines, Copy, Logo, Illustration, Appeal, Layout; Campaign Planning, Role of Creativity in Advertising, Views of advertising authorities on copy-writing; Media Planning, Media Mix; Budgeting;

**Unit-IV**

Measurement of Advertising Effectiveness;  
Advertising Agency-types, functions, selection criteria, organizational structure, compensation and appraisal, Client-agency and media agency relationships.

**Suggested Readings:**

1. Belch, George E and Belch, Michael A. Introduction to Advertising and Promotion. 3<sup>rd</sup> ed. Chicago; Irwin, 2012.
2. Arens and Bovee, Contemporary Advertising, Irwin,
3. Sandage and Fryberger, Advertising, AITBS, Delhi,
4. Batra, Rajeev, Myers, Johan G. and Aaker, David A. Advertising Management. 4th ed. New Delhi, Prentice Hall of India, 2012.
5. O' Guinn, Advertising & Integrated Brand Production; Vikas Publishing House, New Delhi.
6. Wells, William, Burnett, John & Moriarty Sandra, PHL, 2012.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**Instruction for Paper Setter:** The question paper will have two sections. Section 'A' shall comprise of 5 small question of 4 marks each out of which 5 questions are compulsory. Section 'B' will contain 8 question (2 questions from each unit) of 15 marks each. The students will be required to attempt four question (one question from each unit).

External Marks: 80  
Internal Marks: 20  
Time: 3 hrs.

**MARKETING RESEARCH**  
**Paper Code: SMS-2213(Optional-Marketing)**

**Objectives**

The purpose of this course is to enable students learn the process, tools and techniques of marketing research.

**Unit I**

Introduction to Marketing Research: Importance, nature and scope of marketing research; Marketing information system and marketing research: Marketing research process, Problem Identification and Research Design.

**Unit II**

Data Resources: Secondary data sources and usage; Online data sources; Primary data collection methods - questioning techniques, online surveys, observation method; Questionnaire preparation.

**Unit-III**

Attitude measurement and scaling techniques - introduction to measurement scales. Sampling Plan: Universe, sample frame and sampling unit; Sampling techniques; Sample size determination.

**Unit-IV**

Data Analysis: Hypothesis testing, tests of significance (Parametric & non-parametric) Univariate, bivariate and multivariate data analysis; Report preparation and presentation. Market Research Applications: An overview. International marketing research.

**Suggested Reading:**

1. Churchill, Gilbert. A : Basic Marketing Research, Dryden Press, Boston.
2. Green Paul E. Donald S. Tull and Gerald Albaum : Research for Marketing Decision, Prentice Hall, New Delhi.
3. Luck, D.J, Marketing Research, Prentice Hall, New Delhi
4. Naresh K. Malhotra, Marketing Research, 5<sup>th</sup> ed., PHI, New Delhi.
5. Beri, G.C. : Marketing Research, Tata McGraw Hill, New Delhi.
6. Boyd. H.W. Ralph Westfall and S.F. Stasch: Marketing Research: Text and Cases, McGraw Hill.
7. Chisnall, peter M: The Essence of Marketing Research, Prentice Hall, New Delhi.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**Instruction for Paper Setter:** The question paper will have two sections. Section 'A' shall comprise of 5 small question of 4 marks each out of which 5 questions are compulsory. Section 'B' will contain 8 question (2 questions from each unit) of 15 marks each. The students will be required to attempt four question (one question from each unit).

External Marks: 80  
Internal Marks: 20  
Time: 3 hrs.

**SERVICE MARKETING**  
**PAPER CODE: SMS-2210 (Optional Marketing)**

**COURSE OBJECTIVE:**

To understand the service product and key elements of services marketing mix. Another objective deals with managing the service delivery process and the implementation of services marketing

**UNIT-I**

Emergence of service economy, Introduction to services; Foundation of Service Marketing – Definition and concept of service marketing, distinctive characteristics and classification of services, growth in service sector, service marketing mix.

**UNIT-II**

Customer Focus – Consumer behavior in services; needs, expectations and perceptions, process of market segmentation, selecting customer portfolio, creating valued relations with customer, customer loyalty, service encounters, measuring customer satisfaction, SERVQUAL model and GAP Model, handling complaints, service failure and recovery

**UNIT-III**

Service innovation & design; new service development process, Positioning a service in the market, value addition to service product, planning and branding service product, pricing the service product, advertising, personnel selling and other communication in services industry, challenges in distribution of services, role of employees, customers and intermediaries in service industry

**UNIT-IV**

Special Issues in Service Marketing – e-services, online consumer behaviour, self service technologies, understanding specific service industries – financial, hospitality, health, telecom, retail, public utilities, NGOs, travel and tourism, professional services

**SUGGESTED READINGS:**

1. Zeithaml, Gremler, Bitner and Ajay Pandit, *Service Marketing*, Tata McGraw Hill, 5<sup>th</sup> ed., 2010.
  2. Lovelock, Christopher, Wirtz, Jochen and Chatterjee, Jayanta, *Service Marketing – People, Technology, Strategy*, Pearson Education, New Delhi
  3. Verma, Harsh, *Services Marketing – Text and Cases*, Pearson Education, 2008
  4. Apte, Govind, *Services Marketing – OUP*, New Delhi
  5. Jauhari, Vinnie and Kirti Dutta, *Services: Marketing, Operations and Management*, Oxford University Press, New Delhi
- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**Instruction for Paper Setter:** The question paper will have two sections. Section 'A' shall comprise of 5 small question of 4 marks each out of which 5 questions are compulsory. Section 'B' will contain 8 question (2 questions from each unit) of 15 marks each. The students will be required to attempt four question (one question from each unit).

External Marks: 80  
Internal Marks: 20  
Time: 3 hrs.

**INTERNATIONAL MARKETING**  
**PAPER CODE: SMS-2212 (Optional Marketing)**

**Objective:**

The course seeks to develop international marketing skills on a sound theoretical and conceptual foundation. It provides an insight into global marketing environment and the managerial decision making in the context of contemporary dynamics of the global markets.

**Unit-I**

International Marketing: Definitions, nature, scope and process of International Marketing; reasons and motivations for underlying International Trade and International Business; basic modes of process of International Marketing; Domestic Marketing versus International Marketing.

**Unit-II**

International Marketing Environment, Factors influencing International market selection and segmentation, Selection strategies. International Marketing Planning and control; International Marketing Mix: International product policy and planning.

**Unit-III**

International Product mix; Branding, labeling; packaging and organization of product warranties and services. International Pricing policies and strategies, Process of price setting, pricing decisions, information for pricing decisions.

**Unit-IV**

International Advertising: International advertising strategy, elements of advertising strategy, media strategy; International Distribution Channels, Selecting distribution channels.

**Suggested Readings**

1. Vern Terpestra and Ravi Sarathy: International Marketing: Cengage Publication, New Delhi
2. Simon Majaro: International Marketing
4. R. L. Varshney and B. Bhattacharya: International Marketing: Sultan Chand Publications, N. Delhi
6. Sak Onkvisit and John Shaw: International Marketing (Analysis and Strategy), PHI, N. Delhi
7. Warren, J. Keegan: Global Marketing Management: Pearson Edu/PHI, New Delhi
8. Phillip R. Cateora: International Marketing: Tata McGraw Hill, New Delhi.
9. Johny K. Johansson: Global Marketing: Tata Mc Graw Hillwith Edition.
10. Raja Gopal: International Marketing: Vikas Publishing House, New Delhi.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**Instruction for Paper Setter:** The question paper will have two sections. Section 'A' shall comprise of 5 small question of 4 marks each out of which 5 questions are compulsory. Section 'B' will contain 8 question (2 questions from each unit) of 15 marks each. The students will be required to attempt four question (one question from each unit).

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External Marks: 80  
Internal Marks: 20  
Time: 3 hrs.

## SALES, DISTRIBUTION & LOGISTICS MANAGEMENT

PAPER CODE: SMS-2214 (Optional-Marketing)

**COURSE OBJECTIVE:** The objective of the course is to familiarize students with theories, techniques and practices related to sales, distribution management & logistic management.

### Unit-I

Objective of sales management; Personal selling objectives; theories of selling; personal selling process; size of sales force; social and ethical responsibilities in sales management; compensation and motivation of sales force

### Unit-II

Sales meetings; sales contests; sales quotas; sales territories; evaluating and controlling the sales personnel; analysis of sales, costs and profitability

### Unit-III

Distribution management and marketing mix; marketing channels; channel institutions - wholesaling and retailing; designing channel system, Channel management; channel information system;

### Unit-IV

Market logistics and supply chain management: Introduction, Requirement planning, JIT, Vendor managed inventory(VMI), Logistics management in supply chain, Inventory management, Warehousing, Packaging for logistics, 3PL, 4PL, GPS and GIS technology

### Suggested Reading:

1. Havaldar, Krishna K.& Cavale, Vasant M.; **Sales and Distribution Management**; Tata McGraw Hill, New Delhi
2. Khan, Mateen; **Sales and Distribution Management**; Excel Books; New Delhi
3. Still, Richard R., Cundiff, Edward W. & Govoni, Norman; **Sales Management - Decision, Strategies and Cases**; Pearson Education/Prentice Hall of India; New Delhi
4. Dalrymple, Douglas J.; Cron, William L. & Decarlo, Thomas; **Sales Management**; John Wiley & Sons (Asia) Pvt. Ltd; New Delhi
5. Futrell, Charles M.; **Sales Management - Team work, Leadership and Technology**, Thomson Learning.; New Delhi
6. Rosenbloom, Bert; **Marketing Channels: A Management View**, Thomson Learning; New Delhi
7. Stern, Louis W.; El-Ansary, Adel & Coughlan, Anne T.; **Marketing Channels**; Prentice Hall of India/Pearson Education; New Delhi
8. Kapoor, Satish K. & Kansal, Purva; **Basics of Distribution Management**; Prentice Hall of India; New Delhi
9. Rahul V. Altekar, **Supply chain management-concept&cases, PHI, New Delhi**

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**Instruction for Paper Setter:** The question paper will have two sections. Section 'A' shall comprise of 5 small question of 4 marks each out of which 5 questions are compulsory. Section 'B' will contain 8 question (2 questions from each unit) of 15 marks each. The students will be required to attempt four question (one question from each unit).

External Marks: 80  
Internal Marks: 20  
Time: 3 hrs.

**FINANCIAL SERVICES AND INSTITUTIONS**  
**PAPER CODE: SMS-2215 (Optional-Finance)**

**Objective:**

The objective of this paper is to enable the students to understand the essentials of financial services, financial system and management of financial institutions in India.

**Unit-I**

Financial Services: nature, scope, types and problems; Leasing: concept, classification, accounting, legal and tax aspect of leasing, financial evaluation of leasing; Venture Capital Finance.

**Unit-II**

Credit rating services: credit rating agencies in India, process, provisions, methodology; Factoring and Forfeiting: functions and mechanics, classification, factoring in India, factoring vs. forfeiting; Hire Purchase Finance and consumer credit.

**Unit-III**

Financial system and economic development; depository system and custodial services: concept, depository participants, functions, benefits, depository system in India; Debt securitization: concept, mode, mechanism, beneficiaries and securitization in India; an overview of book building and bought out deals; money market instruments.

**Unit-IV**

Financial Institutions and economic growth; Role of RBI in regulating financial institutions; Risk management in financial institutions; Management of services in Development Banks in India: roles, resource planning, resource mobilization, project evaluation, operation policies and practices of IDBI, ICICI, IFCI, SIDBI.

**Suggested Reading:**

1. Bhole, L. M., **Financial Institutions and Markets**, Tata McGraw Hills, New Delhi.
2. Khan, M. Y., **Financial Services**, Tata McGraw Hill, New Delhi.
3. Shrivastava, R.M., and Nigam, Divya, **Management of Indian Financial Institutions**, Himalaya Publishing House.
5. Kohn, Meir, **Financial Institutions and Markets**, Tata McGraw Hill.
6. Vij, Madhu, **Management of Financial Institutions**, Anmol Publications, New Delhi.
7. Machiraju, H.R., **Indian Financial System**, Vikas Publishing House.
8. Pathak, **Indian Financial System**, Pearson Education.
9. Rose, Peter S. and Fraser, Donald R. **Financial Institutions**, Ontario, Irwin Dorsey.
10. Yeager, Fred C. and Seitz, Nail E. **Financial Institution Management: Text and Cases**, Englewood Cliffs, New Jersey, Prentice Hall Inc.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**Instruction for Paper Setter:** The question paper will have two sections. Section 'A' shall comprise of 5 small question of 4 marks each out of which 5 questions are compulsory. Section 'B' will contain 8 question (2 questions from each unit) of 15 marks each. The students will be required to attempt four question (one question from each unit).

External Marks: 80  
Internal Marks: 20  
Time: 3 hrs.

**SECURITY ANALYSIS AND PORTFOLIOMANAGEMENT**  
**PAPER CODE: SMS-2217(Optional-Finance)**

**Objective:**

The objective of this paper is to acquaint the students about the investment decisions, Risks involved in them, theories of security valuation, fundamental and technical analysis and theories and concepts involved in portfolio management.

**Unit I**

Meaning and objectives of security analysis; investment alternatives; Investment-meaning, nature, process, return and risk; Operations of Indian Stock market; New Issue Market; Listing of securities; OTCEI; cost and mechanics of investing in securities; Recent developments in the Indian Stock Market.

**Unit II**

Objectives and benefits of investment analysis ; Valuation theories of fixed and variable income securities; Efficient Market Theory; Fundamental Analysis - Economic, Industry and Company Analysis; Technical Analysis.

**Unit III**

Introduction to Portfolio Management: Meaning, risk and return determination of a portfolio, Portfolio selection; Markowitz portfolio theory, Optimal Portfolio: selection and problems; Efficient frontier: Meaning and Construction and investors utility; Efficient frontier: risk free and risky lending and borrowing; Sharpe single-index model; Capital Asset Pricing Model; Arbitrage Pricing Theory.

**Unit IV**

Bond portfolio management strategies - passive portfolio strategies, active management strategies; Portfolio revision - meaning, need, constraints and strategies; formula plans - constant-dollar-value plan, constant ratio plan, variable ratio plan; Portfolio performance evaluation: risk adjusted measures of performance.

**Suggested Readings:**

1. Alexander, Gordon J. and Bailey, Jeffery V., *Investment analysis and Portfolio Management*, Dry den Press, Thomson Learning, Bombay.
2. Fischer, Donald E. and Jordan, Ronald J. *Security Analysis and Portfolio Management*, Prentice Hall of India, New Delhi.
3. Chandra, Prasanna, *Investment Analysis and Portfolio Management*, Tata McGraw Hill, New Delhi.
4. Sharpe, William F. etc. *Investment*. New Delhi, Prentice Hall of India
5. Pandian, *Security Analysis and Portfolio Management*, Vikas Publishing House, New Delhi
6. Haugen, Robert A., *Modern Investment Theory*, Pearson Education, New Delhi.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**Instruction for Paper Setter:** The question paper will have two sections. Section 'A' shall comprise of 5 small question of 4 marks each out of which 5 questions are compulsory. Section 'B' will contain 8 question (2 questions from each unit) of 15 marks each. The students will be required to attempt four question (one question from each unit).

External Marks: 80  
Internal Marks: 20  
Time: 3 Hrs

## BANKING AND INSURANCE

PAPER CODE: SMS 2219 (Optional-Finance)

### Objective:

The objective of this course is to apprise the students with the role, structure and functioning of Banking industry and also to impart knowledge of various functional areas and risk management in banking and insurance sectors

### Unit-I

An overview of the banking sector-roles, objectives, growth and structure; function and operations - RBI, Commercial Banks, RRBs, Cooperative Banks and NABARD, Legal framework of regulation of banks: Banking Regulation Act, 1949 and main amendments, Marketing in Banking Industry- component of bank marketing strategy and its importance, Banking forms - Rural Banking, Retail Banking, Universal Banking, International Banking, E-banking, Mobile Banking

### Unit-II

Component of ALM and their management; liquidity management, interest rate management, management of credit and operational risk; treasury operations and management; Contemporary Issues in Banking: Managing NPA and capital adequacy and profit planning in Indian Banks.

### Unit-III

Insurance-Concept, Nature, Classification-Life & Non-life, Functions, Importance and Principles of Insurance; IRDA Act 1999 - Organization, guidelines for life & Non-life insurance; privatization of insurance industry in India;

### Unit-IV

Life Insurance -Concept; Public & Pvt. Sector companies in India - their products, schemes & plans; LIC Act 1956-An overview, General Insurance - Concept, Types; Public & Pvt. Sector companies in India - their products, schemes & plans, Claims settlement in Life Insurance and General Insurance

### Suggested Readings:

1. Black, Kenneth jr. & Skipper, Harold D. jr., **Life and Health Insurance**, Pearson Education, Delhi
2. Bhalla, V. K. **Managing International Investment and Finance**. New Delhi, Anmol. (2004)
3. Bhole, L.M. **Financial Institutes & Markets**, Tata McGraw Hill 4th ed. (2004)
4. Sethi Jyotsana and Bhatia Nishevan, 'Elements of Banking and Insurance' PHI
5. Kohn, Meir, **Financial Institutions and Markets**, Tata McGraw Hill (2000)
6. M. Ravathy Sriram and P.K. Bamanan, 'Core banking solution' PHI 2008
7. Nalini Prave Tripathy, Prabir Pal, 'Insurance theory and practice' TMH 2007
8. Shekhar, K.C. and Shekhar, Lekshmy, **Banking Theories and practices**, Vikas Publication
9. Mehta, R.R.S.: **Fundamental of Banking**, HPH, Delhi.

**Instruction for Paper Setter:** The question paper will have two sections. Section 'A' shall comprise of 5 small question of 4 marks each out of which 5 questions are compulsory. Section 'B' will contain 8 question (2 questions from each unit) of 15 marks each. The students will be required to attempt four question (one question from each unit).



External Marks: 80  
Internal Marks: 20  
Time: 3 hrs.

**INTERNATIONAL FINANCE**  
**PAPER CODE: SMS-2216(Optional-Finance)**

**Objective:**

The main objective of this course is to enable the students to understand the various financial aspects like working of International Financial Institutions, Balance of Payment, exchange transactions and also to provide an overall view of the International financial system.

**Unit-I**

An overview of Multinational Financial Management: finance function in a multinational firms; Exchange rate determination: Factors affecting Exchange rate, Theories of exchange rate determination (Purchasing Power Parity Theory, Demand and Supply theory and Balance of Payment Theory); Balance of Payment; Meaning, component, importance, disequilibrium and methods of correcting disequilibrium.

**Unit-II**

International Working Capital Management: International Cash Management; International Receivable Management, Managing short term assets and liabilities; International capital money markets; euro dollar and currency market; International Financial Institutions: Importance, functions and significance of International Monetary Fund; International Financial market instruments - GDRs, ADRs, Euro issues, CP and ECB.

**Unit-III**

Multinational capital budgeting, cost of capital and capital structure decisions; dividend policy of multinational firm.

**Unit-IV**

Foreign Exchange Markets: Structure of Foreign Exchange Market, spot and forward rates, Exchange rate quotations, Developments in foreign exchange markets; ; Foreign Exchange risks exposure; Taxation in Multinational firms; Foreign Exchange Regulation Act.

**Suggested Readings:**

1. Apte, P.G., **International Financial Management**, Tata McGraw Hill.
2. Allen Shapiro, **Multinational Financial Management**, PHI, New Delhi
3. Justin Paul, **International Business**, Prentice Hall of India.
4. Levi, Maurice D., **International Finance**, McGraw Hill
5. Madura Jeff, **International Financial Management**; Thomson Learning
6. Eiteman, David K., Stonehill, Arthur L., Moffett, Michael H. and Pandey, Alok, **Multinational Business Finance**, Pearson Education.
7. Vij Madhu, **International financial Management**, Excel Books.
8. Sharan, V., **International Financial Management**, PHI, New Delhi
9. Francis Cherunillam, **International Trade and Export Management**, Himalaya Publication House

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**Instruction for Paper Setter:** The question paper will have two sections. Section 'A' shall comprise of 5 small question of 4 marks each out of which 5 questions are compulsory. Section 'B' will contain 8 question (2 questions from each unit) of 15 marks each. The students will be required to attempt four question (one question from each unit).

External Marks: 80  
Internal Marks: 20  
Time: 3 hrs

**COMMODITY DERIVATIVES**  
**PAPER CODE SMS- 2218 (Optional-Finance)**

**Objective:** To enable students to understand the Concept and Management of Commodity Derivatives.

**Unit I**

**Introduction to Commodity Derivatives:** Evolution of Commodity Derivatives Concept; Relationship between General Derivative Market and Commodity Derivatives; Relationship between Economy and Commodity Derivative; Relationship of International and Domestic Trade with Commodity Derivatives.

**Unit II**

**Role of Players in Regulation of Commodity Derivatives:** International Market, State, Hedgers, Speculators, and Arbitragers, recent trends and developments in commodity market.

**Unit III**

**Forwards & Futures in Commodity Derivatives:** Difference between Forward and Future; Trading of Futures; Basics of Commodity Future Valuation and Pricing of Futures.

**Mechanism of Commodity Future:** Trading Parameters; Trading Work Station; Price Limit- Circuit Filter; Margin Requirements. Exposure Limit and Payment Requirements; Quality Certification; Circular Trading; Surveillance; Clearing and Settlement Procedure.

**Unit IV**

**Trading Strategies Using Commodity Futures:** Concept and Types of Hedging; Advantages and Limitation of Hedging; Concept of Spread Trading; Buying a Spread; Selling a Spread Arbitrage (Cash and Cash Arbitrage Transaction, Reverse and Cash Arbitrage Transaction. Role of Banks in Commodity Markets Participation of FII and Mutual Funds in Commodity Markets.:

**Suggested Readings:**

1. Reference Material by *MCX Training Department*, MCX, Mumbai
2. Wyne D. Purcell and Stephen R. Koontz, *Agricultural Futures and Options : Principles and strategies*
3. John C. Hull, *Fundamentals of Futures and Options*, 4th Edition
4. George Kleinman, *Commodity Futures and Options: A Step By Step Guide To Successful Trading*
5. Franklin R Edwards, *Futures and Options*, Cindy WMA.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**Instruction for Paper Setter:** The question paper will have two sections. Section 'A' shall comprise of 5 small question of 4 marks each out of which 5 questions are compulsory. Section 'B' will contain 8 question (2 questions from each unit) of 15 marks each. The students will be required to attempt four question (one question from each unit).

External Marks: 80

Internal Marks: 20

Time: 3hrs

## PROJECT MANAGEMENT AND INFRASTRUCTURE FINANCE

Paper code: SMS-2220 (Optional-Finance)

### Objective:

The objective of this paper is to acquaint the students about the project planning, appraisal and control and financing of infrastructure projects.

### Unit I

Phases and objectives of capital budgeting; Generation and Screening of project ideas; Capital expenditure; Importance, evaluation methods and difficulties; Feasibility Reports: Market demand and Situational Analysis; Technical Analysis; Financial Analysis; Environmental Analysis.

### Unit II

Analysis of project risk; Firm risk and Market risk; Social Cost and Benefit Analysis, UNIDO approach, SCBA by financial institutions; Project Appraisal by Financial Institutions; Environmental appraisal of Projects.

### Unit III

Multiple Projects and Constraints; Network Techniques for Project Management; Project Review and Administrative Aspects ; project financing in India; Problem of Time and Cost Overrun in Public Sector Enterprises in India; Assessment of the Tax Burden.

### Unit IV

Project Management: organization, planning, control, human aspects and pre-requisites; Financing infrastructure projects: Concept, rational and financial instruments; Public finance for infrastructure project ; BOOT/ BOT system for infrastructure projects.

### Suggested Readings:

1. Chandra, Prasanna, *Projects : Planning Analysis, Selection, Implementation and Review*, Tata McGraw Hill, New Delhi, 2002.
2. Bhavesh, M Patel, *Project Management*, Vikas Publishing House, New Delhi.
3. Machiraju, H. R., *Project Finance*, Vikas Publishing House, New Delhi.
4. Rao, P.C.K., *Project Management and Control*, Sultan Chand & Sons, N.Delhi.
5. Nijiru, Cyrus and Merna, Tony, *Financing Infrastructure Projects*, Thomas Telford, UK, ISBN
6. Dhankar, Raj S., *Financial Management of Public Sector Undertakings*, New Delhi, Westville.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**Instruction for Paper Setter:** The question paper will have two sections. Section 'A' shall comprise of 5 small question of 4 marks each out of which 5 questions are compulsory. Section 'B' will contain 8 question (2 questions from each unit) of 15 marks each. The students will be required to attempt four question (one question from each unit).

External Marks: 80

Internal Marks: 20

Time: 3 Hrs

**INDUSTRIAL RELATIONS AND LABOR LEGISLATIONS**  
**PAPER CODE: SMS-2221 (Optional-HR)**

**Objective:**

The objective of this course is to sensitize and expose students to critical tasks, functions and issues of industrial relations and to gain insight into the dynamics of employee management relations on the different job situations.

**Unit-I**

Industrial Relations: Concept, Scope, Objectives, Factors effecting IR in changing environment; Impact of technological change on industrial relations; Human Resource Management and IR; Role of State; Employer's Organization; Role and objectives of ILO in Industrial Relations. International Dimensions of IR.

**Unit-II**

Trade Unions: Objectives and functions; Development of trade Union movement in India; Challenges of Trade Union movement; Forms of union; Trade Union response toward liberalization and change; Provisions of Trade Union Act 1926.

**Unit-III**

Labor Legislations: Objectives, significance and forms - Grievance handling legislations, Social security legislations, Regulatory legislations, protective and employment legislations; Discipline: Causes of Indiscipline, maintenance of discipline and misconduct; Labor turnover and absenteeism; Industrial Employment (Standing Orders) Act, 1946.

**Unit-IV**

Worker's participation in management - objectives, importance and levels and methods; Strategic implementation of WPM; Co-ownership management; Concept and significance; Collective bargaining: role, types and process; Industrial dispute- causes, forms, settlement; Provisions of Industrial Dispute Act, 1947.

**Suggested Readings**

1. M. V. Pylee, Workers Participation in Management, Vikas Publishing House Pvt. Ltd.
2. Venkataratnam, C.S. and Sinha, Pravin, Trade Union Challenges at the Designing of 21<sup>st</sup> Century, IIRA-Excel Books, New Delhi
3. Monappa, A. Industrial Relations, Tata McGraw Hill, New Delhi
4. Sinha, Sinha, Sakher, Industrial Relations, Trade Unions and Labour Legislations, Pearson Education, New delhi
5. Venkataratnam, C.S., Industrial Relations, Oxford University Press, New Delhi
6. Dutta, S.K. Guide to Disciplinary Action, Tata McGraw Hill, New Delhi

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**Instruction for Paper Setter:** The question paper will have two sections. Section 'A' shall comprise of 5 small question of 4 marks each out of which 5 questions are compulsory. Section 'B' will contain 8 question (2 questions from each unit) of 15 marks each. The students will be required to attempt four question (one question from each unit).

External Marks: 80

Internal Marks: 20

Time: 3 Hrs

**ORGANISATIONAL CHANGE AND DEVELOPMENT**  
**PAPER CODE: SMS-2223 (Optional-HR)**

**Objective:** This course is designed to provide in depth understanding of behavioural interventions and enable the students to apply these interventions for building individual, team, systems and process related competencies and helping organizational to achieve peak performance and become self sustaining

**Unit-I**

Organizational Change - meaning, nature, need; Process and Models of planned change; Force Field Analysis; Organizational Development – meaning ,nature and importance; process of organizational development

**Unit-II**

Human Process Interventions - T-group, process consultation, third party interventions, team building; organizational confrontation meeting, coaching and mentoring, role focused interventions

**Unit-III**

Techno structural Interventions; restructuring organization, reengineering, employee involvement, work design; Strategic Interventions – Competitive and Collaborative Strategies, organization transformation

**Unit-IV**

Contemporary issues and applications; Organizational development in global context, organizational development in service sector, OD Practioners - role, competencies requirement, professional ethics and values and experiences; future trends in OD

**Suggested Reading:**

1. Cummings, Thomas G. and Christopher G. Worley, **Organisation Development and Change**, Thomson Learning
2. Ramnarayan S., T.V. Rao and Kuldeep Singh, **Organisation Development Interventions and Strategies**, Response Books, New Delhi
3. French, Wendell L. and Lecil H. Bell, **Organisation Development**, PHI, New Delhi
4. Chowdhury, Subir, **Organisation 2IC**, Pearson Education.
5. Ian Palmer, Richard Dundford, Gib Akin, **Managing Organisational Change: A Multiple Perspectives Approach**, Mc Graw.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**Instruction for Paper Setter:** The question paper will have two sections. Section 'A' shall comprise of 5 small question of 4 marks each out of which 5 questions are compulsory. Section 'B' will contain 8 question (2 questions from each unit) of 15 marks each. The students will be required to attempt four question (one question from each unit).

External Marks: 80  
Internal Marks: 20  
Time: 3 hrs

**HUMAN RESOURCE DEVELOPMENT SYSTEMS**  
**PAPER CODE: SMS-2225 (Optional-HR)**

**Objective:** This course is designed to provide in depth understanding and enable the students to manage training processes and system for developing human resource of the organization.

**Unit-I**

Changing role of HRD in Liberalized economy, Trends in HR: present and future, Concept and philosophy of HRD, HRD climate, Human beings as a strategic resource, Integration of HRD with corporate strategy, Role of HRD in improving effectiveness of a firm, Human resource planning and procurement.

**Unit-II**

Work System: Work planning and role analysis, work review and feedback, potential appraisal, trends in performance management, 360 degree appraisal, team appraisal.

**Unit-III**

Career and development system: Career development and planning, assessment centers, career management, motivational aspects of HRD, practices in career management.

**Unit-IV**

Training: Training process, Training needs assessment - organizational analysis, operational analysis, person analysis, Training methods and techniques, Evaluation of training - need for evaluation, principles, criteria and approaches.

**Suggested Readings:**

1. Udai Pareek and T.V. Rao: Designing and managing Human resource development systems, oxford publishing and IBH publishing co. pvt ltd.
2. Udai Pareek: evaluating human resource development, Jaipur HR dresearch foundation.
3. Udai Pareek: training Instrument for HRD, Tata McGraw Hill Publishing Company Limited.
4. T.V. Rao: Appraising and developing managerial performance, T.V. Rao learning systems pvt ltd.
5. Sahu, R.K., **Training for Development**, Excel Books, New Delhi
6. Blanchard, P Nick, and James W. Thacker, **Effective Training - Systems, Strategies, and Practices**, Pearson Education, New Delhi
7. Goldstein, **Training in Organization**, Thomson Learning, Bombay

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**Instruction for Paper Setter:** The question paper will have two sections. Section 'A' shall comprise of 5 small question of 4 marks each out of which 5 questions are compulsory. Section 'B' will contain 8 question (2 questions from each unit) of 15 marks each. The students will be required to attempt four question (one question from each unit).

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

**COMPENSATION & PERFORMANCE MANAGEMENT**  
**PAPER CODE: SMS-2222 (Optional-HR)**

**Objectives**

This course is designed to promote understanding issues related to compensation in corporate sector and impart skills in designing, analysis and restructure compensation and performance management system, policies and strategies.

**UNIT-I**

Role of compensation in organization: economic and behavioural theories related to compensation; Compensation Management Process. Strategic perspectives of compensation; compensation as motivational tool.

**UNIT-II**

Internal and external equities in compensation system; understanding inter and intra-industry compensation differentials, designing pay structure and administering compensation package; understanding different components of compensation package like fringe benefits, incentives and retirement plans.

**UNIT-III**

Wage boards and pay commissions; Structure and provisions of legislation on wages and bonus. Provisions governing different components of Compensation.

**UNIT-IV**

Performance Management: reward based performance management, Career based performance management, Competency based performance management, Leadership based performance management, Payment by result.

**Suggested Readings:**

1. Aguinis, Herman, **Performance Management**, Pearson Education, Inc.
2. Kandula, Srinivas R., **Performance Management**, PHI, New Delhi
3. Singh, B.D., **Compensation Reward Management**, Excel Books, New Delhi

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**Instruction for Paper Setter:** The question paper will have two sections. Section 'A' shall comprise of 5 small question of 4 marks each out of which 5 questions are compulsory. Section 'B' will contain 8 question (2 questions from each unit) of 15 marks each. The students will be required to attempt four question (one question from each unit).

External Marks: 80  
Internal Marks: 20  
Time: 3 Hrs

**CROSS-CULTURAL HUMAN RESOURCE MANAGEMENT**  
**PAPER CODE: SMS-2224(Optional-HR)**

**COURSE OBJECTIVE:**

This course builds on the notions and frameworks in developing and understanding about the diverse nature of behavior patterns and issues involved in multivariate values and culture systems to maintain excellence of management.

**Unit –I**

Human Resource management in global organizations: Meaning and concept of Culture, characteristics and elements, theories and dimensions of cross culture-hofstede's cultural study ,attitudinal dimension and trompenaars's cultural dimension; Human and cultural variables of organization; Culture diversity, similarities and managerial implications.

**Unit-II**

Global HR issues: work settings, leadership, motivational context and Decision Making, Cross Cultural Communication and Negotiation-process and barriers, managing cross-cultural negotiation; standardization and adoption of work practice; Training and development of international staff.

**Unit III**

Managing global staff: Recruitment, Selection criteria and issues; international employee relations and employment practices; International compensation management-factor influencing compensation programme, constitution of total compensation package and approaches to expatriates compensation.

**Unit IV**

Performance Management in global prospective-Criterion used for performance appraisal of International employees; challenges in global perspective; Expatriate and repatriate issues in global context-competencies of global HR professionals; ethics in global context;

**Suggested Readings**

1. Hodgetts, Richard M., Fred Luthans, and Jonethan P. Doh, International Management - Cultural, Strategy and Behaviour, Tata McGraw Hill, New Delhi
2. Holt,David H., International Management - Text and Cases, Dry den Press, Thomson Learning, Bombay
3. Harzing and Van Ruysseveldt, International Human Resource Management Sage Publication, New Delhi
4. Peter J. Dolling, Danice E. Welch, International Human Resource Management, Thomson Learning- Excel books

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**Instruction for Paper Setter:** The question paper will have two sections. Section 'A' shall comprise of 5 small question of 4 marks each out of which 5 questions are compulsory. Section 'B' will contain 8 question (2 questions from each unit) of 15 marks each. The students will be required to attempt four question (one question from each unit).



External Marks: 80

Internal Marks: 20

Time: 3 Hrs

**STRATEGIC HUMAN RESOURCE MANAGEMENT**  
**PAPER CODE SMS-2226 (Optional –HR)**

**Objectives:** The primary concern to this course is to develop in depth understanding of the strategic role performed by HR in business organizations and to gain insight of the alignment between different HR systems and practices and organizational outcomes.

**Unit -I**

SHRM-Concept of SHRM, significance, models of SHRM; investment perspective of SHRM; evolution of SHRM, barriers to strategic HR, traditional HRM vs. SHRM; role of HR in strategic planning.

**Unit-II**

Strategic fit frameworks: linking business strategy and HR strategy, HR bundles approach, best practice approach, business strategy and human resource planning.

**Unit-III**

Functional Strategic Human Resource Strategies- Employee resourcing strategy, Strategies for Managing Performance of HRM, Strategic Human Resource Development, Reward and Compensation Strategy, Employee Relations Strategy

**Unit-IV**

Strategic HRM and Strategic Change- Strategic HR issues and role of HR in the context of Change, Strategic options and HR decisions- Downsizing and restructuring, outsourcing and off shoring

**Suggested Readings**

1. Mello, Jeffrey A.; Strategic Human Resource Management; Thomson Learning Inc.
2. Agarwal, Tanuja; Strategic Human Resource Management; Oxford University Press: New Delhi.
3. Dreher, George and Thomas Dougherty; Human Resource Strategy; Tata McGraw Hill.
4. Greer, Charles; Strategic Human Resource Management; Pearson Education.
5. Belcourt; Monica and Kenneth McBay; Strategic Human Resource Planning; Thomson Learning Inc.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**Instruction for Paper Setter:** The question paper will have two sections. Section 'A' shall comprise of 5 small question of 4 marks each out of which 5 questions are compulsory. Section 'B' will contain 8 question (2 questions from each unit) of 15 marks each. The students will be required to attempt four question (one question from each unit).

External Marks: 80  
Internal Marks: 20  
Time: 3 Hrs

**DATABASE MANAGEMENT SYSTEM**  
**PAPER CODE SMS-2227 (Optional –IT)**

**Course Objective:** The course has been designed to introduce the students with the applications of systems designed to manage the data resources of organizations. It provides the students an opportunity to study the hands-on implementation of a database in corporate environment.

**Unit I**

Introduction to Database; Organisation of Database; Components of Database Management Systems; Data Models; Entity-Relationship Model; Network Data Model; Hierarchy Data Model; Relational Data Model; Semantic Data Model; Advantages of DBMS.

**Unit II**

Relational Database Design : Integrity Constraints; Functional Dependencies; Normalisation; Physical Database Design; Decomposition of Relation Schemes;

**Unit III**

Introduction to data mining & Data Warehousing; Knowledge Extraction through Data Mining. MS-ACCESS.

**Unit IV**

Database Utilities; Security, Object/Basic Database Administration/ Remote Data Access.

**SUGGESTED READINGS:**

1. Chakrabarti- Advance Database Management System (Wiley Dreamtech)
2. Beynon -Davies P- Database Systems (Palgrave, 2003)
3. Karthikeyan Understanding Database Management System (Acme Learning)
4. Hoffer - Modern Database Management (Pearson Education, 6th edition)
5. Alexis and Leon - Database Management System (Vikas, 2003.)
6. Majumdar and Bhattacharya - Database Management System (Tata Mc Graw Hill, 1996).
7. Navathe E - Fundamentals of Database Systems (Pearson Education, 3rd Ed.)

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**Instruction for Paper Setter:** The question paper will have two sections. Section 'A' shall comprise of 5 small question of 4 marks each out of which 5 questions are compulsory. Section 'B' will contain 8 question (2 questions from each unit) of 15 marks each. The students will be required to attempt four question (one question from each unit).

External Marks: 80

Internal Marks: 20

Time: 3 Hrs

**SYSTEMS ANALYSIS AND DESIGN**  
**PAPER CODE SMS-2229 (Optional –IT)**

**Course Objective:** This set aims to help students understand the complexities involved in design and implementation of information systems in business organizations coupled with aligning IT strategies for developing strategic planning resources.

**Unit-I**

Concept of system, Business Information System, types of business information systems, overview of system development methodologies, role of systems analyst, CASE tools for systems analyst; feasibility study - economic, organizational and cultural, technological, schedule and resource.

**Unit-II**

System Development Life Cycle : Preliminary investigation - Information System Projects, evaluation of system requests, major steps in preliminary investigation; Systems Analysis - fact finding techniques, documentation, data flow diagrams, data dictionary; cost benefit analysis.

**Unit-III**

Systems Design : User interface design, input and output design, data design; Systems Implementation : Application development, quality assurance, structured application development - structure charts, cohesion, coupling, testing, program, system, operations, user documentation; Installation - Training, system changeover.

**Unit-IV**

Designing Distributed and Internet Systems: designing distributed systems - designing systems for LANs, for client / server architecture; designing internet systems - internet design fundamentals, design issues related to site management, managing online data.

**Suggested Readings:**

1. Hoffer et. al. , Modern System Analysis and Design, Thomson Learning
2. Shelly, Cashman, Rosenblatt, System Analysis and Design 4e, Thomson Learning
3. Satzinger, System Analysis and Design, Thomson Learning, Bombay.
4. Hawryszkiewycz, I T. Introduction to Systems Analysis and Design. 2nd ed., New Delhi, Prentice Hall of India.
5. Whitten, J L. System Analysis and Design Methods . New Delhi, Galgotia.
6. Awad, Elias M., Systems Analysis and Design, Prentice Hall of India, New Delhi.

**Instruction for Paper Setter:** The question paper will have two sections. Section 'A' shall comprise of 5 small question of 4 marks each out of which 5 questions are compulsory. Section 'B' will contain 8 question (2 questions from each unit) of 15 marks each. The students will be required to attempt four question (one question from each unit).

External Marks: 80  
Internal Marks: 20  
Time: 3 Hrs

**INFORMATION SYSTEM MANAGEMENT**  
**PAPER CODE SMS-2231 (Optional –IT)**

**Course Objectives:** The objective of this course is to expose the students to the managerial issues relating to information systems and also understand the role of Business Process Reengineering technique in an organization.

**Unit I**

Meaning and Role of Information Systems. Types of Information Systems: Operations Support Systems, Management Support Systems, Expert Systems, and Knowledge Management Systems. Information Systems for Strategic Management: Competitive Strategy Concepts, Strategic Role of Information Systems. Integrating Information Systems with Business Strategy, Value Chain Analysis, and Strategic Information Systems Framework.

**Unit II**

Planning for Information Systems: Identification of Applications, Business Planning Systems and Critical Success Factors, Method of Identifying Applications, Risks in Information Systems. Resource Requirements for Information Systems: Hardware and Capacity Planning, Software Needs, Procurement Options – Make or Buy decisions, Outsourcing as an Option. Information Systems for Strategic Advantage: Strategic roles of IS-Breaking Business, Creating Virtual Company, wide systems and E.-Business applications.

**Unit III**

Managing Information Systems: Enterprise Management, Information Resource Management, Strategic Management, Operational Management, Resource Management Technology Management, Distributed Management. Organizing Planning, IS planning methodologies, Critical Success Factors, Business Systems Planning, Computer Aided Planning Tools. Security & Ethical Challenges; IS controls, Facility Controls, Procedural Controls, Computer Crime, Privacy Issues. Aspect of Technology adoption in MIS.

**Unit IV**

Introduction to BPR: Concept, Need for Reengineering, Benefits, guiding principles, BPR and performance Improvement, Pitfalls in BPR, Myths of BPR, BPR implementation methodology, BPR implementation methodology, Change management in BPR – introduction, Nature, process

**Suggested Readings**

1. James A O'Brien, George M Marakas and Ramesh Behl. (2009). Management Information Systems, 9th Edition, Tata McGraw Hill Education, New Delhi.
2. Michael Hammer and James Champy, (2003). Reengineering the Corporation: A Manifesto for Business Revolution, 1st Edition, HarperCollins
3. Turban, E., McLean, E. and Wetherbe, J. (2000). Information Technology for Management: Making Connections for Strategic Advantage. , 2nd Edition, John Wiley and Sons.
4. D.P.Goyal. (2006). Management Information Systems-Managerial Perspectives, 2nd Edition, Macmillan, New Delhi.
5. S.A.Kelkar. (2009). Management Information Systems-A concise Study, 2nd Edition, Prentice Hall of India.

**Instruction for Paper Setter:** The question paper will have two sections. Section 'A' shall comprise of 5 small question of 4 marks each out of which 5 questions are compulsory. Section 'B' will contain 8 question (2 questions from each unit) of 15 marks each. The students will be required to attempt four question (one question from each unit).

External Marks: 80  
Internal Marks: 20  
Time: 3 Hrs

**NETWORK APPLICATION AND MANAGEMENT**  
**PAPER CODE SMS-2228 (Optional –IT)**

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

**Unit I**

Fundamentals of computer network management: Communicating in a Network-Centric World, Communicating over the Network, Application Layer Functionality and Protocols, OSI Transport Layer, OSI Network Layer, Addressing the Network: IPv4, OSI Data Link Layer, OSI Physical Layer, Ethernet, Planning and Cabling Networks, Configuring and Testing Your Network.

**Unit II**

Introduction to routing: Introduction to Routing and Packet Forwarding, Static Routing, Introduction to Dynamic, Routing Protocols, Distance Vector Routing Protocols, 5 RIP Version 1, VLSM and CIDR, IPv2, The Routing Table, EIGRP, Link-State Routing Protocols, OSPF.

**Unit III**

Switch & wireless technology: LAN Design, Basic Switch Concepts and Configuration, VLANs, Introducing VLANs, VTP, STP, Inter-VLAN Routing, Basic Wireless Concepts and Configuration, Introduction to WANs, PPP Concepts, Frame Relay, Network Security, ACLs, Teleworker, Services, IP Addressing Services, DHCP.

**Unit IV**

Network management applications: Configuration management, Fault management, Performance management, Event Correlation Techniques, Security Management, Report Management, Service Level Management

**Suggested Readings:**

1. Mani Subramanian, (2012). Network Management Principles and practice, 2nd Edition, Addison Wesley New York
2. Jerry, Fitz Gerald and Alan, Dennis. (2009). Business Data Communications & Networking, 10th Edition, John Wiley & Sons Reference
3. Tanenbaum, A. S. (2004). Computer Networks. 5th Edition, Pearson Education.
4. David A Stamper. (2003). Business Data Communications. 6th Edition, Addison Wesley.
5. Burke Richard J. (2008). Network Management: Concepts and Practice, 1st Edition, Pearson Education
6. Stallings, W. (2007). Data and Computer Communications, 10th Edition, Pearson Education,.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**Instruction for Paper Setter:** The question paper will have two sections. Section 'A' shall comprise of 5 small question of 4 marks each out of which 5 questions are compulsory. Section 'B' will contain 8 question (2 questions from each unit) of 15 marks each. The students will be required to attempt four question (one question from each unit).

External Marks: 80  
Internal Marks: 20  
Time: 3 Hrs

**WEB TECHNOLOGIES**  
**PAPER CODE SMS-2230 (Optional –IT)**

**Course Objective:** To familiarize the students with latest trends in Web Technologies.

**Unit I**

Web Servers: HTTP Request Types, Introduction to Microsoft IIS, Features, Creating Virtual Directory. HTML & XHTML: The development process, basic HTML, formatting and fonts, commenting code, color, hyperlink, lists, tables, images, simple HTML forms, web site structure, XML, Move to XHTML, Meta tags, Character entities, frames and Frame sets.

**Unit II**

Style Sheets: Need for CSS, introduction to CSS, basic syntax and structure, using CSS, background images, colors and properties, manipulating texts, using fonts, borders and boxes, margins, padding lists, positioning using CSS, CSS2.

**Unit III**

Active Server Pages: Working with ASP Pages, ASP Objects, File System Objects, Session Tracking and Cookies, ActiveX Data Objects, Accessing a Database from Active Server Page. Introduction to MS Visual Interdev, Developing Asp Pages using MS Visual Interdev

**Unit IV**

Javascript, DHTML: Introduction to Javascript, Client side scripting, simple javascript, variables, functions, conditions, loops and repetition, javascript own objects, the DOM and web browser environments, forms and validations, combining HTML, CSS and javascript, events and buttons, controlling your browser.

**Suggested Readings**

1. Kogent Learning, (2013). Web Technologies BLACK BOOK, 1st Edition, Dreamtech Press.
2. A.K. Saini and Mukta Sharma, (2015). Planning, designing and development of Website, 1st Edition., Galgotia Press. Reference
3. Deitel & Deitel, Goldberg, (2009). Internet & World Wide Web, 4th Edition. Pearson.
4. Roussel A. John, (2003). Mastering ASP. 2nd Edition, BPB Publication.
5. Godbole & Khate, (2013), Web technologies, 3rd Edition, TMH india

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**Instruction for Paper Setter:** The question paper will have two sections. Section 'A' shall comprise of 5 small question of 4 marks each out of which 5 questions are compulsory. Section 'B' will contain 8 question (2 questions from each unit) of 15 marks each. The students will be required to attempt four question (one question from each unit).

External Marks: 80

Internal Marks: 20

Time: 3 Hrs

**ERP-ADVANCED BUSINESS APPLICATION PROGRAMMING**  
**PAPER CODE SMS-2232 (Optional –IT)**

**Course Objectives:** The Objective of this course is to provide knowledge about ERP and its functions with advanced business application programming (ABAP), which is a tool to customize ERP as per requirements.

Unit I

Introduction to ERP: Concept of ERP, Need of ERP, Advantages and Disadvantages of ERP, Functions of ERP, Overview of available ERP Packages and Tools, implementation methodologies, Requirement for Implementation, Phases of Implementation, Benefits of Implementation. Introduction to Business Application Programming:- Transaction Codes, Using Editor, Creation of Program, Program naming conventions, syntax, write statement, chain operator.

Unit II

Data Types And Program Types : Overview of available Data types and program types Defining variables with DATA and TYPES. Operators: - Arithmetic Operators , Relational Operators, Logical Operators.. Control Statements: - If statement, while loop, do loop, case statement, exit, check and continue. Assignments, Conversion and Calculations:- Working with system variables, clear statement, move statement, move-corresponding statement, performing calculations. Data Dictionary:-Data element, domain, table, view, structure, lock objects.

Unit III

Modularization: - Local Modularization and Global Modularization, Creation of subroutines, calling subroutines, creation of function group, creation of function modules, calling function modules. Dialog Programming :-Basic principles, Layout, Flow Logic, Menu Painter, Screen Painter, Table control, Tab strip Control. Selection Screens: Creation of selection Screens, Events of Selection Screens, Use of parameter, select options, checkboxes, radio buttons. Reporting : Classical Reporting , Interactive Reporting ,Events of Interactive reporting, System Variables used in Interactive reporting.

Unit IV

Data Transfer Techniques: BDC, Creation of BDC,BDC Recording, Session Method , Call Transaction Method. Scripts: Creation Of Scripts, Text Element, Text Symbols, Printing Scripts. Smartforms: Creation of SMARTFORMS, Printing of SMARTFORMS. Cross Applications :- ALE,IDOC,LSMW,BAPI,BADI.

**Suggested Readings :** 1. Dr Horst Keller, (2009) . ABAP Objects, 2nd Edition, Galileo Press.

2. Kogent Learning. (2009). SAP ABAP/4 black book, 1st Edition, Dreamtech.

3. Ken Greenwood, (1998). Sams Teach Yourself ABAP/4 in 21 Days, 1st Edition, TechMedia.

4. R. Lyfareff, (1998). Introduction to ABAP/4 Programming for SAP (Hardcover), 2nd Edition Prima Pub.

5. Alexis Leon, (2014). ERP- Enterprise Resource Planning, 3rd Edition by Tata McGraw Hill Education (India) Private Limited.

6. Mary summer, (2013). ERP- Enterprise Resource Planning, 1stEdition, Pearson Education.

**Instruction for Paper Setter:** The question paper will have two sections. Section 'A' shall comprise of 5 small question of 4 marks each out of which 5 questions are compulsory. Section 'B' will contain 8 question (2 questions from each unit) of 15 marks each. The students will be required to attempt four question (one question from each unit).