



**MAHATMA GANDHI UNIVERSITY**

*The University Moto is "Academic Excellence"*

**FACULTY OF MANAGEMENT**

**DEPARTMENT OF BUSINESS MANAGEMENT**

**Pre - Ph. D. SYLLABUS**

**2019**

**Admitted Batch Onwards**

## Faculty of Management

### Department of Business Management Pre-PhD Syllabus (2019 Admitted Batch)

Paper	Paper Code	Title	Total Marks	Credits
Paper I	MG.R.1901	Research Methodology	100	4
Paper II	MG.R.1902	General Management	100	4
	MG.R.1903	Financial Management		
	MG.R.1904	Marketing Management		
	MG.R.1905	Human Resource Management		
	MG.R.1906	Travel and Tourism Management		
Paper III	MG.R.1907	Research and Publication Ethics	50	2
Total			250	10

Pass percentage in each subject is 55%

  
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**MG.R 1901**  
**PAPER I: RESEARCH METHODOLOGY**

Credits: 4

**Objective:** The objective of this course is to provide the research scholars with knowledge on

- basic concepts of research and its methodologies
- selection of Research problem
- organizing and conducting research
- writing a research report

**Unit-I**

**Research:** Need and Significance of Research; Methods of research- Pure, Applied, Exploratory, Descriptive, Causal and Experimental designs.

**Research Process:** Problem identification, Literature review, Research objectives, Data collection, Data analysis, Interpretation and Report writing.

**Unit-II**

**Measurement and Scaling:** Concept of measurement; Reliability and validity; Types of scales – Nominal, Ordinal, Interval and Ratio scales.

**Sample design:** Concept of sampling; sampling methods; sample size determination; sampling errors.

**Questionnaire:** Design; pilot study and developing the final questionnaire, data editing, coding.

**Unit-III**

**Hypotheses testing:** Types of Hypotheses; Procedure for testing the hypotheses.

**Parametric Vs Non Parametric tests, Z- test, t-test, Chi-square test, ANOVA , Factor analysis, Regression**

**Unit-IV**

**Research report:** Components, principles in report writing, improving the efficiency of report writing, APA style referencing -7<sup>th</sup> edition.

**REFERENCE BOOKS:**

1. Donald R. Cooper, Pamela S. Schindler: *Business Research Methods*, 8/e, TMH, 2009.
2. William G. Zikmund, *Business Research Methods*, Cengage, 2006.
3. Alan Bryman & Emma Bell, *Business Research Methods*, 2/e, Oxford, 2008.
4. Richard I Levin & David S. Rubin, *Statistics for Management*, 7/e. Pearson, 2008.
5. C.R Kothari: *Research Methodology Methods & Techniques*, 2/e, Vishwa Prakashan, 2009.
6. C.B. Gupta & Vijay Gupta, *An introduction to Statistical Methods*, Vikas, 2009.
7. J.K. Sachdeva, *Business Research Methodology*, Himalaya, 2009.
8. Nargundkar, *Marketing Research Tests and Cases*, TMH, 3/e, 2009.

  
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**MG.R-1902**  
**SPECIALIZATION: GENERAL MANAGEMENT**

Credits: 4

**Objective:** The objective of this course is to provide the research scholars with knowledge on

- Application of managerial concepts
- concepts of strategic management and understand its nature
- global, economic, political, cultural and social environment within which firms operate
- concepts of Entrepreneurship-various aspects, issues and challenges

**Unit-I**

Strategic Management – Concept and Role of Strategy, Process of Strategic Management, Strategic Intent, Strategic Fit, , Environment Analysis – Internal and External, Strategic Choice, Competitive Advantage- Sustaining Competitive Advantage, Strategic Position- Situation specific strategies, Strategy Implementation and Control

**Unit-II**

International Business – Importance, Nature and Scope, Modes of Entry into International Business, International Business Environment, Regional Economic Integration, Issues – Counterfeits, Labour Issues, Cultural Differences, Supply Chain and Logistics.

**Unit-III**

Concept of Entrepreneurship, Role of Entrepreneurs in Economic Development, Factors Impacting Entrepreneurial Development, New Venture Planning- Project Management, Challenges and Issues, Women Entrepreneurs, Social Entrepreneurship, Sustainable Entrepreneurship.

**Unit-IV**

Ethics in Management, Corporate Governance, Framework in India – SEBI Guidelines, Whistle Blowing, Corporate Social Responsibility – Drivers and Initiatives. Contemporary Trends – Customer Relationship Management, Business Process Re-engineering, Total Quality Management, Knowledge Management, e- Commerce.

**Reference Books:**

1. Jon L Pierce and Donald G. Gardner, "Management and Organizational Behavior", Cengage Learning India (P) Limited.
2. LaurieJMullins, "Management & Organizational Behavior", 7ed.,2006, Pearson.
3. Harold Koontz and Heinz Welhrich, Essentials of Management, TMH, 2007.
4. Richard L. Daft, "The New Era of Management", Cengage Learning India (P) Limited.
5. Michael A. Hitt, J. Stewart Black, and Lyman W. Porter, "Management", 2006 Pearson.
6. Richard Pettinger, "Organizational Behavior", 2010 Routledge.
7. John M. Ivancevich: OrganizationalBehavior& Management, TMH, 2009
8. Jennifer George and Gareth Jones "Understanding and Managing Organizational Behavior", Published by Pearson Education Inc.
9. Certo and Certo: Modern Management, 10/e, PHI, 2009
10. Stephen P. Robbins, Jennifer George and Gareth Jones, "Management and Organizational Behavior", Pearson Education Inc.
11. K. Aravathappa, "Organizational Behavior", Himalaya Publishing House.

  
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**MG.R-1903**  
**SPECIALIZATION: FINANCIAL MANAGEMENT**

Credits: 4

**Objective:** The objective of the course is to provide the necessary basic inputs and tools to manage the finance function. The course has been designed to provide the research students with knowledge of emerging issues and trends in financial markets and new innovations in the financial sector. The emphasis in the course will be on the practical knowledge along with the conceptual understanding of the subject. The course also aims at providing an international perspective in the field to the students. After the completion of the course, the students should be able to understand the management of finances of the business organization

**Unit – 1: Introduction to the Finance Function and Capital Structure Decisions– Objective:** Profit or Wealth Maximization and EPS Maximization. An overview of Managerial Finance functions - Time value of money: present value, future value of money and the basic valuation models.

**Capital Structure Decisions:** Concept and measurement of cost of capital, Debt vs. Equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital. Capitalisation, financial leverage, operating leverage and composite leverage. EBIT-EPS Analysis, Indifference Point/Break even analysis of financial leverage.

**Unit – 2: Issues in Corporate Restructuring:** Need, Methods of restructuring, Mergers and Acquisitions, Divesture, Contracting out, Outright sale, Disinvestment, leveraged buyout.

**Mergers and Acquisitions:** Motives, considerations in M&A decisions, Synergy Value, Due Diligence Process, Business Valuation Methods, Evaluation of Mergers and Acquisitions and regulations. **Behavioral Finance**, Conceptual and Research Issues, Micro Financing in India, Financial inclusion and role of Banks.

**Unit – 3: Dividend Theories:** The Modigliani Miller Theory, NI, NOI Theory and Traditional Theory –A critical appraisal- Dividends and value of the firm - Relevance of dividends, the MM hypothesis, Factors determining Dividend Policy. Dividends and valuation of the firm-the basic models. Declaration and payment of dividends. Bonus shares. Rights issue, share-splits, Walter Model and Gordon Model.

**Unit – 4: Investment Valuation and Stock Market Regulations in India and Derivatives:** Asset Pricing Models- Stock Valuation Models- Risk Assessment Models, Bond Valuation- Duration and Convexity , Hedge Funds- Risk and Investments. Stock Exchanges in India: Listing of Scrips, On-Line Trading, Depositories, Trading, Settlement. Regulation of Indian Capital Market: SEBI, Stock Exchange Board. Stock Indices, Role of FIIS, Mutual Funds, and Investment Bankers in the Stock market. Derivatives: forwards, futures, options, swap

  
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## References

1. MY Khan and PK Jain: Financial Management--Text and Problems, TMH. 2009.
2. Collin Barrow: Practical Financial Management, Kogan Page, 2009
3. Srivastava: Financial Management and policy, Himalaya, 2009
4. Berk: Financial Management, Pearson, 2009.
5. Kapil Sheeba, " Financial Management" Pearson.
6. Jonathan Berk, Peter, "Financial Management" Pearson.
7. Sharan Vyuptakesh, " Fundamentals of Financial Management" Pearson.
8. James C Van harne, " Financial Management & Policy" Pearson
9. Vij madhu, " International Financial Management" Excel Book.
10. Bhalla VK & S Shiva ramu, " International Business Environment & Management" Anmol publication.
11. Mike. W. Peng, " International Business" Cengoye Learning.
12. J. Fred. Weston, Mark L. michell, J. Harold Mulherin, " Take Overs, Restructing & Corporate Governance" Pearson Education Inc.
13. M. Y. Khan " Indian Financial System" Tata McGraw-Hill Publishing Company Ltd., New Delhi.
14. Srivastava, *Financial Management and policy*, Himalaya, 2009
15. S.N.Maheswari, *Financial Management*, Vikas, 2007.
16. Chandra Bose D, *Fundamentals of Financial Management*, PHI-2006
17. I. M. Pandey, *Financial Management*, 9/e Vikas, 2007.

  
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**MG.R 1904**

**SPECIALIZATION: MARKETING MANAGEMENT**

**Credits: 4**

The objective of this course is to prepare students to read and understand the literatures and stimulate new research interests in the field of marketing.

**Marketing Management**

**Unit – 1:** Marketing, Basic Concepts- Marketing - Mix, Management and Strategy, Segmentation, Targeting and Positioning (STP), Demand Measurement and Forecasting, Product decisions- Mix, Line, packaging decisions, New Product development, Product Life cycle.

**Unit – 2:** Pricing Strategies, Product Promotion- Strategies, Branding- Brand Management Practices, Brand Loyalty and Equity, Distribution- Channel management and decisions, retailing -Retail Merchandising, Vendor Relations, e-retailing, Logistics and Supply chain management- Value chain Analysis.

**Unit – 3:** Consumer Behaviour- Factors affecting Consumer Behaviour, Customer Perceptions and Expectations, Customer Relationship Management – Customer Centricity, Customer Life Time Value, Customer Acquisition, Development and Retention.

**Unit –4:** Service Marketing Mix, Strategies for dealing with intangibility, Inventory, inconsistency and inseparability, Trends in Marketing-International Marketing, Rural Marketing, Entrepreneurial marketing, Augmented reality, Digital marketing.

**Reference books:**

1. Kotler, P., Marketing Management; Analysis, Planning, Implementation and Control, New Delhi, MacMillan
2. Schiffman, L.G. and Kanuk, L.L., Consumer Behaviour, New Delhi, PHI.
3. Belch, G.E. & Belch, M.A., Introduction to Advertising and Promotion, Chicago, Irwin.
4. Keegan, W., Global Marketing Management, Englewood Cliffs, New Jersey, PHI.
5. Levy, M & Barton, A.W., Retailing Management, Irwin, London.
6. Shimp, Advertising and Promotion, Cengage Learning, 2007
7. Loudon and Della Bitta, Consumer Behaviour, TMII, 2004.
8. Panneerselvam, Research Methodology, PHI, 2014

  
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## MG.R. 1905

### SPECIALIZATION: HUMAN RESOURCE MANAGEMENT

Credits: 4

#### OBJECTIVE:

The student should be able to critically analyze organizational situations, prescribe courses of action necessary for problem solving, and integrating the steps necessary for effective implementation. Upon completion, the Ph.D. student should be able to indicate and explain various research issues in HR interventions that may be required when dealing with the work environment, people and problems.

#### UNIT-1:

**Human Resource Management:** Nature and Significance – Functions of HRM– Trends in HRM – Qualities and Role of HR Manager – HRM Model – HRM in a Changing Environment – HRIS- Job design – Job Analysis – Objectives and Methods of Job Analysis.

**Organizational Change & Development:** Measurement and Coping strategies for frustration, Stress & Burn out. Quality of Work Life, Work Life Balance, Emotional Intelligence, Motivation, Leadership Styles,

Job Satisfaction, Organization Culture, Organizational Effectiveness

#### UNIT -2:

**Human Resource Planning:** Objectives, Process, Factors affecting HR Planning – Recruitment: Purpose, Factors Influencing, and Sources of Recruitment– Selection: Concept, Significance, and Process – Placement, Induction and Socialization – Recent Trends in Recruitment and Selection– Compensation Management: Meaning and its Concepts – Classification and Compensation Strategies – Executive Compensations: Issues and Challenges.

#### UNIT- 3:

**Employee Training and Development:** Significance, Methods, and Training Procedure – Evaluating Effectiveness of Training – Management Development Programs: Concept, Skills to be Developed, and Evaluating its Effectiveness – Performance Appraisal: Objectives, Methods, Developing and Administering an Appraisal program – Limitations to its Effectiveness-Performance Management.

#### UNIT - 4:

**Emerging Trends in Union Management Relations** – Dynamics of Conflict and Collaboration – Issues and changing trends in Collective Bargaining – Role of Labour Administration: Conciliation, Arbitration and Adjudication – Strategic Role of HRM – Planning and Implementing Strategic HR Policies – Talent & Retention Strategies – HR strategies to Increase Firms Performance.

#### REFERENCES BOOKS:

1. Monappa. A& Saiyaddin.M., *Personnel Management*, Tata Mc Graw Hill
2. De Cenzo.& Stephen P.Robbins, *Personnel/ Human Resource Management*, Prentice Hall of India.
3. Dessler, *Human Resource Management*, 10th Edition, Pearson Education.
4. Singh.N.K., *Human Resources Management*, Excel Books.

  
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5. P.Subba Rao, *Human Resource Management and Industrial Relations*, Himalaya Publishing House.
6. Aswathappa.K., *Human Resource and Personnel Management*, 2nd Edition, Tata McGraw Hill.
7. V.S.P.Rao, *Human Resources Management*, Excel Books.
8. Pattanyak, *Human Resource Management*, Prentice Hall of India.
9. Flippo E.E., *Personnel Management*, McGraw Hill.
10. Mammoria C.B., *Personnel Management*, Himalaya Publishers
11. Raymond Noe, Wright, Gerhart & Hollenbeck, *Human Resource Management - Gaining A Competitive Advantage*, Tata McGraw - Hill Publishing Company Ltd., New Delhi, 5th Edition.
12. Snell Scott & Bohlander George: *Human Resource Management*, Cenage Learning India Pvt. Ltd., New Delhi.
13. Werener J M & Desimone RL: *Human Resource Development*, Cenage Learning India Pvt. Ltd., New Delhi.
14. Regis Richard; *Strategic HRM & Development*, Excel Books, New Delhi.
15. Pareek U; *Understanding Organizational Behaviour*, Oxford University Press.
16. Kaushal SL; *Business Ethics*, Deep & Deep Publications, New Delhi.
17. Sen Ratna; *Industrial Relations in India*, Mac Millan, New Delhi.
18. Rao TV; *HRD Audit*, Response Books, New Delhi.
19. Kandula SR; *Strategic Human Resource Development*, PHI, Pvt. Ltd., New Delhi.
20. Hodgetts RM & Hegar KW, *Modern Human Relations at Work*, Thomson South Western



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**MG.R 1906**  
**SPECIALIZATION: TOURISM AND TRAVEL MANAGEMENT**

**Credits: 4**

This paper will help the scholars gain conceptual clarity on the evolved theories, practices and philosophies with regard to the tourism and its allied activities.

**UNIT I**

Tourism- Definition and components of tourism. Tourism Product- Tourism related Services - Hospitality (Housekeeping, Front Office Management) and informal services, Types of tourism. Economic significance of tourism, Tourism demand and forecasting, Tourism in India.

**UNIT II**

Tourism planning-itinerary planning, concept and typology. Costing a tour -components types of cost, cost sheet. Tourist circuits in India. Components of package tour.

**UNIT III**

Travel management-modes of travel-roadways, railways, waterways, air travel, tourist preferences. Travel Agency- Functions and Role of travel agency in tourism.

**UNIT IV**

Trends in Tourism- Sustainable/Eco tourism, Business tourism,-MICE, Adventure tourism - land based, water-based, air- based. Cultural tourism-rural tourism-sports tourism, recreation and wellness tourism.

**REFERENCE BOOKS**

1. Goeldner, C.R. & Brent Ritchie, J.R. (2006). Tourism, Principles, Practices, Philosophies. John Wiley and Sons, New Jersey.
2. Page Stephen J. Brunt Paul, Graham, B., and Cornell .J (2007). Tourism: A Modern Synthesis. Thomson Learning. London. U.K.
3. Gee, Chuck Y., James C. Makens,, and Dexter J.L. Choy. (1989). The Travel Industry, Van Nostrand Reinhold, New York.
4. Youell, R.(1998). Tourism-An Introduction. Addison Wesley Longman, Essex.
5. Michael M. Coltman. (1989). Introduction to Travel and Tourism- An International Approach. Van Nostrand Reinhold, New York.
6. Burkart A.J., Medlik S. (1974). Tourism - Past, Present and Future. Heinemann, London.
7. Roday. S, Biwal. A & Joshi. V. (2009). Tourism Operations and Management, Oxford University Press, New Delhi.
8. Gunn, C. (2002). Tourism Planning: Basic, Concepts and Cases, Cognizant Publication.
9. Morgan, N, Pritchard, A & Pride, R. (2001). Destination Branding: Creating the Unique Proposition, Butterworth and Heinemann,.
10. Butler, R.W. (2006). Tourism Area Life Cycle: Applications and Modifications, Channel View Publications.
11. Tang, C.H. & Jones, E.E. (2005). Tourism SMEs, Service Quality and Destination Competitiveness, CABI Publishing,
12. Singh, S. Timothy, D.J. & Dowling, R.K. (2003). Tourism in Destination Communities

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CABI Publishing,

13. Crouch, D.I. J.R. Ritchie, B.&Kossatz, H.G. (2003). Competitive Destination: A Sustainable Tourism Perspective, CABI Publishing,

14. Murphy, P. E.(1986). Tourism: A Community Approach. Methuen, New York.

15. Inskip, E. (1991). Tourism Planning: An Integrated and Sustainable Development Approach. Van Nostrand Reinhold, New York.

16. Sinclair, M.T. &Stabler, M. (1997). Economics of Tourism & Development, Routledge, New York.

17. Varshney, R.L. &Maheswari K.L. (2004). Managerial Economics. Sultan Chand, New Delhi.

  
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**MG.R. 1907**  
**PAPER-III: RESEARCH AND PUBLICATION ETHICS**  
**(COMMON TO ALL FACULTIES)**  
**2 Credits; 2 PPW**

**UNIT - I**

**A. PHILOSOPHY AND ETHICS:** Introduction to philosophy: definition, nature and scope, concept, branches. Ethics: Definition, moral philosophy, nature of moral judgments and reactions.

**B. SCIENTIFIC CONDUCT:** Ethics with respect to research in science disciplines and research in social sciences, Intellectual honesty and research integrity, scientific misconducts: Falsification, Fabrication and Plagiarism (FFP), Redundant publications: Duplicate and overlapping publications, salami slicing, Selective reporting and misrepresentation of data.

**C. PUBLICATION ETHICS:** Publication Ethics : Definition, importance, Best practices / standards setting initiatives and guidelines: COPE, WAME etc., Conflicts of interest, Publication misconduct : Definition, concept, problems that lead to unethical behavior and vice versa, types, Violation of publication ethics, authorship and contributorship, Identification of publication misconduct, complaints and appeals, predatory publishers and journals. References. Bibliography.

**UNIT - II**

**A. OPEN ACCESS PUBLISHING:** Open access publications and initiatives, SHERPA/Romeo online resource to check publisher copyright & self-archiving policies, Software tools to identify predatory publications developed by SPPU, Journal finder / journal suggestion tools viz. JANE, Elsevier Journal finder, Springer Journal Suggester etc..

**B. PUBLICATION MISCONDUCT:** Subject specific ethical issues, FFP, authorship, Conflicts of interest, Complaints and appeals: Examples and fraud from India and abroad.

Use of plagiarism softwares like Turnitin, Urkund and other open source software tools.

**C. DATABASES AND RESEARCH METRICS:** Indexing databases, Citation databases: Web of Science, Scopus etc., ISSN Vs ISBN, Impact Factor of journal as per Journal Citations Report, SNIP, SJR, IPP, Cite Score, Metrics: h-index, g-index, i-10 index, almetrics.

**References:**

Bird, A (2006), *Philosophy of Science*, Routledge

MacIntyre, Alasdair (1967) *A Short History of Ethics*, London

P. Chaddah, (2018) *Ethics in Competitive Research: Do not get scooped: do not get Plagiarized*, ISBN : 978-9387480865

National Academy of Sciences, National Academy of Engineering and Institute of Medicine. (2009), *On Being a Scientist: A Guide to Responsible Conduct in Research*: Third Edition. National Academies Press.

Resnik, D. (2020, December 23). *What is ethics in research & why is it important?* National Institute of Environmental Health Sciences, Retrieved from <https://www.niehs.nih.gov/research/resources/bioethics/whatis/index.cfm>

Becall, J. (2012), *Predatory publishers are corrupting open access*. *Nature*, 489 (7415), 179-179. <https://doi.org/10.1038/489179a>

Indian National Science Academy IINSA), *Ethics in Science Education, Research and Governance* (2019), ISBN: 978-81-939482-1-7.

[https://www.insaindia.res.in/pdf/Ethics\\_Book.pdf](https://www.insaindia.res.in/pdf/Ethics_Book.pdf)

  
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RESEARCH PROGRAMME (Pre PhD), 2019 (Onwards)

Pre PhD Question Paper Pattern

Paper – I and Paper II  
Time: 3 Hours

RESEARCH METHODOLOGY and SPECIALIZATION

Maximum Marks: 100  
Pass Marks: 55 %marks

**PART-A**

(ANSWER ANY 5 OUT OF 8 QUESTIONS)

5 \*8 = 40 MARKS

1. Unit I
2. Unit I
3. Unit II
4. Unit II
5. Unit III
6. Unit III
7. Unit IV
8. Unit IV

**PART – B**

(QUESTIONS WITH INTERNAL CHOICE)

4\*15 = 60 MARKS

Answer the following questions.

9. (a) Unit I

Or

(b) Unit I

10. (a) Unit II

Or

(b) Unit II

11. (a) Unit III

Or

(b) Unit III

12. (a) Unit IV

Or

(b) Unit IV

  
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RESEARCH PROGRAMME (Pre-PhD), 2019 (Onwards)

RESEARCH AND PUBLICATION ETHICS  
Pre PhD Question Paper Pattern

PAPER-III:  
Time: Hours

Total marks: 50  
Pass Marks: 55 %marks

Part- A : Answer any two out of 4 questions: (4\*5 = 20 M)

1. Unit I
2. Unit I
3. Unit I
4. Unit II
5. Unit II
6. Unit II

Part- B : (Questions with internal choice) (2\*15= 30 M)

5.(a) & (b)Unit I

OR

(c) & (d) Unit I

6. (a) & (b) Unit II

OR

(c) & (d) Unit II

  
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