

# **SYLLABUS**

**TWO YEAR MBA (FULL TIME) PROGRAM  
(2009-2011)**

**PT. JAWAHARLAL NEHRU INSTITUTE OF BUSINESS  
MANAGEMENT  
VIKRAM UNIVERSITY, UJJAIN**

**FACULTY OF MANAGEMENT STUDIES,  
VIKRAM UNIVERSITY, UJJAIN  
TWO YEAR M.B.A. (FULL TIME ) PROGRAMME  
(2009-2011)  
COURSE STRUCTURE**

**FIRST SEMESTER****MARKS**

	External	Internal	Total
111 Management Concepts & Processes	70	30	100
112 Managerial Economics	70	30	100
113 Accounting for Managers	70	30	100
114 Computer Applications & MIS	70	30	100
115 Business and Legal Environment	70	30	100
116 Organisational Behaviour	70	30	100
			----- 600 -----

**SECOND SEMESTER**

211 Human Resource Management	70	30	100
212 Financial Management	70	30	100
213 Marketing Management	70	30	100
214 Production & Materials Management	70	30	100
215 Managerial Communication	70	30	100
216 Management Science & Research Methodology	70	30	100
			----- 600 -----

<b>THIRD SEMESTER</b>	<b>MARKS</b>		
311 Industrial Marketing & Retail SalesMgt	70	30	100
312 Advertising and Consumer Behaviour	70	30	100
313 Product and Brand Management	70	30	100
<b>• Specialisation : Any One</b>			
314 Paper 1	70	30	100
315 Paper 2	70	30	100
316 Summer Training Report			100
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			600
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**(\* Training Report shall be sent to External Examiner for Valuation Students are required to submit three copies to the Department Head and retain one copy with them.)**

<b>FOURTH SEMESTER</b>	<b>MARKS</b>		
411 Strategic Management	70	30	100
412 International Marketing	70	30	100
413 Marketing of Services	70	30	100
<b>• Specialisation : Any One</b>			
414 Paper 3	70	30	100
415 Paper 4	70	30	100
416 Comprehensive Viva-Voce			100
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			600
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**(Comprehensive Viva-Voce shall be conducted by the Examiner(s) to be appointed within the University Jurisdiction)**

#### **INTERNAL ASSESSMENT**

Suggested scheme of Internal Evaluation of 30 marks in each subject shall be as below :

(a) Internal Test : 15 marks

(There shall be 1 Internal Test in every subject

(b) Assignment/Participation/Seminar Presentation : 15 marks

**Total : 30 marks**

**Minimum Marks required in Internal Assessment : 11marks**

**Specialisation (Any One to be Opted )**

**Finance Specialisation**

- 314 F Security Analysis and Portfolio Management
- 315 F Management of Financial Services
- 414 F Corporate Taxation
- 415 F International Financial Management

**HRM Specialisation**

- 314 H Human Resource Development and Quality Management
- 315 H Management of Industrial Relations
- 414 H Legal Framework of HRM
- 415 H Management of Creativity and Innovations

**Systems Specialisation**

- 314 S System Analysis and Design
- 315 S Fundamentals of Computer Architecture and Operating System
- 414 S Internet and Web Technology
- 415 S RDBMS and SQL Concepts

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## **MANAGEMENT CONCEPTS & PROCESSES**

**(FT-111)**

**2009-11**

- 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 Organising – Span of Management and Levels of Authority, Delegation of Authority, Decentralisation of Authority, Line and Staff Organisation
- 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:**

1. Stoner and Freeman, Management, Prentice Hall, N. Delhi.
2. Koontz, O' Donnell & Wehrich, Essentials of Management- An International Perspective, Tata McGraw Hill, New Delhi.
3. Peter F. Drucker, Management - Tasks, Responsibilities and Practice, Allied Publishers, Ahmedabad.
4. Peter F. Drucker, The Practice of Management, Allied Publishers, Ahmedabad.
5. Massie, Essentials of Management, AITBS, New Delhi.
6. Terry and Franklin, Principles of Management, AITBS, New Delhi

7. Rao V.S.P. and P.S. Bajaj, Management Process and Organisation, Excel Books, New Delhi

**MANAGERIAL ECONOMICS**

**(FT-112)**

**2009-11**

- 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, Social – Cost Benefit Analysis.

**Suggested Readings:**

1. Adhikary, M. Business Economics., New Delhi, Excel Books.
2. Varshney & Maheshwari, Managerial Economics, Sultan Chand, New Delhi.
3. Chopra, O.P., Managerial Economics, New Delhi, Tata Mcgraw Hill.
4. Keat Paul G & Philips K.Y. Young, Managerial Economics, Prentice Hall, New Jersey.
5. Koutsoyiannis, A. Modern Micro Economics, New York, Macmillan.
6. Trivedi M L, Managerial Economics, Tata McGraw- Hill, New Delhi.
7. Mehta P.L., Analysis, Problems & Cases, Sultan Chand & Sons, New Delhi.

8. Singh, Bharti, Managerial Economics, Excel Books, New Delhi.

## **ACCOUNTING FOR MANAGERS**

**(FT-113)**

**2009-11**

- Financial Accounting – Concept, Importance and Scope, Generally Accepted Accounting Principles, Preparation of Financial Statements
- Financial Statement Analysis - Ratio Analysis & Funds Flow Analysis, .
- Management Accounting – Concept, Need, Importance and Scope; Basic Concepts in Cost Accounting – Material, Labour, Overheads, Marginal Costing and Break Even Analysis
- Budget and Budgetary Control, Types of Budget – Flexible Budget, Cash Budget. Zero-Base Budgeting.
- Responsibility Accounting, Value Added Accounting, Human Resource Accounting & Inflation Accounting, Environmental Accounting

### **Suggested Readings:**

1. M Y Khan & P K Jain, Management Accounting, Tata McGraw- Hill, New Delhi.
2. Bhattacharya S K and Dearden J. Accounting for Management : Text and Cases, Vikas, New Delhi.
3. Ashok Sehgal, Advanced Accounting, Taxmann Publication, New Delhi.
4. Hingorani, N L. and Ramanathan, A.R. Management Accounting., New Delhi, Sultan Chand.
5. Sharma & Gupta, Management Accountign & Financial Management, Kalyani Publishers, New Delhi..
6. Gupta Pankaj & Sandhaya, Management Accounting, Excel Books, N. Delhi.
7. Ravi M Kishore, Financial Management, Taxmann Publication, New Delhi.
8. Vij, Madhu. Financial and Management Accounting. New Delhi, Anmol Publications.

9. Jagdish Prakash & N. Rao, “Prabandh Leakhankan” Prayag Pustak Sadan, Allahabad.

## **COMPUTER APPLICATIONS & MIS**

**(FT- 114)**

**2009-11**

- Computers – An Introduction – Computers in Business; Elements of Computer System Set-up; Components of a Computer System , Generations of Computers and Computer Languages.
- Introduction to a Spreadsheet software; Computer Software Systems; Software Development Process; File Design & Report Design; Data Files Types/Organisations; Master & Transaction File; Relevance of Data Base Management Systems and Integration of Applications
- 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:**

1. Burch, John and Grudnitski Gary. Information Systems : Theory and Practice, New York, John Wiley.
2. David, Van Over. Foundations of Business Systems. Fort Worth, Dryden.
3. Eliason, A.L. On-Line Business Computer Applications., Chicago, Science Research Association.
4. Estrada, Susan. Connecting to the Internet. Sebastopol, C A, O'Reilly.
5. Information Systems for Modern Management, Robert G.Murdic, Joel E, Ross, James R. Clagget PHI, New Delhi.

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

**BUSINESS AND LEGAL ENVIRONMENT**

**(FT-115)**

**2009-11**

- Business Environment : Nature, Scope and its relevance in Business Decision Making, Political, Social, Cultural & Economic Environment.
- Industrial Ecology and Recycling Industry, Environmental Management System : EMS Standards, Environmental Accounting and Auditing,
- GATT/WTO Provisions, Patents, Industrial Pollution – Air, Water, Land Pollution and its effects on Business, Environmental 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:**

1. Francis Cherumilam, Business Environment
2. Adhikari, M., Economic Environment of Business
3. Sampat Mukerjee, Economic Environment of Business
4. Dwijendra Tripathi, Business Politics in India
5. Gupta, D., Indian Government & Politics
6. Ruppuswamy, B., Social Changes in India
7. N D Kapoor, Mercantile Law, Sultan Chand, New Dlehi.
8. Chawla, Bhasin & Garg, Mercantile Law, Kalyani Publishers, New Delhi.
9. Ramaiya, A. Guide to the Companies Act. Nagpur, Wadhwa.

10. V S Datey, Business & Corporate Laws, Taxmann, New Delhi

## **ORGANISATIONAL BEHAVIOUR**

**(FT-116)**

**2009-11**

- Introduction to Behavioural Science
- Understanding Human Behaviour, Individual Differences, Personality, Attitudes, Values, Emotional Intelligence.
- Intrapersonal Processes: Sensation, Perception, Socialization, Learning, Motivation.
- Inter-personal Process : Analysis of Inter-personal relationship, Helping Relationship. Transaction Analysis, Basic Interpersonal Communication.
- Leadership, Counseling, Mentoring.
- Conflict Management - Intra and Inter personal conflict.

### **Suggested Readings:**

1. Luthans Fred, Organisational Behaviour.,New York, McGraw Hill.
2. Robbins S.P., Organisational Behaviour, New Delhi, PHI.
3. Mcshane & Vonglinow, Organisational Behaviour, Tata McGraw-Hill, New Delhi
4. Staw, B.M. Psychological Dimensions of Organisational Behaviour, Englewood Cliffs, New Jersey, Prentice Hall Inc.
5. Davis Keith, Human Behaviour at Work, TMH, New Delhi
6. Singh Kavita, Organisation Change and Development, Excel Books, New Delhi.
7. Pareek Udai, Organisational Behaviour, Oxford, IBH, Mumbai
8. Hersey Paul and Blanchard, Management of Organisational Behaviour, Prentice Hall of India, New Delhi.
9. Uma Shekharan, Organisation Behaviour, TMH, New Delhi.
10. John W. New Strom, "Organisational Behaviour, Tata Mcgraw, New Delhi
11. Aquinas P.G., Organisation Behaviour, Excel Books, New Delhi.

12. Saha (Mukherjee) Jayantee, Management and Organisational Behaviour, Excel Books, New Delhi.

## **HUMAN RESOURCE MANAGEMENT**

**(FT-211)**

**2009-11**

- Concepts and Perspectives on Human Resource Management; Human Resource Management in Changing Environment
- Human Resource Planning; Job Analysis. Methods of Recruiting and Selecting Human Resources, Manpower Training and Development
- Induction and Socialisation, Job Evaluation, Wage Determination, Employees' Welfare
- Performance Appraisal, Potential Appraisal and Development
- Employees' Welfare; Industrial Relations and Trade Unionism; Grievance Management, Discipline Management

### **Suggested Readings:**

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

10. Rao, N and Das R.P. “ Cases in Human Resource Management”, Himalaya Publishing House, Mumbai.
11. Singh H.K., Human Resource Management, Excel Books, New Delhi.

## **FINANCIAL MANAGEMENT**

**(FT-212)**

**2009-11**

- Financial Management :- Nature, Scope and Objectives, Finance Functions, Profit Maximisation v/s Wealth Maximisation, Financial Forecasting. Recent Trends in Retail Finance
- Leverages : Operating and Financial Leverage; Investment and Capital Structure Decisions
- Cost of Different Sources of Raising Capital; Short Term Financing Investments; Internal Financing, Lease Financing, Term Loans, Time Value of Money.
- Factors Influencing Dividend Policy, Dividend Theories, Forms of Dividend Policies, Types of Dividend, Dividend 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:**

1. Hampton, John. Financial Decision Making. Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Van Horner, James C. Financial Management and Policy, New Delhi, Prentice Hall of India.
3. Ross, Westerfield & Jordan, Fundamental of Corporate Finance, TMH, New Delhi.
4. J.C. Van Horne, Fundamentals of Financial Management, PHI, New Delhi.
5. Weston Brigham, Managerial Finance, McGraw Hill, New York
6. I.M. Pandey, Financial Management, Vikas Pub.House, New Delhi.
7. P. Chandra, Financial Management, TMH, New Delhi.
8. Khan & Jain, Basic Financial Management, TMH, New Delhi

9. Ravi M Kishore, Financial Management, Taxmann Publication, New Delhi.
10. Maheshwari, S.N., Financial Management, Principles & Practices, Sultan Chand & Sons, New Delhi.
11. Rajesh Kothari & Bobby Dutta, Contemporary Financial Management, Macmillan, New Delhi.

## **MARKETING MANAGEMENT**

**(FT-213)**

**2009-11**

- 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, Green Marketing

### **Suggested Readings:**

1. Philip Kotler, Marketing Management Analysis, PHI, New Delhi.
2. Stanton & Futrell, Fundamentals of Marketing, McGraw Hill, New York.
3. McCarthy, Basic Marketing, Universal Book Sellers, New Delhi.
4. Philip Kotler & Armstrong Jr., Principles of Marketing : PHI, New Delhi.
5. Rajiv Lal, Quelch & Kasturirangan, Marketing Management- Text and Cases, TMH, New Delhi,

6. Czinkota & Kotabe, Marketing Management, Vikas Publications, New Delhi
7. Jayachandram S, Marketing Management, Text & Cases, Excel Books, New Delhi.
8. Suresh K, Green Marketing, ICFAI University Press, Hyderabad.
9. Saxena Rajan, Marketing Management, Tata Mcgraw Hill, New Delhi.

## **PRODUCTION AND MATERIALS MANAGEMENT**

**(FT-214)**

**2009-11**

- Nature, Significance and 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

### **Suggested Readings:**

1. Adam, E E & Ebert, RJ. “Production & Operation Management., New Delhi, PHI.
2. Amrine Harold T. etc. Manufacturing Organisation and Management. Englewood Cliffs, New Jersey, PHI Inc.
3. Buffa, E.S. Modern Production Management, John Wiley (New York).
4. Chary S.N. Production and Operations Management, New Delhi, TMH.
5. Dobler, Donald. W & Lee Lamar “Purchasing & Materials Management, New York, Mc Graw Hill.
6. Dilworth, James B. Operations Management : Design, Planning &

- Control for Manufacturing & Services, Singapore, Mc Graw Hill.
7. Moore, FG & Hendrick, T.E. – Production / Operations Management, Honnewood, Illinois, R.D. Irwin.
  8. Kachru Upendra, Production and Operations Management, Text and Cases, Excel Books, New Delhi.
  9. Manocha R.C., Production and Operations Management, Excel Books, New Delhi.

## **MANAGERIAL COMMUNICATION**

**(FT-215)**

**2009-11**

- 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, Negotiating Skills
- Listening Skills, Conversation Skills, Non Verbal Communication, Legal aspects in Business Communication
- Feedback Skills, Counseling Skills, Negotiation Skills, Communication on Disciplinary Matters.

### **Suggested Readings:**

1. Bowman, Joel P and Branchaw, Bernadine P. “Business Communication : From Process to Product”, Dryden Press, Chicago.
2. Kitty O- Locker, Business & Administrative Communication, TMH, New Delhi.
3. Murphy, Herta A and Peck, Charles E. “Effective Business Communications”, Tata Mc Graw Hill, New Delhi.
4. Pearce, C Glenn etc. “Business Communications : Principles and Applications”, John Wiley, New York.
5. Rao, N. & Das, R P, Communication Skills, Himalaya Publishing House, Mumbai.

6. Satpathy Ipseeta & Biswajeet Das, Business Communication & Personality Development, Excel Books, New Delhi.
7. Chaturvedi, P.D. & Chaturvedi Mukesh, Business Communication, Concepts, Cases and Applications, Research Education, New Delhi.
8. K.K. Sinha, Business Communication, Galgotia Publishing House, New Delhi.
9. Khetarpal Vandana & M.K. Sehgal, Business Communication, Excel Books, New Delhi.

## **MANAGEMENT SCIENCE & RESEARCH METHODOLOGY**

**(FT-216)**

**2009-11**

- Management Science – Basic Concepts and its Role in Decision Making, Linear Programming: Formulation, Graphic Method, Simplex Method, Transportation and Assignment Models
- Queuing Theory; Inventory Management Techniques, PERT/CPM, Decision Trees, Game Theory; Simulation, Integer Programming - Branch and Bound Algorithm, Dynamic Programming.
- Concepts of Research, Scientific Approach to Research, Types of Social Science Researches, Research Process and Planning for Research, Elementary Idea about Statistical Software Packages
- Formulation of Research Problem, Research Designs, Sources and Methods of Data Collection, Observation Design, Interviewing for Research, Formulation of Questionnaire, Data Interpretation & Research Report Writing.
- Scaling Techniques, Techniques of Data Analysis-ANOVA, Factorial Analysis, Correlation and Regression Analysis (Linear), Time Series Analysis, Conceptual Framework of Probability Theory.

### **Suggested Readings:**

1. Budnik, Frank S., Dennis Mcleavey, Richard Mojena Principles of Operations Research, Richard Irwin, Illinois-All India Traveller Bookseller, New Delhi.
2. Gould, F.J.etc. Introduction to Management Science. Englewood Cliffs, New Jersey, Prentice Hall Inc.

3. Mathur, K and Solow, D. Management Science, Englewood Cliffs, New Jersey, Prentice Hall Inc.
4. Narag A.S. Linear Programming and Decision Making. New Delhi, Sultan Chand.
5. Sharma, J.K. Operations Research : Theory and Applications. New Delhi, Macmillian India
6. K.R. Sharma, Research Methodology, National Publishing House, Jaipur.
7. Kothari.C.R., Research Methodology, Vishwa Prakashan , Delhi

## **INDUSTRIAL MARKETING&RETAIL SALES MANAGEMENT**

**(FT-311)**

**2009-11**

- Nature and Scope of Industrial Marketing; Differences between Industrial Marketing and Consumer Marketing; Industrial Buyer Behaviour
- Technology and the Industrial Markets; Product Decisions and Strategies, Industrial Services; Industrial Pricing & Promotion; Emerging Trends in Logistics & Supply Chain Management
- Sales Management- Meaning, Significance, Functions of Sales Manager, Recruitment, Selection, Training and Motivation of Sales Personnel , Theories of Selling, Sales Territory Management Evaluation and Controlling of Sales Efforts.
- \* Nature and Scope of Retail Sales Management, Opportunities in Retail Sales, Types & Functions of Retailers, Retail Mix Strategies
- Retail Market Strategies, Retail Stores Management, Strategies, Buying Merchandise, Pricing, Promotion Current Retail Environment in India

### **Suggested Readings:**

1. Charles Futrell, ABC of Selling, AITBS, New Delhi.
2. M. Govind Rajan, Industrial Marketing Management, Vikas Publishing House Pvt. Ltd., New Delhi.
3. Bellur and Bekman, Sales Management, Himalaya, Mumbai.
4. Sahu P.K. & K.C. Raut – Salesmanship & Sales Management, Vikas Publishing House, New Delhi.
5. Francis Cherunilam – Industrial Marketing , Himalaya Publishing House, Mumbai.
6. B. Berman & J.R. Evans : Retail Management – A Strategic Approach PHI, New Delhi.
7. S. Nair : Retail Management, Himalaya Publishing House, Mumbai.

## **ADVERTISING & CONSUMER BEHAVIOUR**

**(FT-312)**

**2009-11**

- Nature, Scope and Significance of Advertising, Legal, Ethical and Social Aspects of Advertising.
- 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 :**

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

## **PRODUCT AND BRAND MANAGEMENT**

**(FT-313)**

**2009-11**

- Product : Basic Concepts, Classification of Product Decisions, Managing Product Issues, Packaging, Product Planning, Consumer Adoption Process, New Product Planning & Development, Concept & Product Testing, Test Marketing.
- Creative Ideas, Designing and Pricing the Product Offer, Budgeting for Products, Special Issues in Product Management, Managing Product Support Services, Positioning Product Market Analysis.
- Understandings Brands, Brand Positioning, Brand Equity, Value Addition from Branding, Brand Analysis, Brand Image, Branding – Brand Customer Relationships, Brand Loyalty & Customer Loyalty
- Managing Brands – Brand Selection, Brand Creation, Brand Interventions, Brand Extensions, Brand Strategy, Brand Product Relationship
- Branding in Different Sectors- Customer, Industrial, Retail & Service Brands, Marketing Research in Product and Brand management areas.

### **Suggested Readings :**

1. Subroto Sengupta,, Brand Positioning, PHI, New Delhi.
2. S.A. Chunawalla,, Product Management, Himalaya, Mumbai.
3. Aaker, David A., , Managing Brand Equity, PHI, New Delhi.
4. Steward, P : Building Brands Directly, London Macmillan.
5. Murphy, John A. Brand Strategy, Cambridge, The Director Books.
6. Kapferer, J.N. Strategic Brand Management, New York (FreePress).
7. Czerniawski, Richard D. & Michael W. Maloney, Creating Brand Royalty, AMACOM.
8. Cowley, Don – Understanding Brands, London, Kogan.
9. Shrivastava, R.K., Product Management & New Product Development, Excel Books, New Delhi.
10. Verma, Harsh, Brand Management, Text & Cases, Excel Books, New Delhi.
11. Das Naveen, Brand Management – Perspectives & Practices, ICFAI University Press, Hyderabad.

12. Pande Tapan, Branding Paradigams & Prognostications, ICFAI University Press, Hyderabad.

## **SUMMER TRAINING REPORT**

**(FT-316)**

**2009-11**

Every Full Time MBA student shall be required to undertake practical training for a period of six to eight weeks in an Organization connected with industry, trade or commerce approved and as prescribed by the Director of the institute. The student will have to submit a report of training within the period specified for the purpose by the Director. This Training Report shall constitute a part of the MBA Full Time III semester examination and shall carry 100 marks. Training Report will be sent to External Examiner for Evaluation. Four Copies of Training Report will be prepared by the student, out of which 3 copies shall be submitted to the Department by the candidate and one copy shall be retained by the student.

## **STRATEGIC MANAGEMENT**

**(FT-411)**

**2009-11**

- 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 :**

1. Azhar Kazmi, Business Policy & Strategic Management, TMH, New Delhi.
2. P.K. Ghosh, Business Policy-Strategic Planning and Mgmt., Sultan Chand and Sons, New Delhi.
3. V.P. Michael, Business Policy and Environment, Sultan Chand and Sons, New Delhi.
4. Kachru, Upendra, Strategic Management, Concepts and Cases, Excel Books, New Delhi.
5. R.M. Srivastava, Corporate Strategy and Planning, Himalaya Publishing House, Mumbai
6. R. Nanjundaiah, Strategic Planning and Business Policy, Himalaya Publishing House, Mumbai

## **INTERNATIONAL MARKETING**

**(FT-412)**

**2009-11**

- 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 :**

1. Bhattacharya, B. Export Marketing : Strategies for Success, New Delhi, Global Business Press.
2. Johri, Lalit M. International Marketing : Strategies for Success. University of Delhi, Faculty of Management Studies.
3. Keegan, Warren. Global Marketing Management. Englewood Cliffs, New Jersey, Prentice Hall Inc.
4. Onkvisit, Sak and Shaw, J.J. International Marketing : Analysis and Strategy : New Delhi, Prentice Hall of India.
5. Panda Tapan, Marketing in the New Global Order, Excel Books, New Delhi.
6. Terpstra, Vern and Sarthy, R. International Marketing. Orlando, Dryden Press.
7. Walter, I and Murphy, T. Handbook of International Business, New York, John Wiley.
8. Vasudeva P.K., International Marketing, Excel Books, New Delhi.

## **MARKETING OF SERVICES**

**(FT-413)**

**2009-11**

- 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 :**

1. Lovelock, Christopher H. Managing Services : Marketing Operations and Human Resources. Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Lovelock, Christopher H. Service Marketing. Englewood Cliffs, New Jersey, Prentice Hall Inc.
3. McDonald, Malcom and Payne, A. Marketing Planning for Services. Butterworth, Heinemann.
4. Nargundkar R and T.K. Panda, Managing Customer Relationship in Service Industries, Excel Books, New Delhi.
5. Bhattacharya C, Service Marketing, Excel Books, New Delhi.
6. Newton M P Payne, A. The Essence of Service Marketing. New Delhi, Prentice Hall of India.
7. Verma, H V. Marketing of Services. New Delhi, Global Business Press.
8. Zeithaml, V A and Bitner, M J Services Marketing. New York, McGraw Hill.
9. Shanker Ravi, Service Marketing, Excel Books, New Delhi.

## **SPECIALISATION (Any One Group)**

### **SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (314 F) 2009-11**

- 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, The Nature of Investment Risk, The Investment in Liquid Assets, Portfolios of Two Risky Securities.
- Sharpe Single Index Model; Application of Market Model in Portfolio Construction; Capital Asset Pricing Model.
- Optimum Portfolios – Constructing the Optimum Portfolio, Portfolio Investment Process; Bond Portfolio Management Strategies; Investment Timing and Portfolio Performance Evaluation.

#### **Suggested Readings :**

1. Amling, Frederic. Investment Englewood Cliffs, New Jersey, PHI .
2. Bhalla, V.K. Investment Management : Security Analysis and Portfolio Management, New Delhi, S.Chand.
3. Fischer, Donald E. and Joardan, Ronald J. Security Analysis and Portfolio Management, New Delhi, PHI.
4. Alexander, Gordon J. and Sharpe, William F. Fundamentals of Investments, Englewood Cliffs, New Jersey, Prentice Hall Inc.
5. Bhalla, V.K. Investment Management : Security Analysis and Portfolio Management., Delhi, S.Chand.
6. Elton, Edwin J and Gruber, Martin J. Modern Portfolio Theory and Investment Analysis. New York, John Wiley.
7. Lee, Cheng F. etc. Security Analysis and Portfolio Management. Scott, Foresman.

8. Markowitz, Harry M. Mean. Variance Analysis in Portfolio Choice and Capital Markets. London, Basic Blackwell.

**MANAGEMENT OF FINANCIAL SERVICES**

**(315 F)**

**2009-11**

- Financial System and Markets; Concept, Nature and Scope of Financial Services; Regulatory Framework for Financial Services; Management of Risk in Financial Services; Stock Exchange Operations.
- Mutual Funds; Merchant Banking Services : Managing of Issue Shares and Bonds – Mobilising of Fixed Deposits – Inter-Corporate Loans – International Finance; Hire Purchase; Debt Securitization; Housing Finance; Credit Rating; Credit Cards.
- Venture Capital, Factoring, Forfeiting and Bill Credit Discounting, Insurance
- Evaluation of an Acquisition, Takeover and Merger, Leasing and Financial Evaluation of a Lease.
- Call Money Market, Stock Market Indices, Foreign Investment : FDI, FIIs investment Strategies, New Market Instruments.

**Suggested Readings :**

1. Bhalla, V.K. Management of Financial Services. Anmol, New Delhi.
2. Bhalla, VK. And Dilbag, Singh. International Financial Centres. New Delhi, Anmol.
3. Ennew C, Trevor Watkins & Mike Wright : Marketing of Financial Services, Heinemann Professional Pub.
4. Gordan, E and K. Natrajan Emerging Scenario of Financial Services, Himalaya Publishing House.
5. Meidan, Arthur Brennet, M. Option Pricing : Theory & Applications. Toronto, Lexington Books.
6. Kim, Suk and Kim, Seung. Global Corporate Finance : Text and Cases. Miami Florida, Kolb.
7. R. Sriram, Factoring Services,
8. P.R. Agrawal, Mutual Funds, Orient Law Huge, Allahabad.
9. Bellur Aparna & Ramani V.V., Outsourcing of Financial Services, ICFAI University Press, Hyderabad.
10. Rao N J, Financial Markets : Emerging Scenario, ICFAI University Press, Hyderabad.

## **CORPORATE TAXATION**

**(414 F)**

**2009-11**

- 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, 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; Implications of Avoidance of Double Taxation Agreements.

### **Suggested Readings :**

1. Ahuja, G.K. & Gupta, Ravi Systematic Approach to Income Tax. Allahabad, Bharat Law House.
2. Ranina, H.P. Corporate Taxation : A Handbook, New Delhi, Oriental Law House.
3. Singhania, V K. Direct Tax Planning & Management, Taxman Pub.
4. Srinivas E.A. Handbook of Corporate Tax Planning. New Delhi, Tata McGraw Hill.

## **INTERNATIONAL FINANCIAL MANAGEMENT**

**(415 F)**

**2009-11**

- International Financial Management: Nature, Scope and Objectives, Domestic v/s International Financial Management, International Financial System and institutions.
- Types of Foreign Exchange Markets and Transactions, Official and Free Market Rates, Cross Rates, Forward Rates, Organisation of the Foreign Exchange Markets; Currency Futures; Currency Options; Currency Swaps
- Accounting and Transaction Exposures, Theory and Practice of Forecasting Exchange Rates.
- Forward Contracts; Future Contracts; Other Derivative Securities; Types of Traders; Futures Markets and the use of Futures in Hedging, Forward and Future Prices; Interest Rate Futures; Swaps; Options Markets.
- International Receivables and Inventory Management, International Investment Strategy, International Cash Management

### **Suggested Readings :**

1. Abdullah, F.A. Financial Management for the Multinational Firm. Englewood Cliffs, New Jersey, PHI.
2. Bhalla, V.K. International Financial Management, New Delhi, Anmol.
3. Buckley, Adrian, Multinational Finance, New York, PHI.
4. Kim, Suk and Kim, Seung. Global Corporate Finance : Text and Cases, Miami Florida, Kolb.
5. Shapiro, Alan C. Multinational Financial Management, Delhi, PHI.
6. A.P.G. Apte, International Financial Management, TMH, New Delhi.
7. Shaprio, Multinational Financial Management, PHI, New Delhi.
8. Vij, Madhu, International Financial Management, Excel Books, New Delhi.
9. Choudhary N.V., Dollarization : Concepts & Cases, ICFAI University Press, Hyderabad.

## **HUMAN RESOURCE DEVELOPMENT AND QUALITY MANAGEMENT**

**(314 H)**

**2009-11**

- Philosophy and Goals of HRD, HRD Sub-systems/Process Mechanisms
- Effectiveness of Training : Identifying Training Needs, Organising Training Programmes, Evaluation and Follow-up of Training, Recent Development in Training System
- Performance Appraisal & Management, Potential Appraisal & Development, Feedback and Performance Counselling, Career Planning & Development
- HRD Climate and Practices in organizations
- Introduction to concept and Processes of Quality Management and continuous improvement processes.
- TQM Policy and Development Guidelines, Certification Procedures for obtaining ISOs, Appraisal of Quality Management Programme.

### **Suggested Readings :**

1. Sungara Raju, S.M., Total Quality Management, New Delhi, Tata McGraw-Hill Pub.Co.Ltd.
2. Pareek and Rao, Designing and Managing Human Resource, Systems, Oxford & IBH Pub. House
3. French and Bell, Organisation Development, PHI, New Delhi.
4. Rao, T.V., Recent Experiences in HRD, TMH, New Delhi.
5. Pareek, Udai, Evaluation of HRD, Jaipur Rawat Publications
6. Rao T.V., HRD Audit, Oxford IBM, Mumbai.
7. Nigam Shailendra, TQM an Integrated Approach, Excel Books, New Delhi.
8. Kanji Gopal & Asher Mike – 100 Methods for TQM, Response Books, Sage Publications, New Delhi.

## **MANAGEMENT OF INDUSTRIAL RELATIONS**

**(315 H)**

**2009-11**

- Basic concepts relating to Industrial Relations, Industrial Relations Environment in India.
- Industrial Relations Legislations-Industrial Disputes Act, Trade Unions Act, Standing Orders Act.
- Trade Unionism and Related Issues, Unfair Labour Practices, Collective Bargaining and Negotiations, Grievance - Handling Procedures.
- Disciplinary Inquiries and Actions, Workers' Participation in Management.
- Emerging Trends in Industrial Relations Management.

### **Suggested Readings :**

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

**LEGAL FRAMEWORK OF HUMAN RESOURCE  
MANAGEMENT  
(414 H )  
2009-11**

- Emergence and Objectives of Labour Laws and their Socio-Economic Environment.
- Social Security Laws – Laws Relating to Workmen’s Compensation, Employees’ State Insurance.
- Provident Fund, Gratuity and Maternity Benefits.
- Wage Legislations and Bonus Act – The Law of Minimum Wages, Payment of Wages, Payment of Bonus.
- Laws Relating to Working Conditions – The Laws Relating to Factories, Establishment and Contract Labour.

**Suggested Readings :**

1. Ghaiye, B R Law and Procedure of Departmental Enquiry in Private and Public Sector. Lucknow, Eastern Law Company.
2. Malhotra, O P. The Law of Industrial Disputes. Vol.I and II. Bombay, N.M. Tripathi.
3. Malik, P L. Handbook of Industrial Law. Lucknow, Eastern Book.
4. Seth, D.D. Industrial Dispute Act, 1947. Vol.I & II. Bombay.
5. Srivastava S.C. Industrial Relations and Labour Law. New Delhi, Vikas.
6. N.D. Kapoor, Mercantile Law, Sultan Chand and Sons, New Delhi.
7. Mishra L., Case Laws on Industrial Relations, Excel Books, New Delhi.

**MANAGEMENT OF CREATIVITY AND INNOVATIONS**

**(415 H)**

**2009-11**

- Concepts of Creativity, Creative Problem Solving, Creativity Process
- Creative Personality, Creative Intelligence
- Creative Problem Solving Techniques, Creative Environment
- Creative Teams
- Management of Innovation, Creative Training; Design of a Creative Society

**Suggested Readings :**

1. P.N. Khandwala, Fourth Eye, Allahabad, A.H. Wheeler.

## SYSTEMS ANALYSIS AND DESIGN

(314 S)

2009-11

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. Hawryzkiewicz, 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. Hawryszkiewyez, 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.

**FUNDAMENTALS OF COMPUTER ARCHITECTURE  
AND OPERATING SYSTEMS**

**(315 S)**

**2009-11**

- 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

## **INTERNET & WEB TECHNOLOGY**

**(414 S)**

**2009-11**

- Introduction to Internet : Network vs. Internet, Development of Internet, Uses of Internet, Internet and Intranet.
- Introduction to Data Communication and Computer Networks : Forms of Data Communication, Methods of Data Communication, Modes of Data Communication, Techniques of Data Communication, Networking Models, Network Services, Point to Point and Broadcast Networks.
- Network Protocols and Standards : Need of Protocols and Standards, OSI Reference Model, DOD Model, TCP/IP Model, TCP/IP Dial up, Shell Account services.
- LAN and LAN Standards : Ethernet LAN, Token Ring, Token Bus, FDDI, WAN Standards, LAN Topologies, Network Connectivity Devices, Internet Service Providers, Routers, Bridges, Switches, Gateways.
- E-mail Services and other important Application Layer Protocols, Electronic Post Services, E-mail Configuration, E-mail Sites and Setting, Features, Electronic Messaging and X.400, WWW, FTP, Telnet, SMTP, MNTP.
- Website Development : Web Servers, Proxy Servers, Web Caches, Web Browsers, USENET, News Services, Gopher, Outlook Express, Search Engines and Chat Servers, Internet Chatting Internet Phone, WIAS, Internet Securities, Introduction to HTML, Introduction to JAVA.

### **Suggested Readings :**

1. Gupta S & Gupta Shamena, Mastering Internet, Excel Books, Delhi.
2. Kumar Dharminder & Gupta S, MIS, Excel Books, New Delhi.
3. Girija, Web Mining – An Overview, ICFAI Univ. Press, Hyderabad.

## **RDBMS & SQL CONCEPTS**

**(415 S)**

**2009-11**

- 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 - 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup> 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. Hawryszkiewyca I.T. Database Analysis & Design, Macmillan, New York.
8. Bharihoke, D., Fundamentals of I.T., Excel Books, New Delhi.

**COMPREHENSIVE VIVA-VOCE****(FT-416)****2009-11**

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. The viva-voce shall be conducted by the Examiner(s) to be appointed within the University Jurisdiction.

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