Evolution of management thought; Nature and functions of management, managerial processes, skills, roles of manager, professional management manager is Entrepreneur style of managers..

Planning, nature, types of plans, planning process, effective planning.

Decision making, meaning, environment and types of decisions, rationality in decision – making, steps in decision-making; Business forecasting techniques.

Organizing principles, span of management, departmentalization, organization structure, what type of structure is best?

Authority delegation and decentralization, sources of formal authority, authority and power, responsibility, line and staff authority, delegation and decentralization of authority.

Informal organization, its formation, types, stages of group development, formal and informal organizations, benefits and disadvantages of informal organization.

Control process, need for control and types of control methods, essentials of effective control systems, problems in the control process, control techniques.

Suggested Readings:

Measures of Central Tendency: Mean, Median, Mode

Measures of dispersion: Range, Mean deviation, Standard deviation, Quartile deviation.

Measures of skewness; Moments and kurtosis.

Correlation and Linear Regression

Index Numbers; Time series: Its components and their determination.


Suggested Readings:

1. S.P. Gupta: Statical method ; Sultan Chand & Sons.
Avoiding Substandard Writing – Errors in the use of nouns, pronouns, adjectives, adverbs, prepositions, conjunctions, articles. Errors in sentence construction.

Tips for clear writing- Tips regarding choice of words, tips for sentence construction, Tips for Paragraph Design.

Reading – Purpose, Comprehension of an Unseen Passage, Tactics and Strategies for a good reading.

Precis Writing

Business Communication – its meaning, objectives, importance of communication in Business and industry. Various types of communication. Essentials of good communication.

Communication Process- Basic Elements in the communication process, Factors Influencing communications, Channels of communications, Seven Cs of Effective communications.

Business Correspondence – Planning the Business Letter, Letters of Enquiry, order, Complaint and follow-up, Collection letters, Circulars, Job applications.


Suggested Readings:

2. U.S. Rai and S.M. Rai: Business Communications


MH 104 – HRM FUNCTIONS


**Procurement of Personnel:** Corporate Objectives & Human Resource Planning, Determination of the Kind or Quality of Personnel, Determination of Quantity of Personnel of Manpower Planning Process, Recruitment and Selection, Selection Techniques and Factors Determining their Functional Value, Career & Succession Planning.

**Performance Appraisal:** Purpose of Appraisal, Factors affecting Performance Appraisal, Criteria of Performance Appraisal, Performance Appraisal Methods and their Limitations, Post Appraisal Interview and Performance management.

**Training and Development:** Training, Education and Development, Principles of Learning, Need & Objectives of Training, Determining Training Needs, Training Methods for Operatives and Managers.

**Employee Compensation:** Nominal and Real Wages, How are Wages Determined? Internal Equity and External Competitiveness, Incentive Compensation, Requisites, Advantages and ill effects.

**Employee Grievance and Discipline:** Causes of Grievances, How to know about Grievances? Desirable Features of a grievance redressal procedure, Causes of Indiscipline, Arguments for and against Punishment, Essentials of a Good Disciplinary System (Hot Stove Rule).

**Employee Empowerment:** Worker Participation in Management, Factors Influencing Participation, Worker's Participation in Management in India, Some Issues for Consideration.

**Suggested Readings:**

1. **P.C. Tripathi:** Personnel Management and Industrial Relations: (12\textsuperscript{th} Edition): Sultan Chand & Sons, New Delhi.
4. **Dale Yoder:** Personnel Management and Industrial Relations: Prentice Hall, Delhi.
5. **Arun Monappa and Saiyadain:** Personnel Management, Tata McGraw Hill, Delhi.
7. **Mathis & Jackson.**
Definition; Evolution of Marketing Philosophies; Marketing Environment; Product vs Service Marketing; Social Marketing; Domestic vs International Marketing; Four Ps of Marketing; Product, Price, Place and Promotion; Consumer Behaviour : Models, Characteristics affecting Consumer Behaviour; Buyer Decision Process.

Segmentation; Positioning; Building Customer Relationships through Satisfaction, Value and Quality; Creating Competitive Advantage through Competitor Analysis and Competitive Marketing Strategies; Marketing Organisation.


Quality, Economics of Quality, Acceptance Sampling, Basic Idea of Statistical Qualit Control (SQC).


Suggested Readings

1. Marketing Management : P.K. Srivastava
2. Financial Management : I.M. Pandey
3. Production Management : Buffa


Text Processing Software, Introduction to a spreadsheet software; Creation of spreadsheet applications; Range, Formulas, Functions, Data Base Functions In spreadsheet; Graphics on Spreadsheet.

Modes of Data Processing – Computer Software Systems; Software Development Process; File Design and Report design; Data Files – Types/ Organizations; Master & Transaction File; Relevance of Data Base Management Systems and Integration of Applications; Basics of Data Processing.


Suggested Readings:

4. Estrada, Susan: Connecting to the Internet, Sebastopol, C A, O'Reilly, 1993.
Human Resource Development: Definition; Objectives; Functions; Scope (elements); HRD Mechanisms or subsystems; Functions & Attributes of an HRD Manager.

Job Design and Job Analysis:
- Job Design: approaches; Job Rotation, Job Enlargement, Job Enrichment, Teamwork.
- Job Analysis: Need, Team analysis, Process, Recent developments.
- Job Description: Characteristics, contents, steps
- Job Specification – Information.

Career Planning and Development:
Career Planning – Meaning; objectives; process; Requirements for effective career planning; career counseling.
Career Development- Meaning; Elements; Process ; Career stages.

Quality Issues in HRM: The concept of Total Quality Management; The ISO 9000 Family; Quality Circles- Structure & Functioning; The Concept of Quality of Work Life (Q.W.L.), work life balance.


Suggested Readings:
MH 202 - ORGANISATIONAL BEHAVIOUR

Organisations: Meaning and Typology.

Organisational Behaviour: Macro and Micro perspectives, as discipline. key elements, scope.

Individual Behaviour: Personality, Perception, Values, Attitude.


Leadership: Definition and Need for Leadership, Approaches to studying Leadership: Traits, Behavioural and Contingency Approaches, Effective Leadership.

Motivation, Job Satisfaction and Morale: Definition and Characteristics of Motivation, Motivation Theories of Maslow, Herzberg, McClelland, Vroom and Skinner Determinants of Job Satisfaction and Morale, Relationship of Incentives, Job Satisfaction and Morale with Productivity.

Competition and Conflict: levels/ types of conflict, stages of Conflict, Causes and Consequences of intergroup conflict, management of conflict.

Organisational Culture and Climate: Meaning, Dimensions of Organisational climate, factors effecting organisational climate, measurement of organisational climate, meaning and components of culture.


Suggested Readings:

5. L.M. Prasad : Organisational Behaviour; Sultan Chand & Sons.


**Sampling Design:** Implications of Sample Design, Steps in Sample Design and Criteria for Selecting a Sampling Procedure, Types of Sample Design.


**Data Collection & Analysis:** Methods of Data Collection – Primary & Secondary, Questionnaire Construction, Field Work & Tabulation of Data, Data Processing Operations, Statistical Techniques for Data Analysis.

**Statistical Inference:** Parameter estimation, Hypothesis Testing of mean only in large and small samples.

Elementary knowledge of non-parametric tests.

**Interpretation & Report Writing:** Technique of Interpretation, Different Steps in Writing a Report, Layout of the Research Report, Precautions for Writing Research Report.

**Suggested Readings:**

1. C.R. Kothari: Research Methodology: Methods and Techniques.
5. V.P. Michael: Research Methodology.
Theoretical Framework: Concept, significance and nature of business environment; Elements of environment- internal and external; Changing dimensions of business environment; Techniques of environmental scanning and monitoring.

Economic Environment: Significance and elements of economic environment; economic systems and business environment; economic planning in India; government policies- industrial policy, fiscal policy, monetary policy, EXIM policy; public sector and economic development; economic reforms, liberalization and structural adjustment programmes.

Political and Legal Environment: Critical elements of political environment; government and business; changing dimensions of legal environment in India; MRTP Act, FEMA and licensing policy; Consumer protection act.

Socio Cultural Environment: Critical elements of socio-cultural environment; social institutions and systems; social values and attitudes; social groups; emerging rural sector in India; Indian business system; Social responsibility of business; consumerism in India.

International and Technological Environment: Multinational Corporations; Foreign collaborations and Indian business; International economic institutions: WTO, World Bank, IMF and their importance to India; foreign trade policies; technological environment in India; policy on research and development; patent laws; technology transfer.

Suggested Readings:

1. Business Environment by F.Cherunillam, Himalya Publishing House,
2. C.M. Chaudhary: Business Environment
4. R. Agrawal : Business Environment ; Excel Books
MH205 - BUSINESS POLICY AND STRATEGIC ANALYSIS

**Business Policy and Corporate Strategy:** Approach to central management problems, Concept of strategy, strategic management, Defining Company Policy relating to marketing, production, finance and human resource areas.

**Strategic Management Process:** Nature and purpose, Different phases, Statement of mission and objectives – their formulation, Mintzberg six power configurations.

**Environmental Analysis and Diagnosis:** Environmental factors, Techniques of environmental analysis and diagnosis, preparing E.T.O.P. and S.A.P., SWOT analysis, **Competitive Analysis:** Theoretical viewpoints, Porter’s framework for analyzing competition, Generic competitive strategies, Routes to Competitive Advantages.

**Strategic Choice:** Generating alternative strategies, mergers and acquisitions, tools for selection decision, BCG Matrix, Hofer’s Work, SPACE, GEC Model.

**Managerial factors of strategic analysis.**
Implementation and Evaluation of Strategy: Implementation of strategy, Mckinsey 7-s framework, resource allocation, Organizational structure, Management policy and administration Styles.
Evaluation of strategy.

**Suggested Readings:**

1. **Azhar Kazmi:** Business Policy.
2. **U.I. Khan:** Business Policy.
4. **Ansoff J.I.:** Corporate Strategy, McGraw.
5. **Mc Carthy et al:** Business Policy and Strategy, Irwin.


Managerial Decision making: process, problem solving techniques, how decisions are being supported, Simon’s model – decision styles, group decision making, features of various CBIS.

Decision Support System An Overview: Relevance scope of DSS, characteristics and capabilities of DSS, components of DSS, classification of DSS, DSS Tools- DSS generators – specific DSS. Constructing a DSS, Steps in designing a DSS.

Database Management System: Sources of data file environment & database environment, data models, relevance of relational data base, data base design in DSS.

HRIS: Organising Data, Personnel audit, Personnel research, Computer application in HRM. Uses of HRIS in HRD with special reference to performance appraisal, training need, Identification and career planning.

Suggested Readings:

6. Management Information System - Launden & Launden
**Industrial Relations in India:** Concept of IR, Emerging Trends in IR in new economic scenario.

**Industrial Disputes:** Causes, Industrial Disputes Act, 1947, Industrial Relations Scene: An overview.

**Collective Bargaining:** Concept, Philosophy, Rationale and Process, Emerging trends in collective bargaining in India.

**Industrial Democracy:** Concept and Scope, Forms of Industrial democracy, Worker’s participation in management in India, Experiences of UK, Yugoslavia, West Germany, Scandanavian countries and Japan in the realm of industrial democracy.

**Trade Unions:** Theories of Trade Unionism: Trade unionism in a developing economy, History of Trade Unionism in India. Present Position: Structure, Leadership (political influence and dominance), Recognition, Multiunionism, Worker’s education, National Federations of Trade Unions, Trade Union Act, 1926.

**Suggested Readings:**

4. **Charles A Myers and Rannapan:** Industrial Relations in India, Asia Publishing House, New Delhi.
7. **Pramod Verma:** Management of Industrial Relations, Oxford & IBH.
8. **A.M.S. Varma:** Industrial Relations, Himalaya, Bombay.
9. **Bare Acts**

References:

1. Industrial Law by P.L. Malik.
2. Labour Legislation by N.D. Kapur.
**Importance of Industrial Psychology:** Nature, Scope & Problems of Industrial Psychology.

Foundations of Industrial Psychology: Economics, Social & Psychological.

Psychological Test: Concept, importance of Psychological test in Industrial areas, different types of psychological tests.

Fatigue, Boredom, Monotony. Industrial accidents and safety.

**Working conditions:** Noise, Atmosphere, Work schedule shift and rest pauses.

Methods of Work & Design of Equipment: Time and Motion Economy, Effective arrangement of Work Place. Psychological factors of effective designs of tools.

**Suggested Readings:**

3. Industrial Psychology, Bhatnager J.B
4. Industrial psychology: S.P. Chaube
5. Industrial Psychology: Sharma and Chandr
   (Pub. Atlantic, New Delhi)
6. Ghosh: Industrial Psychology

Learning: Meaning, principles, factors affecting learning process.

Training process: Determining Training objectives, assessment of training needs, modern training technology, systematic planning of the training.

Methods & Techniques, selection of right method, communication in training, training aids, development of training modules, Training strategies.

Effectiveness & evaluation of training: importance, techniques etc. Training of the trainers. Preventing employee obsolescence through training rate of outside consultants. It based training, computer based training & web based training.

Suggested Readings:

1. Training for Development Rolf P. Lyton and Udai Pareek Publisher: Vistaar, New Delhi.


3. The Training Manager’s – A Handbook Eddie Davies Publisher: Crest Publishing House, New Delhi

4. Training and Development Vasu Deva Publisher: Commonwealth Publishers, New Delhi

5. HRD Through In-House Training P.L. Rao Publisher: ISTD, Vikas Publishing House, New Delhi

S.K. Bhata, Training for Development.
Corporate Considerations in Compensation Management: Working of different institutions like Wage Boards and Pay Commissions in India.
Components of Wage and Salary Package in India: Leading issues pertaining to wage & salary administration and recent trends in Wage Policy in India.

**Fundamental aspects of:** Payment of Wages Act 1936, Minimum Wages Act 1948 and Payment of Bonus Act 1965.
Principles of labour Welfare, Types of welfare services in India: Safety, Health, Counselling, Education. Machinery connected with welfare work. Appraisal of welfare services.
Meaning of Social Security, Social Security in India. A critical appraisal of social security in India. Objectives, Functions and Role of ILO.


**Suggested Readings:**

3. Income Policy and Industrial Relations: C.K. Johri, Shri Ram Centre for Industrial Relations, Delhi.
10. Bare Acts.
**Organisation Development:** Definition, Characteristics, Underlying Assumptions and values of OD, Assumptions about people. The concept of system, Systems Terminology.


Nature of OD Intervention, Some classifications, Schemate for OD Interventions.

Team and Inter group Interventions, Personal, interpersonal and Group Process Interventions. Special emphasis on Team-Building, Sensitivity Training.

**Behaviour Modelling,** Transactional Analysis, III Party peace making, Process consultation.

**Comprehensive Interventions:** Confrontation Meeting, Survey Feedback, Likert’s System 4 Management, Grid OD, Contingency Theory of Lawrence and Lorsch, Structural Interventions – Congruency / Incongruency with OD,

**Management by Objective** – its application and appraisal.

**Suggested Readings:**

2. **Alderfar:** Organisation Development
3. **Rechard beckhard:** Organisation Development: Strategies & Models
4. **P.C. Tripathi:** Organisational Change & Development, Sultan Chand, Delhi.
5. **Kavita Singh:** Organisational Change, Excel, Delhi
6. **Brown:** An Experiential Approach to OD.
Emergence and Growth of Counseling Services; Approaches to Counseling; Counseling Process- Beginning, Developing and Terminating a Counseling Relationship and Follow up; Counselor’s Attitude and Skills of Counseling; Assessing Client’s Problems; Selecting Counseling Strategies and Interventions.

Changing Behaviour through Counseling; Special Problems in Counseling; Application of Counseling to Organizational Situations With a Focus on Performance Counseling.

Suggested Readings

Learning for change – The need for new skills, learning and change, life long learning Continuous Professional Development (CPD), framework for CPD, Role of organizations in sustaining a learning culture.

Designing Effective Training – Context of organization who should be involved in designing training, when to involve external assistance, delivery considerations, selection of appropriate training method. Need of the audience.

Advanced training techniques - Transactional analysis, Neuro linguistive Programming (NLP), Action learning, Accelerated learning, Open learning Technology supported learning, Role Playing, Simulations.

Evaluation of training, methods of evaluation, assessment and development centres.

Suggestive Reading:

1. Advanced Techniques for Training & Development
2. A.Landale – Infinity Books, Delhi
### SEMESTER- I

<table>
<thead>
<tr>
<th>Paper Code</th>
<th>Paper Name</th>
<th>Max. Marks</th>
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<tbody>
<tr>
<td>MH 101</td>
<td>Principles &amp; Practice of Management</td>
<td>100</td>
</tr>
<tr>
<td>MH 102</td>
<td>Quantitative Methods</td>
<td>100</td>
</tr>
<tr>
<td>MH 103</td>
<td>Business Communication</td>
<td>100</td>
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<tr>
<td>MH 104</td>
<td>HRM Functions</td>
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<td>MH 105</td>
<td>Functional Areas of Management</td>
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<tr>
<td>MH 106</td>
<td>Computer Applications in Management</td>
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<tr>
<td>MH 107</td>
<td><strong>Swot Analysis of a Company</strong></td>
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<tr>
<td></td>
<td>1. Project Report Preparation 25 Marks</td>
<td>50</td>
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<tr>
<td></td>
<td>2. Project Viva-Voce 25 Marks</td>
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<tr>
<td>MH 108</td>
<td>Comprehensive Viva-Voce (All Theory Papers)</td>
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### SEMESTER- II

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<td>MH 201</td>
<td>Human Resource Development</td>
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<tr>
<td>MH 202</td>
<td>Organizational Behaviour</td>
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<td>MH 203</td>
<td>Research Methodology</td>
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<td>MH 204</td>
<td>Business Environment</td>
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<td>MH 205</td>
<td>Business Policy &amp; Strategic Analysis</td>
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<td>MH 206</td>
<td>DSS &amp; Management Information System</td>
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<tr>
<td>MH 207</td>
<td><strong>Comparative Analysis of two Company of similar Nature:</strong></td>
<td>50</td>
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<td>1. Project Report Preparation 25 Marks</td>
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<td>2. Project Viva-Voce 25 Marks</td>
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<tr>
<td>MH 208</td>
<td>Comprehensive Viva-Voce</td>
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## SEMESTER- III

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<tr>
<td>MH 301</td>
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<td>MH 302</td>
<td>Labour Legislation</td>
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<td>MH 303</td>
<td>Industrial Psychology</td>
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<td>MH 304</td>
<td>Training and Development</td>
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<td>MH 305</td>
<td>Compensation &amp; Labour Welfare</td>
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<td>MH 306</td>
<td><strong>Industrial Training Project:</strong></td>
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<td>1. Report Preparation</td>
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<td>2. Report Presentation</td>
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<td>3. Report Viva-Voce</td>
<td>50 Marks</td>
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<tr>
<td>MH 307</td>
<td>Comprehensive Viva-Voce</td>
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**Total** 700

## SEMESTER- IV

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<td>MH 401</td>
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<td>MH 402</td>
<td>Counselling Skills for Managers</td>
<td>100</td>
</tr>
<tr>
<td>MH 403</td>
<td>Advanced techniques for training &amp; development</td>
<td>100</td>
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<tr>
<td>MH 404</td>
<td><strong>Grand Project:</strong></td>
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<td></td>
<td>1. Report Preparation</td>
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</tr>
<tr>
<td></td>
<td>2. Report Presentation</td>
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<td>3. Report Viva-Voce</td>
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<tr>
<td>MH 405</td>
<td>Comprehensive Viva-Voce</td>
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</table>

**Total** 500

Grand Total 2600
RULES OF M.H.R.M. EXAMINATION

(1) The medium of instruction and examination for the entire scheme is English.

(2) In order to be eligible to take the examination, a student has to fulfill minimum 75 percent attendance requirement as laid down by the University.

(3) The minimum pass marks are 40% in each paper and 50% as aggregate including sessional (s).

(4) A student may be promoted to the next semester if S/He qualifies at least 50% of theory papers of the particular semester but the student can avail maximum two chances for writing the exam of there due papers along with the regular semester of those papers and as per the syllabus enforced in that particular year.

(5) Grace Marks
(a) A maximum of 1% of the total aggregate of marks can be awarded as grace marks by the university.

(b) Candidates loosing First division by only one mark shall be eligible to get Bonus mark one (1).

(6) Division is awarded to student on the following basis.

<table>
<thead>
<tr>
<th>Division</th>
<th>% of Marks</th>
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<tbody>
<tr>
<td>First with honours</td>
<td>75 and above</td>
</tr>
<tr>
<td>First</td>
<td>60 and above but less than 75</td>
</tr>
<tr>
<td>Second</td>
<td>50 and above but less than 60</td>
</tr>
</tbody>
</table>

The candidate will be failed if S/He scores less than 40% Marks in individual paper and less than 50% in aggregate.

(7) There will be no provision for re-evaluation of answer books. However, re - totalling is permitted as per rules.

(8) Notwithstanding any other University rules in this behalf, a student shall not be given any chance to improve the division/marks in any paper or papers.

(9) In case any mistake is detected in the mark sheet after it has been issued, the University will have the right to call it back and issue a fresh one in its place.

(10) Each student is required to undergo practical training for 8 weeks in an organisation, approved by the Director after his/her second semester examination. He/She is required to write the project report of this training and has to submit two copies to the FMS office within 15 days of commencement of III semester.

(11) A student is not allowed to pursue any other course or undertake any full time or part time employment (paid or honorary) during the tenure of his/her studies. If he/she does so, he/she ipso facto becomes disqualified to continue as a student and to appear at the University examination. A declaration has to be submitted each year.
(12) Each paper is broken down into two parts for the sake of assessment:

(i) Internal Assessment:  

<table>
<thead>
<tr>
<th>Component</th>
<th>First semester</th>
<th>Other semester</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mid Semester Exam.(s)</td>
<td>15 Marks</td>
<td>15 Marks</td>
</tr>
<tr>
<td>Quiz/ Assignment / Presentation /</td>
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<td></td>
</tr>
<tr>
<td>Attendance/ Performance in the class</td>
<td>15 Marks</td>
<td>15 Marks</td>
</tr>
</tbody>
</table>

**Total**  
30 Marks 30 Marks

(ii) External Assessment:

<table>
<thead>
<tr>
<th>Component</th>
<th>First semester</th>
<th>Other semester</th>
</tr>
</thead>
<tbody>
<tr>
<td>*Semester Examination</td>
<td>70 Marks</td>
<td>70 Marks</td>
</tr>
</tbody>
</table>

**Total**  
100 Marks 100 Marks

Faculty concerned however is free to change the breakup of internal assessment of a particular paper depending upon the nature of the paper.

(13) Defaulters Test:

The student who will miss the regular mid semester examination due to any substantial/genuine reason may write the mid semester examination but only under the prior permission of the Director and also after depositing the required fee for the defaulter test. **There will be only one defaulter test.**