

SYLLABUS

TWO YEAR MBA (FULL TIME) PROGRAMME
(Effective from 2013 – 2015 Batch)

BOARD OF STUDIES IN MANAGEMENT
FACULTY OF MANAGEMENT
VIKRAM UNIVERSITY, UJJAIN

FACULTY OF MANAGEMENT
VIKRAM UNIVERSITY, UJJAIN
TWO YEAR M.B.A. (FULL TIME) PROGRAMME
(Effective from 2013 – 2015 Batch)

COURSE STRUCTURE
FIRST SEMESTER

Code	Subject	External Marks	Internal Marks	Total Marks
FIRST SEMESTER				
111	Management Concepts & Processes	85	15	100
112	Managerial Economics	85	15	100
113	Accounting for Managers	85	15	100
114	Computer Applications & MIS	85	15	100
115	Business and Legal Environment	85	15	100
116	Organizational Behaviour	85	15	100
	Total			600
SECOND SEMESTER				
211	Human Resource Management	85	15	100
212	Financial Management	85	15	100
213	Marketing Management	85	15	100
214	Production & Materials Management	85	15	100
215	Managerial Communication	85	15	100
216	Management Science & Research Methodology & Quantitative Techniques	85	15	100
	Total			600
THIRD SEMESTER				
311	Organizational Change & Quality Management	85	15	100
312	Advertising and Consumer Behavior	85	15	100
313	Product and Brand Management	85	15	100
Specialisation : Any One Group shall be opted by the students				
314	Paper 1	85	15	100
315	Paper 2	85	15	100
316	Summer Training Report*	100	NA	100
Students are required to submit three copies to Head of the Department and they are required to prepare one additional copy to retain the same with them.				
	Total			600
FOURTH SEMESTER				
411	Strategic Management	85	15	100
412	International Marketing	85	15	100
413	Marketing of Services	85	15	100
Specialisation : Any One Group shall be opted by the students (option shall be the same as opted in the third semester.)				
414	Paper 3	85	15	100
415	Project Report	100	NA	100
416	Comprehensive Viva-Voce			100
	Total			600

Students are required to submit three copies to Head of the Department and they are required to prepare one additional copy to retain the same with them.

Specialisation (Any One Group of the following to be Opted by the students)			
	Finance Specialisation	HRM Specialisation	Systems Specialisation
Paper-1 (III Sem.)	314 F Security Analysis and Portfolio Management	314 H Human Resource Development	314 S System Analysis and Design
Paper-2 (III Sem.)	315 F Management of Financial Services & International Finance	315 H Management of Industrial Relations	315 S Fundamentals of Computer Architecture and Operating System
Paper-3 (IV Sem.)	416 F Corporate Taxation	414 H Legal Framework of HRM	414 S RDBMS and SQL Concepts

(A) INTERNAL ASSESSMENT

Scheme of Internal Evaluation of 15 marks in each subject shall be as below :

Internal Test (Written): There shall be 2 Internal Tests of 15 Mark in every subject . Higher Score of one test shall be taken into account.

(B) For passing the examination, the candidate shall be required to secure at least 36% marks in each of the prescribed courses (internal assessment and written examination together) and an aggregate of 48% marks.

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MANAGEMENT CONCEPTS & PROCESSES

(FT-111)

(Effective from 2013 – 2015 Batch)

- Scientific Management Approach to Management, System Approach to Management, Human Relations Approach to Management, Principles of Management.
- The Concept of Planning, Process of Planning, Types of Plans, Management by Objectives (MBO).
- Process of Organizing – Span of Management and Levels of Authority, Delegation of Authority, Decentralization of Authority, Line and Staff Organization.
- Nature & Process of Decision Making – Group Decision Making, Guidelines for Effective Decision Making, Management by Exception.
- Concept and Process of Management Control, Types of Control, Principles of Controlling, Techniques of Management Control.

Suggested Readings:

Stoner and Freeman, Management, Prentice Hall, N. Delhi.

Koontz, O' Donnell & Wechrich, Essentials of Management- An International Perspective, Tata McGraw Hill, New Delhi.

Peter F. Drucker, Management - Tasks, Responsibilities and Practice, Allied Publishers, Ahmedabad.

Peter F. Drucker, The Practice of Management, Allied Publishers, Ahmedabad.

Massie, Essentials of Management, AITBS, New Delhi.

Terry and Franklin, Principles of Management, AITBS, New Delhi

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MANAGERIAL ECONOMICS
(FT-112)
(Effective from 2013 – 2015 Batch)

- Nature and Scope of Managerial Economics, Fundamental Concepts in Managerial Economics, Role and Responsibilities of Managerial Economist.
- Law & Nature of Demand, Demand Determinants, Demand Forecasting, Demand Function, Elasticity of Demand, Consumer Surplus.
- Law of Returns and Production Functions, Cost Concepts, Cost Classifications, Economies and Diseconomies of scale, Cost-Output relationships.
- Price-output decisions under different market conditions - Perfect and Imperfect Competition, Monopoly, Monopolistic Competition, Oligopoly, Non-Price Competition.
- Input- Output Analysis, Trade Cycle, Balance of Payments, Concept and Measurement of National Income, Cost Benefit Analysis.

Suggested Readings:

Adhikary, M. Business Economics., New Delhi, Excel Books.

Varshney & Maheshwari, Managerial Economics, Sultan Chand, New Delhi.

Chopra, O.P., Managerial Economics, New Delhi, Tata Mcgraw Hill.

Keat Paul G & Philips K.Y. Young, Managerial Economics, Prentice Hall, New Jersey.

Koutsoyiannis, A. Modern Micro Economics, New York, Macmillan.

Trivedi M L, Managerial Economics, Tata McGraw- Hill, New Delhi.

Mehta P.L., Managerial Economics : Analysis, Problems & Cases, Sultan Chand & Sons, New Delhi.

Mathur, N.D.(2010), Managerial Economics, Jaipur:Shivam Book House

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ACCOUNTING FOR MANAGERS
(FT-113)
(Effective from 2013 – 2015 Batch)

- Financial Accounting – Concept, Nature, Scope and Importance ,
Generally Accepted Accounting Principles,
Preparation of Financial Statements.
- Financial Statement Analysis - Ratio Analysis
Funds Flow Analysis.
- Management Accounting – Concept, Nature, Need, Scope and Importance;
Marginal Costing,
Accounting for Decision Making
Break Even Analysis.
- Budget and Budgetary Control,
Types of Budget – Flexible Budget, Cash Budget,
Capital Expenditure Budgeting, Zero-Base Budgeting.
- Responsibility Accounting,
Value Added Accounting,
Human Resource Accounting
Inflation Accounting,
Environmental Accounting

Suggested Readings :

M Y Khan & P K Jain, Management Accounting, Tata McGraw- Hill, New Delhi.

Bhattacharya S K and Dearden J. Accounting for Management : Text and Cases, Vikas, New Delhi.

Ashok Sehgal, Advanced Accounting, Taxmann Publication, New Delhi.

Hingorani, N L. and Ramanathan, A.R. Management Accounting., New Delhi, Sultan Chand.

Sharma & Gupta, Management Accounting & Financial Management, Kalyani Publishers, New Delhi.

Jagdish Prakash & Nageshwar Rao "Prabandh Lekhankan" Prayag Pustak Sadan ,Allahabad

Ravi M Kishore, Financial Management, Taxmann Publication, New Delhi.

Vij, Madhu. Financial and Management Accounting. New Delhi, Anmol Publications.

Bhattacharyya, "Financial Accounting" Prentice Hall of India Ltd, New Delhi

Kothari, Rajesh, Godha Abhishek, "Management Accounting-Concept & Applications, Macmillan , New Delhi

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Computer Application & Management Information System
(FT- 114)
(Effective from 2013 – 2015 Batch)

- Computers : An Introduction Elements of Computer System Set-up; Components of a Computer System.
- Introduction to a Spreadsheet software; File Design & Report Design; Data Files : Master & Transaction Files.
- Management Information System Design - Defining the Problem, System Objectives, Determining information needs, sources, Development and selection of alternative design.
- Information system for Decision Making, Basic Information System Related to Finance, Production, Marketing and Human Resources, Recent Trends in MIS.
- MIS and Decision Making - Phases of Decision making process, MIS support at each of the phase of Intelligence, Design & choice. Programmed V/s Non-Programmed Decisions

Suggested Readings:

Burch, John and Grudnitski Gary. Information Systems : Theory and Practice, New York, John Wiley.

David, Van Over. Foundations of Business Systems. Fort Worth, Dryden.

Eliason, A.L. On-Line Business Computer Applications., Chicago, Science Research Association.

Estrada, Susan. Connecting to the Internet. Sebastopol, C A, O'Reilly.

Information Systems for Modern Management, Robert G.Murdic, Joel E, Ross, James R. Clagget PHI, New Delhi.

Management Information Systems, Gordon B Davis,M.H. Olson, Prentice Hall, New Jersey

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BUSINESS AND LEGAL ENVIRONMENT
(FT-115)
(Effective from 2013 – 2015 Batch)

- Business Environment: Nature, Scope and its relevance in Business Decision Making, Political, Social, Cultural & Economic and Technological Environment.
- WTO Provisions, Trading Block, Industrial Ecology and Recycling Industry, Industrial Pollution – Air, Water, Land Pollution and Business ethics.
- The Indian Contract Act 1872, Essentials of a Valid contract, Void agreements, Performance of Contracts & its remedies.
- The Sale of Goods Act 1930 : Formation of a contract, Rights of an unpaid seller,
- The Companies Act, 1956 : Nature and Types of Companies. Formation. Memorandum and Articles of Association, Prospectus ,Allotment of Shares.

Suggested Readings:

Francis Cherumilam, Business Environment
Adhikari, M., Economic Environment of Business
Sampat Mukerjee, Economic Environment of Business
Dwijendra Tripathi, Business Politics in India
Shukla M B, "Business Environment-Text & Cases" Taxmann, New Delhi
Gupta, D., Indian Government & Politics
Ruppuswamy, B., Social Changes in India
N D Kapoor, Mercantile Law, Sultan Chand, New Delhi.
Chawla, Bhasin & Garg, Mercantile Law, Kalyani Publishers, New Delhi.
Ramaiya, A. Guide to the Companies Act. Nagpur, Wadhwa.
V S Datey, Business & Corporate Laws, Taxmann, New Delhi

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ORGANISATIONAL BEHAVIOUR (FT-116)

(Effective from 2013 – 2015 Batch)

- Personality: Meaning, Determinants, Types and Models of Personality
- Attitude: Meaning, Components and Measurement. Values- Meaning and Types, Relationship between Attitudes and Values.
- Perception: Meaning, Process, Errors in Perception , How to Rectify Errors in Perception. Johri Window.
- Learning: Meaning, Effectiveness of Learning.
- Transaction Analysis: Meaning and Systems of Egos. Complementary, Crossed And Hidden Transactions, How To Improve Transactions.
- Emotional Intelligence (EI): Meaning, System and Functions of IQ versus EIQ.
- Motivation: Meaning and Types, Contents Theories and Process Theory of Motivation, Herzberg's Theory of Motivation.
- Leadership: Meaning of Leadership, Sources of Power. Various Theories of Leadership.
- Management of Conflict: Nature ,Types, Process of Conflict. Conflict Management Strategies
- Group Dynamics: Meaning and Types of Groups, Process of Group Formation. Group Cohesiveness. Group Decision Making. Problem of Group -Think and Social Loafing. Team Building, Team Work and Team Management.

Suggested Readings:

- Luthans Fred, Organisational Behaviour., New York, McGraw Hill.
- Robbins S.P., Organisational Behaviour, New Delhi, PHI.
- Mcshane & Vonglinow, Organisational Behaviour, Tata McGraw- Hill, New Delhi
- Staw, B.M. Psychological Dimensions of Organisational Behaviour, Englewood Cliffs, New Jersey, Prentice Hall Inc.
- Davis Keith, Human Behaviour at Work, TMH, New Delhi
- Pareek Udai, Organisational Behaviour, Oxford, IBH, Mumbai
- Hersey Paul and Blanchard, Management of Organisational Behaviour, Prentice Hall of India, New Delhi.
- Uma Shekharan, Organisation Behaviour, TMH, New Delhi.
- John W. New Strom, "Organisational Behaviour, Tata McGraw, New Delhi

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Human Resource Management
(FT-211)
(Effective from 2013 – 2015 Batch)

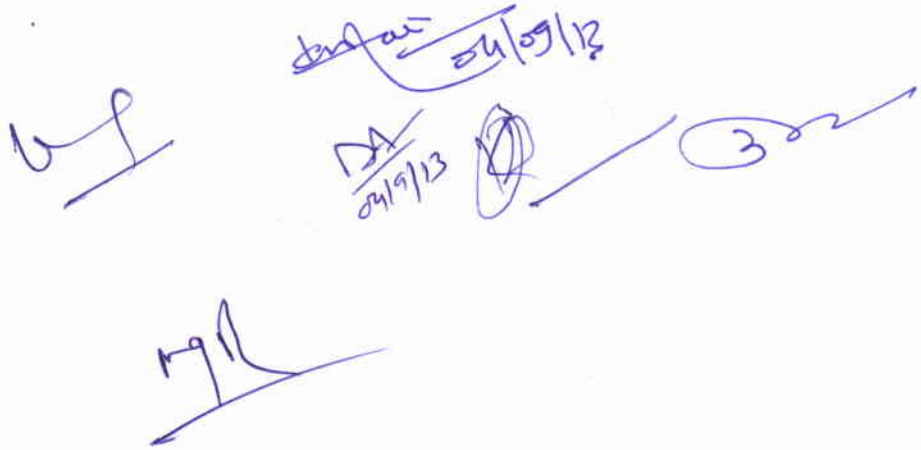
- Introduction: Concepts and functions of Human Resource Management; Role of Human resource managers, Meaning and process of Human Resource Planning, Job analysis.
- Job evaluation: Meaning, Objectives and Methods of Job evaluation.
- Wage, Salary and employee benefits: Meaning of Wages/ salary, Minimum Wages, Fair Wages and Living Wages. Meaning and description of fringe benefits (Fringes / Employee benefits / Perquisites), Meaning and Types of Incentives, Factors affecting fixation / revision of Wages / salary and fringe benefits, Methods of wage fixation / wage revision, methods of wage payment, Meaning of Bonus and objectives of paying bonus.
- Employee recruitment: Meaning, sources and methods of employee recruitment, Employee selection: Meaning and process of scientific methods of employee selection. An Overview of Various Tests and interview methods for employee selection. Process of Induction of the new employees.
- Training and Development: Meaning of Training and development, Process of Employee training, Methods of Training Need Identification, Methods of Training Delivery, Need and Methods of Training Evaluation, Meaning and Goals of HRD, An Overview of Various sub Systems (Process Mechanisms of HRD), Interlink age of Various HRD Sub Systems.
- Performance Appraisal: Meaning, Objectives, Process and Methods of Performance Appraisal, Errors in Performance Appraisal.
- Trade Unionism: Meaning of Trade Union, Registration and Rights of Trade Unions, An Overview of Trade Unions in India,
- Industrial Relations: Meaning of Industrial Relations and Industrial Disputes, Reasons for Industrial Disputes in India, System of Prevention and Settlement of Industrial Disputes in India.
- Grievance Handling: Meaning and Causes of Grievances, Process of Grievance Handling, Model Grievance Handling Procedure.
- Management of Discipline: Meaning of Misconduct, An Overview of Various forms of Misconduct, Procedure of Conducting Domestic Inquiry against of Misconduct, Procedure of Conducting Domestic Inquiry against Indiscipline employees.

Suggested Readings:

Aswathappa, K. Human Resource and Personnel Management Tata McGraw Hill, New Delhi.

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De Cenzo, D.A. & Robbins S P. Human Resource Management, New York, John Wiley.
Ivancevich, Human Resource Management, TMH, New Delhi.
Holloway, J. ed. Performance Measurement and Evaluation. New Delhi, Sage.
Rao and Das R.P., Cases in Human Resource Management, Himalaya Publishing House.
Monappa, A. & Saiyadain M. Personnel Management., New Delhi, Tata Mc-Graw Hill.
Rao V.S.P., Human Resource Management, Text and Cases, Excel Books, New Delhi.
Dwivedi, R.S. HRM in Indian Organisation, New Delhi, Galgotia.
Pareek, Udai. Designing & Managing Human Resource System, New Delhi, Oxford Pub. Co.
Stone, Lloyed and Leslie W.Rue, Human Resource and Personnel Management Richard D. Irwin,
Lllionis.



FINANCIAL MANAGEMENT
(FT-212)
(Effective from 2013 – 2015 Batch)

- Financial Management : Nature, Scope and Objectives, Finance Functions, Profit Maximisation v/s Wealth Maximisation, Financial Forecasting. Retail Finance and its importance.
- Leverages : Operating , Financial and combined leverage; Investment and Capital Structure Decisions; Payback period, Accounting Rate of Return ,Internal Rate of Return and Time value of money methods.
- Cost of Different Sources of Raising Capital; Equity Capital, Debt capital, Retained Capital, Preference Capital, Term Loan and Lease Financing. Optimum Capital Structure.
- Factors Influencing Dividend Policy, Dividend Theories, Forms of Dividend Policies, Types of Dividend, Dividend Payment Practices in India.
- Management of Working Capital - Concept of Working Capital, need and influencing factors, Estimation of Working Capital, Inventory and Receivables Management.

Suggested Readings:

Hampton, John. Financial Decision Making. Englewood Cliffs, New Jersey, Prentice Hall Inc.

Van Horner, James C. Financial Management and Policy, New Delhi, Prentice Hall of India.

Ross, Westerfield & Jordan, Fundamental of Corporate Finance, TMH, New Delhi.

J.C. Van Horne, Fundamentals of Financial Management, PHI, New Delhi.

Weston Brigham, Managerial Finance, McGraw Hill, New York

I.M. Pandey, Financial Management, Vikas Pub.House, New Delhi.

P. Chandra, Financial Management, TMH, New Delhi.

Khan & Jain, Basic Financial Management, TMH, New Delhi

Ravi M Kishore, Financial Management, Taxmann Publication, New Delhi.

Maheshwari, S.N., Financial Management, Principles & Practices, Sultan Chand & Sons, New Delhi.

Rajesh Kothari & Bobby Dutta, Contemporary Financial Management, Macmillan, New Delhi.

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MARKETING MANAGEMENT
(FT-213)
(Effective from 2013 – 2015 Batch)

- Marketing: Concept, Nature and scope. Marketing Environment
- Marketing Information & Research, Market Segmentation and Targeting, Buying Behaviour. Understanding Consumer & Industrial Markets
- Product Decisions, Pricing Decisions (Elementary idea Only).
- Channel Management, Promotion Management (Elementary idea Only).
- Marketing Control. Specific Marketing Issues : Rural Marketing, Retail Marketing, Marketing of E-Business, Consumerism, Globalisation.

Suggested Readings:

Philip Kotler, Marketing Management Analysis, PHI, New Delhi.

Stanton & Futrell, Fundamentals of Marketing, McGraw Hill, New York.

McCarthy, Basic Marketing, Universal Book Sellers, New Delhi.

Philip Kotler & Armstrong Jr., Principles of Marketing : PHI, New Delhi.

Rajiv Lal, Quelch & Kasturirangan, Marketing Management- Text and Cases, TMH, New Delhi.

Czinkota & Kotabe, Marketing Management, Vikas Publications, New Delhi

Jayachandram S, Marketing Management, Text & Cases, Excel Books, New Delhi.

Suresh K, Green Marketing, ICFAI University Press, Hyderabad.

Saxena Rajan, Marketing Management, Tata Mcgraw Hill, New Delhi.

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PRODUCTION AND MATERIALS MANAGEMENT
(FT-214)
(Effective from 2013 – 2015 Batch)

- Nature, Significance , Scope ,Role ,Functions of Production Management, Relationship with other Management Functions, Different Production Systems
- Plant Location, Plant Layout, Product Design & Development, Process Design, Capacity Planning Process & Decisions.
- Scheduling and Sequencing – Conceptual Framework, Industrial Safety Management, Waste Management and Scrap Disposal, JIT Approach.
- Materials Management – Principles, Value Analysis, Variety Reduction, Material Handling, Classification and Codification.
- Work Measurement Techniques – Work Study and Method Study- Conceptual Framework of Statistical Quality Control (SQC) & TQM, Maintenance Management, TPM.

Suggested Readings:

Adam, E E & Ebert, R.J. "Production & Operation Management., New Delhi, PHI.

Amrine Harold T. etc. Manufacturing Organisation and Management. Englewood Cliffs, New Jersey, PHI Inc.

Buffa, E.S. Modern Production Management, John Wiley (New York).

Chary S.N. Production and Operations Management, New Delhi, TMH.

Dobler, Donald. W & Lee Lamar "Purchasing & Materials Management, New York, Mc Graw Hill.

Dilworth, James B. Operations Management : Design, Planning & Control for Manufacturing & Services, Singapore, Mc Graw Hill.

Moore, FG & Hendrick, T.E. – Production / Operations Management, Homewood, Illinois, R.D. Irwin.

Manocha R.C., Production and Operations Management, Excel Books, New Delhi.

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MANAGERIAL COMMUNICATION
(FT-215)
(Effective from 2013 – 2015 Batch)

- Importance and Nature of Business Communication, Process of Communication Channels and Media of Communication, Communication Networks, Effectiveness of Communication.
- Barriers and Gateways in Communication; Written Communication; Writing Business Reports, Resume Development.
- Communication in meetings, Oral presentation skills, Public speaking, Facing Job-Interview.
- Listening Skills, Conversation Skills, Non-verbal Communication, Legal aspects in Business Communication.
- Feedback Skills, Counseling Skills, Negotiation Skills, Communication on Disciplinary Matters.

Suggested Readings:

Bowman, Joel P and Branchaw, Bernadine P. "Business Communication : From Process to Product", Dryden Press, Chicago.

Rao ,Nageshwar and Das R.P."Communication Skills" Himalaya Publishing House, Mumbai

Kitty O- Locker, Business & Administrative Communication, TMH, New Delhi.

Murphy, Herta A and Peck, Charrles E. "Effective Business Communications", Tata Mc Graw Hill, New Delhi.

Pearce, C Glenn etc. "Business Communication : Principles and Applications", John Wiley, New York.

K.K. Sinha, Business Communication, Galgotia Publishing House, New Delhi.

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~~MANAGEMENT SCIENCE & RESEARCH METHODOLOGY~~ &

(FT-216)

(Effective from 2013 – 2015 Batch)

Quantitative
Techniques

- Management as a Social Science and its significance in decision making.
- Concepts of Research, Scientific Approach to Research, Types of Social Science Research, Research Process and Planning for Research Defining Research Problem. Research Designs.
- Sources / Methods of collecting Primary and Secondary Data , Schedules & Questionnaires, Interview, Observation, Scaling Techniques etc.
- Methods of Data Analysis: Application of Mean, Mode, Median, Geometric Mean, Harmonic Mean, Coefficient of Correlation, Regression Analysis, ANOVA Analysis, t-test, z-test, f-test, chi-square test.
- Research Report Writing. Elementary idea about Statistical Software Packages

Suggested Readings:

K.R. Sharma, Research Methodology, National Publishing House, Jaipur.

Kothari.C.R., Research Methodology, Vishwa Prakashan , Delhi

Bannerjee,S &Roy R”Fundamentals of Research Methodology”Kitab Mahal ,Allahabad

15 Asthana BN”Elements of Statistics” S Chand,New Delhi

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**Organizational Change and Quality Management
(FT-311)
(Effective from 2013 – 2015 Batch)**

- Concept of Organizational Effectiveness (O E) and Organizational Performance (OP). OE /OP Indicators, Issue Of Measuring OE/OP Measurement of O E.
- Types of Change. Force of Change. Resistance to Change. Overcoming Resistance to Change.
- Process of Change. Lewin's Model of Change. Golpin's Model of Change Management. Action Research Model of Change. Role of Change Agent In The Process Of Managing Change.
- Meaning and Nature of Organization climate , Dimensions of Organizational Climate. Organizational Climate Versus Organizational Culture. Methods of Conducting Organizational Climate Survey.
- Power and Politics in Organization.
- Meaning of OD. Process of OD. An Overview of OD Intervention.
- Detailed Study Of Various OD Interventions. Process of Introducing Various OD Interventions.
- Meaning of Quality. Meaning and Process of Quality Management, Kaizen and TQM. System of Quality Management Awards.
- Benchmarking, JIT, Quality Circles, TPM, SQC and BPR.
- ISO 9000 Certification. Comparison between ISO 9000 Certification and ISO-14000 Certification.

Suggested Readings:

- Change Management by Radha Sharma , Tata Megraw Hills Publication.
Luthans Fred, Organisational Behaviour.,New York, McGraw Hill.
Robbins S.P., Organisational Behaviour, New Delhi, PHI.
Mcshane & Vonglinow, Organisational Behaviour, Tata McGraw- Hill, New Delhi
Staw, B.M. Psychological Dimensions of Organisational Behaviour, Englewood Cliffs, New Jersey, Prentice Hall Inc.
Davis Keith, Human Behaviour at Work, TMH, New Delhi
Pareek Udai, Organisational Behaviour, Oxford, IBH, Mumbai
Hersey Paul and Blanchard, Management of Organisational Behaviour, Prentice Hall of India, New Delhi.
Uma Shekharan, Organisation Behaviour, TMH, New Delhi.
John W. New Strom, "Organisational Behaviour, Tata McGraw, New Delhi
Kavita Singh, Organization Change and Development, Excel Books, New Delhi

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Sharma, D.D., Total Quality Management : Principles, Practice and Cases, New Delhi: Sultan Chand & Sons.

Besterfileld, D.H. et al., Total Quality Management, Pearson Education Pte. Ltd., Singapore and Delhi.

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Advertising and Consumer Behaviour (FT-312)
(Effective from 2013 – 2015 Batch)

- Nature, Scope and Significance of Advertising, Legal, Ethical and Social Aspects of Advertising. Models of Consumer Behaviour.
- Advertising - Media Selection, Advertising Strategy, Creative Advertising.
- Introduction to Consumer Behaviour, Consumer Behaviour & Marketing Strategy.
- Factors in the study of Consumer Behaviour – Lifestyle, Motivation, Attitude, Learning, Perception and Personality Family, Groups, Social Class and Cultural Influence on Consumer Behaviour, Buying Behaviour Models.
- Application of Consumer Behaviour. Issues in Formulation of Different Marketing Strategies.

Suggested Readings :

- Manendra Mohan, Advertising Management, TMH, New Delhi.
Aaker, Batra and Myers, Advertising Management, Prentice Hall of India, New Delhi.
Norris, Advertising Management, Prentice Hall of India, New Delhi.
B.S. Rathore, Advertising Management, Himalaya, Mumbai.
Consumer Behaviour, Peter D. Bennet and H.H. Kes.
Kazmi & S.H.H. & Batra Satish, Consumer Behaviour, Excel Books, New Delhi.
Fundamentals of Consumer Behaviour, Douglas W. Meut, Jr.
Consumer Behaviour, Walters and Paul, McGraw Hill, New York.
Consumer Behaviour, Shiffman, L.G. & Kanuk, L.L., PHI, N Delhi.

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- A signature with the date "12/01/13" below it.
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PRODUCT AND BRAND MANAGEMENT
(FT-313)
(Effective from 2013 – 2015 Batch)

- Product : Definitions & Features, Product Levels, Classification of Products , Individual Product Decisions, Difference between Consumer Products and Industrial Products , Consumer Adoption Process, Product Differentiation⁴
- New Product Development: Factors Contributing to a New Product Design, New Product Development Process, Product Life Cycle, Factoring Affecting Product Mix, Product Mix Strategies, Product Positioning
- Brand Elements: Classification of Brands, Brand Identity, Brand Image, Brand Personality, Brand Architecture, Brand Equity, Brand Loyalty Pyramid Brand Equity, Factors Influencing Brand Equity, Different Methods of Brand Equity Measurement, Brand - Customer Relationship.
- Successful Brands: Characteristics of Successful Brands, Brand Strategies, Consumer Perceptual Space & Clutter, Brand Positioning, Brand Extension Strategies, Brand - Product Relationship, Brand Revitalisation.
- Other Branding Issues: Concept and characteristics of Industrial Brands, Brand Building Issues in Services, Concept of a Retail Brand , Key Issues in Building Retail Brands, Classification of Retail Formats, Ethics in Branding and Retailing, Marketing Research in Product and Brand Management Areas

Suggested Readings :

Subroto Sengupta,, Brand Positioning, PHI, New Delhi.
S.A. Chunawalla,, Product Management, Himalaya, Mumbai.
Aaker, David A., , Managing Brand Equity, PHI, New Delhi.
Steward, P : Building Brands Directly, London Macmillan.
Murphy, John A. Brand Strategy, Cambridge, The Director Books.
Kapferer, J.N. Strategic Brand Management, New York (Freepress).
Czerniawski, Richard D. & Michael W. Maloney, Creating Brand Royalty, AMACOM.
Cowley, Don – Understanding Brands, London, Kogan.
Shrivastava, R.K., Product Management & New Product Development, Excel Books, New Delhi.
Verma, Harsh, Brand Management, Text & Cases, Excel Books, New Delhi.
M. Govind Rajan, Industrial Marketing Management, Vikas Publishing House Pvt. Ltd., New Delhi.
Francis Cherunilam – Industrial Marketing , Himalaya Publishing House, Mumbai. 18

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SUMMER TRAINING REPORT
(FT-316)
(Effective from 2013 – 2015 Batch)

Every Full Time MBA student shall be required to undertake practical training for a period of six to eight weeks in an Organization approved and as prescribed by the Director / Head of the institute. The student will have to submit a report of training within the period specified for the purpose by the Director / Head. This Training Report shall constitute a part of the MBA Full Time III semester examination and shall carry 100 marks. Four Copies of Training Report will be prepared by the student, out of which three copies shall be submitted to the Department / Institute by the candidate and one copy shall be retained by the student.

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STRATEGIC MANAGEMENT

(FT-411)

(Effective from 2013 – 2015 Batch)

- Nature, Purpose, Importance and historical evolution of Business Policy, Concept and applications of Corporate Strategy, Strategic Management : Definition, model and process.
- Strategy Formulation : Strategic Intent – Vision, Mission, Purpose and Objectives, Concept of Core Competency, Chief Executive & Board, Work of Top Management in Strategy Formulation, Strategy and Structure.
- Environmental Analysis : Environmental and Organizational Appraisal, SWOT Analysis, Experience Curve, Competitive Advantage of a Firm, Strategic Profile of Firm.
- Strategic Alternatives and Strategic Choice
- Strategic Implementation, Activating Strategies, Structural Implementation, Functional Implementation, Behavioural Implementation, Strategy Evaluation, Strategic Control, Operational Control, Techniques of Strategic Evaluation & Control.

Suggested Readings :

Azhar Kazmi, Business Policy & Strategic Management, TMH, New Delhi.

P.K. Ghosh, Business Policy-Strategic Planning and Mgmt., Sultan Chand and Sons, New Delhi.

V.P. Michael, Business Policy and Environment, Sultan Chand and Sons, New Delhi.

Kachru, Upendra, Strategic Management, Concepts and Cases, Excel Books, New Delhi.

R.M. Srivastava, Corporate Strategy and Planning, Himalaya Publishing House, Mumbai

R. Nanjundiah, Strategic Planning and Business Policy, Himalaya Publishing House, Mumbai

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**INTERNATIONAL MARKETING
(FT-412)**

(Effective from 2013 – 2015 Batch)

- Nature and Scope of International Marketing, Significance of International Marketing, Foreign Trade Concepts and Theories.
- Analysis of International Marketing Environment. India's Current Export Import Policy, Recent Trends in India's Foreign Trade, Institutional set-up for Export Promotion, Export Houses, Export Documentation and Procedure.
- International Marketing Research, Organisational Structures in Foreign Market, Managing International Marketing Communication and its Sales Force.
- Overseas Market- Product Strategy, International Product Life Cycle, Pricing Decisions, Distribution Channel Decisions and Promoting Products for Exports including Fairs and Exhibitions.
- Letter of Credit, Credit Risk Insurance with Reference to ECGC-Functioning & Evaluation, Functioning of WTO, UNCTAD.

Suggested Readings :

Bhattacharya, B. Export Marketing : Strategies for Success, New Delhi, Global Business Press.

Joshi, R M "International Business" Oxford, New Delhi

Keegan, Warren. Global Marketing Management. Englewood Cliffs, New Jersey, Prentice Hall Inc.

Onkvisit, Sak and Shaw, J.J. International Marketing : Analysis and Strategy : New Delhi, Prentice Hall of India.

Panda Tapan, Marketing in the New Global Order, Excel Books, New Delhi.

Terpstra, Vern and Sarthy, R. International Marketing. Orlando, Dryden Press.

Walter, I and Murphy, T. Handbook of International Business, New York, John Wiley.

Vasudeva P.K., International Marketing, Excel Books, New Delhi.

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MARKETING OF SERVICES
(FT-413) (Effective from 2013 – 2015 Batch)

- Concepts, Nature, Emergence, Growth and Importance of Services, Marketing Challenges, Service Classification.
- Marketing Framework for Service Business, Understandings Service Market, Services and Consumer Behaviour, Segmentation of Marketing of Services.
- Marketing Mix in Service Marketing, Advertising, Branding of Services, Relationship Marketing, Retail Marketing.
- Marketing Research & Marketing Information System in Services, Strategies for Services Marketing, Designing of Service Strategy.
- Service Vision, Quality Issues and Quality Models.
- E-Marketing and Marketing of Services in Various Business Areas.
- Development of Service Market in Indian Business.

Suggested Readings :

Lovelock, Christopher H. Managing Services : Marketing Operations and Human Resources. Englewood Cliffs, New Jersey, Prentice Hall Inc.

Lovelock, Christopher H. Service Marketing. Englewood Cliffs, New Jersey, Prentice Hall Inc.

McDonald, Malcom and Payne, A. Marketing Planning for Services. Butterworth, Heinemann. Nargundkar R and T.K. Panda, Managing Customer Relationship in Service Industries, Excel Books, New Delhi.

Bhattacharya C, Service Marketing, Excel Books, New Delhi.

Newton M P Payne, A. The Essence of Service Marketing. New Delhi, Prentice Hall of India.

Verma, H V. Marketing of Services. New Delhi, Global Business Press.

Zeithaml, V A and Bitner, M J Services Marketing. New York, McGraw Hill.

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SPECIALISATION (Any One Group)
SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
(314 F) (Effective from 2013 – 2015 Batch)

- Investment Return and Risk, Operations of Indian Stock Market; New Issue Market; Listing of Securities; Cost of Investing in Securities; Mechanics of Investing; Markets and Brokers; Investment Companies; Investment Alternatives.
- The Return to Risk and the Investment Decision; Government Securities; Investment Instruments of the Money Market; Fundamental and Technical Analysis, Efficient Market Theory.
- Portfolio Management – An Optimum Portfolio Selection Problem, Markowitz Portfolio Theory, Sharpe Single Index Model; Capital Asset Pricing Model.
- Optimum Portfolios – Constructing the Optimum Portfolio, Portfolio Investment Process; Bond Portfolio Management Strategies; Investment Timing and Portfolio Performance Evaluation.
- Portfolio Management in Mutual Funds: Nature Scope and Types of MFs, UTI, Concept of NAV, Regulation of MFs, Taxation and MFs.

Suggested Readings :

- Avdhani V. A., Security analysis and Portfolio Management, Himalaya Publishing House.
- Bhalla, V.K. Investment Management : Security Analysis and Portfolio Management, New Delhi, S.Chand.
- Fischer, Donald E. and Joardan, Ronald J. Security Analysis and Portfolio Management, New Delhi, PHI.
- Dhanesh Khatri, "Security Analysis and Portfolio Management" Macmillan, New Delhi
- Bhalla, V.K. Investment Management : Security Analysis and Portfolio Management., Delhi, S.Chand.
- Elton, Edwin J and Gruber, Martin J. Modern Portfolio Theory and Investment Analysis. New York, John Wiley.
- Lee, Cheng F. etc. Security Analysis and Portfolio Management. Scott, Foresman.
- Markowitz, Harry M. Mean. Variance Analysis in Portfolio Choice and Capital Markets. London, Basic Blackwell.
- R. P. Rustagi, Security analysis and Portfolio Management, Taxman Publications
- Rajesh Chakrebarty and De, Capital Markets in India, Sage Publications.

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MANAGEMENT OF FINANCIAL SERVICES & INTERNATIONAL FINANCE

(315 F)

(Effective from 2013 – 2015 Batch)

- Financial System and Markets; Concept, Nature and Scope of Financial Services; Regulatory Framework for Financial Services; Management of Risk in Financial Services; New Financial Products and Services; Innovative financial Instruments.
- Mutual Funds; Types/Classification of Funds, Reasons for Slow Growth. Merchant Banking; Meaning, Scope and Services of Merchant Banks. Managing of Issue Shares and Bonds; Debt Securitization; Credit Rating; Credit Cards.
- Venture Capital; Concept, Meaning, Features, Scope of Venture Capital and Method of Venture Financing. Factoring, Forfeiting and Bill Credit Discounting.
- International Financial Management: Nature, Scope and Objectives, International Financial System and institutions; IMF, World Bank. Foreign Exchange Market and its Functions.
- An Overview of Financial Derivatives – Future; Forward Agreement Future Agreement. Options; Put option, Call Option, Hedging and Currency Swaps, International Cash Management.

Suggested Readings:

Bhalla, V.K. Management of Financial Services. Anmol, New Delhi.

Bhalla, VK. And Dilbag, Singh. International Financial Centres. New Delhi, Anmol.

Ennew C, Trevor Watkins & Mike Wright : Marketing of Financial Services, Heinemann Professional Pub.

Gordan, E and K. Natrajan Emerging Scenario of Financial Services, Himalaya Publishing House.

Abdullah, F.A. Financial Management for the Multinational Firm. Englewood Cliffs, New Jersey, PHI.

Bhalla, V.K. International Financial Management, New Delhi, Anmol.

Buckley, Adrian, Multinational Finance, New York, PHI.

A.P.G. Apte, International Financial Management, TMH, New Delhi.

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CORPORATE TAXATION
(414 F) (Effective from 2013 – 2015 Batch)

- Basic Concepts of Income Tax; Residential Status of a Company; Computation of Income under Different Heads of Income.
- Set off and Carry forward of Losses, Deductions and Exemptions for Corporate Assesses, Minimum Alternate Tax (MAT).
- Meaning and Scope of Tax Planning and Location of Undertaking, Type of Activity, Ownership Pattern, Tax Planning Regarding Dividends Policy, Issue of Bonus Shares, Tax Planning Relating to Amalgamation and Merger of Companies.
- Tax Considerations in respect of Specific Managerial Decision like Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Markets or Exports; Replacements and Capital Budgeting Decisions, etc.
- Tax Planning in respect of Managerial Remuneration, Foreign Collaborations and Joint Ventures; Double Taxation Avoidance Agreements.

Suggested Readings :

Ahuja, G.K. & Gupta, Ravi Systematic Approach to Income Tax. Allahabad, Bharat Law House.

Ranina, H.P. Corporate Taxation : A Handbook, New Delhi, Oriental Law House.

Singhania, V K. Direct Tax Planning & Management, Taxman Pub.

Srinivas E.A. Handbook of Corporate Tax Planning. New Delhi, Tata McGraw Hill.

Singhania, V K. and Singhania Kapil, Direct Tax Planning & Management, Taxman Pub.

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HUMAN RESOURCE DEVELOPMENT
(314 H) (Effective from 2013 – 2015 Batch)

- Philosophy and Goals of HRD, An overview of sub systems (Process mechanisms) of HRD. Inter-linkage of various Sub-systems of HRD. Role of HRD Managers, Line Managers and Top executives in the process of HRD.
- Employee Training: Process of employee training. Identifying training needs. Planning for Training. Evaluation of Training, Learning/ training climate.
- Performance Appraisal :Objectives of performance appraisal. Process of Performance appraisal. Performance Feedback and Performance Counselling, Errors in Performance Appraisal, Performance management system.
- Employee empowerment: Meaning, process and ways & strategies. Career Planning & Development- Meaning, Process and ways & strategies. Ingredients of Quality of Work Life. Ways and strategies to enhance the level of QWL.
- Defining HRD Climate and Dimensions of HRD Climate. Evaluation of HRD (HRD Audit). Strategic HRD. Organisational Learning.

Suggested Readings :

Sungara Raju, S.M., Total Quality Management, New Delhi, Tata McGraw-Hill Pub.Co.Ltd.

Pareek and Rao, Designing and Managing Human Resource, Systems, Oxford & IBH Pub. House

French and Bell, Organisation Development, PHI, New Delhi.

Rao, T.V., Recent Experiences in HRD, TMH, New Delhi.

Pareek, Udai, Evaluation of HRD, Jaipur Rawat Publications

Rao T.V., HRD Audit, Oxford IBM, Mumbai.

Kanji Gopal & Asher Mike – 100 Methods for TQM, Response Books, Sage Publications, New Delhi.

Khandwalla, Pradeep (1988), Fourth Eye, Allahabad: A.H. Wheeler Publishing

Margaret, Anne Reid, Harry Barrington & Mary Brown, Human Resource Development, Pinnacle, New Delhi.

Khandwalla, Pradeep (2003), Corporate Creativity, Tata McGraw Hill Publishing Company Ltd.

Tapomey Dev (2011), Human Resource Development: Theory and Practice, Ane Books Pvt. Ltd., New Delhi.

Bedia, D.D., Padmawat Ananada (2012) Talent Management Practices, New Delhi, Zenith Publication

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MANAGEMENT OF INDUSTRIAL RELATIONS (315 H) (Effective from 2013 – 2015 Batch)

- Meaning of Industrial Relations. Common Reasons of Industrial Disputes.
- Trade Unionism in India :Meaning of Trade Union. The Trade Union Act. 1926. Current Status of Trade Unions in India. Problems of Trade Unions in India and Probable Solutions.
- Industrial Employment (Standing Orders) Act, 1946.
- Industrial Disputes Act, 1947.
- Workers Participation in Management.
- Collective Bargaining and Negotiation.
- Grievance Handling Management.
- Management of Discipline.
- Government System of Labour Administration In India.
- Wages, Dearness Allowance, Bonus and Fringe Benefits System In India.

Suggested Readings :

- Kochan, T.A. and Katz Henry. Collective Bargaining and IR, Homewood Illinois Richard D. Irish.
- Mamkootam, K. Trade Unionism. Myth and Reality. New Delhi, Oxford University Press.
- Niland J R etc. The Future of Industrial Relations. New Delhi, Sage.
- Papola, T S & Rodgers, G. Labour Institutions and Economic Development in India. Geneva, ILO.
- Arora M., Industrial Relations, Excel Books, New Delhi.
- Ramaswamy, E.A. The Rayon Spinners The Strategic Management of Industrial Relations. New Delhi, Oxford University Press.
- Virmani, B.R. Participative Management vs. Collective Bargaining . New Delhi, Vision Books, Webb, Sidney & Webb, Beadtrice. Industrial Democracy. Melbourne, Longman.
- Personnel Management and Industrial Relations, P.C. Tripathi, Sultan Chand & Sons, New Delhi.
- Dynamics of Industrial Relation in India, C.B. Mamoria, Himalaya, New Delhi.
- Modern Labour Law and IR, Srikanta Mishra, Sultan Chand & Sons, New Delhi.
- Industrial Relations in India, V.P. Michael, Himalaya Publishing, New Delhi.

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LEGAL FRAMEWORK OF HUMAN RESOURCE MANAGEMENT (414) (Effective from 2013 – 2015 Batch)

- The Factory Act, 1948.
- Contract Labour Act, 1952.
- The Minimum Wages Act, 1948.
- Payment of Wage Act, 1936.
- Equal Remuneration Act, 1976.
- Payment of Bonus Act, 1965.
- Payment of Gratuity Act, 1972.
- Provident Fund and Miscellaneous Provisions Act, 1952.
- Employees Compensation Act, 1923.
- Employees State Insurance Act, 1948.
- Child Labour Prohibition Act.
- Bonded Labour Prohibition Act.

Suggested Readings :

Ghaiye, B R Law and Procedure of Departmental Enquiry in Private and Public Sector. Lucknow, Eastern Law Company.

Malhotra, O P. The Law of Industrial Disputes. Vol.I and II. Bombay, N.M. Tripathi.

Malik, P L. Handbook of Industrial Law. Lucknow, Eastern Book.

Seth, D.D. Industrial Dispute Act, 1947. Vol.I & II. Bombay.

Srivastava S.C. Industrial Relations and Labour Law. New Delhi, Vikas.

N.D. Kapoor, Mercantile Law, Sultan Chand and Sons, New Delhi.

Mishra L., Case Laws on Industrial Relations, Excel Books, New Delhi.

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SYSTEMS ANALYSIS AND DESIGN
(313 S) (Effective from 2013 – 2015 Batch)

Overview of Systems Analysis and Design; Software applications today – the changing scenarios – Introduction to different methodologies and Structured System Analysis – Problem identification – requirement analysis : tools and techniques – feasibility analysis – operational. Technical and economical feasibility – details of SDLC approach. Business Systems Concept; System Development Life Cycle; Project Selection; Feasibility Study. Tool for Analysis and Design of Business Systems; Methodologies Available; Need for Structured Techniques; Structured Techniques Available. System Requirement Specification and Analysis; Data Flow Diagrams; Data Dictionaries; Process Organisation and Intersections; Decision Analysis; Decision Trees and Tables; Expansion, Explosion and Normalization, Detailed Design; Modulation; Module Specification; File Design; Data Base Design, System Control and Quality Assurance; Documentation Tools; Testing Techniques Available; System Controls and Audit Trails; System Administration and Training; Conversion and Operations Plan. Hardware and Software Selection; Hardware Acquisition; Benchmarking, Vendor Selection, Operating System Selection, Language Processors, Performance and Acceptance Testing Criteria. Managing Data Processing in an Organisation; Data Processing Setup; Project Management Techniques for Managing Software Projects.

Suggested Readings :

1. I.I. Hawryzkiewycz, Introduction to Systems Analysis & Design, PHI, New Delhi.
2. Edward Y, Design of On-Line Computer System, Englewood Cliffs, N. J. Prentice Hall.
3. Awad. Elias M. Systems Analysis and Design., New Delhi, PHI.
4. Coad, Peter and Edward, Yourdon. Object Oriented Analysis. Englewood Cliff, New Jersey, Yourdon Press.
5. Hawryzkiewycz, I.T. Introduction to Systems Analysis and Design. New Delhi, PHI.
6. Macro, T.D. Structured Analysis and System Specification, New Delhi, Yourdon Press.
7. Rajaraman, V. Analysis and Design of Information Systems, New Delhi, PHI. 29

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**FUNDAMENTALS OF COMPUTER ARCHITECTURE
AND OPERATING SYSTEMS**

(314 S) (Effective from 2013 – 2015 Batch)

- Fundamental of Data Processing and Input/Output
- Fundamental of OS, Types of OS-Batch, Time Sharing, Parallel, Real time, Networks, Client Server
- File Systems, Directory .Structure, Grining access to files
- Process Management, Switching, Scheduling
- Memory Management, Swapping, Segmentation, Paging, Virtual Memory
- Multi-programming and Multitasking System
- Parallel Processing, Virtual Storage, Open Systems

Suggesting Readings :

1. P.C. Sinha & Arti Sinha, Fundamental of Computer System, BPB, Publications, New Delhi.
2. V.B. Murthy, Computer Fundamentals, G.S.K. Publications, New Delhi 30

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- Top middle: "04/09/13" with a circled "1" below it.
- Top right: "04/09/13" with a signature above it.
- Bottom left: A signature "mg" with a horizontal line underneath.

RDBMS & SQL CONCEPTS

(414 S) (Effective from 2013 – 2015 Batch)

- Database - Definition, Concepts and Developments - Traditional file Oriented approach, Need for Database, Uses of Database, Design of Database, Distributed Data Processing System.
- RDBMS : Introduction - Database and DBMS Software, Three Layered Architecture, Advantages and Disadvantages of a Database, History; Data Modeling – Object Oriented and Record Based Models, E.R. Model and E-R Diagram Examples and Exercises, Hierarchical, Network, Relational Model, Normalisation Techniques - 1st, 2nd, 3rd normal form, Examples and Exercises, E.F. Codd's 12 Rules for a relational Database; Database Concepts – Transaction Management, Properties of a Transaction, Commit and Rollback, Concurrency, Locking, Access Control, Data Integrity, Integrity Constraints, Auditing, Backup and Recovery; Data Dictionary – System Catalogue, Distributed Database and Distributed Data Access, Introduction to Client – Server and ODBC connectivity. SQL : SQL Language – DML Commands – Select, Insert, Update, Delete – retrieving data, summarizing data, adding data to the database, updating data to the database and deleting data. Simple queries – use of WHERE, Arithmetic, Comparison and logical operators, ORDER BY, GROUP BY and Group Functions. Multi table queries, Sub-queries, Views; DDL Commands – Table and View Create, Alter, Drop Integrity Constraints; Transaction Processing – Commit, Rollback, Savepoint

Suggested Readings :

1. Coleman, Pat and Peter Dyson Internets BPB Pub., New Delhi.
2. Keen, Peter and Mark McDonald The e-Process Edge, Delhi. Tata McGraw Hill.
3. Oberoi, Sundeep e-Security and You, Delhi, Tata McGraw Hill.
4. Richart, Alberto Manuel and Stephen Asbury Active Server, IDG Books, Delhi.
5. Rich, Jason R. Starting and E-Commerce Business, IDG Books.
6. Hansen G.W.& Hansen J.V. DataBase Management & Design, PH, Englewood Cliff, New Jersey.
7. Hawryskiewyca I.T. Database Analysis & Design, Macmillan, New York.
8. Bharihoke, D., Fundamentals of I.T., Excel Books, New Delhi.31

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Project Report (FT 415) (Effective from 2013 – 2015 Batch)

Every IV semester student of MBA (Full Time) programme shall be required to undertake a project work and submit the project report thereof in triplicate to the Director / Head of the Institute / Department. The topic of the project shall be decided by the Director / the Head in consultation with the faculty of the Institute / the Department. The topics will be finalized by the Director / the Head within the three weeks' time of the commencement of the IV Semester classes.

The project work shall carry 100 marks. The Project Work / Project Report will be sent to the university for evaluation. The students will be required to give their declaration regarding their original work and the same will have to be attached with their project reports.

**COMPREHENSIVE VIVA-VOCE (FT-416)
(Effective from 2013 – 2015 Batch)**

The Comprehensive Viva-Voce Examination would assess the theoretical, practical as well as behavioral competence of the candidate. The evaluation is panoramic covering the subjects taught in the entire second-year program to examine the managerial skills the candidate is supposed to possess.

Comprehensive Viva-Voce shall be conducted by a Board of two Examiners – one External and one Internal. Internal Examiners will be appointed by the Head / Director of the concerned institution / department.

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