

External Marks: 70  
Internal Marks: 30  
Time: 3 hrs.

**BUSINESS ORGANISATION**  
**PAPER CODE: BBA-101**

**UNIT-I**

Business – Concept, nature and scope, business as a system, business objectives, business and environment interface, distinction between business, commerce and trade

**UNIT-II**

Forms of business organization – Sole proprietorship, partnership, joint stock company, types of company cooperative societies; multinational corporations

**UNIT-III**

Entrepreneurship – Concept and nature; entrepreneurial opportunities in contemporary business environment; process of setting up a business enterprise; choice of a suitable form of business organization, feasibility and preparation business plan

**UNIT-IV**

Government and business interface; stock exchange in India; business combination – concept and causes; chambers of commerce and industries in India – FICCI, CII Association

**SUGGESTED READINGS:**

1. Vasishth, Neeru, Business Organisation, Taxmann, New Delhi
2. Talloo, Thelman J., Business Organisational and Management, TMH, New Delhi
3. Tulsian, P.C., Business Organisation, Pearson Education, New Delhi

Examiner will set eight questions in all, selecting two questions from each unit. The candidates have to attempt five questions in all, selecting at-least one question from each unit.

External Marks: 70  
Internal Marks: 30  
Time: 3 hrs.

**BUSINESS MATHEMATICS**  
**PAPER CODE: BBA-103**

**UNIT-I**

Theory of Sets – Meaning, elements, types, presentation and equality of sets; union, intersection, complement & difference of sets; Venn diagrams; Cartesian product of two sets; applications of set theory

**UNIT-II**

Indices & logarithms, arithmetic and geometric progressions and their business applications; sum of first n natural numbers, sum of squares and cubes of first n natural numbers

**UNIT-III**

Permutations, combinations and binomial theorem (positive index)

**UNIT-IV**

Matrices – Types, properties, addition, multiplication, transpose and inverse of matrix; properties of determinants, solution of simultaneous Linear Equations; differentiation and integration of standard algebraic functions; business applications of matrices, differentiation and integration

**SUGGESTED READINGS:\*\***

1. Sancheti, D.C., A.M. Malhotra & V.K. Kapoor, Business Mathematics, Sultan Chand & Sons, New Delhi
2. Zameerudin, Qazi, V.K. Khanna & S.K. Bhambri, Business Mathematics, Vikas Publishing House Pvt. Ltd, New Delhi
3. Reddy, R.Jaya Prakash, Y. Mallikarjuna Reddy, A Text Book of Business Mathematics, Ashish Publishing House, New Delhi

Examiner will set eight questions in all, selecting two questions from each unit. The candidates have to attempt five questions in all, selecting at-least one question from each unit.

External Marks: 70  
Internal Marks: 30  
Time: 3 hrs.

**FINANCIAL ACCOUNTING**  
**PAPER CODE: BBA-105**

**UNIT-I**

Meaning and scope of accounting, nature of financial accounting principles, basis of accounting; accounting process – from recording of business transaction to preparation of trial balance

**UNIT-II**

Depreciation accounting; preparation of final accounts (non-corporate entities) alongwith major adjustments

**UNIT-III**

Rectification of errors; accounts of non-profit organization, joint venture accounts

**UNIT-IV**

Hire purchase, lease and installment purchase system accounting; consignment accounts

**SUGGESTED READINGS:**

1. Gupta R.L., Advanced Accounting Vol. I, S. Chand & Sons, New Delhi
2. Shah: Basic Financial Accounting, Oxford University Press.
3. Grewal T.S. and M.C. Shukla, Advanced Accounting Vol. I, S. Chand & Sons, New Delhi.
4. 4.. Monga, J.R., Financial Accounting, Margin Paper Bank, New Delhi
5. Maheshwari S.N., Advanced Accounting Vol. I, Vikas Publications

Examiner will set eight questions in all, selecting two questions from each unit. The candidates have to attempt five questions in all, selecting at-least one question from each unit.

External Marks: 50  
Practical Marks: 50  
Time: 3 hrs.

**COMPUTER FUNDAMENTALS**  
**PAPER CODE: BBA-107**

**UNIT-I**

Introduction – Digital and analog computers, evolution of digital computers, major components of a digital computer, hardware, software, firmware, middleware and freeware, computer applications

**UNIT-II**

Decimal number system, binary number system, conversion of a binary number to decimal number, conversion of a decimal number to a binary number, addition of binary numbers, binary subtraction, hexadecimal number system, octal number system

**UNIT-III**

Input devices, output devices, printers, plotters, other forms of output devices; memory, types of main memory, secondary memory and backup memory

**UNIT-IV**

Computer applications in offices, use of computers in books publication, desktop publishing system, application of computers for data analysis, application of computer in education, application of computer in banks, medical field

**SUGGESTED READINGS:**

1. Gill, Nasib, Computer Fundamental and Internet
2. Saxena, Computer Applications in Management, Vikas Publication, New Delhi
3. B. Ram, Computer Fundamentals, New Age Publications, New Delhi
4. Rajaraman, V., Computer Fundamentals, PHI, New Delhi

Examiner will set eight questions in all, selecting two questions from each unit. The candidates have to attempt five questions in all, selecting at-least one question from each unit.

External Marks: 70  
Internal Marks: 30  
Time: 3 hrs.

**BUSINESS COMMUNICAITON**  
**PAPER CODE: BBA-109**

**UNIT-I**

Business Communication – Nature and process, forms of communication, role of communication skills in business, communication networks, barriers to communication

**UNIT-II**

Communication Skills: Listening skills – cognitive process of listening, barriers to listening, reading skills, speaking skills, public speaking, voice modulation and body language

**UNIT-III**

Written Communication – Types, structures and layout of business letters; presentative letters – sales letters, claim letters, employment letters, writing memo, notice and circular

**UNIT-IV**

Business Reports – Purpose and types, framework of business reports, presentation of reports, brochures, issuing notice and agenda of meeting and recording of minutes of meetings

**SUGGESTED READINGS:**

1. Koneru, Arun, Professional Communication, Tata McGraw Hill, New Delhi
2. Monipally, M.M., Business Communication Strategies, Tata McGraw Hill, New Delhi
3. Das, Biswajit and Ipseeta Satpathy, Business Communication and Personality Development, Excel Books, New Delhi
4. McGrath, E.H., Basic Managerial Skills for All, Prentice Hall of India, New Delhi
5. Rai, Urmila and S.M. Rai, Business Communication, Himalaya Publishing House, Mumbai

Examiner will set eight questions in all, selecting two questions from each unit. The candidates have to attempt five questions in all, selecting at-least one question from each unit.

External Marks: 70

Internal Marks: 30

Time: 3 hrs.

## **MICRO ECONOMICS FOR BUSINESS DECISIONS**

**PAPER CODE: BBA-111**

### **UNIT-I**

Nature and scope of micro economics, determinants of demand and law of demand, price, cross and income elasticity, law of supply, elasticity of supply, competitive equilibrium; consumer's equilibrium- utility and indifference curve approaches

### **UNIT-II**

Short run and long run production functions, laws of returns; optimal input combination; classification of costs; short run and long run cost curves and their interrelationship; internal and external economies of scale, revenue curves; optimum size of the firm; factors affecting the optimum size, location of firms

### **UNIT-III**

Equilibrium of the firm and industry – perfect competition, monopoly, monopolistic competition, discriminating monopoly, aspects of non-price competition; oligopolistic behaviour

### **UNIT-IV**

Characteristics of various factors of production; marginal productivity theory and modern theory of distribution; determination of rent; quasi rent; alternative theories of interest and wages

### **SUGGESTED READINGS:**

1. D. Salvatore, Principles of Microeconomics 2/e, Oxford University Press.
2. Mark Hirschey, Managerial Economics, Thomson, South Western, New Delhi
3. R H Dholkia and A.N. Oza, Microeconomics for Management Students, Oxford University Press, New Delhi
4. P.L. Mehta, Managerial Economics, Sultan Chand, New Delhi

Examiner will set eight questions in all, selecting two questions from each unit. The candidates have to attempt five questions in all, selecting at-least one question from each unit.

External Marks: 70  
Internal Marks: 30  
Time: 3 hrs.

**PRINCIPLES OF MANAGEMENT**  
**PAPER CODE: BBA-102**

**UNIT-I**

Introduction – nature and process of management, basic managerial roles and skills, nature of managerial work; approaches to management – classical, human relations and behavioural, systems and contingency approaches; contemporary issues and challenges

**UNIT-II**

Planning and decision making – concept, purpose and process of planning, kinds of plans, strategic planning, tactical planning and operational planning, goal setting, MBO; decision making – nature and process, behavioural aspects of decision making, forms of group decision making in organizations

**UNIT-III**

Organizing and leading elements of organizing – division of work, departmentalization, distribution of authority, coordination; organization structure and design; leadership – nature and significance, leadership styles, behavioural and situational approaches to leadership

**UNIT-IV**

Management control – nature, purpose and process of controlling, kinds of control system, prerequisites of effective control system, resistance to control, controlling techniques, social audit

**SUGGESTED READINGS:**

1. Griffin, Ricky W, Management, Biztantra, New Delhi
2. Bhatt: Management, Oxford University Press.
3. Rao, VSP, Management, Excel Books, New Delhi
4. Stoner, Freeman and Gilbert, Jr. Management, Pearson Education, New Delhi
5. Weihrich, Heinz and Harold Koontz, Management: A Global Perspective, TMH, N. Delhi
6. Daft, Management, Thompson Learning, New Delhi
7. Robbins, S.P., Management, Pearson Education

Examiner will set eight questions in all, selecting two questions from each unit. The candidates have to attempt five questions in all, selecting at-least one question from each unit.

External Marks: 70

Internal Marks: 30

Time: 3 hrs.

## **MACRO ECONOMIC ANALYSIS AND POLICY**

**PAPER CODE: BBA-104**

### **UNIT-I**

Nature and scope of macroeconomics, circular flow of income; national income – alternative concepts and the measures, income and their interrelationship, stock and flow variables, aggregate demand, supply and macroeconomic equilibrium, nature of a trade cycle, causes of booms and recessions

### **UNIT-II**

Macro analysis of consumer behaviour, cyclical and secular consumption, income consumption relationship, absolute, relative and permanent income hypothesis, simple Keynesian Model of income determination; multiplier analysis

### **UNIT-III**

Nature of fiscal policy, fiscal deficits, fiscal policy in relation to growth and price stability, basic issues in fiscal deficit management, nature and management of public debt; business taxes – types, rationale and incidence

### **UNIT-IV**

Money supply measures; credit creation process and money multiplier, instruments of monetary policy; promotional and regulatory role of central bank; monetary policy – types, causes, effects and control measures

### **SUGGESTED READINGS:**

1. Gupta, G.S., Macroeconomics – Theory and Applications, Tata McGraw Hill, New Delhi
2. Edward Shapiro, Macroeconomic Analysis, Galgotia, New Delhi
3. Gupta S.B., Monetary Economics: Theory, Policy and Institutions, S. Chand, New Delhi
4. Vaish, M.C., Macroeconomic Theory, Vikas Publications, New Delhi
5. D'souza, Errol, Macroeconomics, Pearson Education, New Delhi

Examiner will set eight questions in all, selecting two questions from each unit. The candidates have to attempt five questions in all, selecting at-least one question from each unit.



External Marks: 70  
Internal Marks: 30  
Time: 3 hrs.

**COMPANY ACCOUNTS**  
**PAPER CODE: BBA-106**

**UNIT-I**

Accounting for share capital transaction, alternation of share capital, buy-back of shares, acquisition of business and profit prior to incorporation

**UNIT-II**

Debentures; issue of debentures, methods of redemption of debentures, underwriting of shares and debentures

**UNIT-III**

Statutory provision regarding preparation of company's final accounts, preparation of profit and loss account and balance sheet of company as per the requirement of Schedule VI of the companies act, state the basic features of accounting standards 4, 5, 15, 17 18 and 29; company liquidation accounts

**UNIT-IV**

Valuation of Goodwill and shares, banking company accounts, insurance company accounts

**SUGGESTED READINGS:**

1. Gupta R.L., Advanced Accounting Vol. II, S. Chand & Sons, New Delhi
2. Grewal T.S. and M.C. Shukla, Advanced Accounting, S. Chand & Sons, New Delhi
3. Jain, S.P. & K.L. Narang, Advanced Accounting, Kalyani Publishers, New Delhi
4. Monga, J.R., Corporate Accounting, Margin Paper Bank, New Delhi
5. Maheshwari S.N., Advanced Accounting, Vikas Publications

Examiner will set eight questions in all, selecting two questions from each unit. The candidates have to attempt five questions in all, selecting at-least one question from each unit.

External Marks: 50  
Practical Marks: 50  
Time: 3 hrs.

**COMPUTER APPLICATIONS IN MANAGEMENT**  
**PAPER CODE: BBA-108**

**UNIT-I**

Introduction to Computers – History, basic anatomy, operating system, memory, input/output devices; types of computers, classification of computers; hardware and software

**UNIT-II**

Networking – Advantage, types, devices and network connection, wireless networking; virus and firewalls

**UNIT-III**

Computer applications using internet, chatting and e-mailing; computer applications, advantages and limitations, use in offices, education, institutions, healthcare

**UNIT-IV**

Multimedia applications in business; marketing and advertising; web applications of multimedia

**SUGGESTED READINGS:**

1. Saxena, Computer Applications in Management, Vikas Publishing House, New Delhi
2. Ram, B., Computer Fundamentals, New Age Publication, New Delhi
3. Saxena and Pradeep Kumar, Computer Applications in Management, Anmol Publication
4. Goel and Kakhar, Computer, New Age Publication

Examiner will set eight questions in all, selecting two questions from each unit. The candidates have to attempt five questions in all, selecting at-least one question from each unit.

External Marks: 70  
Internal Marks: 30  
Time: 3 hrs.

**ORGANISATIONAL BEHAVIOUR**  
**PAPER CODE: BBA-110**

**UNIT-I**

Introduction – Concept and scope of organizational behaviour, historical development of organizational behaviour, organization behaviour processes, emerging trends and hanging profiles of workforce

**UNIT-II**

Individual Processes – Personality, values, attitudes, perception, learning and motivation

**UNIT-III**

Team Processes – Interpersonal communication, group dynamics, teams and teamwork, decision-making, conflict and negotiation in workplace, power and politics

**UNIT-IV**

Organizational processes – Elements of organization structure, organizational structure and design, organizational culture, organizational change

**SUGGESTED READINGS:**

1. Bhattacharya: Organization Behaviour, Oxford University Press.
2. Robbins, S.P., Organizational Behaviour, Pearson Education, New Delhi
3. McShane, Steven L, Mary VonGlinow and Radha R. Sharma, Organizational Behaviour, Tata McGraw Hill, New Delhi
4. Pareek, Udai, Understanding Organizational Behaviour, Oxford University Press, New Delhi
5. Griffin, Ricky W, and Gregory Moorhead, Organizational Behaviour, Houghton Mifflin Company
6. New Storm, Organizational Behaviour, Tata McGraw Hill

Examiner will set eight questions in all, selecting two questions from each unit. The candidates have to attempt five questions in all, selecting at-least one question from each unit.

External Marks: 70  
Internal Marks: 30  
Time: 3 hrs.

**BUSINESS STATISTICS**  
**PAPER CODE: BBA-112**

**UNIT-I**

Statistics: Meaning, evolution, scope, limitations and applications; data classification; tabulation and presentation: meaning, objectives and types of classification, formation of frequency distribution, role of tabulation, parts, types and construction of tables, significance, types and construction of diagrams and graphs

**UNIT-II**

Measures of Central Tendency and Dispersion: Meaning and objectives of measures of central tendency, different measure viz. arithmetic mean, median, mode, geometric mean and harmonic mean, characteristics, applications and limitations of these measures; measure of variation viz. range, quartile deviation mean deviation and standard deviation, co-efficient of variation and skewness

**UNIT-III**

Correlation and Regression: Meaning of correlation, types of correlation – positive and negative correlation, simple, partial and multiple correlation, methods of studying correlation; scatter diagram, graphic and direct method; properties of correlation co-efficient, rank correlation, coefficient of determination, lines of regression, co-efficient of regression, standard error of estimate

**UNIT-IV**

Index numbers and time series: Index number and their uses in business; construction of simple and weighed price, quantity and value index numbers; test for an ideal index number, components of time series viz. secular trend, cyclical, seasonal and irregular variations, methods of estimating secular trend and seasonal indices; use of time series in business forecasting and its limitations, calculating growth rate in time series

**SUGGESTED READINGS:**

1. Gupta, S.P. & M.P. Gupta, Business Statistics
2. Davis: Business Statistics using Excel, Oxford University Press.
3. Gupta, C.B., An Introduction to Statistical Methods
4. Gupta, B.N., An Introduction to Modern Statistics
5. Sancheti, S.C. & V.K. Kapoor, Statistical Methods
6. Ellhans, D.N., Fundamentals of Statistics
7. Gupta, S.P., Statistical Methods
8. Sharma, J.K., Business Statistics, Pearson Education, New Delhi

Examiner will set eight questions in all, selecting two questions from each unit. The candidates have to attempt five questions in all, selecting at-least one question from each unit.

External Marks: 70  
Internal Marks: 30  
Time: 3 hrs.

**COST ACCOUNTING**  
**PAPER CODE: BBA-201**

**UNIT-I**

Introduction: - Objective, elements of cost, cost sheet, importance of cost accounting, types of costing, installation of costing system, difference between cost accounting and financial accounting

**UNIT-II**

Material Control: - Meaning and objectives of material control, material purchase procedure, fixation of inventory levels – Reorder level, EOQ, Minimum level, Maximum level, Danger level and Methods of Valuing Material Issues

**UNIT-III**

Labour Cost Control: - its importance, methods of Time Keeping and Time Booking; Treatment and Control of Labour Turnover, Idle Time, Overtime, Systems of Wage Payment – Time Wage System, Piece Wage System and Balance or Debt Method; Overhead – classification, allocation and apportionment of overhead including machine hour rate

**UNIT-IV**

Methods of Costing – Job, Batch and Contract Costing, Process Costing Fundamental, Process Losses & Gains

**SUGGESTED READINGS:**

1. Jain & Narang, Advance Cost Accounting, Kalyani Publishers, New Delhi
2. Mittal, S.N., Cost Accounting
3. Bhar, B.K., Cost Accounting
4. Prasad, N.K., Principles and Practice of Cost Accounting

Examiner will set eight questions in all, selecting two questions from each unit. The candidates have to attempt five questions in all, selecting at-least one question from each unit.

External Marks: 70  
Internal Marks: 30  
Time: 3 hrs.

**MARKETING MANAGEMENT**  
**PAPER CODE: BBA-203**

**UNIT-I**

Introduction to Marketing; difference between marketing and selling; core concepts of marketing; marketing mix; marketing process; marketing environment

**UNIT-II**

Determinants of consumer behaviour; consumer's purchase decision process (exclude industrial purchase decision process); market segmentation; target marketing; differentiation and positioning; marketing research; marketing information system

**UNIT-III**

Product and product line decisions; branding decisions; packaging and labeling decisions; product life cycle concept; new product development; pricing decisions

**UNIT-IV**

Marketing channels: - retailing, wholesaling, warehousing and physical distribution, conceptual introduction to supply chain management, conceptual introduction to customer relationship marketing; promotion mix:- personal selling, advertising, sales promotion, publicity

**SUGGESTED READINGS:**

1. Kotler, Philip, Kevin Lane Keller, Abraham Koshy & Mithileshwar Jha, Marketing Management, Pearson Education, New Delhi
2. Dhunna, Mukesh, Marketing Management, Text and Cases, Wisdom Publications, New Delhi
3. Palmer: Introduction to Marketing, Oxford University Press.
4. Sakena, Rajan, Marketing Management, McGraw Hill, New Delhi
5. Zikmund, William G, Marketing, Cengage Learning, New Delhi
6. Panda, Tapan K, Marketing Management, Excel Books, New Delhi

Examiner will set eight questions in all, selecting two questions from each unit. The candidates have to attempt five questions in all, selecting at-least one question from each unit.

External Marks: 70  
Internal Marks: 30  
Time: 3 hrs.

## **CAPITAL MARKETS**

### **PAPER CODE: BBA-205**

#### **UNIT-I**

Meaning, nature and role of capital market, features of developed capital market, reforms in the capital market, regulatory framework of capital market, capital market instruments and innovation in financial instruments

#### **UNIT-II**

Primary capital market scenario in India, primary market intermediaries, primary market activities, methods of raising resources from international market; secondary market scenario in India, reforms in secondary market, organization and management, trading and settlement, listing of securities, stock market index, steps taken by SEBI to increase liquidity in the stock market

#### **UNIT-III**

Meaning, need and benefits of depository system in India, difference between demat and physical share, depository process, functioning of NSDL and SHCIL  
Importance of Debt market in capital market, participant in the debt market, types of instrument treated in the Debt market, primary and secondary segments of debt market

#### **UNIT-IV**

Role and policy measures relating to development banks and financial institution in India, products and services offered by IFCI, IDBI, IIBI, SIDBI, IDFC, EXIM Bank, NABARD and ICICI  
Meaning and benefits of mutual funds, types of mutual funds, SEBI guidelines relating to mutual funds

#### **SUGGESTED READINGS:**

1. Pathak, Bharati V, The Indian Financial System, Pearson Education
2. Khan, M. Y, Indian Financial System, Tata McGraw Hill
3. Bhole, L M, Financial Institutions and Markets, Tata McGraw Hill

Examiner will set eight questions in all, selecting two questions from each unit. The candidates have to attempt five questions in all, selecting at-least one question from each unit.

External Marks: 70  
Internal Marks: 30  
Time: 3 hrs.

**PRODUCTION MANAGEMENT**  
**PAPER CODE: BBA-207**

**UNIT-I**

Production/Operations Management: Introduction, evaluation, major long term and short term decisions; objectives, importance and activities; difference between products and services (from POM view point)

**UNIT-II**

Meaning and types of Production Systems: Production to order and production to stock; plant location; factors affecting locations and evaluating different locations; plant layout: meaning, objectives, characteristics and types; plant layout and materials handling

**UNIT-III**

Production Planning and Control: Meaning, objectives, advantages and elements, PPC and production systems, sequencing and assignment problems; work study: meaning, objectives, prerequisites and procedure; procedure and tools of methods study, procedure and techniques of work measurement

**UNIT-IV**

Inventory Control: Objectives, advantages and techniques (EOQ model and ABC analysis); quality control: meaning and importance; inspection, quality control charts for variables and attributes and acceptance sampling; maintenance; importance and types

**SUGGESTED READINGS:**

1. Bedi: Production and Operation Management, Oxford University Press..

Examiner will set eight questions in all, selecting two questions from each unit. The candidates have to attempt five questions in all, selecting at-least one question from each unit.



External Marks: 50  
Practical Marks: 50  
Time: 3 hrs.

**DATA BASE MANAGEMENT SYSTEM**  
**PAPER CODE: BBA-209**

**UNIT-I**

Introduction to data base management system – Data versus information, record, file; data dictionary, database administrator, functions and responsibilities; file-oriented system versus database system

**UNIT-II**

Database system architecture – Introduction, schemas, sub schemas and instances; data base architecture, data independence, mapping, introduction to data models, types of database systems

**UNIT-III**

Data base security – Threats and security issues, firewalls and database recovery; techniques of data base security; distributed data base

**UNIT-IV**

Data warehousing and data mining – Emerging data base technologies, internet, database, digital libraries, multimedia data base, mobile data base, spatial data base

**Lab:** Working over Microsoft Access

**SUGGESTED READINGS**

1. Navathe, Data Base System Concepts 3<sup>rd</sup>, McGraw Hill
2. Date, C.J., An Introduction to Data Base System 7<sup>ed</sup>, Addison Wesley
3. Singh, C.S., Data Base System, New Age Publications, New Delhi

Examiner will set eight questions in all, selecting two questions from each unit. The candidates have to attempt five questions in all, selecting at-least one question from each unit.

External Marks: 70  
Internal Marks: 30  
Time: 3 hrs.

**ENVIRONMENTAL STUDIES**  
**PAPER CODE: BBA-211**

**UNIT-I**

Environmental studies – Nature, scope and importance, need for public awareness; natural resources – renewable and non-renewable resources, use and over-exploitation/over-utilization of various resources and consequences; role of an individual in conservation of natural resources; equitable use of resources for sustainable lifestyles

**UNIT-II**

Ecosystems – concept, structure and function of an ecosystem; energy flow in the ecosystem; ecological succession; food chains, food webs and ecological pyramids; types of ecosystem – forest ecosystem, grassland ecosystem, desert ecosystem, aquatic ecosystems

Environmental Pollution – Definition, cause, effects and control measures of different types of pollutions – air pollution, water pollution, soil pollution, marine pollution, noise pollution, thermal pollution, nuclear hazards; solid waste management – causes, effects and control measures of urban and industrial wastes; role of an individual in prevention of pollution

**UNIT-III**

Social issues and the environment – Sustainable development, urban problems related to energy, water conservation, rain water harvesting, watershed management; resettlement and rehabilitation of people, its problems and concerns; climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust; Wasteland reclamation, consumerism and waste products

**UNIT-IV**

Environmental legislation – Environment Protection Act. Air (prevention and control of pollution) Act. Water (prevention and control of pollution) Act, Wildlife Protection Act, Forest Conservation Act

**SUGGESTED READINGS:**

1. Rajagopalan R, Environmental Studies 2/e, Oxford University Press, New Delhi
2. Kaushik Anubha, C.P. Kaushik, Perspective in Environmental Studies, New Age International (P) Ltd. Publishers
3. Joseph Benny, Environmental Studies, TMH, N.Delhi
4. Ubaroi, N.K., Environment Management, Excel Books, New Delhi

Examiner will set eight questions in all, selecting two questions from each unit. The candidates have to attempt five questions in all, selecting at-least one question from each unit.

External Marks: 70  
Internal Marks: 30  
Time: 3 hrs.

**FINANCIAL MANAGEMENT**  
**PAPER CODE: BBA-202**

**UNIT-I**

Evolution, scope and function of finance managers, objectives of financial management, profit vs. wealth maximization

**UNIT-II**

Investment Decisions; brief introduction of cost of capital; methods of capital budgeting; ARR, PBP, NPV and IRR, capital rationing (simple problems on capital budgeting methods)

**UNIT-III**

Financing decision: operational and financial leverage; capital structure theories – NI, NOI and traditional approach; EPS-EBIT Analysis

**UNIT-IV**

Dividend decision and Management of working capital; determinants of dividend policy; Walter's Dividend Model; Operating Cycle, brief discussion on management of cash, receivable and inventory (simple problem on operating cycle and inventory management)

**SUGGESTED READINGS:**

1. Srivastava: Financial Management, Oxford University Press.
2. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi
3. Khan and Jain, Financial Management, Tata McGraw Hill, New Delhi
4. Kishore, R., Financial Management, Taxman's Publishing House, New Delhi

Examiner will set eight questions in all, selecting two questions from each unit. The candidates have to attempt five questions in all, selecting at-least one question from each unit.

External Marks: 70  
Internal Marks: 30  
Time: 3 hrs.

**HUMAN RESOURCE MANAGEMENT**  
**PAPER CODE: BBA-204**

**UNIT-I**

Introduction – nature and scope of human resource management, HRM objectives and functions, HRM policies, HRM in globally competitive environment; strategic human resource management

**UNIT-II**

Acquiring human resources – human resource planning, job analysis and job design, employee involvement, flexible work schedule, recruitment, selecting human resources, placement and induction, right sizing

**UNIT-III**

Developing human resources – employee training, training need assessment, training methods and evaluation, cross-cultural training, designing executive development programme, techniques of executive development, career planning and development

**UNIT-IV**

Enhancing and rewarding performance – establishing the performance management system, establishing rewards and pay plans, employee benefits, ensuring a safe and healthy work environment

**SUGGESTED READINGS:**

1. Jyothi: Human Resource Management, Oxford University Press
2. Bohlander George and Scott Snell, Management Human Resources, Thomson Learning,
3. Bhattacharyya, Dipak Kumar, Human Resource Management, Excel Books, New Delhi
4. Cascio, Wayne F., Managing Human Resources, Tata McGraw Hill, New Delhi
5. DeCenzo, David A, and Stephan P. Robbins, Fundamentals of Human Resource Management, Wiley India, New Delhi
6. DeNisi, Angelo S, and Ricky W Griffin, Human Resource Management, Biztantra, New Delhi

Examiner will set eight questions in all, selecting two questions from each unit. The candidates have to attempt five questions in all, selecting at-least one question from each unit.

External Marks: 70  
Internal Marks: 30  
Time: 3 hrs.

**BUSINESS RESEARCH METHODS**  
**PAPER CODE: BBA-206**

**UNIT-I**

Business Research – Meaning, types, managerial value of business research; theory and research – components, concept, constructs, definition variables, proposition and hypothesis, deductive and inductive theory; nature and process and importance of problem definition, purpose and types of research proposal, ingredients of research proposal

**UNIT-II**

Research Design – Meaning, classification and elements of research design, methods and categories of exploratory research, basic issues in experimental design, classification of experimental design; concept and their measurement, measurement scales

**UNIT-III**

Sample design and sampling procedure, determination of sample size, research methods of collecting primary data, issues in construction of questionnaire

**UNIT-IV**

Stages of data analysis, nature and types of descriptive analysis, univariant and divariat tests of statistical significance, meaning and types of research report, ingredients of research report

**SUGGESTED READINGS:**

1. Shekharan Uma, Business Research Methods, John Wiley Publications
2. Zikmund, Business Research Methods, Cenage Publications
3. Copper, Business Research Methods, Tata McGraw Hill

Examiner will set eight questions in all, selecting two questions from each unit. The candidates have to attempt five questions in all, selecting at-least one question from each unit.

External Marks: 70  
Internal Marks: 30  
Time: 3 hrs.

**BUSINESS LAWS**  
**PAPER CODE: BBA-208**

**UNIT-I**

Law of contract: meaning and essentials of a valid contract; offer and acceptance; capacity to contract; consent and free consent; consideration; void agreements; quasi contract; different mode of discharge of contract; remedies for breach of contract.

**UNIT-II**

Purpose and meaning of the contract of the guarantee; kinds of guarantees; rights and obligations of creditors; rights, liabilities and discharge of surety; contract of indemnity; Definition of bailment and its kinds; duties and rights of a bailor and a bailee; rights and duties of a pledgor and pledgee.

**UNIT-III**

Contract of agency; definition of agent and agency; creation of agency; duties and rights of agent and principal; principal's duties towards agents and third parties; termination of agency; power of attorney.

Law of sale of goods – definition and essential of a contract of sale, conditions and warranties, passing of property in goods; performance of contract; right of unpaid seller; remedies for breach of contract.

**UNIT-IV**

Negotiable instrument act – Meaning and essential elements of a negotiable instruments; types of negotiable instrument; holder and holder in due course; negotiation of negotiable instruments; dishonour of negotiable instruments.

Meaning and scope of information technology act; digital signature; electronic overnance; regulation of certifying authority; digital signature certificates; duties of subscribers; penalties adjudication and offences.

**SUGGESTED READINGS:**

1. Kapoor, N.D., Business Law, Sultan Chand & Sons
2. Gulshan, S.S., Mercantile Law, Excel Books
3. Kuchhal, M.C., Mercantile Law, Vikas Publishing Pvt. Ltd.
4. Chadha, P.R., Business Law, Galgotia Publishing
5. Aggarwal, S.K., Business Law, Galgotia Publishing Company
6. Maheshwari S.N. & Maheshwari, Business Regulatory Framework, Himalaya Publishing House

Examiner will set eight questions in all, selecting two questions from each unit. The candidates have to attempt five questions in all, selecting at-least one question from each unit.

External Marks: 50  
Practical Marks: 50  
Time: 3 hrs.

**INTRODUCTION TO INFORMATION TECHNOLOGY**  
**PAPER CODE: BBA-210**

**UNIT-I**

Overview of data and information, information system, their classification, role of information system in business, office automation

**UNIT-II**

Word Processor: advantage, entering text, editing text, formatting text, mail merge

**UNIT-III**

Electronic spreadsheet: - advantages, application areas, creating a worksheet, functions, types of graph, creating graph, formatting cells, macros

**UNIT-IV**

Introduction to Internet: - background of history, working, major features, accessing the internet, major application areas, introduction to multimedia, multimedia applications

**Lab:** Practice in Ms-Office and Tally Accounting Package

**SUGGESTED READINGS:**

1. Saxena, Introduction to Information Technology, Vikas Publishing House, New Delhi
2. Williams and Eawyer, Using Information Technology, Tata McGraw Hill, New Delhi

Examiner will set eight questions in all, selecting two questions from each unit. The candidates have to attempt five questions in all, selecting at-least one question from each unit.

External Marks: 50

Practical: 50

Time: 3 hrs.

## **PRESENTATION SKILLS**

**PAPER CODE: BBA-212**

### **UNIT-I**

Introduction – Meaning, types of presentation: presentation that deeply involves the audience, presentation that creates excitement, persuasive presentation, presentation evoking emotional appeal, presentation that sells a new idea, humorous presentation

### **UNIT-II**

Planned and unplanned presentation, planning a presentation – analyzing the audience, location of presentations, objective of presentation, researching the topic; structuring the presentation, presentation notes and session plan

### **UNIT-III**

Methods of presentation – Fish bowl, role plays, group discussion, conference, seminar, workshop, clinics, brainstorming, simulations, games, questionnaire; delivering presentation – presenter effectiveness, difficult situations and nerves, motivation and attention

### **UNIT-IV**

Outcomes of presentation – inspiring presentation, presentation that builds trust, presentation that offers a solution, value added presentation, presentation that facilitates decision making

### **SUGGESTED READINGS:**

1. Gordon, Josh, Presentations that Change Minds, Tata McGraw Hill, New Delhi
2. Kaul, Asha, The Effective Presentation, Response Books, New Delhi
3. Krachnert, Gary, Basic Presentation Skills, Tata McGraw Hill, New Delhi

Examiner will set eight questions in all, selecting two questions from each unit. The candidates have to attempt five questions in all, selecting at-least one question from each unit.



External Marks: 70

Internal Marks: 30

Time: 3 hrs.

## **PURCHASE AND MATERIALS MANAGEMENT**

**PAPER CODE: BBA-301**

### **UNIT-I**

Purchasing: meaning, role, objectives and functions; organization of purchase management and its relationship with other departments; five R's of purchasing (right quality, right quantity, right source, right time and right price)

### **UNIT-II**

Determination and description of material quality; vendor rating, selection, development and relations; evaluating suppliers efficiency; price determination and negotiation; make or buy decisions; purchase: procedures and documentation

### **UNIT-III**

Materials Management: meaning, objectives, importance, functions and organization materials information system; standardization, simplification and variety reduction; value analysis and engineering

### **UNIT-IV**

Stores Management: meaning, objectives, importance and functions, stores layout; classification and codification; inventory control of spare parts; materials logistics-warehousing management, materials handling, traffic and transportation; disposal of scrap, surplus and obsolete materials

### **SUGGESTED READINGS:**

1. Dobler & Burt, Purchasing and Supply Management: Text & Cases, Tata McGraw Hill Publishing Company Ltd., New Delhi
2. Nair, Purchasing and Material Management, Vikas Publishing House, New Delhi
3. Gopal Krishnan, P., Handbook of Materials Management, Prentice Hall of India Pvt. Ltd., New Delhi
4. Gopalakrishnana, P. & Sundarshan, M., Materials Management: An Integrated Approach, Prentice Hall of India Pvt. Ltd., New Delhi
5. Bhat, K. Shridhara, Materials Management, Himalaya Publishing House

Examiner will set eight questions in all, selecting two questions from each unit. The candidates have to attempt five questions in all, selecting at-least one question from each unit.

External Marks: 70  
Internal Marks: 30  
Time: 3 hrs.

**COMPANY LAW**  
**PAPER CODE: BBA-303**

**UNIT-I**

Meaning and nature of company, kinds of companies, formation and incorporation of company, Memorandum of Association; Articles of Association, affects of memorandum and articles of association; relationship and distinction between memorandum of association and article of association; doctrine of indoor management. Meaning and definition of prospectus; abridged form of prospectus; misstatement in a prospectus and their consequences

**UNIT-II**

Definition of member; members and share holders; modes of acquiring membership; termination of membership; rights and liabilities of a member. Meaning need and requisitions of valid meeting; voting, proxy and resolutions; kinds of general body meetings. Meaning of dividend; sources of dividend payments; declaration of dividend; payment of dividend; unpaid and unclaimed dividends. Appointments, qualifications and remunerations of auditors; power, duties and obligations of auditors. Inspection and investigations.

**UNIT-III**

Meaning, qualification, appointment and removal of directors; duties and liabilities of directors; remuneration of directors; distinction between managing director and manager; distinction between managing director and whole time director; meetings of board of directors. Meaning, need and current development in corporate governance

**UNIT-IV**

Inter-company loans, investments and borrowing. Meaning and prevention of oppression; prevention of mismanagement. Meaning and modes of winding up; grounds for winding up by the tribunals; types of voluntary winding up; consequences of voluntary winding up; appointment, power and duties of a liquidators in winding up. Meaning and nature of contributor's liability. Meaning and dissolution of defunct company.

**SUGGESTED READINGS:**

1. Kapoor G.K., Corporate Law, Taxmann's Publications, New Delhi
2. Singh Avtar, Company Law, Eastern Book Company, Lucknow
3. Bagrial, Ashok K, Company Law, Vikas Publishing House (P) Ltd, 5-Ansari Road, Delhi

Examiner will set eight questions in all, selecting two questions from each unit. The candidates have to attempt five questions in all, selecting at-least one question from each unit.

External Marks: 70  
Internal Marks: 30  
Time: 3 hrs.

**MANAGEMENT ACCOUNTING**  
**PAPER CODE: BBA-305**

**UNIT-I**

Management Accounting: - Meaning, nature, scope, objective and functions; marginal costing and profit planning, practical application of marginal costing techniques

**UNIT-II**

Responsibility Accounting: - types of responsibility centers, performance evaluation criteria, responsibility reporting; budgeting – role of budgets and budgeting in organizations, budgeting process, operational and financial budgeting

**UNIT-III**

Nature and types of Financial Statements; techniques of financial statement analysis, ratio analysis, fund flow and cash flow analysis, techniques in performance measurement

**UNIT-IV**

Management accounting information for activity and process decisions; basic capital budgeting techniques

**SUGGESTED READINGS:**

1. Shah: Management Accounting, Oxford University Press.
2. Kaplan, S. Robert, Anthony A. Atkinson, Management Accounting, Pearson Education
3. Kishore M. Ravi, Cost and Management Accounting, Taxman Publication
4. Holman, Louderbock, Management Accounting, Cenage Publication
5. Khan & Jain, Management Accounting, Tata McGraw Hill Publication

Examiner will set eight questions in all, selecting two questions from each unit. The candidates have to attempt five questions in all, selecting at-least one question from each unit.

External Marks: 50  
Practical Marks: 50  
Time: 3 hrs.

**COMPUTER NETWORK AND INTERNET**  
**PAPER CODE: BBA-307**

**UNIT-I**

Introduction to network, advantages and disadvantages of network, network topologies, analog and digital signal, analog and digital transmission

**UNIT-II**

OSI model and TCP/IP model, protocols and their classification, flow control and cryptography

**UNIT-III**

Overview of internet, internet service provider, search engine, searching web using search engine, audio on internet, newsgroup, subscribing to news groups

**UNIT-IV**

Intranet concepts and architecture, building corporate world wide web, HTTP protocol, intranet infrastructure, fundamental of TCP/IP, intranet security design, intranet as a business tools, future of intranet, protocols of communication

**Lab:** HTML and Surfing with Internet

**SUGGESTED READINGS:**

1. Forouzan , Data Communication & Networking, TMH, N.Delhi.
2. Miller, Data and Network Communication, Vikas Publishing House, New Delhi.
3. Shay, Understanding Data Communication and Networks, Thomson Learning, Vikas Publishing House, New Delhi.
4. Tannenbaum, Computer Networks, PHI, N.Delhi.
5. Uyless Black, Computer Networks, PHI, N.Delhi.

Examiner will set eight questions in all, selecting two questions from each unit. The candidates have to attempt five questions in all, selecting at-least one question from each unit.

External Marks: 70  
Internal Marks: 30  
Time: 3 hrs.

**INDIAN BUSINESS ENVIRONMENT**  
**PAPER CODE: BBA-309**

**UNIT-I**

Nature, components and determinants of business environment; basic nature of Indian economic system; growth of public and private corporate sector; social responsibility of business; economic reforms since 1991 – an overview

**UNIT-II**

Review of industrial policy developments and pattern of industrial growth since 1991; industrial licensing policy; public sector reforms; privatization and liberalization trends; growth and problems of SMEs; industrial sickness

**UNIT-III**

Development banking: an overview and current developments; regulation of stock exchanges and the role of SEBI; banking sector reforms; challenges facing public sector banks; growth and changing structure of non-bank financial institutions

**UNIT-IV**

Trend and pattern of India's foreign trade and balance of payments; latest foreign trade policy; India's overseas investments; policy towards foreign direct investment; globalization trends in Indian economy; role of MNCs; impact of multilateral institutions (IMF, World Bank and WTO) on Indian business environment

**SUGGESTED READINGS**

1. F. Cherunilum, Business Environment, Himalaya Publishing House, New Delhi
1. Biswanath Ghosh, Economic Environment & Business, Vikas Publishing House, New Delhi
2. N.K. Sengupta, Government and Business, Vikas Publishing House, New Delhi
3. K. Ashwathappa, Business Environment for Strategic Management, Himalaya Publishing House, New Delhi
4. Govt. of India, Economic Survey (latest year)
5. Bedi, Suresh, Business Environment, Excel Books, New Delhi

Examiner will set eight questions in all, selecting two questions from each unit. The candidates have to attempt five questions in all, selecting at-least one question from each unit.

External Marks: 70  
Internal Marks: 30  
Time: 3 hrs.

**CORPORATE TAXATION**  
**PAPER CODE: BBA-302**

**UNIT-I**

Basic concepts of income tax, residential status and tax incidence, income exempted from tax

**UNIT-II**

Income from salaries, income from house property and income from profits and gains of business and profession

**UNIT-III**

Income from capital gains, income from other sources, set off and carry forward of losses, clubbing of income, deduction of tax at source, advanced payment of tax

**UNIT-IV**

Deductions from gross total income, assessment of individuals, assessment of companies

**SUGGESTED READINGS:**

1. Malhotra H.C., Income Law and Practice, Sahitya Bhawan Publication
2. Singhanian V.K., Student Guide to Income Tax, Taxmann's Publication
3. Lal B.B., Income Tax Law and Practice

Examiner will set eight questions in all, selecting two questions from each unit. The candidates have to attempt five questions in all, selecting at-least one question from each unit.

External Marks: 70  
Internal Marks: 30  
Time: 3 hrs.

## **SYSTEM ANALYSIS AND DESIGN**

**PAPER CODE: BBA-304**

### **UNIT-I**

Introduction to analysis and design: - SDLC, Case tools for analyst, role of system analyst, ER data models, feasibility study – economic, technical, operational

### **UNIT-II**

Design of Application: - DFDs, form design, screen design, report design, structure chart, data base definition, equipment specification and selection, personnel estimates, I-O design

### **UNIT-III**

Implementation:- data dictionary, decision tables, decision trees, logical design to physical implementation

### **UNIT-IV**

Introduction to distributed data processing and real time system:- evaluating distributed system, designing distributed data base, event based real time analysis tools, state transition diagrams

### **SUGGESTED READINGS:**

1. James A., Analysis and Design of Information System, McGraw Hill
2. Len, Fertuck, System Analysis and Design, McGraw Hill
3. Powers, Cray, System Analysis and Design, McGraw Hill
4. Elias, M., System Analysis and Design, Prentice Hall of India

Examiner will set eight questions in all, selecting two questions from each unit. The candidates have to attempt five questions in all, selecting at-least one question from each unit.

External Marks: 70  
Internal Marks: 30  
Time: 3 hrs.

**FOUNDATIONS OF INTERNATIONAL BUSINESS**  
**PAPER CODE: BBA-306**

**UNIT-I**

Types of international business; basic structure of international business environment; risk in international business; motives for international business; barriers to international business; global trading and financial system – an overview

**UNIT-II**

Foreign market entry modes; factors of country evaluation and selection; decisions concerning foreign direct and portfolio investment; control methods in international business

**UNIT-III**

Basic foreign manufacturing and sourcing decisions; product and branding decisions for foreign markets; approaches to international pricing; foreign channel and logistical decisions

**UNIT-IV**

Accounting differences across countries; cross cultural challenges in international business; international staffing and compensation decisions; basic techniques of risk management in international business

**SUGGESTED READINGS:**

1. Daniels, J.D., and H.L. Radebaugh, International Business: Environment and operations, Pearson Education, New Delhi
2. Hill, Charles W.L., International Business, Tata McGraw Hill, New Delhi
3. Sharan, V., International Business: Concept, Environment and Strategy, Pearson Education, New Delhi
4. Bennett, Roger, International Business, Pearson Education, New Delhi

Examiner will set eight questions in all, selecting two questions from each unit. The candidates have to attempt five questions in all, selecting at-least one question from each unit.



External Marks: 70  
Internal Marks: 30  
Time: 3 hrs.

**CONSUMER PROTECTION**  
**PAPER CODE: BBA-308**

**UNIT-I**

Concept and types of consumer, need for consumer protection; approaches to consumer protection; consumer buying motives; doctrines of caveat emptor and caveat venditor; concept of consumer's sovereignty; basic consumer rights

**UNIT-II**

Measures for consumer protection in India; basic provisions of the Consumer Protection Act.(CPA)1986; organizational set up for consumer protection under CPA; procedure of filing a complaint; relief available

**UNIT-III**

MRTP Act and Competition Act – Provisions relating to consumer protection; Role of voluntary consumer organizations; formation and registration of a voluntary consumer organization, business self-regulation, consumer awareness – role of media and govt.

**UNIT-IV**

Recent developments in consumer protection movement; consumer information and knowledge as means of protection; sources of consumer information, ethical marketing as an instrument of consumer protection, Role of Advertising Standard Council of India in consumer protection

**SUGGESTED READINGS:**

1. Aaker and Day (eds.), Consumerism: Search for the Consumer Interest
2. Gulshan, Consumer Protection and Satisfaction: Legal and Managerial Dimensions
3. Aggarwal, Consumer Protection in India
4. Verma Y.S. and C. Sharma, Consumerism in India, Anamika Prakashan, Delhi

Examiner will set eight questions in all, selecting two questions from each unit. The candidates have to attempt five questions in all, selecting at-least one question from each unit.

External Marks: 50

Practical Marks: 50

Time: 3 hrs.

**E-COMMERCE**  
**PAPER CODE: BBA-310**

**UNIT-I**

Introduction – meaning, nature, concepts, advantages and reasons for transacting online, categories of e-commerce; planning online business: nature and dynamics of the internet, pure online vs. brick and click business, assessing requirement for an online business, designing, developing and deploying the system, one to one enterprise

**UNIT-II**

Technology for online business – internet, IT infrastructure; middleware contents: text and integrating e-business applications; mechanism of making payment through internet: online payment mechanism, electronic payment systems, payment gateways, visitors to website, tools for promoting website; plastic money: debit card, credit card; laws relating to online transactions

**UNIT-III**

Applications in e-commerce – e-commerce applications in manufacturing, wholesale, retail and service sector

**UNIT-IV**

Virtual existence – concepts, working, advantages and pitfalls of virtual organizations, workforce, work zone and workspace and staff less organization; designing on E-commerce model for a middle level organization: the conceptual design, giving description of its transaction handling, infrastructure and resources required and system flow chart; security in e-commerce: digital signatures, network security, data encryption secret keys, data encryption

**Lab: Knowledge and working on e-commerce website**

**SUGGESTED READINGS:**

1. Murty, C.V.S., E-Commerce, Himalaya Publications, New Delhi
2. Kienam, Managing Your E-Commerce business, Prentice Hall of India, N.Delhi.
3. Kosiur, Understanding E-Commerce, Prentice Hall of India, N.Delhi.
4. Kalakota, Whinston , Frontiers of Electronic Commerce, Addison Wesley.

Examiner will set eight questions in all, selecting two questions from each unit. The candidates have to attempt five questions in all, selecting at-least one question from each unit.

External Marks: 70

Internal Marks: 30

Time: 3 hrs.

**PERSONALITY AND SOFT SKILLS DEVELOPMENT**  
**PAPER CODE: BBA-312**

**UNIT-I**

Introduction – Concept of personality, personality consciousness, personality patterns, personality syndrome; symbols of self: clothing names and nicknames, speech, age, success, reputation, molding the personality pattern, persistence and change

**UNIT-II**

Personality determinants – Physical determinants, intellectual determinants, emotional determinants, social determinants, aspiration and achievement, educational determinants, family determinants

**UNIT-III**

Personality development – Healthy personalities, developing self awareness, managing personal stress, solving problems analytically and creatively; grooming – appearance, dress sense, personal hygiene, etiquettes and body language; time management, public speaking

**UNIT-IV**

Interpersonal and group skills – Building positive relationship, strategies for gaining power and influence, fostering motivational environment, building effective teams, interviewing skills, conducting meetings

**SUGGESTED READINGS:**

1. Mitra: Personality Development and Soft Skills, Oxford University Press.
2. Hurlock, Elizabeth B, Personality Development, Tata McGraw Hill, New Delhi
3. McGrath, E.H., Basic Managerial Skills for All, Prentice Hall of India Pvt. Ltd., New Delhi
4. Wehtten, David A and Kim S Cameron, Developing Managerial Skills, Pearson Education, New Delhi

Examiner will set eight questions in all, selecting two questions from each unit. The candidates have to attempt five questions in all, selecting at-least one question from each unit.