

*Department of Business Management*  
VBS Purvanchal University, Jaunpur – 222001 (U.P.)  
Syllabus\_MBA (Batch 2017-18 onwards)

**Department of Business Management**  
**VBS Purvanchal University, Jaunpur**

**SYLLABUS**  
**Batch 2017-18 Admission Onwards**

**Semester - I**

**MBA**

**MCC 101: MANAGEMENT THEORY AND PRACTICES**

1. Introduction to Management, Definition, process and nature, Indian Business Environment and its impact on managers job, different approaches to management analysis, managerial functions and roles, evolution of management thoughts, Contributions of FW Taylor, Henry Fayol, Elton Mayo and other management thinkers.
2. Introduction to decision making; definition nature and process, types of decisions, decision making under uncertainty, Planning; definition nature and process, types of plans and planning process, Objectives; Types and processes of objective setting, Management By Objectives (MBO).
3. Nature and process of organizing, Types of organizational level and span of management, structure and process of organizing, different methods of departmentation, line/staff, an introduction to staffing.
4. Human factors in managing; behavioral models, motivation, concept, theories and approaches, approaches and theories for leadership analysis.
5. The basis control process, feedback and feed forward control, requirements for effective control, Budget and non-budgetary control techniques, emerging issues in management; culture ad multi-culturalism, competitiveness, teamwork.

**Reference:**

1. Harold Koontz and Heinz Weiriele, 'Essentials of Management', TMH 1990
2. Stoner Jones AF, Freeman R Edward and Gilbest Jr David R, 'Management', PHI 1996
3. Kreitner Robert, 'Management', AITBS, New Delhi 1990
4. Criffin Rickey, 'Management', AITBS, New Delhi 1990
5. Ivancevich John M, Develly Jr. James H. and Gibson James, 'Management Principles and Functions', Richard Irwin Inc and AITBS, 1998
6. Leslie W Pera and Lloyd El Bayers, Management: Skills and Applications' Irwin 1995
7. L.M. Prasad, 'Principles and Practices of Management', 2000

**MCC 102: BUSINESS ENVIRONMENT AND INDIAN ETHOS**

1. Introduction to Business Environment; Nature, Elements, scope and importance, Various classification of Business environment analysis; Micro and Macro, General specific environment, Environment scanning and diagnosing, Technique of environmental analysis, Steps in environmental analysis process.
2. Government an exploring business, Constitutional provisions relating to trade and industry, EXIM policy, FEMA, Environment Protection Act, and Consumer Protection Act, Industrial policy reforms in India; Five years plan and Planning Commission.
3. Economic environment: Concept, Nature and Components, Monetary and fiscal policy, Salient feature of new industry policy, public sector undertaking and privatization, Liberalisation and India, WTO/ GAT and its impact on Indian Business.
4. Technology-Society interface, Socio cultural environment and its impact on business, social responsibility of business, emerging trends towards corporate accountability to social development, Introduction to Environment Management and ISO 14000.
5. Human values and Management, Indian insights, need for values in global change, Indian perspective, Holistic approach for managers in decision-making, spiritual values in management.

**Reference:**

1. Francis Cherunilam, Business Environment, Himalaya Book, New Delhi,
2. Rudra Dutt & Sunderam, Indian Economy, S. Chand & company, New Delhi.
3. Chakraborty, S.K.: Foundations work – contributions from thought, Himalaya Publishing House Delhi.

**MCC 103: MANAGERIAL ECONOMICS**

1. Introduction to Managerial economics, Definitions, factors influencing managerial decision, chief characteristics of managerial economics, scope of managerial economics, nature of managerial economics, micro economics & macro economics, basic economic tools in managerial economics.
2. Utilize analysis, characteristics of utility, measurement of utility – TU & MU, law of diminishing marginal utility importance & limitation of the law, of equi – marginal utility – assumptions of the law, explanation of the law, law of proportionally, limitations of the application of the law, Consumers goods & producers goods, types of consumers goods, types of producers goods, consumption, complement of waste management & Resource Management Wastivity & Productivity.
3. Demand, types of demand price, demand, income, gross demand, change in demand, factors causing changes in demand, the law of demand – assumptions of the law, demand curve, Reasons for the law of demand, elasticity of demand, measurement of price elasticity of demand total outlay or expenditure method, flux or percentage method, point or geometric method, demand forecasting methods or techniques of demand forecasting, input – output analysis,
4. Production – Definition methods, factors of production, function types (Fixed, variable, Cobb Douglas, linear homogenous), Law of returns – law of diminishing returns assumptions of the law, why the law of diminishing return operates, limitations of the law of increasing returns – Assumptions, why the how operates, law of constant returns, returns to scale, cost analysis – concept of lost, short run lost and long run lost, short run cost analysis, Marginal cost, Relationship between TC & MC long run cost analysis – Diminution of LAC & LMC, Relationship between LMC & SMC, Revenue concepts & revenue analysis.
5. Theory of Pricing: Price Determination under perfect competition, Difference between pure competition and perfect competition, Price and determination under monopoly, Features of monopoly – Equilibrium of the monopoly in the long run, effect of change in demand and supply of equilibrium price, elements of time in price, element of time in price determination, Monopolistic Competition, Duopoly and Oligopoly: Meaning and main features, price determination of a firm, (monopolistic competition), Excess capacity and monopolistic competition and non-price competition, product differentiation and pricing diversity.

**Reference:**

1. Lewis, Chris W, and Peterson, H Gaig ‘Managerial Economics’
2. Diwedi, DN, Managerial Economics, Vikas Publishing House
3. Mehta, PL, ‘Managerial Economics: Text and Cases’. Sultan Chand
4. Joel Dean, ‘Principles of Managerial Economics’ PHI – New Delhi

**MCC 104: MANAGERIAL ACCOUNTING**

1. Financial Accounting – Users of Financial Accounting Information, Difference Between Managerial Accounting and Financial Accounting. Recording of Accounting Transactions-Journal-Its Division Cashbook, Bank Reconciliation Statement, Rectification of Errors.
2. Corporate Accounting-Shares & Debentures.
3. Financial Statement Analysis-Ratio, Fund Flow Statement and Cash Flow Statement, Price Level Change and Accounting.
4. Nature of Managerial Accounting-Concept, Cost Accounting and Managerial Accounting Management Process and Roll of Management Accounting, Decision Making Process, Cost Concept and Classification-cost, Expenditures, Classification of Cost, Cost Behaviour in Relation to Change in output of activity Volume, Fixed Cost, Variable Cost, for Decision Making and Planning: Opportunity Cost, Sunk Cost, Relevant Cost, Different Cost, Cost For Control; Controllable and Uncontrollable Cost, Standard Cost, Joint Cost.
5. Product Costing-Job Costing and Process Costing. Job Costing: Nature of Job Costing, Job Cost Sheets and Job Ledger, Contract Costing, Process Costing, Standard Costing & Variance Analysis, Cost-Volume-Profit Analysis-Techniques, Limitation, Presentation of Management Control Report, Budgeting and Zero Base Budgeting.

**Reference:**

1. Anthony RN and Reece JS. Accounting Principles 6<sup>th</sup> Ed., Homewood, Illinois, Richard D Irwin
2. Bhattacharya SK & Dearden J Accounting for Management: Text and Cases New Delhi Vikas.
3. Heitger, LE & Matulich, Serge, Financial Accounting.
4. Hingorani NL & Ramanathan AR, Management Accounting.
5. Horngren Charles, Principles of Financial and Management
6. Needles, Belverd Financial and Managerial Accounting

**MCC 105: RESEARCH METHODOLOGY AND STATISTICS**

1. Introduction of Research: Meaning, Definition, Characteristics, Significance, Life of research, Approach to research methods, Research Methodology, Characteristics of good research, Criteria conducting a good research, Problem countered by research in India.
2. Research problem: Meaning, component, formulation of research problem hypothesis: Meaning, function, types, form of hypothesis, different between research problem and hypothesis, Research Design: Meaning, Need component, feature of design, type of design.
3. Collection of data, Primary and Secondary data, Method of collecting Primary data, Sources of secondary data, Sampling and sampling technique.
4. Classification and Analysis of data; Tabulation, coding, graphical representation of data, analysis of data, Statistical tools, Measures of central tendency, correlation, regression, testing of hypothesis, T-Test, Chi-square test.
5. Report writing: Features of good report, types of report, pre-caution should be taken when writing a report, Application of research in management, Research and decision making, marketing and personnel research.

**Reference:**

1. Introduction to Statistics by Ramendu Roy, Prayag Pustak Bhawan, Allahabad.
2. Research Methodology by CB Kothari.
3. Survey Methods by Fowler and Floyd, Sage Publications.

**MCC 106: MANAGERIAL SKILL DEVELOPMENT**

1. Communication: Definition & Process, Barriers and Gateways in Communication, Type of Communication Flow, Communication Networks, Business Communication and Its Importance.
2. Verbal Communication: Oration, Public Speaking & Dyadic Communication Employer-Employee, Employee-Employee and Employee-Employer Situations, Presentation: Presentation and Delivery, Preparing for Meeting & Interviews. Telephonic Communication and Negotiation.
3. Written Communication: Job Applications, Resumes. Interdepartmental Communication, Business Letter Writing, Memos & Orders, Communicating Through E-Mail, Do's & Dont's of Business Writing.
4. Business Report Writing: Steps and Process.
5. Case Study and Exercises for Developing Communication and Decision-Making Skills.

**Reference:**

1. Bowman Joel P & Bernadine P Business Communication: From Process to Product.
2. Hach, Righard, Communication in Business.
3. Treece, Mairah, Successful Business Communications
4. Sinha, KK, Business Communication

## **MCC 107: COMPUTER APPLICATIONS IN MANAGEMENT**

1. Fundamental and computer Application: Computer application, Hardware, Software, Languages of computer, Operating system.
2. MS-Word: File, Edit, Format, Drawing, Tools, Tables, Practicing on Cut-Copy Paste, merger, Letter Writing, Page Setup.
3. MS-Excel/Basics: Creating Worksheet, Entering and Editing Text, Numbers and formulas cells lookup tables, auto fill. Rearranging work sheets: Moving, copying, sorting, inserting deleting cells, deleting & parts of work shared, reaction at formulas to worksheet design changes. Excel formatting: Excel page setup. Auto format, manual format using styles; format painter. Changing font sizes and attributes. Wrapping text, using border buttons and command. Working with graphics: Creating and placing graphic objects, resizing positioning graphic
4. Power Point basics terminology colour scheme: Power Point templates, getting started. Creating presentation: Auto content wizard, inserting, deleting slides. Working with text: Editing and moving text, spell checking, finding and replacing text; formatting text-aligning text. Show Time: Arranging previewing and rehearsing slides, transition and Build effects, Deleting slides printing presentation elements creating overhead transparencies; sharing presentation tiles with other.
5. MS-ACCESS (Data Base Managing System): Preparation of database corresponding to management practices such as level information farm-level in information. Agro-climatic zone information, etc. Creating database and tables: Creating database with and without wizards, access tables wizard, field names, data types and properties, adding deleting, renaming and moving fields, resizing fields, primary key fields, indexing fields. Forms: The form wizard, saving modifying forms, designing forms. Entering and Editing data: Typing, adding records, undo, correcting entries, global replacements moving records. Finding Sorting and Displaying Data: Queries and Dynasts, creating and using select queries, multiple search reformatting dynasts, multilevel sorting, showing all records after a query Cross tab queries. Printing Reports, Forms Letters and labels: Simple table, form and database printing. Manual reporting and modifying properties in reports, saving printing, mailing labels, changing label design.

### **Practicals:**

- A. Make new files and use of cut, copy, paste, merger.
- B. Creating and formatting tables using work excel.
- C. Creating and managing data files of agriculture management system.
- D. Use of Internet for World Wide Web browsing.
- E. Sending and receiving e-mails through e-mail POP 3 account.
- F. Creating worksheet and different types of graphs using excel.
- G. Creating slides and presentation using PowerPoint.
- H. Study of small and submission of report of the system in terms of suitable system.

### **References:**

1. P. K. Sinha & P. Sinha, 'Computer Fundamentals', BPB Publication
2. Ed Bott & Woody Leonbard, 'MS-Office 2000', Prentice Hall India
3. Nelson, 'MS-Office 2000', Tata Mc-Graw Hill



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**Semester - II**

**MBA**

**MCC 201: ORGANISATIONAL BEHAVIOUR AND CHANGE**

1. **Organization:** Concepts and types; Organization behaviour; meaning, nature, determinants and models. Role of O.B in management of modern organization
2. **Perception:** Process and factors influencing perception, perceptual errors, values systems spruces and attitude formation.
3. **Personality:** Types & theories; Motivation: process and theories; Learning: process and theories.
4. **Group Dynamics:** Meaning, What is small group? Formal structural framework of group cohesiveness conflict management & resolution techniques.
5. **Management of change and OD:** Meaning & intervention.

**References:**

1. Luthans F, *Organisation behavior*, 7<sup>th</sup> edition, new York Mc graw Hill 1995
2. Robbins S.P, *Organisational behaviour*, 7<sup>th</sup> edition New Delhi. Prentice Hall of India 1996
3. Anderson A H and Barker D *Effective Wenterprise and Change Manegement*, Blackwell Publisher Ltd 1996
4. Frenchh W E and Bell C H *Organisation Development*, New delhi Prentice –Hall of India 1995

**MCC 202: BUSINESS LEGISLATION**

1. **The Indian Contract Act, 1872:** Essential of A Valid Contract Agreement, Performance of Contracts, Breach of Contract & Remedies, Quasi-Contracts.
2. **The Companies Act, 1956:** Nature and Type of Companies, Formation, Memorandum and Articles of Association, Prospectus Allotment of Shares & Share Capital, Membership, Borrowing powers, Management & Meeting. Compromise Arrangements and Reconstruction, Prevention of Oppression & Management. Winding Up.
3. **The Sale of Good Act, 1930:** Formation of Contract, Conditions & Warranties, Rights of an Unpaid Seller. Performance of the Contract of Sale.
4. **The Negotiable Instruments Act, 1881:** Nature and Types, Negotiation and Assignment, Holder-in-Due Course, Dishonour and Discharge of Negotiable Instrument. Arbitration.
5. **Indian Partnership Act, 1930:** Nature an Formation of Partnership, Registration of Firm, Rights and Duties of The Firm, Dissolution of the Firm.

***References:***

1. Avatar Singh, *Company Law, 11<sup>th</sup> Edition, Easter, Lucknow, 1996.*
2. Khergamwalla, JS, *The Negotiable Instrument Act, NM Tripathi, Bombay, 1980.*
3. Ramaya A, *Aguide to Companies Act. Wadhwa, Nagpur, 1992*
4. Tuteja SK, *Business Law For Managers, Sultan Chand New Delhi, 1998*

**MCC 203: MARKETING MANAGEMENT**

1. Marketing: Definition, nature and scope, corporate orientation towards place, core marketing concepts, the marketing environment, customer satisfaction, value and retention.
2. Introduction to marketing research and marketing information system, understanding consumer and industrial buying behavior, market segmentation, targeting and positioning.
3. Product decisions, product mix, new product development and product life cycle, branding and packaging decisions.
4. Pricing methods and strategies, promotion decisions, promotion mix, channel management decisions, selection, types, retailing, whole-selling and market logistics.
5. Organising and implementing marketing in the organization, evaluation and control of marketing efforts.

***References:***

1. Kotler Philip, *Marketing Management: Analysis, Planning, Implementation and Control*, PHI 2002
2. Stanton William J., *Fundamentals of Marketing*, McGraw hill, 1994
3. Ranaswami, V.s. and Namakumari, S., *Marketing Management: Analysis, Planning and Control* McMillan, 1990
4. Neelmeghan, S., *Marketing In India, Caseand Readings*, N. Vikas, 1988.

**MCC 204: HUMAN RESOURCE MANAGEMENT**

1. Introduction to HRM and its nature, Concepts and perspectives on HRM, HRM in changing Environment, Corporate objectives and HR Planning, Career and Succession planning.
2. Job analysis and role description, methods of manpower search, attracting and selecting human resources, steps in selection process, methods of selection.
3. Induction and socialization of manpower, Manpower training and development, Need, Techniques and Evaluation of training programme.
4. Performance Appraisal and Potential Evaluation: Quantitative and Qualitative appraisal, Role of Appraisal in HRM, Employee welfare and compensation.
5. Industrial Relations & Trade Unions, dispute Resolution and Grievance Management, Employee Empowerment.

***References:***

1. *HR Management by CB Mamoria*
2. *HR and Personnel Management by K Aswathappa*
3. *Personel Management by Adam Flippo*
4. *Personel Management by Monappa and Saiyadain*

**MCC 205: PRODUCTION AND OPERATIONS MANAGEMENT**

1. Production and operations management: Meaning, Nature, Scope, Importance and Functions, Evolution from production to operations management, Productivity-Measurement and variables, OM system model
2. Types of production systems: Intermittent production-project, jobbing, batch production. and Continuous production- mass, process , characteristics of each method
3. Location decisions, need and importance of location, factors affecting location decisions, Location models-factors rating method, locational break even analysis, centre of gravity method, Geographical Information System (GIS)
4. Layout decisions: meaning, objectives, importance, factors influencing layout decisions, types of layout
5. Inventory management, importance, functions, types of inventory, ABC analysis, EOQ, Quality management, TQM,JIT, ISO certifications

***References:***

1. Haizer Jay & Render Barry, Operations management (6<sup>th</sup> edition ),PH,NJ
2. Buffa,Production and operations management.
3. Adam,EE & Ebert RJ Production and operations management .6<sup>th</sup> edition New Delhi. PHI 1995
4. Amrine Harold T etc .Manufacturing Organization and management. Engelwood Cliffa .New Jersey PHI 1993
5. S.N.Chany, Production & Operation Management
6. Aswathapa, Production & Operation Management

**MCC 206: FINANCIAL MANAGEMENT**

1. **Financial Management:** Meaning, nature, scope, and objectives; Time value of money; Valuation of long-term securities; Risk and return.
2. **Investment Decision:** Cost of capital; Capital budgeting and its methods.
3. **Financing Decision:** Sources of finance; Leverage; Capital structure—theories, factors determining the capital structure.
4. **Dividend Decision:** Factors affecting dividend decision; Dividend valuation models.
5. **Working Capital Management:** Concepts of working capital; Determinants of working capital; Meaning, and major issues in working capital management and financing of working capital.

***References:***

1. *Financial management and Policy* by James C Van Hone, PHI New Delhi .
2. *Financial management* by IM pandey
3. *Financial management* by Hingorani.
4. *Financial management* by Khan and Jain.

**MCC 207: MANAGEMENT INFORMATION SYSTEM**

1. **Management Information System (MIS):** Definition system concepts, need, purpose, objectives, components of an information system, Information system resources, Information system activities, Ethical and social impact of information system.
2. **Developing an I.S:** Feasibility studies, system analysis, system design, prototyping, implementing a new information, maintenance of a new information system
3. **Applications of Information System:** Production information system., Marketing information system, HR information system & Finance information system.
4. **Data Base Management Systems** –Introduction to database, Importance, Objectives, Data Warehousing  
and Data Mining, Information Security
5. **DSS group decision support system, executive support system:** Definition & characteristics, Artificial intelligence (AI), Expert systems, Neural Networks.

***References:***

1. *James o Brien, Management information system, PHI N Delhi*
2. *Laudon and Laundon, Management Information system, PHI, N Delhi*
3. *Rajaraman,V Analysis and design of information system, N Delhi PHI 1991*
4. *Gary Cornell, Visual Basic Tata Mcgraw Hill N Delhi.*



**MCC 208: CASE TEST**

8-10 Case studies are to be discussed on general management. The selection of the cases would be done by the concerned faculty members.

The examination would be of two-hour duration. One Case-Study would be provided to the students which may or may not be from the list of the cases already discussed in the class. The students would be required to answer the questions asked on the basis of supplied case. The test would be for 50 marks.

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**Semester - III**

**MBA**

**MGT 301: STRATEGIC MANAGEMENT**

1. Introduction to strategy, Business Policy and Strategic Management, Strategic Management Process, Strategic Decision Making, Role of board of directors, CEOs and Top management in the strategic management, An introduction to corporate governance, Mission and objectives.
2. Constituents of External Environment and their impact, Environmental analysis steps, Assessment of opportunities & threats, Competition analysis, Preparation of ETOP.  
Internal corporate analysis, Determination & measurement of strengths & weaknesses, Models to analyse strength & weakness,
3. Formulation of strategy, Tows Matrix, Grand strategies, Growth, Stability, Retrenchment & Combination strategy, Genetic competitive strategies.  
Portfolio Analysis, BCG Model, GE-Nine Cell Model, Corporate parenting.
4. Strategy Implementation Process, Interrelationship between strategy formulation & Implementation, Organizing for effective Implementation, Leadership Implementation, Behavioral Issues in strategy Implementation.
5. Functional strategy: Marketing, Operations, Finance, Recent R & D & HR strategies, Resent Issues in strategic Management: Diversification, Integration, Mergers and Acquisitions (M & A), RE-engineering and Restructuring.

***References:***

1. *William Glueck: Business Policy & Strategic Management, McGraw Hill.*
2. *Ansaff H. Iger, Corporate Strategy: An Analytical approach to Business Policy for Growth & Expansion, McGraw Hill.*
3. *Azhar Kazmi, Business Policy, McGraw Hill.*
4. *Porter M.E., Competitive Advantage, The Freepress New York.*
5. *Steiner G.A., J.B. Mier, E.R. Gray, Management Policy & Strategy, McMillan, London.*

### **MGT 302: ENTREPRENEURIAL DEVELOPMENT AND SSI**

1. **Introduction:** Meaning, concept of entrepreneur, entrepreneur types, traits and functions, Role of entrepreneurs in the economic growth.
  
2. **Entrepreneurship:** Concept, nature and characteristics, phases of entrepreneurship development, factors affecting entrepreneurship in economic growth.  
Competing theories of entrepreneurship, Drucker, Schumpeter & Walker's view of entrepreneur, Economic, sociological & psychological theories of entrepreneurial origin, entrepreneurs Vs. Managers, entrepreneurs Vs. Entrepreneurship.
  
3. **Establishing Entrepreneurial system:** Search for business idea, sources of ideas, idea processing & input requirements, preparation of feasibility report, legal formalities & documentation.
  
4. **Entrepreneurial Development Programme in India:** History, Objectives, Support, Stages of Performances, Planning and EDP: Objectives, Target group, Selection of centre, Pre-training work, Govt. Policy towards SSIs.
  
5. **Institutional set up assisting entrepreneurship:** DIC and Industrial estate, NSIC, NPC, STEP & commercial banks, Women Entrepreneurship, Rural Entrepreneurship, Intrapreneurs.

***References:***

1. *Entrepreneurial Development in India, Gupta and Srinivasan, Sultan Chand, New Delhi.*
2. *Small Scale Industries and Entrepreneurship, Desai, V., Himalaya, New Delhi.*
3. *Innovation and Entrepreneurship, Drucker, Henimann, London.*
4. *Motivating Economic Achievement, McClelland, DC & winter, Freepress, New York.*

### **MGT 303: OPERATIONS RESEARCH**

1. **Introduction:** Meaning, features, nature and scope of Operations Research, Historical development of OR, Limitations of OR.  
**Linear Programming Problems:** General Statement of LP Problem, Assumptions underlying Linear Programming, Formulation of Linear Programming Problems.
  
2. **Solution to Linear Programming Problems:** Graphic Method; Simplex method: Conditions for application of simplex method, solution to maximization and minimization problem, Big M method, Duality in LP & sensitivity analysis.
  
3. **Transportation Problems:** Solution to the Transportation Problem, Unbalanced Transportation Problem, Degeneracy,  
**Assignment Problems:** Assignment Problems and their solutions, Unbalanced Assignment Problem, Traveling salesman problem.
  
4. **Queuing Theory:** General structure of Queuing system, Operating characteristics of a queuing system, deterministic queuing model, Probabilistic Queuing model: Poisson exponential, Single server model-infinite population model only.  
**Theory of Games:** Two person Zero sum game, Solution of  $2 \times n$  and  $m \times 2$  games with their applications.
  
5. **PERT & CPM:** Problems and Solutions.  
**Simulation:** Process of simulation, Monte Carlo simulation, Application of simulation, Advantages and disadvantages of simulation..

**References:**

1. *Sharma, J.K., Fundamentals of Operations Research, McMillan, New Delhi.*
2. *N.D. Vohra, Quantitative techniques.*
3. *Kanti Swaup, Operations Research.*

**MGT 304 A: CONSUMER BEHAVIOUR AND MARKETING RESEARCH**

1. Introduction to consumer behaviour: Definition, importance, applications, consumer buying process, stages of buying process, participants in the buying process, Consumer Research: Concept, Importance, Process and Design. Market Segmentation: Concept, Definition, Importance, bases for market segmentation.
2. Different Determination of CB: Personality, Attitude, Motivation, Perception, and Learning with their applications in the study of CB; Family and Lifestyle; Social class and consumer behaviour.
3. Consumer Decision-Making process: Models of consumer behaviour: Howard Sheth Model, Engel Blackwell,. Family decision-making model.
4. Introduction to Marketing Research: Marketing Research Process; Different Research Designs, Data Types, Sampling Methods and Procedure; Data collection and Compilation.
5. Data analysis and Report Writing, Application of Marketing Research.

***References:***

1. *Schiffman Leon, Kanuk Lestie Lagae, Consumer Behaviour, Fifth Ed. (1996), PHI.*
2. *London Dovidh, Della Bitta Albert J, Consumer Behaviour, Fourth Ed. (1993), Mc Graw Hill International.*
3. *Nair Srya R, Consumer Behaviour, First Ed (1999), Himalaya Publishing.*
4. *Lal AB, Jam MK, Consumer Behaviour, First Ed. (1994), Shree Publication.*
5. *Gupta SL, Pal Sumitra, Consumer Behaviour, First Ed. (2001), Sultan Chand & Sons.*
6. *Assael H. Consumer Behaviour and Marketing (1995), Ohio South Western*
7. *Hawkins D I et al, Consumer Behaviour Implications for marketing strategy (1995) Fexas Business.*

**MGT 304 B: SECURITY ANALYSIS AND INVESTMENT MANAGEMENT**

1. Concept, nature, scope and objectives of security analysis; Investment Vs. Speculation; Effective investment program; Primary market (new issues market), Secondary market, Operations of Indian capital market; Listing of Securities; Mechanics of Investing.
2. Market Brokers; Market Indices; Security Credit Ratings; Valuation of securities: Bond analysis, bond valuation, risk immunization; Common stock analysis-Equity valuation.
3. Risk & Return Analysis; Government Securities; Non-Security Forms of Investment; Security Analysis: Fundamental & Technical Approach, Efficient Market Theory.
4. Portfolio Management, Portfolio Selection & its models, Markovitz model, Capital Asset Pricing Model (CAPM), Arbitrage Pricing theory
5. The relationship between the unleveraged & leveraged Portfolio, Application of market model in portfolio construction, Constructing Efficient Frontier, Investment Timing and Portfolio Performance Evaluation.

***References:***

1. *Fisher & Jordan, Security Analysis & Portfolio Management.*
2. *Avadhani, V.A., Investment and Security Market in India.*
3. *Bhalla, V.K. & Tuteja, S.K., Investment Management*
4. *Singh Preeti, Investment Management*

**MGT 304 C: MANAGEMENT OF INDUSTRIAL RELATIONS**

1. Introduction, meaning, concept and nature of IR, Components of IR system. IR and emerging socio economic scenario.
2. Trade Unionism: concept, objectives and functions of trade unions. Emergence of trade union in India. Problems of trade unions.
3. Industrial Conflict: Disputes- meaning, nature, & types. Types of strikes & lockouts. IR machinery: code of discipline, standing orders, preventive machinery, settlement machinery, conciliation, court of enquiry, voluntary arbitration, adjudication.
4. Collective Bargaining – concept, importance & principles of collective bargaining. Forms process & prerequisites of collective bargaining. Emerging Trends in CB. Employee participation, concept, forms & levels of participation.
5. Employee Empowerment & quality management. Industrial Relations & Technological Change. Industrial Relations & Globalization, Trade union strategies liberalization & Technological change. Labour Flexibility & Gain Sharing.

***References:***

1. *Dynamics of IR in India*, Mamoria & Mamoria, Himalaya N. Delhi.
2. *Laloe Intertution & economic development in India* ..... TS & Rodgers, GILO, Geneva.
3. *Participative management Vs collective bargaining*, Virmani B.R. vision scoks, longman, Melbourne.
4. *Industrial Relations, Conceptual & Legal framework*, A.M. Sharma, Himalaya, N. Delhi.
5. *Industrial Relations*, T.N. Chhabra , Dhanpatrai, Delhi.
6. *Dynamics of Personnel Administration*, Rudrasavaraj, Himalaya N. Delhi.



**MGT 305 A: INTERNATIONAL MARKETING**

1. International Marketing: Introduction, Definition & Nature, Difference between domestic & international marketing, Recent trends in India's Export Trade, International marketing decision, Modes of entry in international business.
2. International marketing environment: Constituents, Issues & Challenges. International institutions: World Bank, IMF, UNCTAD, WTO, Regional grouping, FTA, Common markets, Custom unions and economic union.
3. Constraints in international marketing: Fiscal & non-fiscal barriers, Non-tariff barriers, Import and Export Policy, Bilateral Trade Agreements, Export Promotion Councils, ECGC, Public sector trading agencies.
4. International marketing mix: Product decisions & international product life cycle, Pricing decisions, distribution channel decisions, promotional measures.
5. Export documentation and procedures, registration of exporters, export quotations, negotiations of document, bill of lading, bill of exchange, letter of credit. Shipping and transportation of Goods, Insurance of Goods.

***References:***

1. *Bhattacharya, B., Export Marketing: Strategies for Success.*
2. *Keegan, Warren, Global Marketing management, PHI.*
3. *OnKvisit, Sak and Shaw, J.J., International Marketing Analysis and Strategy, PHI.*
4. *Francis Cherunilam, International Marketing.*
5. *Varshneya, R.L., International Marketing.*

**MGT 305 B: CORPORATE TAXATION**

1. Basic Concepts of Income-tax; Residential status of company; Computation of income of a company; Computation of tax liability of a company; Set-off and carry-forward of losses, Deductions and exemptions in additional tax on undistributed profit.
2. Meaning and Scope of tax planning; Location of undertaking, Types of activity, Ownership pattern; Tax planning regarding dividend policy, issue of bonus shares, inter- corporate dividends & transfers.
3. Tax planning relating to Amalgamation and Merger of companies, Tax planning in respect of managerial remuneration, foreign collaborations and joint ventures, Implications of avoidance of double taxation relief agreements.
4. Tax considerations in respect of specific managerial decisions like Make or Buy, Own or Lease, Close or Continue, Sale in domestic markets or Export, Replacements and Capital budgeting decisions etc.
5. Goods & Services Tax(GST), Introduction, Objectives, Benefits of GST, Components of GST, CGST,SGST,IGST

***References:***

1. *Lakhotia, R.N. and Lakhotia, Corporate Tax Planning.*
2. *Prasad, Bhagwati, Law and Practice of Tax in India.*
3. *Raina, H.P., Corporate Taxation.*
4. *Srinivas, E.A., Handbook of Corporate Tax Planning.*

**MGT 305 C: LEGAL FRAMEWORK FOR HRM**

1. Emergence and objectives of labour laws and their socio-economic environment, Industrial relations laws- laws relating to industrial dispute.
2. Trade unions and Standing orders, laws relating to discharge, Misconduct, Domestic enquiry, Disciplinary action.
3. Socio-security laws - laws relating to Workmen's compensation, Employees state insurance, Provident fund, Gratuity and Maternity relief.
4. Wages and Bonus laws – the law of Minimum wages, Payment of bonus, laws relating to working conditions – the laws relating to functions.
5. Establishment and contract labour, interpretations of labour laws, their working and implications for management, union, workmen, the economy and the industry.

***References:***

1. Ghaiye, B.R., *Law and Procedure of Departmental Enquiry in Private and public Sector*, Eastern Law Co., Lucknow, 1994.
2. Malik, P.L., *Handbook of Industrial Law*, Eastern Book, Lucknow, 1995.
3. Malhotra, O.P., *The Law of Industrial Disputes, Vol. I & II*, Bombay, N.M. Tripathi, 1985.
4. Srivastava, S.C., *Industrial Relations and Labour Law*, New Delhi, Vikas, 1994.
5. Seth, D.D., *Industrial Dispute Act, 1947, Vol. - I & II*, Bombay, N.M. Tripathi, 1995.
6. Saini, Debi S., *Labour Judiciary, Adjudication and Industrial Justice*, New Delhi, Oxford, 1995.

**MGT 306 A: ADVERTISING & SALES MANAGEMENT**

1. Introduction (concept, nature and scope, objectives & importance) to Advertising & its role in marketing process, ethics & social issue in advertising.
5. Advertising planning & decision-making: Advertising goals & objectives, Advertising message and communication process,
3. Advertising Budget decision, media decisions, media factors, media class, media vehicles, media options scheduling & timing. Evaluating advertising effectiveness.
4. Sales Management: Meaning scope, importance, objectives, role of sales management in marketing program, Characteristic and functions of a successful sales executive, AIDAS theory of selling, types of personal selling, selling process, sales organization: purposes and types.
5. Sales meetings, Sales contests, Sales quotas, Sales budget, purpose, budgetary procedure, Sales audit, Sales analysis,

***References:***

1. *Advertising Management, Aaker, David, PHI, Delhi.*
2. *Introduction to Advertising & Promotion, Belch, George E & Belch, Irwin, Chicago.*
3. *Ogilvy on Advertising, Ogilvy, David Longman, London*
4. *Advertising Management, concept & cases, M. Mohan, Tata McGraw Hill, Delhi.*
5. *Anderson R, Professional Sales Management, Englewood Cliffs, New Jersey, PHI, 1999*
6. *Dalrymple D.J., Sales Management-Concept and Cases, New York, John Wiley, 1989*
7. *Still R.R., Cundiff EW etc Sales Management, New Jersey, Englewood Cliffs, New Jersey, PHI, 1988*

**MGT 306 B: INTERNATIONAL FINANCIAL MANAGEMENT**

1. Multinational Finance Management: Evolution of the International monetary & Financial System, Nature and Scope of IFM, Factors leading to fast strides in international financial management.
2. Role of International financial markets, features, role of IMF and World Bank, Nature of Foreign Exchange Market, Currency Futures & Options. SWAP Market.
3. Foreign Exchange Risk Management- Exchange Rate Risk assessment & techniques of covering Risk, Interest Rate Risk Management- Measures, Foreign Risk Exposure- Concept, types of exposure & exposure Management techniques.
4. International investment and Foreign Operation: benefits foreign investment, financing foreign operations including international projects.
5. Short term international finance: International dimensions of cash management, management of receivables and inventory.

***References:***

1. *Abdullah, F.A.: Finance Management for the multinational firm, Englewood cliffs, N.Jersey Prentice Hall Inc.1987*
2. *Mauris D.Levi, International Finance, TMH, N. Delhi.*
3. *V.A.Avadhani, International Finance, Theory & Practice, Himalaya, N. Delhi*
4. *P.G.Apte: International Finance Management, TMH, N. Delhi*
5. *V.K.Bhalla: IFM, Anmol Publications, N. Delhi*
6. *Jain et,al: IMF, Macmillan, N. Delhi*
7. *Varshney: IMF, Sultan Chand, N. Delhi*
8. *Shapiro, Alan C: Multinational Financial Management, N. Delhi, PHI, 1995*

**MGT 306 C: MANAGEMENT TRAINING AND DEVELOPMENT**

1. Introduction, Need, Objectives and overviews of training & development, Training Processes.
2. Training, Role, Responsibilities & challenges to training managers, Organization & Management of Training function, training needs assessment.
3. Learning process, training climate and pedagogy, development training modules.
4. Training methods & techniques, facilities planning and training aids.
5. Training communication, training evaluation, training and development in India.

***References:***

1. *Beunet, Roger Ed., Improving Training Effectiveness, Aldershot, Gower, 1988.*
2. *Buckley, R. & Caple, Jim, The Theory & Practice of training, London, Kogan & Page, 1995.*
3. *Lynton, R. Pareek, U., Training for Development, 2<sup>nd</sup> ed., New Delhi, Vstaar, 1990.*
4. *Pepper, Allan, D., Managing the training & Development Function, Aldershot, Gower, 1984.*
5. *Roe, L., How to Measure Training Effectiveness, Aldershot, Gower, 1986.*
6. *Reid, M.A., etc., Training Interventions: Managing Employee Development, 3<sup>rd</sup> ed. London, IPM, 1992.*
7. *Senge, P., The Fifth Discipline: The Art and Practice of the Learning Organization, London, Century, 1992.*

**MGT 307: SUMMER TRAINING REPORT/PRESENTATION**

The students shall be required to undergo practical training/Project work for a period of 6 to 8 weeks in any organization connected with Industry/ Trade/ Commerce/ Business approved by the department of the University. The student will submit a training report, which shall be evaluated by experts.

**MGT 308: CASE TEST**

8-10 Case studies are to be discussed on general management. The selection of the cases would be done by the concerned faculty members.

The examination would be of two-hour duration. One Case-Study would be provided to the students which may or may not be from the list of the cases already discussed in the class. The students would be required to answer the questions asked on the basis of supplied case. The test would be for 50 marks.



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**VBS Purvanchal University, Jaunpur**

**SYLLABUS**  
**Batch 2017-18 Admission Onwards**

**Semester - IV**

**MBA**

**MGT 401: TOTAL QUALITY MANAGEMENT & ISO**

1. Total Quality Management: Definition, Fundamental principles, approaches and models-Fuji Xerox, Model, Normal Rickad Model, Difference Between Quality and Total Quality; TQM versus Management; Cost of Quality.
2. Contributions of TQM Gurus – W. Edwards Deming, Joseph M Juran, Philip B Crosby, Kaoru Ishikawa.
3. Quality-planning process, Quality improvement methodologies; Problems solving process and Management tools; Kaisen-Continous improvement; Quality Circles; Six Sigma and Statistical Process control;
4. Benchmarking; Important issues of TQM – Team work, leadership , Business Process Re-engineering; Creating Quality culture.
5. An Introduction to Quality System Standards and ISO 14000

***References:***

1. *Michael J. Stahl, Total Quality Management in the global environment, Infinity Books (New Delhi, 2000).*
2. *D.D. Sharma, Total Quality Management Principles practise and cases, S.chand & sons (New Delhi 2000)*
3. *Bounds, Yorks, Adams & Ranney, Beyond TQM Toward the Emerging Paradigm, Mc Graw Hill (New Delhi 1994)*

**MGT 402 A: RURAL MARKETING & RETAIL MANAGEMENT**

1. Nature, Characteristics and Potential of Rural Markets in India; Introduction to Agriculture Marketing – Organization and functions; Classification of Agricultural Products.
2. Marketing of goods and services in rural markets-Design of Marketing Mix. Nature, Scope and Role of Cooperative Marketing in India
3. An Introduction to the Retailing System; Retailing: Definition, structure and Functions; Retailing Mix
4. Retail Store Location and Layouts; Creative Display; Retail Pricing; Retail Promotions;
5. An Introduction to different forms of retailing: Franchising, Direct Marketing, Chain Stores, Exclusive Shops and E-Retailing.

***References:***

1. *Desai Vasant, Rural Development, S. Chand, 1988 (New Delhi)*
2. *Rudra, Ashok, Indian Agricultural Economics: Myths and Realities, Allied, 1982 (New Delhi)*
3. *Stalk, George, Competing Against Time, Free Press, 1990 (New York)*
4. *Diamond Jay and Gerald Pintel, Retailing, Prentice Hall, 1996 (NJ)*
5. *Kotler Philip, Marketing Management, PHI, 2001 (New Delhi)*
6. *Morgen Stein, Melvin and Harriat Strongin, Modern Retailing, Prentice Hall, 1992 (NJ)*

**MGT 402 B: MANAGEMENT OF FINANCIAL INSTITUTIONS**

1. Financial institutions and economic growth; Economic growth & capital formation, Investment & Finance, Problems of capital formation in under developed countries, Role of financial institutions.
2. Types of financial institution; money & capital market, money market institutions, central bank, commercial banks, Indigenous financial agencies, discounting houses Accepting houses, Capital market institution, Investment Banks, Merchant banks, Development banks, mutual funds.
3. Banking law & regulation, provision of RBI's regulation, credit & monetary planning, Insurance companies, Development Banks, Role of Development Banking in industrial financing in India.
4. Financial planning of financial institutions, Role of IFCI, ICICI, IDBI, UTI, LIC, Mutual funds. Capital adequacy, capital planning, strategy of growth, International aspects of F.I.
5. NBFC's: Concept, significance, types of NBFC's with examples, Objectives, Functions, Role of NBFC's in economic growth.

***References:***

1. *Vij, Madhu. Management of Financial Institution of India, New Delhi, Anmol Pub. 1991*
2. *Yeager, Fred C & Seitz, Nail E, Financial Institution Management: Text & Cases, Angele wood cliffs, New Jersey, PHI, 1989*
3. *V.K. Bhalla, Indian Financial System, Anmol Pub. Delhi, 1998*

**MGT 402 C: ORGANISATIONAL CHANGE AND DEVELOPMENT**

1. Organisational change: An Overview, Management of Change, Process of Change, Overcoming Resistance to change.
2. Approaches to Problem Diagnosis, Some Major Techniques of Planned Change.
3. Organisation Development: Steps in Organisation Development, General Organisation Development Competencies, Organisation Development Skills.
4. Designing Interventions: Interpersonal, Team, Intergroup and System.
5. Evaluation of Organisation Development, Ethics of Organisation Development, Future of Organisation Development.

***References:***

1. *Abad Ahme, Developing Effective Organisation, New Delhi, Sri Ram Center for Ind. Relation, 1980.*
2. *French, W H & Bell, C.H. Organisational Development, New Delhi, PHI 1991.*
3. *Sinha, Dharani, P. Cunsultant & Cunsulting Styles, New Delhi, Vision, 1982.*

**MGT 403 A: STRATEGIC MARKETING**

1. Marketing – Strategic Management Interface; Strategic Marketing Orientation, Strategic Marketing Planning – Business and Corporate Level;
2. Market Planning and Strategy Formulation – Situation Analysis, Planning Gap Determination, Strategy Search, Contingency Planning and Evaluation; Components of Marketing Strategy.
3. Competitive (Rival Oriented) Strategies – Defining Competitions and Assessing Capabilities; Collecting Information; Determination and Selection of Strategies.
4. Marketing Intelligence – An Introduction; Information Requirements for Strategic Marketing; MIS, DSS and Competitive Intelligence (CI); Strategic Approach to Design Marketing Mix.
5. Implementation and Organisation for Strategic Marketing

***References:***

1. *O' Shaughnessy John, Competitive Marketing: Strategic Approach, ELBS, London*
2. *Tom cannon.: Marketing Management*
3. *Kotler Philip: Marketing Management, Analysis, Planning, and Implementation & Control.*
4. *Porter, M.E.: Competitive Advantages: Creating, Sustaining Superior Performance.*
5. *Porter, M.E.: Competitive Strategy: Techniques for Analyzing Industries Competitors.*

**MGT 403 B: PROJECT PLANNING, ANALYSIS AND IMPLEMENTATION**

1. Project Planning: Generation and screening of project ideas, Monitoring the Environment, Corporate Appraisal, Preliminary Screening, , Project Life Cycle.
2. Project Analysis: Market Demand and Situational Analysis, Demand Forecasting, Technical Analysis: Location & Site, Project Charts and Layouts,
3. Analysis of project Risk: Type and Measures of Project Risk, Identification of Critical Sources of Risk, Sensitivity Analysis, Scenario Analysis, Decision – tree Analysis
4. Project Selection and Appraisal: Relevance of cost of Capital, Appraisal Critical – NPV, Benefit Cost Ratio, IRR, Critical Evaluation, Social Cost Benefit Analysis – Rationale.
5. Project Implementation & Review: Project Management, Forms of Project Organisation, Project Control, Project Review – Performance Evaluation.

***References:***

1. *Bhalla V.K.: Modern Working Capital Management.*
2. *P.C. K. Rao: Project Management & Control.*
3. *Chandra, Prasanna, Projects: Preparation, Appraisal, Budgeting and Implementation, Tata McGraw Hill 1987*
4. *Ahooja, G.K. and Gupta, Ravi. Systematic Approach to Income Tax. Allahabad, Bharat Law House, 1997*

### **MGT 403 C: MANAGEMENT DEVELOPMENT**

1. Definition and function of HRD, strategic planning approach, organizational environment and training.
2. Principles of Learning, Learning and behaviour, Teaching/Learning debate, Training and development, Management Development – perspectives,. Pitfalls, need for effective MD.
3. MD policy and committees, planning strategies and programme to reach MD objectives, training methodology, training process.
4. Management effectiveness audit: training needs assessment and training objectives, designing training for effective learning.
5. Methods of MD including training for human relations, leadership, teamwork, communication and creativity, conduction of MD programme – role of programme coordinator, trainee, top management; evaluation.

***References:***

1. *Binsted, Don. "Development in Interpersonal Skills Training". 1986. Gower London.*
2. *Robert Craig, Training & development handbook*
3. *David A.DE Cenzo, Stephen. P. Rokkins, Personnel/ HRM*
4. *V.N. Srivastava, Gridhar. J. Gyani, Training manual on HRM & Organisational learning*
5. *Biswjeet patnayak, HRM*
6. *T.N. Chabbra, HRM*



**MGT 404 A: BRAND MANAGEMENT AND SERVICES MARKETING**

1. Understanding Brands – Brand Hierarchy, Brand Personality, Brand Image, Brand Identity, Brand Positioning, Brand Equity, Brand – Customer Relationships, Brand Loyalty and Customer Loyalty, Managing Brands: Brand Creation, Brand Extensions,
2. Brand portfolio, Brand assessment through research, Brand Identity, Position, Image, Personality Assessment and Change, Brand Revitalization,
3. Emergence of service economy, Nature of services, goods vs services marketing, Marketing challenges in service Businesses, Marketing framework for service businesses, Service Classification.
4. Service product management, Service encounter, The service consumer behaviour, quality issues in services
5. Advertising, Branding and Packaging of services, Recovery Management and Relationship Marketing, Service Marketing, Origin and growth, Classification of services – marketing of financial services – the India scene.

***References:***

1. *Aaker, David, A. Managing Brand Equity. New york, Free Press 1991*
2. *Cowley, Don. Understanding Brands. London, Kogan Page 1991.*
3. *Lovelock, Christopher H. Services Marketing, Englewood Cliffs, New Jersey, PHI, 1993.*
4. *S.M. Jha, Services Marketing, Himalaya Publication, New Delhi 2000.*

**MGT 404 B: FOREIGN EXCHANGE MANAGEMENT**

1. Foreign Exchange Market: Types & Transactions, Quoting foreign exchange rate, economic forces in foreign exchange market, Recent developments in foreign exchange market, spot rates, cross rates, forward rates.
2. Currency futures & options, currency swaps, future Vs forward market, Hedging, Different types of hedging, Mechanism of option trading, relationship between option & futures.
3. Exposure management; Foreign exchange risk, exposure information system, different exposure management techniques.
4. Foreign exchange rate projections; forecasting techniques; technical & fundamental forecasting, limitations of forecasting, mixed forecasting.
5. Parameters & Constraints on exposure management; Financial & Socio-political factors, Tax treatment of foreign exchange gains & losses, FEMA.

***References:***

1. *Bhalla, V.K. International Financial Management*
2. *Shapiro A.C. International Financial Management*
3. *Vij Madhu International Financial Management*

**MGT 404 C: COUNSELING SKILLS FOR MANAGERS**

1. Counseling concept, Essential elements of counseling, counseling process, problems in counseling, personal qualities of the counselor.
2. Counseling skills, counseling approaches, planning counseling skills training, running CST.
3. Evaluating counseling skills workshops, self and peer evaluation, an evaluation questionnaire.
4. Employee counseling, concept, need functions, procedure, pre-requisites.
5. Case study.

***References:***

1. *S. Narayan Rao, Counseling and guidance*
2. *Philip Burnard, Counseling skills training*
3. *T.N. Chhabra, HRM.*

**MGT 405: PROJECT WORK**

The students are required to do some project work on the topic decided with consultation of the subject experts in the department. The project should be innovative problem solving, research oriented which give ultimate benefit to the industry and society. The student will submit a project report, which shall be evaluated by experts.

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**MGT 406: PAPER PRESENTATION & VIVA-VOCE**

Students will be required to make the presentation of the project work to the experts and there will be a viva-voce on the theme based on the project work.

**MGT 407: CASE-TEST**

8-10 Case studies are to be discussed on general management. The selection of the cases would be done by the concerned faculty members. The examination would be of two-hour duration. One Case-Study would be provided to the students which may or may not be from the list of the cases already discussed in the class. The students would be required to answer the questions asked on the basis of supplied case. The test would be for 50 marks