

Proposed Syllabus
of
B.Voc. (Business
Process
Outsourcing)

Semester-I

<u>Paper Code</u>	<u>Nomenclature</u>	<u>Duration of Exam</u>	<u>External</u>	<u>Internal</u>	<u>Max Marks</u>	<u>Type</u>	<u>Hrs per Sem</u>	<u>Credits</u>
BBPO-101	Basics of Business Process Outsourcing	3 Hours	80	20	100	General	60	4
BBPO-102	Introduction to Computer & Office Automation Tools	3 Hours	80	20	100	General	60	4
BBPO-103	Management Concepts	3 Hours	80	20	100	General	60	4
BBPO-104	Communication Skills-I	3 Hours	80	20	100	Skill	60	4
BBPO-105	Introduction to Call Handling Skills	3 Hours	80	20	100	Skill	60	4
BBPO-106	Practical – Office Automation	3 Hours	100		100	Skill	75	5
BBPO-107	Practical – Communication Skills & Call Handling Skills	3 Hours	100		100	Skill	75	5

Semester-II

<u>Paper Code</u>	<u>Nomenclature</u>	<u>Duration of Exam</u>	<u>External</u>	<u>Internal</u>	<u>Max Marks</u>	<u>Type</u>	<u>Hrs per Sem</u>	<u>Credits</u>
BBPO-201	Customer Relationship Management	3 Hours	80	20	100	General	60	4
BBPO-202	Human Resource Management	3 Hours	80	20	100	General	60	4
BBPO-203	Introduction To Internet	3 Hours	80	20	100	General	60	4
BBPO-204	Call Centre Techniques & Management	3 Hours	80	20	100	Skill	60	4
BBPO-205	Communication Skill-II	3 Hours	80	20	100	Skill	60	4
BBPO-206	Practical – Communication Skill	3 Hours	100		100	Skill	75	5
BBPO-207	Practical – Internet & Call Centre Techniques	3 Hours	100		100	Skill	75	5

Semester-III

<u>Paper Code</u>	<u>Nomenclature</u>	<u>Duration of Exam</u>	<u>External</u>	<u>Internal</u>	<u>Max Marks</u>	<u>Type</u>	<u>Hrs per Sem</u>	<u>Credits</u>
BBPO-301	Financial Accounting	3 Hours	80	20	100	General	60	4
BBPO-302	Modern Office Management & Techniques	3 Hours	80	20	100	General	60	4
BBPO-303	Database Management System	3 Hours	80	20	100	General	60	4
BBPO-304	Creativity & Critical Thinking	3 Hours	80	20	100	Skill	60	4
BBPO-305	Accounting Standards & Reporting System	3 Hours	80	20	100	Skill	60	4
BBPO-306	Practical – MS Access	3 Hours	100		100	Skill	75	5
BBPO-307	Practical – Introduction to Tally	3 Hours	100		100	Skill	75	5

Semester-IV

<u>Paper Code</u>	<u>Nomenclature</u>	<u>Duration of Exam</u>	<u>External</u>	<u>Internal</u>	<u>Max Marks</u>	<u>Type</u>	<u>Hrs per Sem</u>	<u>Credits</u>
BBPO-401	Business Statistics	3 Hours	80	20	100	General	60	4
BBPO-402	Environmental Study	3 Hours	80	20	100	General	60	4
BBPO-403	E-Commerce	3 Hours	80	20	100	General	60	4
BBPO-404	E-Typewriting (English)	3 Hours	80	20	100	Skill	60	4
BBPO-405	Business Environment	3 Hours	80	20	100	Skill	60	4
BBPO-406	Computerized Typewriting (English) Practical	3 Hours	100		100	Skill	75	5
BBPO-407	Practical – E-Commerce & Advanced Excel	3 Hours	100		100	Skill	75	5

Note: Every student is required to undergo training in BPO Industry for period of four weeks after the fourth semester and will submit a report thereof within one month of completion of the training and would make presentation on the same. The presentation will be evaluated by the internal examiner for 50 marks. The training report will be evaluated by the External examiners to be appointed by the University for 50 Marks.

Semester-V

<u>Paper Code</u>	<u>Nomenclature</u>	<u>Duration of Exam</u>	<u>External</u>	<u>Internal</u>	<u>Max Marks</u>	<u>Type</u>	<u>Hrs per Sem</u>	<u>Credits</u>
BBPO-501	Basics of Financial Management	3 Hours	80	20	100	General	60	4
BBPO-502	Business Ethics & Corporate Governance	3 Hours	80	20	100	General	60	4
BBPO-503	Service Marketing	3 Hours	80	20	100	General	60	4
BBPO-504	RDBMS with Oracle	3 Hours	80	20	100	Skill	60	4
BBPO-505	Practical – Oracle	3 Hours	100		100	Skill	75	5
BBPO-506	Practical – Advanced Tally	3 Hours	100		100	Skill	75	5
BBPO-507	Project training on BPO	3 Hours	50	50	100	Skill	60	4

Semester-VI

<u>Paper Code</u>	<u>Nomenclature</u>	<u>Duration of Exam</u>	<u>External</u>	<u>Internal</u>	<u>Max Marks</u>	<u>Type</u>	<u>Hrs per Sem</u>	<u>Credits</u>
BBPO-601	Management Accounting	3 Hours	80	20	100	General	60	4
BBPO-602	Sales Management	3 Hours	80	20	100	General	60	4
BBPO-603	Data Mining & Warehousing	3 Hours	80	20	100	General	60	4
BBPO-604	Research Methodology	3 Hours	80	20	100	Skill	60	4
BBPO-605	Skills Personal Effectiveness & Enterprise Development	3 Hours	80	20	100	Skill	60	4
BBPO-606	Practical – SPSS	3 Hours	100		100	Skill	75	5
BBPO-607	Practical – ERP	3 Hours	100		100	Skill	75	5

Paper: (BBPO-101)
Basics of Business Process Outsourcing

Maximum Marks: 100

External: 80

Internal: 20

Time: 3 hours

Note: Examiner will be required to set NINE questions in all. Question Number 1 will consist of objective type/short-answer type questions covering the entire syllabus. In addition to the compulsory question there will be four units i.e. Unit-I to Unit-IV. Examiner will set two questions from each Unit of the syllabus.

Student will be required to attempt FIVE questions in all. Question Number 1 will be compulsory. In addition to compulsory question, student will have to attempt four more questions selecting one question from each Unit. All questions will carry equal marks.

UNIT-I

Business Process Outsourcing – Basics, Benefits of BPO, Growth Drivers, BPO Models and Types of Vendors – Offshore, BPO – Evolution Destinations, Challenges of Off shoring, BPO Companies in India.

UNIT-II

BPO Industry – Employment Opportunities – Employee Structure – Skill Set Required – Compensation Levels – Contact Centre BPO – Types of Call Centers – Technology – Components and working of a Call center – Issues and Problems – Case Study – Intel net Global.

UNIT-III

Healthcare BPO – Structure of the American Healthcare Sector – Activity Profile – Future Trends and Threats – Case Study – Cbay Systems. Transaction Processing BPO - Elements of Back – Office Services – Financial Services – Insurance – Case Studies – Datamatics – Hinjuja TMT.

UNIT-IV

Human Resource BPO – Reasons for outsourcing HR – Activities involved in HR BPO – HR Outsourcing Trends – Career in HR BPO – Emerging BPO Domains – Media and Entertainment BPO – Publishing BPO.

Suggested Readings

1. Bingham, J. *Mastering data processing*. Macmillan Publishing House.
2. Clifton, HD. *System analysis for business data processing*. India: Prentice Hall Publication.
3. Kulkarni, Sarika. (2005). *Business process outsourcing*. Delhi: Jaico Publishing House.
4. Shikapur, Deepak. (2004). *BPO Digest*. Ameya Inspiring Books.

Paper: (BBPO-102)
Introduction to Computer & Office Automation Tools

Maximum Marks: 100

External: 80

Internal: 20

Time: 3 hours

Note: Examiner will be required to set NINE questions in all. Question Number 1 will consist of objective type/short-answer type questions covering the entire syllabus. In addition to the compulsory question there will be four units i.e. Unit-I to Unit-IV. Examiner will set two questions from each Unit of the syllabus.

Student will be required to attempt FIVE questions in all. Question Number 1 will be compulsory. In addition to compulsory question, student will have to attempt four more questions selecting one question from each Unit. All questions will carry equal marks.

Unit I

Evolution of Computer – Generations, Types of Computer, Computer System Characteristics, Basic Components of a Digital Computer – Control Unit, ALU, Input/Output Function and Memory, Memory Addressing Capability of a CPU, Word Length of a Computer, Processing Speed of a Computer, Computer Classification.

MS-Windows: Operating System - Definition & Functions, Basics of Windows. Basic Components of Windows, Icons, Types of Icons, Taskbar, Activating Windows, Using Desktop, Title Bar, Running Applications, Exploring Computer, Managing Files and Folders, Copying & Moving Files and Folders.

Unit II

Documentation using MS-Word – Introduction to Office Automation, Creating & Editing Document, Formatting Document, Auto-text, Autocorrect, Spelling and Grammar Tool, Document Dictionary, Page Formatting, Bookmark, Advance Features of MS-Word-Mail Merge, Macros, Table, File Management, Printing, Styles, Linking and Embedding Objects, Template.

Unit III

Electronic Spread Sheet using MS-Excel - Introduction to MS-Excel, Creating & Editing Worksheet, Formatting and Essential Operations, Formulas and Functions, Charts, Advance Features of MS-Excel-Pivot Table & Pivot Chart, Linking and Consolidation. Database Management using Excel - Sorting, Filtering, Table, Validation, Goal Seek, Scenario. What- if Analysis.

Unit IV

Presentation using MS-PowerPoint: Presentations, Creating Manipulating & Enhancing Slides, Organizational Charts, Excel Charts, Word Art, Layering Art Objects, Animations and Sounds, Inserting Animated Pictures or Accessing Through Objects, Inserting Recorded Sound Effect, In Built Sound Effect.

Suggested Readings:

1. *Microsoft office complete reference*. BPB Publication.
2. Rajaraman V. (Feb. 2010). *Fundamentals of computers*. PHI.
3. Sinha P.K.. (2004). *Computer fundamentals*. BPB Publication
4. Stultz, Russell A. *Learn microsoft office*. BPB Publication.
5. Taxali, Ravi Kant. (2014). *Computer course windows 7 and office 2010*. India: McGraw Hill Education.

Paper: (BBPO-103)
Management Concepts

Maximum Marks: 100
External: 80
Internal: 20

Time: 3 hours

Note: Examiner will be required to set NINE questions in all. Question Number 1 will consist of objective type/short-answer type questions covering the entire syllabus. In addition to the compulsory question there will be four units i.e. Unit-I to Unit-IV. Examiner will set two questions from each Unit of the syllabus.

Student will be required to attempt FIVE questions in all. Question Number 1 will be compulsory. In addition to compulsory question, student will have to attempt four more questions selecting one question from each Unit. All questions will carry equal marks.

UNIT-I

Introduction to Management: Definition of Management, Process of Management, Significance of Management; Functions of Management: Planning, Organizing, Staffing, Directing, Control, Coordination; Characteristics of Management: Different Approaches to Management: The behavioural school, The management science school: The system approach, The contingency approach, Classical Management School. Planning: Introduction, Concept of Planning, Types of planning, Importance of Planning, Limitations of Planning; Components of Planning: Policy, Programme, Strategy, Vision, Mission, Goals, Objectives.

UNIT-II

Organizing: Organization: Meaning of organization, Principles of Organization, Benefits of Organizations. Organizational structure: Departmentation, Functional, Line & Staff, matrix and the formal and informal organizational structure; Systems View of Organizations: Organizational Structure and Systems, Organization Structure in a Globalized World; Virtual or Networked Organizations

UNIT-III

Delegation: Meaning, the advantages of delegation, barriers to delegation, guidelines for effective delegation; Decentralization and Centralization: Advantages and disadvantages, challenges of decentralization, factors influencing decentralization. Controlling: Meaning, Characteristics of Control Prerequisites and Features of a Good Control System, Usage of central, shortcomings of central; Process of Control: Establish standards & methods for measuring performance.

UNIT-IV

Leadership: Meaning, Functions of Leadership, Formal and Informal Leadership, Significance of Leadership, Principles of Leadership, Factors of Leadership; Leadership and Power: Leadership Styles, Leadership Attitudes, Leadership Skill. Motivation: Introduction; Motivation in Organizations: Process of Motivation, Objectives of Motivation, Significance of Motivation in Organizations, Theories of Motivation.

Suggested Readings

1. Bhattacharya Kumar Deepak. *Principles of management*. New Delhi: Pearson.
2. Drucker, F. Peter. *The practice of management*. Bombay: Allied Publishers.
3. Gilbert, R. Danil. Freeman. E.R. & Stoner, F.J.A. *Management*. New Delhi: Prentice Hall.
4. O'Donnel, Cyril. Koontz, Harold. *Management*. New Delhi: McGraw Hill.
5. Srinivasan, R. Chunawala, S.A. *Management-principles & practice*. Himalaya Publishing House.

Paper: (BBPO-104)
Communication Skills-I

Maximum Marks: 100
External: 80
Internal: 20

Time: 3 hours

Note: Examiner will be required to set NINE questions in all. Question Number 1 will consist of objective type/short-answer type questions covering the entire syllabus. In addition to the compulsory question there will be four units i.e. Unit-I to Unit-IV. Examiner will set two questions from each Unit of the syllabus.

Student will be required to attempt FIVE questions in all. Question Number 1 will be compulsory. In addition to compulsory question, student will have to attempt four more questions selecting one question from each Unit. All questions will carry equal marks.

UNIT-I

Introduction to Basics of Communication: Communication and its various definitions, features/characteristics of the communication, process of communication, communication model and theories, barrier to effective communication.

UNIT-II

Improving LSRW: introduction, verbal and nonverbal communication, listening process, group discussion, forms of oral presentation, self-presentation, dyadic communication, 5C's of communication, Developing dialogues, soft skill.

UNIT-III

Basic vocabulary: how to improve vocabulary, prefix/suffix, synonyms/antonyms, one word substitution, spellings. Developing fluency: Grammar (conjunction, auxiliaries, prepositions, articles, tenses) language games.

UNIT-IV

Proper use of Language: The Communication Skills, The effective Speech. Effective self presentation. Official letters / applications (With internal choice) English in situations (for example: greetings, in the post office, catching a train, at a bank, making a telephone call, buying vegetables, at the hospital, on the bus etc.

Suggested Readings

1. Banerjee, Mohan. *Business communication*. Mac millan.
2. Bovee. *Business communication*. Pearson PHI.
3. Gilsdorf, Vik. *Business communication*. Irwin.
4. Singh, Raman. *Business communication*.
5. Sinha, K K. *Business communication*. Himalaya Publishing House.

Paper: (BBPO-105)
Introduction to Call Handling Skills

Maximum Marks: 100

External: 80

Internal: 20

Time: 3 hours

Note: Examiner will be required to set NINE questions in all. Question Number 1 will consist of objective type/short-answer type questions covering the entire syllabus. In addition to the compulsory question there will be four units i.e. Unit-I to Unit-IV. Examiner will set two questions from each Unit of the syllabus.

Student will be required to attempt FIVE questions in all. Question Number 1 will be compulsory. In addition to compulsory question, student will have to attempt four more questions selecting one question from each Unit. All questions will carry equal marks.

Unit I

Introduction to Communication Skills & Call Handling Skills, Common Communication styles, Telephone etiquette, Brief on American and British Culture / Accent: Political setup, culture inputs, Geographical Structure; Difference in work habits between US, UK, Japan and India; World Time Zones; Confidence over phone, EPABX handling, Call/ Telephone handling, Inbound/ Outbound calling, Cycle of Calls, Active listening, Script writing.

Unit II

Customer Service & Sales Technique, Presentation Skills, Clarity, Oral, written, Body language, Making customer understand, Understanding the customer, American English, Team Player/ Leadership skills

Unit III

Soft Skills: To maintain good customer relationships without face to face contact; Evaluate listening skills; How to translate Technical Jargon into better customer communication; Make success in sales.

Unit IV

Professional Telephone calling technique; Effective information gathering technique; Understanding customer competence levels; Effective telephone communication skills; Negotiation Technique; How to overcome objections; Compliments receiving; open ended/close ended questions; Probing questions; Call flow/process flow; Handling most difficult customers.

Suggested Readings

1. Charles, E. Day. (2000). *Call centre operations (part – iii)*. McGraw Hill.
2. Green, Jack. A. (2004). *Call centre technology & techniques*. Thomson.
3. Gupta, Vikas. (2003). *Call centre training course kit (with cd)*. Dreamtech.

Paper: (BBPO-201)
Customer Relationship Management

Maximum Marks: 100

External: 80

Internal: 20

Time: 3 hours

Note: Examiner will be required to set NINE questions in all. Question Number 1 will consist of objective type/short-answer type questions covering the entire syllabus. In addition to the compulsory question there will be four units i.e. Unit-I to Unit-IV. Examiner will set two questions from each Unit of the syllabus.

Student will be required to attempt FIVE questions in all. Question Number 1 will be compulsory. In addition to compulsory question, student will have to attempt four more questions selecting one question from each Unit. All questions will carry equal marks.

Unit I

Customer relationship management fundamentals – Theoretical perspectives of relationship, evolution of relationship marketing, stages of relationship, issues of relationship, purpose of relationship marketing, approaches towards relationship marketing, emergence of CRM practice, CRM cycle, stakeholders in CRM, CRM practices in BPO industry.

Unit II

Customer satisfaction: Meaning, definition, significance of customer satisfaction, components of customer satisfaction, customer satisfaction models, measuring customer satisfaction, customer satisfaction and marketing program evaluation, emerging customer satisfaction practices in BPO industry.

Unit III

Customer relationship management: Technology dimensions – Voice portals, web phones, virtual customer representative, customer relationship portals, emerging trends in BPO industry: Retail industry, hospitality industry, banking industry, telecom industry, aviation industry. Important CRM software.

Unit IV

Employee–Organisation Relationship in BPO industry, Employee-customer linkage, factors affecting employee's customer oriented behavior, essentials of building employee relationship, employee customer orientation, service failure, Service Recovery Management, Service Recovery Paradox, Customer Life time value, customer profitability, customer recall management, customer experience management.

Suggested Readings

1. Bhasin. *Customer relationship management*. Wiley Dreamtech.
2. Dyche. *Customer relationship management handbook*. Prentice Hall.
3. Knox, Simon. Payne, Adrian. & Maklan, Stan. *Customer relationship management*. Routledge Inc.
4. Kumar, Alok. *Customer relationship management: concepts & cases (second edition)*. PHI Learning.
5. Sheth, J. N. Parvatiyar, A. & Shainesh, G. *Customer relationship management: emerging concepts, tools & applications*. Tata McGraw- Hill Education.

Paper: (BBPO-202)
Human Resource Management

Maximum Marks: 100

External: 80

Internal: 20

Time: 3 hours

Note: Examiner will be required to set NINE questions in all. Question Number 1 will consist of objective type/short-answer type questions covering the entire syllabus. In addition to the compulsory question there will be four units i.e. Unit-I to Unit-IV. Examiner will set two questions from each Unit of the syllabus.

Student will be required to attempt FIVE questions in all. Question Number 1 will be compulsory. In addition to compulsory question, student will have to attempt four more questions selecting one question from each Unit. All questions will carry equal marks.

Unit I

Human Resource Management: objectives, functions, nature, importance, limitations of HRM. Human Resource Planning: need, objectives, process, factors affecting manpower planning, types of HR planning, problems and suggestions for making HR planning effective, succession planning. Job Analysis and Design: process, methods of collecting job data, potential problems with job analysis; Job design: meaning, factors affecting job design, techniques of job design.

Unit II

Recruitment: need, purpose, importance, process of recruitment policy and situational factors affecting recruitment, source of recruitment, internal and external methods of recruitment, constraints and challenges of recruitment, recent trends in recruitment. Selection: meaning, procedure, process of selection; barriers to effective selection.

Unit III

Placement, Induction, Internal Mobility and Separations: Placement: objectives, content and responsibility for induction; Internal Mobility: need, future; Transfer: purpose, type, benefits and problems, transfer policy; Promotion: purpose, basis, promotion policy; Demotion: causes, demotion policy; Separations.

Unit IV

Training & Development: objectives, importance, steps in training, designing a training & development programme; Training & development methods, Evaluation of training & development programme. Performance Appraisal: features, merits, limitations, process and methods of performance appraisal, suggestions to improve performance appraisal, level and ethical issues, potential appraisal. Multinational Company: meaning and characteristics; international human resource management: concept, nature, difference between domestic and international HRM. Compensation, maintenance and integration of Human Resources in an organization.

Suggested Readings

1. Aswathappa, K. *HR and personnel management*. New Delhi: Tata McGraw Hill Publisher.
2. Bernardin, H. John. *Human resource management*. New Delhi: Tata McGraw Hill Publishers.
3. Decenzo, D.A. *Human resource management*. New Delhi: John Willy.
4. Dessler, Gary. *Human resource management*. New Delhi: PHI.
5. Fisher, D.C. Schoenfeldt, F.L. & Shaw, B.J. *Human resource management*. Delhi: Houghton Mifflin Co.
6. French, W.L. *Human resource management*. Chennai: Houghton Mifflin Company.
7. Holdar Uday Kumar, *Human resource management*. Oxford Publication, New Delhi.

Paper: (BBPO-203)
Introduction to Internet

Maximum Marks: 100

External: 80

Internal: 20

Time: 3 hours

Note: Examiner will be required to set NINE questions in all. Question Number 1 will consist of objective type/short-answer type questions covering the entire syllabus. In addition to the compulsory question there will be four units i.e. Unit-I to Unit-IV. Examiner will set two questions from each Unit of the syllabus.

Student will be required to attempt FIVE questions in all. Question Number 1 will be compulsory. In addition to compulsory question, student will have to attempt four more questions selecting one question from each Unit. All questions will carry equal marks.

Unit I

Internet: History and Development, Use of Internet, Network, Client and Servers, Host & Terminals, TCP/IP, World Wide Web, Hypertext, Uniform Resource Locator, Web Browsers, IP Address, Domain Name, Web Pages organization.

Unit II

Internet Services Providers(ISP), Internet Security, Internet Requirements, Modem, ISDN,ADSL, Broad Band and Dial up connection, Web Search Engines, Optimising the search ,Essentials of Google Search: Basic Search, Advanced Search ,Domain Search, Numrange Search.

Unit III

Internet tools –email, FTP, WWW, bulletin boards, telnet- portals –search engines – website– intranet and extranet-. Webmail, Advantages & Disadvantages of Webmail Services, Blogs, Newsgroups,Email, Voicemail.

Unit IV

Electronic Data Interchange- objectives and advantages of EDI- EDI formats- business applications of EDI. Introduction to Internet Marketing.

Suggested Readings

1. Douglas, E. Comer. *The internet book javascript:void(0)*.
2. Leon, Alex. & Leon, Mathews. *Fundamentals of information technology*. Leon Techworld.

Paper: (BBPO-204)
Call Centre Techniques & Management

Maximum Marks: 100

External: 80

Internal: 20

Time: 3 hours

Note: Examiner will be required to set NINE questions in all. Question Number 1 will consist of objective type/short-answer type questions covering the entire syllabus. In addition to the compulsory question there will be four units i.e. Unit-I to Unit-IV. Examiner will set two questions from each Unit of the syllabus.

Student will be required to attempt FIVE questions in all. Question Number 1 will be compulsory. In addition to compulsory question, student will have to attempt four more questions selecting one question from each Unit. All questions will carry equal marks.

Unit I

Telephone Etiquette; Brief on American, Australian & British Culture / Accent: Political setup, culture inputs, Geographical Structure; Difference in work habits between US, UK and India; World Time Zones; Time management; Call Flow and Work Flow; American and Hispanic names; Interactive videos on US/UK English usage; Inbound / Outbound operation – an explanation; Telephone Tips; Winning Attributes of a customer service representative; Structure of a call; Listening and paraphrasing; Effective probing; Rapport and Empathy.

Unit II

ITES and Back Office function; Workflow Management; Workforce productivity system; Scanning ; Call centre technology – PBX system features; IVR (Interactive Voice Response System); ACD (Automatic Communication Distributor System); Interaction Mail (unified Messaging and Voice Mail); Interaction Fax; Web Services; Software Phone; IPLC (International Private Leased Circuit Lines); VOIP; Dialers; Call Logger.

Unit III

Professional Telephone calling technique; Effective information gathering technique; Understanding customer competence levels; Effective telephone communication skills; Negotiation Technique; How to overcome objections; Compliments receiving; open ended/close ended questions; Probing questions; Call flow/process flow; Handling most difficult customers.

Unit IV

Quality Control Operations; Internal quality checks; External quality check summarizing and producing complete call reports – Default Interaction Client User Report; Line Usage Reports; User Reports; Call Reports; Queue Performance Reports; Performance Monitoring reports, Standard Report Logs, Custom Report Logs.

Suggested Readings

1. Charles, E. Day. (2000). *Call centre operations (part – iii)*. McGraw Hill.
2. Gupta, Vikas. (2003). *Call centre training course kit (with cd)*. Dreamtech.
3. Jack, A. Green. (2004). *Call centre technology & techniques*. Thomson.

Paper: (BBPO-205)
Communication Skills-II

Maximum Marks: 100

External: 80

Internal: 20

Time: 3 hours

Note: Examiner will be required to set NINE questions in all. Question Number 1 will consist of objective type/short-answer type questions covering the entire syllabus. In addition to the compulsory question there will be four units i.e. Unit-I to Unit-IV. Examiner will set two questions from each Unit of the syllabus.

Student will be required to attempt FIVE questions in all. Question Number 1 will be compulsory. In addition to compulsory question, student will have to attempt four more questions selecting one question from each Unit. All questions will carry equal marks.

UNIT-I

Personality Development, Types of personality, Dynamics of Personality, Personality Traits, Influences on Personality, Personality Analysis through body language and Individual habits, Physical Aspects of personality, Emotional Stability, Memory Training, Mind and mental development, Mental Blocks, Manners and Art of Living.

UNIT- II

Grooming, Personal hygiene, Social, Business and Dining Etiquettes, Body language use and misuse, Art of good Conversation, Art of Intelligent Listening. Interpersonal Skills & Role playing: Dealing with seniors, colleagues, juniors, customers, suppliers, contract workers, owners etc at work place

UNIT- III

Group Discussion & Presentation skills: Team behavior, how to effectively conduct yourself during GD, do's and don'ts, clarity of thoughts and its expression. Presentation skills & seminar skills

UNIT- IV

Interviews Preparation: Intent and purpose, selection procedure, types of interviews, Self planning, writing winning resume, knowledge of company profiles, academics and professional knowledge review, update on current affairs and possible questions, time –keeping, grooming, dress code, document portfolio, frequently asked questions and their appropriate answers, self – introduction, panel addressing, mental frame – work during interviews

Suggested Readings

1. Agarwal, Arun. *How to get the job you want*. New Delhi: Vision Books.
2. C. S. Venkata Ratanam and B.K. *Personal management and human resources*.
3. Davis, Keith. *Human behaviour at work*. New Delhi: Tata McGraw Hill Pub. Ltd.
4. Salgaocar, Ranjana. *Pleasure of your company*. Goa: Pyramid Publishers.
5. Srivastava, R. S. *Communication skills*. New Delhi: Tata McGraw Hill Publishing Ltd.
6. Thomas, A. Harris. *I'm ok, you're ok*. London and Sydney: Pan Books.

Paper: (BBPO-301)
Financial Accounting

Maximum Marks: 100
External: 80
Internal: 20

Time: 3 hours

Note: Examiner will be required to set NINE questions in all. Question Number 1 will consist of objective type/short-answer type questions covering the entire syllabus. In addition to the compulsory question there will be four units i.e. Unit-I to Unit-IV. Examiner will set two questions from each Unit of the syllabus.

Student will be required to attempt FIVE questions in all. Question Number 1 will be compulsory. In addition to compulsory question, student will have to attempt four more questions selecting one question from each Unit. All questions will carry equal marks.

Unit I

Financial accounting: meaning, need, objectives & scope; book-keeping and accounting; branches of accounting; accounting principles- basic concepts and conventions; Accounting standards: concept, benefits and procedure of issuing accounting standards in India. accounting cycle and accounting equation; journal; rules of journalizing; ledger & trial balance. Other subsidiary books.

Unit II

Capital and Revenue: classification of income and expenditure; classification of receipts; accounting concept of income: income measurement; expired cost and income measurement. Rectification of Errors: classification of errors; location of errors; rectification of errors; suspense account; effect on profit.

Unit III

Depreciation provisions and reserves: concept and classification; depreciation accounting; depreciation policy as per accounting standard. Final Accounts: manufacturing, trading and profit and loss account; Balance sheet; adjustment entries; accounts of non -profit organizations.

Unit IV

Consignment Accounts: accounting records; Valuation of unsold stock; Conversion of consignment into branch. Joint Venture Accounts: concept, joint venture & partnership; accounting treatment.

Suggested Readings

1. Anthony, R.N. and Reece, J.S. *Accounting principle*. Richard Irwin Inc.
2. *Compendium of statement of standards of accounting*. New Delhi: The Institute of Chartered Accountants of India.
3. Goyal D.K. *Accountancy*. New Delhi: Arya Publications.
4. Gupta, R.K. and Radhaswamy, M. *Financial accounting*. New Delhi: Sultan Chand and Sons.
5. Monga, J.R. Ahuja, Girish. & Sehgal Ashok. *Financial accounting*. Noida: Mayur Paper Back.
6. Shukla, M.C. Grewal T.S. & Gupta, S.C. *Advanced accounts*. New Delhi: S. Chand & Co.

Paper: (BBPO-302)
Modern Office Management & Techniques

Maximum Marks: 100

External: 80

Internal: 20

Time: 3 hours

Note: Examiner will be required to set NINE questions in all. Question Number 1 will consist of objective type/short-answer type questions covering the entire syllabus. In addition to the compulsory question there will be four units i.e. Unit-I to Unit-IV. Examiner will set two questions from each Unit of the syllabus.

Student will be required to attempt FIVE questions in all. Question Number 1 will be compulsory. In addition to compulsory question, student will have to attempt four more questions selecting one question from each Unit. All questions will carry equal marks.

Unit I

Office-Meaning, definition, functions & importance of Office. Centralization, decentralization & functional centralization of office services, principal departments of a modern office.

Meaning, definition, functions & principles of office management. Qualities, qualifications & status of office manager in total organization..

Unit II

Office Accommodation: Selection of site. Office Layout, Working Conditions and Environment.

Unit III

Office Appliances and Machines: Uses and abuses. Office Appliances and Machines: A study of various types of commonly used appliances and machines - Photocopier, Duplicator, Telephone, Facsimile, Computer, Word processor, scanner, printer-their operation and use in the office set up. Calculator, Franking Machine, Dictaphone, Currency counting machine, coin sorter, sealing machine, weighting machine, punching machine, stapler, time recorder, date stamps etc.

Unit IV

Record Management, Principles of Record Keeping. Filing: Meaning, objectives & types of Filing.. Indexing: Meaning, objectives & types of Indexing. Design & control of office forms. Stationery control & issue system. Office Routine. Flow of Work and Office Manual.

Suggested Readings

1. Arora, S.P. *Office organization and management*. Vikas Publication.
2. Chopra. & Chopra. *Office management*. Himalaya Publications.
3. Ghosh, P. K. *Office management*. Sultan Chand & Sons.
4. Murty, Krishna Office. *Management*. S. Chand Publications.

Paper: (BBPO-303)
Database Management System

Maximum Marks: 100

External: 80

Internal: 20

Time: 3 hours

Note: Examiner will be required to set NINE questions in all. Question Number 1 will consist of objective type/short-answer type questions covering the entire syllabus. In addition to the compulsory question there will be four units i.e. Unit-I to Unit-IV. Examiner will set two questions from each Unit of the syllabus.

Student will be required to attempt FIVE questions in all. Question Number 1 will be compulsory. In addition to compulsory question, student will have to attempt four more questions selecting one question from each Unit. All questions will carry equal marks.

UNIT – I

Basic Concepts – Data, Information, Records and files. Traditional file –based Systems-File Based Approach-Limitations of File Based Approach, Database Approach-Characteristics of Database Approach, Database Management System (DBMS), Components of DBMS Environment, DBMS Functions and Components, Advantages and Disadvantages of DBMS, Roles in the Database Environment - Data and Database Administrator, Database Designers, Applications Developers and Users.

UNIT – II

Database System Architecture – Three Levels of Architecture, External, Conceptual and Internal Levels, Schemas, Mappings and Instances, Data Independence – Logical and Physical Data Independence, Classification of Database Management System, Centralized and Client Server architecture to DBMS.

UNIT – III

Data Models: Records- based Data Models, Object-based Data Models, Physical Data Models and Conceptual Modeling, Entity-Relationship Model –Entity Types, Entity Sets, Attributes Relationship Types, Relationship Instances and ER Diagrams.

UNIT – IV

Relational Data Model:-Brief History, Terminology in Relational Data Structure, Relations, Properties of Relations, Keys, Domains, Integrity Constraints over Relations, Base Tables and Views, Basic Concepts of Hierarchical and Network Data Model.

Suggested Readings

1. Connolly, Thomas and Carolyn, Begg. *Database systems, 3/e*. Pearson Education.
2. Date, C. J. *An Introduction to database systems, 8th edition*. N. Delhi: Addison Wesley.
3. Elmasri & Navathe. *Fundamentals of database systems, 5th edition*. Pearson Education.

**Paper: (BBPO-304)
Creativity & Critical Thinking**

**Maximum Marks: 100
External: 80
Internal: 20**

Time: 3 hours

Note: Examiner will be required to set NINE questions in all. Question Number 1 will consist of objective type/short-answer type questions covering the entire syllabus. In addition to the compulsory question there will be four units i.e. Unit-I to Unit-IV. Examiner will set two questions from each Unit of the syllabus.

Student will be required to attempt FIVE questions in all. Question Number 1 will be compulsory. In addition to compulsory question, student will have to attempt four more questions selecting one question from each Unit. All questions will carry equal marks.

Unit I

Introduction and Scope of Creativity and Critical Thinking, Assessing Creativity and Critical Thinking, Instructional Approaches to Enhance Creativity.

Unit II

Instructional Approaches to Enhance Critical Thinking, Cross Cultural Issues in Creativity & Critical Thinking.

Unit III

The Relationship between Metacognition and Creativity and Critical Thinking, Manuscript Review Discussion; Research Proposal Discussions, Creativity in Advanced Learning Technologies.

Unit IV

Critical Thinking in Advanced Learning Technologies, Impact of Rewards on Creativity, Issues of Transfer in Creativity and Critical Thinking.

Suggested Readings

1. Fisher, A. (2001). *Critical thinking: an introduction*. Cambridge, UK: Cambridge University Press.
2. Forrester, J.C. (2008). *Thinking creatively; thinking critically*. Asian Social Science, 4(5), 100-105.
3. Garrison, D.R. (1991). *Critical thinking and adult education: a conceptual model for developing critical thinking in adult learners*. International Journal of Lifelong Education, 10(4), 287-303.
4. Halpern, D.F. (1996). *Thought and knowledge: an introduction to critical thinking (3rd ed.)*. New Jersey: Lawrence Erlbaum Associates, Publishers.
5. Halpern, D.F. (1997). *Critical thinking across the curriculum: a brief edition of thought and knowledge*. New Jersey, USA: Lawrence Erlbaum.
6. McWilliam, E. & Dawson, S. (2008). *Teaching for creativity: towards sustainable and replicable pedagogical practice*. Higher Education, 56, 633-643.

Paper: (BBPO-305)
Accounting Standards & Reporting System

Maximum Marks: 100

External: 80

Internal: 20

Time: 3 hours

Note: Examiner will be required to set NINE questions in all. Question Number 1 will consist of objective type/short-answer type questions covering the entire syllabus. In addition to the compulsory question there will be four units i.e. Unit-I to Unit-IV. Examiner will set two questions from each Unit of the syllabus.

Student will be required to attempt FIVE questions in all. Question Number 1 will be compulsory. In addition to compulsory question, student will have to attempt four more questions selecting one question from each Unit. All questions will carry equal marks.

Unit I

Accounting Standards, accounting standards interpretations and guidance notes on various accounting aspects issued by ICAI and their applications. An overview of international accounting Standards; international financial reporting standards.

Unit II

Corporate financial reporting- issues and problems with special reference to published financial statements. Interim reporting; segment reporting and social reporting

Unit III

Valuation: concept and need; Valuation of tangible fixed assets; valuation of intangibles; valuation of liabilities; valuation of shares; valuation of business.

Unit IV

Developments in financial reporting: Value added statement, Economic value added, Market value added, Shareholders value added.

Suggested Readings

1. AliMirza, Abbas. Graham Holt & Magnus. Wiley IFRS: *Practical implementation guide and workbook*.
2. Ernst and Young. (2009) *International GAAP®*. Wile Publishers.
3. Ghosh, T.P. *Indian accounting standards and ifrs*.
4. *International financial reporting standards (IFRSS)*. Taxmann Publications P. Ltd.
5. Jain, S.P. & Narang, K.L. *Indian accounting standards*. Kalyani Publishers.
6. Jawahar Lal. *Corporate financial reporting theory and practice*. Taxmann Allied Services Ltd.
7. Jermakowicz, K. Wiley IFRS 2008: *Interpretation and application of international accounting and financial reporting standards 2008*.
8. Kirk, Robert. *IFRS: a quick reference guide*. Taxmann Publications P. Ltd.
9. Rawat, D.S. *Students' guide to accounting standards*. Taxmann Allied Services Pvt. Ltd.
10. UK Accounting Consulting Services team of PricewaterhouseCoopers LLP. *The IFRS manual of accounting*. CCH Publishers.

Paper: (BBPO-401)

Business Statistics

Maximum Marks: 100

External: 80

Internal: 20

Time: 3 hours

Note: Examiner will be required to set NINE questions in all. Question Number 1 will consist of objective type/short-answer type questions covering the entire syllabus. In addition to the compulsory question there will be four units i.e. Unit-I to Unit-IV. Examiner will set two questions from each Unit of the syllabus.

Student will be required to attempt FIVE questions in all. Question Number 1 will be compulsory. In addition to compulsory question, student will have to attempt four more questions selecting one question from each Unit. All questions will carry equal marks.

Unit I

Introduction, definition, scope, functions, importance, limitations and distrust of statistics; types of statistical methods; data collection and analysis; types of data: primary and secondary data; characteristics of a graph: types of graph and their merits and demerits. Measures of central tendency: meaning and definition; Types of averages, median, mode, arithmetic mean, geometric mean, harmonic mean, quadratic mean, moving average, progressive average; relation between mean, median and mode.

Unit II

Simple Correlation and Regression Analysis: Meaning of Correlation simple, multiple and partial; linear and non-linear, Scatter diagram, Pearson's co-efficient of correlation, Probable and standard errors, Rank Correlation; Regression Analysis – an overview. Sampling: introduction, census versus sample errors in sampling, types of sampling, judging reliability of sample.

Unit III

Index Numbers: meaning and uses of index numbers, construction of index numbers: fixed and chain base: univariate and composite, Aggregative and average of relatives – simple and weighted, Tests of adequacy of index numbers, Base shifting, splicing and deflating. Problems in the construction of index numbers, construction of consumer price indices.

Unit IV

Probability & Probability Distributions: theory of probability. Approaches to the calculation of probability, calculation of event probabilities, addition and multiplication laws of probability, conditional probability and Baye's Theorem; Probability distributions: Binomial, Poisson and Normal. Computation of above mentioned statistical techniques with Microsoft excel.

Suggested Readings

1. Aczel, Amir D. *Complete Business Statistics*. Irwin.
2. Gupta, S.P. *Statistics*. Sultan Chand & Sons.
3. Heinz, Kohler. *Statistics for Business & Economics*. Harper Collins.
4. Holt, Rinchart. Winslon. *Chou-Ya-Lun: Statistical Analysis*.
5. Lawrence B. Morse. *Statistics for Business & Economics*. Harper Collins.

**Paper: (BBPO-402)
Environmental Study**

**Maximum Marks: 100
External: 80
Internal: 20**

Time: 3 hours

Note: Examiner will be required to set NINE questions in all. Question Number 1 will consist of objective type/short-answer type questions covering the entire syllabus. In addition to the compulsory question there will be four units i.e. Unit-I to Unit-IV. Examiner will set two questions from each Unit of the syllabus.

Student will be required to attempt FIVE questions in all. Question Number 1 will be compulsory. In addition to compulsory question, student will have to attempt four more questions selecting one question from each Unit. All questions will carry equal marks.

UNIT-I

Environmental studies – Nature, scope and importance, need for public awareness; natural resources – renewable and non-renewable resources, use and overexploitation/ 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.

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. Joseph Benny, Environmental Studies, Tata McGraw Hill Publishing Company Ltd., N. Delhi
2. Kaushik Anubha, C.P. Kaushik, Perspective in Environmental Studies, New Age Int. (P) Ltd. Pub.
3. Rajagopalan R, Environmental Studies, Oxford University Press, New Delhi
4. Ubaroi, N.K., Environment Management, Excel Books, New Delhi

Note: Latest and additional good books may be suggested and added from time to time

**Paper: (BBPO-403)
E-Commerce**

Maximum Marks: 100

External: 80

Internal: 20

Time: 3 hours

Note: Examiner will be required to set NINE questions in all. Question Number 1 will consist of objective type/short-answer type questions covering the entire syllabus. In addition to the compulsory question there will be four units i.e. Unit-I to Unit-IV. Examiner will set two questions from each Unit of the syllabus.

Student will be required to attempt FIVE questions in all. Question Number 1 will be compulsory. In addition to compulsory question, student will have to attempt four more questions selecting one question from each Unit. All questions will carry equal marks.

Unit I

Introduction to E-Commerce: Benefits, Impact of E-Commerce, Classification of E-Commerce, Applications of E-Commerce Technology, Business Models, Framework of E-Commerce, Business to Business, Business to Customer, Customer to Customer

Unit II

Online Electronic Payment Systems: Prepaid and Post Paid Electronic Payment System, Information Directories and Search Engines, Cyber Cash (Customer to Merchant Payments, Peer to Peer Payments, Security), Smart Card (Card Types, Closed or Open Security), Privacy, Card Costs, Non Card Costs, Electronic Banking, Electronic Fund Transfers.

Unit III

Application of E-Commerce: Applications of E-Commerce in Direct Marketing and Selling, Value Chain Integration, Supply Chain Management, Corporate Purchasing, Financial and Information Services, Obstacles in Adopting E-Commerce Applications, Future of E-commerce.

Unit IV

Launching Your E-Business: Marketing an E-Business, Search Engines and Directories, Public Relations, Customer Communication, News Groups and Forums, Exchanging Links, Web Rings, E-Business Back End Systems, Business Record Maintenance, Back up Procedures and Recovery.

Suggested Readings

1. Bajaj Kamlesh K. & Nag Debjani. (2009). *E-commerce – cutting edge of business*. Tata McGraw Hill.
2. Joseph P.T. (2006). *E-commerce – an Indian perspective*, Prentice Hall.
3. Schneider Gari P. (2011). *Electronic commerce*. Thomson Course Technology.
4. Westland J. Christopher. (2001). *Global electronic commerce – theory & case studies*. University Press.

Paper: (BBPO-404)
E-Typewriting (English)

Maximum Marks: 100
External: 80
Internal: 20

Time: 3 hours

Note: Examiner will be required to set NINE questions in all. Question Number 1 will consist of objective type/short-answer type questions covering the entire syllabus. In addition to the compulsory question there will be four units i.e. Unit-I to Unit-IV. Examiner will set two questions from each Unit of the syllabus.

Student will be required to attempt FIVE questions in all. Question Number 1 will be compulsory. In addition to compulsory question, student will have to attempt four more questions selecting one question from each Unit. All questions will carry equal marks.

Unit I

Introduction to e-Typewriting: What is e-Typewriting, Importance of learning e-Typewriting, Types of Keyboards – Physical Keyboard & Virtual Keyboard, Wireless & Wired Keyboard, Standard and Multimedia Keyboard. Basics of Computers, Characteristics, Advantages, Disadvantages of Computers.

Unit II

Starting and shutting down a Computer and Printer: Steps to switch on and switch off a computer; Difference between Turn Off, Stand By, Hibernate, and Restart. Keyboard Layout (QWERTY & INSCRIPT, QWERTY Keyboard Layout: General Keys, Function Keys, Lock Keys, Lock Indicators (Lights), Cursor Control Keys, Numeric Keys, Numeric Keypad. INSCRIPT Keyboard Layout: Importance of INSCRIPT Keyboard, Concept of using standard QWERTY keyboard with INSCRIPT overlay.

Unit III

Touch Typewriting Ergonomics: Layout, Correct sitting posture, Position of Keyboard, Mouse and Monitor. Methods of Typewriting: Touch Method of Typewriting Sight Method of Typewriting (Advantages and disadvantages of both the methods) Positioning of fingers on the Keyboard according to touch method of Typewriting.

Unit IV

Use of Touch Typing Tutor Software (Online and Downloadable; Freeware and Open Source Software) for practice. Importance of Speed and Accuracy. Safety and Security of Data.

Suggested Readings

1. Goel, Anita. *Computers fundamentals*. Pearson Education India.
2. Miller, Michael. *Absolute beginner's guide to computer basics (5th edition)*.
3. Rajaraman. *Fundamental of computers*. Prentice Hall India Pvt. Ltd.
4. Sarvanan. *Computer fundamentals with MS Office applications*. Scitech Publications.
5. TheComputerManual.com, www.free-ebooks.net/ebook/Computer-Basics - E-Book
6. www.freetechbooks.com>ComputerVision, computerbasicsebook.com - E-Book
7. www.skillsheaven.com/computer_education.php - United States - E-Book

**Paper: (BBPO-405)
Business Environment**

Maximum Marks: 100

External: 80

Internal: 20

Time: 3 hours

Note: Examiner will be required to set NINE questions in all. Question Number 1 will consist of objective type/short-answer type questions covering the entire syllabus. In addition to the compulsory question there will be four units i.e. Unit-I to Unit-IV. Examiner will set two questions from each Unit of the syllabus.

Student will be required to attempt FIVE questions in all. Question Number 1 will be compulsory. In addition to compulsory question, student will have to attempt four more questions selecting one question from each Unit. All questions will carry equal marks.

UNIT-I

Business Environment: Concept, components, and importance; Environmental scanning techniques. Economics Systems, Economic Planning – Concept, Objectives, Strategies, Problems, Types of Plans; Five year plans and planning machinery in India.

UNIT-II

Liberalization, Privatization, Globalization; Regional Economic Groupings. Role of Government in Indian Economy; Monetary policy; Fiscal Policy; Industrial policy; EXIM Policy; Industrial Licensing. Industrial sickness; Development and protection of Small Scale Industry.

UNIT-III

Disinvestment in Public Sector Units; Business Ethics; Corporate Governance; Social responsibility of Business. Export-Import Policy; Foreign Investment and Collaborations; Multinational Corporations.

UNIT-IV

International Economic Institutions –WTO, UNCTAD, World Bank, IMF. The Environment (Protection) Act; Consumer Protection Act; Competition Act; Foreign Exchange Management Act; Right to Information Act.

Suggested Readings

1. Arya, P P & Tandon, B. B. *Economic reforms in India*. Delhi: Deep and Deep Publishers.
2. Aswathappa, K. *Essentials of business environment*. New Delhi: Himalaya Publishing House.
3. Cherunilam, Francis. *Business environment*. New Delhi: Himalaya Publishing House.
4. Dutt, R. & Sundharam, K.P.M. *Indian economy*. Delhi: S. Chand.
5. Economic Survey – Various Issues, Govt. of India, Ministry of Finance.
6. Justin, Paul. *Business environment*. New Delhi: Tata McGraw Hill.

Paper: (BBPO-406)
Computerized Typewriting (English) Practical

Max. Marks: 80
Time: 1^{1/2} Hours

Note: There will be pre-set question paper. Speed required 40 words per minute.

Typewriting-

- | | |
|------------------------|----------|
| (i) Typing of passage. | Marks 20 |
| (ii) Typing of Letter. | Marks 30 |
| (iii) Typing of Table | Marks 30 |

Paper: (BBPO-501)
Basics of Financial Management

Maximum Marks: 100
External: 80
Internal: 20

Time: 3 hours

Note: Examiner will be required to set NINE questions in all. Question Number 1 will consist of objective type/short-answer type questions covering the entire syllabus. In addition to the compulsory question there will be four units i.e. Unit-I to Unit-IV. Examiner will set two questions from each Unit of the syllabus.

Student will be required to attempt FIVE questions in all. Question Number 1 will be compulsory. In addition to compulsory question, student will have to attempt four more questions selecting one question from each Unit. All questions will carry equal marks.

Unit I

Financial Management: Nature, significance, scope and objectives of financial management, functions of finance executive in an organization, functional areas of financial management, changing role of financial management in India. Financial planning and forecasting-need & importance, drafting a financial plan.

Unit II

Cost of Capital: significance, computation of cost of debt, equity & preference share capital and retained earnings, weighted average cost of capital. Capital structure decisions: meaning, and determinants of capital structure; theories of capital structure

Unit III

Capital Budgeting Decisions: Nature & importance, factors influencing capital expenditure decisions, techniques of capital budgeting. Capitalization, over-capitalization and under-capitalization; financial forecasting; meaning, benefits and techniques of financial forecasting, sources of finance- short-term, medium term and long term

Unit IV

Working Capital Management: need, types & determinants, assessment of working capital requirements; management of cash, inventory & receivables. Dividend decisions: meaning forms and importance of dividends, types of dividend policy, determinants of dividend policy and theory of relevance and irrelevance of dividends.

Suggested Readings

1. Brigham, E.F. *Fundamentals of financial management*. New Delhi: The Dryden press.
2. Hampton. *Financial decision making*. New Delhi: Prentice Hall of India.
3. Khan, M. Y. & Jain, P.K.: *Financial management*. New Delhi: Tata McGraw Hill.
4. Prasanna, Chandra. *Financial management*. New Delhi: Tata McGraw Hill.
5. Ravi, M. Kishore. *Financial management*. New Delhi: Taxmann Publications Pvt. Ltd.
6. Sinha, Pradip Kumar. *Financial management*. New Delhi: Excel Books.
7. Van, Horne. *Financial management and policy*. New Delhi: Prentice Hall of India.

Paper: (BBPO-502)
Business Ethics & Corporate Governance

Maximum Marks: 100

External: 80

Internal: 20

Time: 3 hours

Note: Examiner will be required to set NINE questions in all. Question Number 1 will consist of objective type/short-answer type questions covering the entire syllabus. In addition to the compulsory question there will be four units i.e. Unit-I to Unit-IV. Examiner will set two questions from each Unit of the syllabus.

Student will be required to attempt FIVE questions in all. Question Number 1 will be compulsory. In addition to compulsory question, student will have to attempt four more questions selecting one question from each Unit. All questions will carry equal marks.

Unit I

Ethics in Business: Concept, nature, scope and importance of business ethics. Ethical crisis, code of ethics, business ethics in different organizational contexts, sustainability as a goal for business ethics.

Unit II

Principles and Theories of Business Ethics: Principles of Business Ethics, Characteristics of Ethical Organisation, Theories of Business Ethics: Stakeholder theory, Friedman Theory. Globalization and Business Ethics, Corporate Governance and Business Ethics, CSR and Business Ethics, Morality, ethics & ethical theory, Gandhian Trusteeship.

Unit III

Corporate Governance: Conceptual framework and principle of corporate governance, Insider Trading, Rating Agencies, Whistle Blowing, Towards better corporate governance – some critical areas. ICAI guidelines on corporate governance.

Unit IV

Protection of Stakeholder: Business and environmental ethics, consumer protection, protection of employees, leadership and ethics.

Suggested Readings

1. Amandeep. Hooda, Vandana. & Poonia, Virender. *Business ethics & social responsibility*, shree.
2. Bhatia, S.K. *business ethics and corporate governance*. Delhi: Deep & Deep Publications Ltd.
3. Boatright, John R. *Ethics and the conduct of business*. New Delhi: Pearson.
4. Bob, Tricker. *Corporate governance-principles, policies, and practice (Indian edition)*. New Delhi: Oxford University Press.
5. Christine, A. Mallin. *Corporate governance (Indian edition)*. Delhi: Oxford University Press.
6. Crane, Andrew. & Matten, Dirk. *Business ethics (Indian ed.)*. Delhi: Oxford University Press.
7. Kaushal, Shyam L. *Business ethics – concepts, crisis and solution*. New Delhi: Deep & Deep Publications Pvt. Ltd.

**Paper: (BBPO-503)
Service Marketing**

**Maximum Marks: 100
External: 80
Internal: 20**

Time: 3 hours

Note: Examiner will be required to set NINE questions in all. Question Number 1 will consist of objective type/short-answer type questions covering the entire syllabus. In addition to the compulsory question there will be four units i.e. Unit-I to Unit-IV. Examiner will set two questions from each Unit of the syllabus.

Student will be required to attempt FIVE questions in all. Question Number 1 will be compulsory. In addition to compulsory question, student will have to attempt four more questions selecting one question from each Unit. All questions will carry equal marks.

Unit I

Services Marketing: Concept, characteristics and classification; Buying process for services; Customer expectations of services; Customer perception of services; Marketing Mix in Services. Service Quality: Concept, dimensions and models.

Unit II

Relationship Marketing: Meaning and goals; Service market segmentation and targeting; Customer retention strategies. Service Development: Steps in service development; Service blueprinting; Approaches to service delivery; Customers feedback and service recovery; Physical environment of services.

Unit III

Communication and Promotion of Services: Main problems, objectives, Communication mix and strategies. Pricing of Services: Characteristics, approaches and pricing strategies; Distribution of Services: Channels, key intermediaries, strategies for effective service delivery.

Unit IV

Managing Service Employees: Importance and roles of contact personnel; Managing service delivery employees. Managing Customers and strategies for enhancing customer participation; Customer protection and ethics in services.

Suggested Readings

1. Jauhari, Vinnie. & Dutta, Kirti. *Services-marketing, operations & management*. Oxf. Uni. Press.
2. Lovelock, C.H. *Services marketing*. New Delhi: Pearsons.
3. Payne, A. *The essence of services marketing*. New Delhi: Prentice Hall.
4. Ravi Shankar. *Services marketing – the Indian perspective*. New Delhi: Excel Books.
5. Rao, K. Rama Mohana. *Services marketing*. New Delhi: Pearson Education.
6. Shankar, Ravi. *Services marketing -the Indian perspective*. New Delhi: Excel Books.
7. Zeithaml, V. A. & Bitner, M. J. *Services marketing*. New Delhi: Tata McGraw Hill.

**Paper: (BBPO-504)
RDBMS with Oracle**

Maximum Marks: 100

External: 80

Internal: 20

Time: 3 hours

Note: Examiner will be required to set NINE questions in all. Question Number 1 will consist of objective type/short-answer type questions covering the entire syllabus. In addition to the compulsory question there will be four units i.e. Unit-I to Unit-IV. Examiner will set two questions from each Unit of the syllabus.

Student will be required to attempt FIVE questions in all. Question Number 1 will be compulsory. In addition to compulsory question, student will have to attempt four more questions selecting one question from each Unit. All questions will carry equal marks.

UNIT-I

Database Concepts: A Relational approach: Database – Relationships – DBMS – Relational Data Model – Integrity Rules – Theoretical Relational Languages. Database Design: Data Modeling and Normalization: Data Modeling – Dependency – Database Design – Normal forms – Dependency Diagrams – De-normalization – Another Example of Normalization.

UNIT-II

Oracle9i: Overview: Personal Databases – Client/Server Databases – Oracle9i an introduction – SQL *Plus Environment – SQL – Logging into SQL *Plus - SQL *Plus Commands – Errors & Help – Alternate Text Editors - SQL *Plus Worksheet - iSQL *Plus. Oracle Tables: DDL: Naming Rules and conventions – Data Types – Constraints – Creating Oracle Table – Displaying Table Information – Altering an Existing Table – Dropping, Renaming, Truncating Table – Table Types – Spooling – Error codes.

UNIT-III

Working with Table: Data Management and Retrieval: DML – adding a new Row/Record - Customized Prompts – Updating and Deleting an Existing Rows/Records – retrieving Data from Table – Arithmetic Operations – restricting Data with WHERE clause – Sorting – Revisiting Substitution Variables – DEFINE command – CASE structure. Functions and Grouping: Built-in functions –Grouping Data. Multiple Tables: Joins and Set operations: Join – Set operations.

UNIT-IV

PL/SQL: A Programming Language: History – Fundamentals – Block Structure – Comments – Data Types – Other Data Types – Declaration – Assignment operation – Bind variables – Substitution Variables – Printing – Arithmetic Operators. Control Structures and Embedded SQL: Control Structures – Nested Blocks – SQL in PL/SQL – Data Manipulation – Transaction Control statements. PL/SQL Cursors and Exceptions: Cursors – Implicit & Explicit Cursors and Attributes – Cursor FOR loops – SELECT...FOR UPDATE – WHERE CURRENT OF clause – Cursor with Parameters – Cursor Variables – Exceptions – Types of Exceptions. PL/SQL Composite Data Types: Records – Tables – arrays. Named Blocks: Procedures – Functions – Packages –Triggers – Data Dictionary Views.

Suggested Readings

1. Gerald, V. Post. *Database management systems 3rd edition*. TMH.
2. Majumdar, Arun. & Bhattacharya, Pritimoy. (2007). *Database management systems*. TMH.
3. Shah, Nilesh. *Database systems using Oracle – 2nd edition*. PHI.

Paper: (BBPO-601)
Management Accounting

Maximum Marks: 100

External: 80

Internal: 20

Time: 3 hours

Note: Examiner will be required to set NINE questions in all. Question Number 1 will consist of objective type/short-answer type questions covering the entire syllabus. In addition to the compulsory question there will be four units i.e. Unit-I to Unit-IV. Examiner will set two questions from each Unit of the syllabus.

Student will be required to attempt FIVE questions in all. Question Number 1 will be compulsory. In addition to compulsory question, student will have to attempt four more questions selecting one question from each Unit. All questions will carry equal marks.

Unit I

Management Accounting: nature, significance and scope, rules and techniques of management accounting; difference between cost accounting and management accounting, cost control, cost reduction, cost management.

Unit II

Budgeting and budgetary control: concept of budget and budgetary control objectives, merits, and limitations, budget administration, functional budgets, fixed and flexible budgets, zero base budget, programme and performance budgets. Standard costing and variance analysis: concept & significance; advantages, limitations and applications, variance analysis – material, labour.

Unit III

Absorption versus variable costing: distinctive features and income determination; cost-volume-profit analysis: break-even analysis-algebraic and graphic methods; contribution; P/V ratio, break-even-point; margin of safety: angle of incidence; determination of cost indifference point.

Unit IV

Responsibility accounting: concept, significance, types of responsibility centers, divisional performance measurement – financial measures.

Suggested Readings

1. Drury, Colin. *Management and cost accounting*. Thomson Learning.
2. Garrison, H., Ray & Eric, W. Noreen. *Managerial accounting*. McGraw Hill.
3. Jhamb, H.V. *Management accounting*. New Delhi: ANE Books Pvt. Ltd.
4. Horngreen, Charles T. & Gary, L. Sundem. *Introduction to management accounting*. Prentice Hall.
5. Horngreen, Charles T. George Foster & Srikant M. Dattar. *Cost accounting - a managerial emphasis*. New Delhi: Prentice Hall of India Ltd.
6. Khan, M.Y. and Jain, P.K. *Management accounting*. New Delhi: Tata McGraw Hill Publishing.
7. Lal, Jawahar. *Advanced management accounting text and cases*. New Delhi: S. Chand & Co.
8. Lal, Jawahar. *Cost accounting*. New Delhi: Tata McGraw Hill Publishing Co.
9. Singh, S. K. and Gupta, Lovleen. *Management accounting – theory and practice*. Pinnacle Publishing House.

Paper: (BBPO-602)
Sales Management

Maximum Marks: 100

External: 80

Internal: 20

Time: 3 hours

Note: Examiner will be required to set NINE questions in all. Question Number 1 will consist of objective type/short-answer type questions covering the entire syllabus. In addition to the compulsory question there will be four units i.e. Unit-I to Unit-IV. Examiner will set two questions from each Unit of the syllabus.

Student will be required to attempt FIVE questions in all. Question Number 1 will be compulsory. In addition to compulsory question, student will have to attempt four more questions selecting one question from each Unit. All questions will carry equal marks.

Unit I

Sales Management: Concept, Objectives and functions; Integrated sales and marketing management; Personal Selling: Concept and classification of sales jobs; Buyer seller dyads; Personal selling process; Theories of selling.

Unit II

Sales Planning: Importance, approaches and process of sales planning; Sales forecasting; Sales budgeting. Sales Organization: Purpose, principles and process of setting up a sales organization; Sales organizational structures; Field sales organization; Determining size of sales force.

Unit III

Territory and Quota Management: Need, procedure for setting up sales territories; Time management; Routing; Sales Quotas: Purpose, types of quotas, administration of sales quota. Managing the Sales-force: Recruitment; selection.

Unit IV

Sales-force Training; compensation; motivating and leading the sales-force; Sales meetings and contests. Control Process: Analysis of sales, costs and profitability; Management of sales expenses; Evaluating sales-force performance, Ethical issues in sales management.

Suggested Readings

1. Anderson, Hair & Bush. *professional sales management*. Singapore: McGraw Hill.
2. Dalrymple, D.J. & Cron, W.J. *sales management – concepts and cases*, John Wiley, New York. Ford, Churchill, Walker: *management of sales force*. Singapore: McGraw Hill.
3. Futrell, Charles M. *Sales management – teamwork, leadership and technology*. Singapore: Thomson Asia.
4. Gupta, S.L. *Sales and distribution management*. Excel Books.
5. Johnson, Kurtz, Schewing. *Sales management*. Singapore: McGraw Hill.
6. Krik, C.A. *Salesmanship*. Bombay: Taraporewala.
7. Lancaster, G. *Selling and sales management*. New Delhi: Macmillan.
8. Stanton, W.J. & Sapiro R. *Management of a sales force*. Singapore: McGraw Hill.
9. Still, Richard R. Edward, W. Candiff. & Norman, A.P. Govoni. *Sales management*. New Delhi: Prentice Hall.

Paper: (BBPO-603)
Data Mining and Warehousing

Maximum Marks: 100

External: 80

Internal: 20

Time: 3 hours

Note: Examiner will be required to set NINE questions in all. Question Number 1 will consist of objective type/short-answer type questions covering the entire syllabus. In addition to the compulsory question there will be four units i.e. Unit-I to Unit-IV. Examiner will set two questions from each Unit of the syllabus.

Student will be required to attempt FIVE questions in all. Question Number 1 will be compulsory. In addition to compulsory question, student will have to attempt four more questions selecting one question from each Unit. All questions will carry equal marks.

UNIT-I

Overview And Concepts, Planning and Requirements, Architecture and Infrastructure Overview And Concepts Need for data warehousing, Basic elements of data warehousing, Trends in data warehousing. Planning and Requirements: Project planning and management, Collecting the requirements. Architecture And Infrastructure: Architectural components, Infrastructure and metadata

UNIT-II

Data Design and Data Representation, Information Access And Delivery, Implementation And Maintenance Data Design And Data Representation: Principles of dimensional modeling, Dimensional modeling advanced topics, data extraction, transformation and loading, data quality. Information Access And Delivery: Matching information to classes of users, OLAP in data warehouse, Data warehousing and the web. Implementation And Maintenance: Physical design process, data warehouse deployment, growth and maintenance.

UNIT-III

Basics of data mining, related concepts, Data Mining Techniques. Data Mining Algorithms: Classification, Clustering, Association rules. Knowledge Discovery: KDD Process

UNIT-IV

Web Content Mining, Web Structure Mining, Web Usage Spatial mining, Temporal mining. Data generalization and summarization-based characterization, Analytical characterization: analysis of attribute relevance, Mining class comparisons: Discriminating between different classes, Mining descriptive statistical measures in large databases

Suggested Readings

1. Arun, K. Pujari. (2003). *Data mining techniques*. London: Oxford University Press.
2. Berson. (2004). *Data warehousing, data mining and OLAP*. New Delhi: Tata McGraw Hill Ltd.
3. Dunham, M.H. (2003). *Data mining: introductory and advanced topics*. Delhi: Pearson Edu.
4. Jiawei, Han & Micheline, Kamber. (2006). *Data mining concepts and techniques*. USA: Morgan Kaufmann Publishers.
5. Kantardzic, Mehmed. (2003). *Data mining concepts, methods and algorithms*. USA: John Wiley and Sons.
6. Ponnian, Paulraj. *Data warehousing fundamentals*. John Wiley.

**Paper: (BBPO-604)
Research Methodology**

Maximum Marks: 100

External: 80

Internal: 20

Time: 3 hours

Note: Examiner will be required to set NINE questions in all. Question Number 1 will consist of objective type/short-answer type questions covering the entire syllabus. In addition to the compulsory question there will be four units i.e. Unit-I to Unit-IV. Examiner will set two questions from each Unit of the syllabus.

Student will be required to attempt FIVE questions in all. Question Number 1 will be compulsory. In addition to compulsory question, student will have to attempt four more questions selecting one question from each Unit. All questions will carry equal marks.

Unit I

Research Methodology: Introduction, Defining the Research Problem, Research Design, Sampling Design, Measurement and Scaling Technique, Methods of Data Collection.

Unit II

Estimations and Hypothesis testing: point and interval estimation, large and small sampling test-Z-test, T-test and F-test.

Unit III

Non parametric test: Chi-square test- goodness of fit, independence, homogeneity and equality of population proportions, other non parametric test – sign test, sign test for paired observations, wilcoxin signed rank test, wald-wolfowitz test, kruskal wallis H test.

Unit IV

Interpretation and Report Writing.

Suggested Readings

1. Chou-Ya-Lun. Holt, Rinchart & Winslon. *Statistical Analysis*.
2. Hooda, R.P. *Statistics for Business and Economics*. New Delhi: Macmillan India Ltd.
3. Heinz, Kohler. *Statistics for Business and Economics*. Harper Collins.
4. Hien, L.W. *Quantitative approach to managerial decisions*. New Jersey, India, Delhi: Prentice Hall.
5. Lawrence, B. Morse. *Statistics for business and economics*. Harper Collins.
6. Levin, Richard I. & David, S, Rubin. *Statistics for management*. Delhi: Prentice Hall of India.

Paper: (BBPO-605)
Skills Personal Effectiveness & Enterprise Development

Maximum Marks: 100

External: 80

Internal: 20

Time: 3 hours

Note: Examiner will be required to set NINE questions in all. Question Number 1 will consist of objective type/short-answer type questions covering the entire syllabus. In addition to the compulsory question there will be four units i.e. Unit-I to Unit-IV. Examiner will set two questions from each Unit of the syllabus.

Student will be required to attempt FIVE questions in all. Question Number 1 will be compulsory. In addition to compulsory question, student will have to attempt four more questions selecting one question from each Unit. All questions will carry equal marks.

Unit I

Skills: Meaning, types, Skills needed for BPO industry, BPO skills assessment tests, Skills for innovation. Soft skills: Soft skills for BPO sector, Soft skills training needs in BPO and importance of soft skills in IT industry. Mapping of skills Gap in industrial sectors of the country & their prominent training needs.

Unit II

Personal Effectiveness: - Personal effectiveness and behavioural skills, leadership & personal effectiveness. Develop personal effectiveness at supervisory level.

Unit III

Effective Communication skills, achievements. Motivation, goal orientation, creativity, assertiveness and quick response. Enterprise development: - Entrepreneurship and enterprise development. Enterprise development programme. Micro, small and medium Enterprises development Act, 2006.

Unit IV

Enterprise development issues. The Enterprise development process. Enterprise Development Institute, Kolkata, West Bengal. Role of enterprise in national and global economy. Government policies and schemes for enterprise development.

Suggested Readings

1. Acharya, B.K. & Gonekar, P.B. *Marketing and sales management*. Bombay: Himalaya Pub.
2. Bridge, S. (2003). *Understanding enterprise: entrepreneurship and small business*. Palgrave.
3. Couger. (1999). C. *Creativity and innovation*. IPP.
4. Desai, Vasant. (1991). *Entrepreneurship development*, vol. i, ii & iii. Himalaya Publishing House.
5. Dollinger, M.J. (1999). *Entrepreneurship*. Prentice-Hall.
6. Gangadharrao, M. (1992). *Entrepreneurship and entrepreneur development*. Kanishka, New Delhi Publishing House.
7. Holt. (1998). *Entrepreneurship: new venture creation*. Prentice-Hall.
8. Hunger, J.D. & Wheelen, T.L. (1999). *Strategic management* Addison-Wesley.
9. Jacob, Nina. (1998). *Creativity in organizations*. Wheeler.
10. Jonne & Ceserani. (2001). *Innovation & creativity*. Crest.