

**As per NEP 2020**

**Bachelor of Business Administration (BBA)**

**(Effective from Academic Year 2024-2025 onwards)**



शेखावाटी विश्वविद्यालय  
Shekhawati University

**Pandit Deendayal Upadhyaya Shekhawati University**

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(CBCS) As per the NEP 2020 (Semester I to IV)

w.e.f. the Academic Session 2024-25

Discipline: B. B. A.

Faculty: Commerce and Management

Semester	Course title	Credits	Course Code	Credit distribution of the course			Eligibility criteria
				Lecture	Tutorial	Practical/ Practice	
I	Legal Aspects of Business	DSC (6)	24BBA5101T	6	0	0	10+2 from any recognized Board
I	Business Communication Skills	DSC (6)	24BBA5102T	6	0	0	
I	Fundamental of Accounting	DSC (6)	24BBA5103T	6	0	0	
II	Business and Management	DSC (6)	24BBA5201T	6	0	0	
II	Strategic Management	DSC (6)	24BBA5202T	6	0	0	
II	Business Economics	DSC (6)	24BBA5203T	6	0	0	
III	Principles of Management	DSC (6)	24BBA5301T	6	0	0	
III	Financial Accounting	DSC (6)	24BBA5302T	6	0	0	
III	Indian Diversity & Business	DSC (6)	24BBA5303T	6	0	0	
IV	Micro Economics	DSC (6)	24BBA5401T	6	0	0	
IV	Corporate Accounting	DSC (6)	24BBA5402T	6	0	0	
IV	Organizational Behaviour	DSC (6)	24BBA5403T	6	0	0	

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## Semester I

Course Title:	Legal Aspects of Business	Course Code: 24BBA5101T
<b>Total Lecture hour 78</b>		<b>Hours</b>
<b>Unit I</b>	Law of contract: Nature of contract, Classifications, Offer and Acceptance. Capacity to contract, Free Consent, Consideration, Legality of object, Agreement declared void, Performances of Contract, Discharge of Contract, Remedies for breach of contract.	22
<b>Unit II</b>	Special Contracts: Indemnity and Guarantee, Bailment and Pledge, Agency.	14
<b>Unit III</b>	Sale of Goods Act: Formation of Contract of sale, Goods and their classification, price conditions & warranties, Passing of property in goods, Performance of contract of sale. Unpaid seller, sale by auction.	17
<b>Unit IV</b>	The Limited Liability Partnership Act, 2008: Salient Features and Nature of LLP, Difference between LLP and Partnership, LLP and Company, LLP Agreement, Incorporation Document Incorporation by Registration, Registered office of LLP and change therein, Change and Rectification of name of LLP, Partners and Designated Partners, Partners and their Relations, Extent and Limitation of Liability of LLP and Partners, Whistle blowing, Conversion into LLP.	25
<b>Reference Books:</b>		
1	Kuchal, M. C. and Kuchhal Vivek: Business Laws, Vikas Publishing House, Noida (UP)	
2	Singh Avtar: The Principles of Mercantile Law, Eastern Book Company, Lucknow.	
3	Desai, T. R.: Contract Act, sale of Goods Act and Partnership Accounts, S. C. Sarkar & Sons Pvt. Ltd. Kolkata.	
4	Kapoor, N. D.: Business Law, Sultan Chand & Sons. New Delhi.	
5	Tulsian P. C. Tusian Tushar: Business Laws, S. Chand Publishing.	
6	Chandra, P. R.: Business Law Galgotia, New Delhi	
7	The Indian Contract Act, 1872 Bare Act.	

Course Title:	Business Communication Skills	Course Code: 24BBA5102T
<b>Total Lecture hour 78</b>		<b>Hours</b>
<b>Unit I</b>	Introduction: Concept, objectives and importance of Business Communication, Principles of effective Communication, Types of Communication, Media of Communication, E-mail media, Non verbal Communication kinesics Effects, Communication, of reality.	20
<b>Unit II</b>	Barriers to Communication: wrong choice of Media, Physical barriers, Semantic barriers, Different Communication of reality. Socio- Psychological barriers.	18
<b>Unit III</b>	Business Letters: Layout, kinds of business letter- Interview, Appointment. Acknowledgement, Promotion, Inquiries, Replies, Orders Sales. Circular, Complaints.	20
<b>Unit IV</b>	Practical Aspects of Business Communication: Report Writing,	20

  
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	Public Speaking, Seminar. Presentation, Interview, Group Discussion, Effective Listening.	
<b>Reference Books:</b>		
1	Business Communication - K. K. Sina, Galgotia Publishers Cooperative. New Delhi.	
2	Media and Communication Management- C. S. Rayudu, Himalaya Publishing House, Bombay	
3	Essentials of Business Communication, Rajendra pal and J.S. Korlhali-Sultan Chand & Sons, New Delhi.	
4	Business Communication (Principles, Methods and Techniques) Nirmal Singh Deep & Deep Publishing Company Ltd. New Delhi.	
5	Business Correspondence and Report Writing - R.C. Sharma. Krishna Mohan-Tata Mc Graw-Hill Publishing Company Ltd., New Delhi.	
6	Business Communication- M. Balasubrahmanyam- Vani Education Books	
7	Business Communication- H. S. Pandey and Nilima Pareek (RBD Jaipur.)	

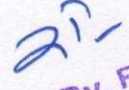
<b>Course Title:</b>	<b>Fundamental of Accounting</b>	<b>Course Code:</b> <b>24BBA5103T</b>
<b>Total Lecture hour 78</b>		<b>Hours</b>
<b>Unit I</b>	Meaning and definition of Accounting and Book Keeping, Accounting Process, Objective. Users, Limitations and Basic Terminology of Accounting. Accounting Concepts, Conventions and Equation. Generally Accepted Accounting Principles.	18
<b>Unit II</b>	Accounting equations, Types of accounts. Rules of Debit and Credit Recording transactions in Journal and Subsidiary books: Purchase Books, Purchase Return Book, Sales Book, Sales Return Books and Cash Book. Preparation of Ledger Accounts. Preparation of Trial Balance.	20
<b>Unit III</b>	Depreciation Accounting: meaning, features, need and methods of Charging Depreciation. Provisions and Reserves, Difference between Provisions and Reserves. Bank Reconciliation Statement: Need and Preparation of Bank Reconciliation Statement. Errors and their Rectification.	20
<b>Unit IV</b>	Preparation of financial Statements: Preparing Trading Account, Profit and Loss Account and Balance Sheet with adjustments for a Sole Proprietor. Preparing Receipt and payment Account, Income and Expenditure Account and Balance Sheet.	20
<b>Reference Books:</b>		
1	Sharma, Shah, Mangal, Agrawal: Financial Accounting, RBD, Jaipur.	
2	Jain, Khandelwal, Pareek, Dave: Financial Accounting, Ajmera Book Company, Jaipur.	
3	Agrawal, Sharma, Purohit, Sharma: Financial Accounting, Shivam Book House, Jaipur.	
4	Tulsian: Financial Accounting: Sultan Chand & Sons, New Delhi.	
5	Maheshwari S. N.: Financial Accounting, Vikas Publishing House Pvt. Ltd, New Delhi.	
6	6. Monga J. R. Financial Accounting, Mayur Paper Book. New Delhi.	

  
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## Semester II

Course Title:	Business and Management	Course Code: 24BBA5201T
<b>Total Lecture hour 78</b>		<b>Hours</b>
<b>Unit I</b>	Business & Management: Features and scope of Business. Elementary knowledge of Trade. Industry and Commerce, Type of Industries, Forms of ownership- Sole trading, Partnership, Company, Cooperatives, Joint sector, Public Enterprises.	<b>18</b>
<b>Unit II</b>	Concept of management, Nature and scope of management, Management Functions, An Overview of Functional Areas of Management, Development of Management Thoughts Classical, Neo-Classical and Contingency Approaches. Principles of Management. Planning: Nature and components of planning. Types of Plans, Process of planning, Effective planning.	<b>18</b>
<b>Unit III</b>	Decision-making: Process and Techniques of decision- making. Management by Objectives (MBO); Organisation: Definition, Principles of organization, Forms of structure, Formal and informal Organisation, Delegation of authority. Coordination: Principal and Techniques of coordination, Effective coordination.	<b>20</b>
<b>Unit IV</b>	Direction: -Meaning & Principles Leadership: Function and Theories of Leadership, Leadership Styles. Motivation: Human Needs, Techniques of motivation, Sound motivation system, Theories of motivation (Suggested by Maslow, Herzberg, McGregor, and Victor Vroom) Managerial Control: Nature and process of control. Techniques of control elementary knowledge only. Effective control system.	<b>22</b>
<b>Reference Books:</b>		
1	Vijay kumar Kaul: Business Management, Vikas Publishing House, Noida (UP). Knntz and Weinrich- Essentials of Management (Tata McGraw Hill Co.)	
2	Newman, Warren & McGill - The process of management (Prentice-Hill of India Pvt, Ltd,)	
3	Terry and Franklin- Principal of Management (All India Travelers Booksellers.) Joseph. L Massie- Essentials of management (Prentice Hall of India.)	
4	Stoner, Freeman and Gilbert- Management (Prentice Hall of India.)	
5	Robert, N. Lussier- M, Lussier- Management Fundamentals (South-Western college Publishing).	
6	Dr B. S. Mathur - Principles of Management (National Publishing House, Chaura Rasta, Jaipur).	
7	M. J. Mathew- Business Management (Sheelsons, Jaipur) G. S. Sudha- Business Management (RBSA, Jaipur).	

Course Title:	Strategic Management	Course Code: 24BBA5202T
<b>Total Lecture hour 78</b>		<b>Hours</b>
<b>Unit I</b>	Introduction: Meaning of Strategic: Management, Role of Strategic Management, Process of S.M. Limitations of SM, Organizational Mission, Vision, Objectives and Goals.	<b>20</b>

  
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Unit II	Environmental Scanning: Appraisal of External Environment, Dynamic of Internal Environment, Organizational Capabilities and Appraisal, Core Competence.	19
Unit III	Strategy Formulation: Corporate Level Strategy, Business Level Strategy, Functional Level Strategy. Strategy Implementation: Aspects of Strategy Implementation, Procedural Implementation, Resource Allocation, Organizational Design and Change, Corporate Culture.	19
Unit IV	Strategic Evaluation and Control: Meaning of Strategic Evaluation and Control, Criteria and Techniques of Strategic valuation and Control.	20
<b>Reference Books:</b>		
1	David, F. R. (1971) Cases in Strategic Management, New Jersey: Prentice Hall.	
2	Prasad, L. M. (1995), Business Policy & Strategy, New Delhi: Sultan Chand & Sons.	
3	Jauch. L. R. & Glueck, W. F. Business Policy and Strategic Management, McGraw-Hill.	
4	Ramaswamy, V. S. Namkumari, S., Strategic Planning Formulaic of Corporate Strategy Delhi: Macmillan India.	
5	Azhar Kazmi: Strategic Management.	

Course Title:	Business Economics	Course Code:
Total Lecture hour 78		24BBA5203T
Unit	Hours	
Unit I	Business Economics - Meaning, Nature and Scope, Role of Business Economist in Business. Central Problems of the economy. Micro Economics & amp: Macro Economics: Concept & amp: Scope. Role of Micro and Macro Economic Analysis in Formulation of Business Decisions. Difference and Interdependence of Micro and Macro Economic Analysis. Utility Analysis: Cardinal and Ordinal Approaches, Law of Diminishing Marginal Utility and Law of Equi- Marginal Utility. Consumer's Surplus.	20
Unit II	Indifference Curve- Meaning. Characteristics, Consumer's Equilibrium, Income Effect, Price Effect and Substitution Effect. Demand Analysis, Law of Demand Elasticity of demand and its measurement and significance. Supply and Law of Supply, Elasticity of supply. Demand Forecasting. Revenue and Cost Analysis: Revenue Analysis, Relationship between Total Revenue, Marginal Revenue and Average Revenue. Various concepts of cost, short and long run cost curves.	18
Unit III	Production Function- Types of Production functions, Laws of Returns, Law of Variable Proportions, Returns to scale, Asoquant curves, Expansion Path. General Theory of price Determination Role of Time Element in Price Determination. Market Analysis: Price and Output determination under perfect Competition. Monopoly. Discriminating Monopoly, imperfect. Competition and Oligopoly: Price Leadership and Kinked Demand	20

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	Curve.	
<b>Unit IV</b>	Business Cycles- Theories and Phases. Factor Pricing: Determination of Rent, Wages Interest and Profit. Marginal Productivity theory of Distribution. National Income and its Measurement, National Income and Its relationship with Economic welfare.	<b>20</b>
<b>Reference Books:</b>		
1	D. M. Mithani Fundamentals of business and Managerial economics, Himalaya Publishing House.	
2	Mode and paul and Gupta: Managerial Economics. Tata McGraw Hill. New Delhi.	
3	B. P. Gupta: Vyavsayik Arthashastra (Hindi), Malik and Company, Jaipur.	
4	Agarwal and Agarwal: Business Economics. (Hindi), Ramesh Book Depot, Jaipur.	
5	M. D. Agarwal and Som Deo: Business Economics, Ramesh Book Depot, Jaipur.	
6	Dwivedi D.N. Managerial Economics, Vikas Publications. Delhi.	
7	Ahuja. H. I. Managerial Economics. S. Chand & amp. Company Ltd. New Delhi.	

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## Semester III

Course Title:	Principles of Management	Course Code: 24BBA5301T
<b>Total Lecture hour 78</b>		<b>Hours</b>
<b>Unit I</b>	Nature, Concept, Scope and Significance; Functions; Management: Art or Science or Profession; Organization vs Administration vs Management, Schools of Management: Contributions of F.W. Taylor, Henry Fayol, Elton Mayo; Roles of Managers.	20
<b>Unit II</b>	Concept, Objectives, Types, Steps and Techniques, Making Planning Effective, Decision Making: Steps in Decision Making and Types, Management by Objectives (MBO).	18
<b>Unit III</b>	Structure, Nature, Types of Organizations, Principles of Organizing, Departmentalization, Delegation, Decentralization of Authority, Span of Control, Line and Staff Functions, Staffing: Concept, Significance and Functions.	20
<b>Unit IV</b>	<b>Leading:</b> Introduction, Characteristics of a Leader, Functions of a Leader, Leadership and Management, Principles of Leadership, Styles of Leaders. <b>Controlling:</b> Introduction, Concept of Controlling, Purpose of Controlling, Types of Control, Steps in Controlling, Techniques in Controlling.	20
<b>Reference Books:</b>		
1	Gupta C.B. and Mathur S. Management Principles and Applications. Scholar Tech Press, Delhi.	
2	Griffin. Management Principles and Application. Cengage.	
3	Drucker, P. F. (1999). Management Challenges for the 21st Century. Harper Collins Publishers Inc.	
4	Drucker, P. F. (1954). The Practice of Management. Newyork: Harper & Row.	

Course Title:	Financial Accounting	Course Code: 24BBA5302T
<b>Total Lecture hour 78</b>		<b>Hours</b>
<b>Unit I</b>	<b>Introduction to Accounting:</b> Meaning and Scope of accounting need development, objectives of accounting. <b>Accounting Principles:</b> Concepts and Conventions, Accounting Standards in India. Convergence of international accounting standards.	20
<b>Unit II</b>	<b>Accounting cycle leading to preparation of final accounts:</b> Accounting equation, Journal, Ledger, Trial Balance, Trading and P&L A/c and Balance sheet with adjustments.	18
<b>Unit III</b>	<b>Consignment and Joint Venture:</b> Consignment – Features, Terms used performa invoice – Account sale, Del credere commission- Accounting treatment in the books of the cosigner and the consignee- valuation of consignment stock- normal and abnormal loss- Invoice of goods at a price higher than the cost price. Joint ventures- features, difference between joint venture and consignment, accounting procedure – Methods of keeping records for joint venture account – methods of recording in co-	20

  
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	ventures books – separate set of books method.	
<b>Unit IV</b>	<b>Depreciation – Provision &amp; Reserves:</b> Meaning of Depreciation- Causes– objects of providing for depreciation- Straight line method- Diminishing Balance Method, Provision and Reserves- Reserve fund- Different types of Provision and Reserves.	<b>20</b>
<b>Reference Books:</b>		
<b>1</b>	Tulasian: Accountancy – I: Tata Mcgraw Hill Co	
<b>2</b>	R.L Gupta & V.K Gupta: Principles and practices of Accounting: Sultan Chand & Sons	
<b>3</b>	T. S. Grewal: Introduction to Accountancy: S. Chand and Co.	
<b>4</b>	S. P Jain & K. L. Narang: Accountancy – I: Kalyani Publishers	

<b>Course Title:</b>	<b>Indian Diversity &amp; Business</b>	<b>Course Code:</b>
<b>Total Lecture hour</b>	<b>78</b>	<b>24BBA5303T</b>
<b>Unit I</b>	Recognizing, Accommodating and valuing diversity; Challenges and dilemmas posed by diversity and drive for homogenization; Source of dilemma and tension— immigration, competition for limited resources. <b>Regional bases of India's diversity:</b> regional approach to understanding diversity in terms of India's topography, drainage, soil, climate, natural vegetation, rural and urban settlements; Social diversity in India: Peopling, demography, languages, castes, ethnicity, religions, sects, family, kinship and social institutions; socio- cultural regions.	<b>Hours</b> <b>20</b>
<b>Unit II</b>	Social diversity in India: Peopling, demography, languages, castes, ethnicity, religions, sects, family, kinship and social institutions, socio-cultural regions, Traditional livelihoods and their nature - agriculture, crafts, industry and services, Region, occupation and employment	<b>18</b>
<b>Unit III</b>	Linkages between Diversity and India's Socio-economic challenges, Regional variations in terms of geographic and socio-economic factors- trends and emerging options, Food insecurity, economic inequalities and poverty, environmental degradation and sustainable development.	<b>20</b>
<b>Unit IV</b>	Diversity and Business, Indian Consumers and marketing, Rural and Urban context, Diversity, manufacturing, industry and services, Diversity and Innovation, Workforce diversity and management.	<b>20</b>
<b>Reference Books:</b>		
<b>1</b>	Harvey & Allard: Understanding and Managing Diversity: Readings, Cases and Exercises: Prentice Hall India Learning Private Limited.	
<b>2</b>	Hilda David & Francis Jarman: India Diversity: Om Books International	
<b>3</b>	Jaquina Gilbert: Diversity in the Workplace Essentials You Always Wanted to Know: Vibrant Publishers.	

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## Semester IV

Course Title:	Micro Economics	Course Code: 24BBA5401T
<b>Total Lecture hour 78</b>		<b>Hours</b>
<b>Unit I</b>	<p><b>Introduction to Economics:</b> Definition, Nature and Scope of Economics. Micro and Macro Economics, Role of Economics in Decision Making.</p> <p><b>Demand Analysis and Supply Analysis:</b> Meaning of Demand, Types of Demand, Law of demand, Determinants of Demand, Demand Function, Elasticity of demand - price elasticity of demand. Income elasticity of demand, Cross Elasticity of demand, Law of Supply, Supply Schedule, Supply Curve, Price elasticity of supply.</p>	20
<b>Unit II</b>	<p><b>Production Analysis:</b> Production function, Types of Production Function, Law of Returns, Law of variable proportions, Law of Increasing Returns, Law of Constant Returns, Law of Diminishing returns, Returns to scale.</p>	18
<b>Unit III</b>	<p><b>Cost and Revenue Analysis:</b> Cost concepts, Elements of Cost, Relationship between Production and Cost, Average and Marginal cost curves, Relationship between average and marginal cost, Concept of revenue, Revenue Curve, Relationship between average and marginal revenue.</p>	20
<b>Unit IV</b>	<p><b>Market Structures:</b> Meaning of Market, Classification of markets, Perfect Competition, Imperfect Competition, Monopolistic Market, Oligopoly Market, and Duopoly Market.</p> <p><b>International Tread:</b> Balance of Payments, Concepts, Disequilibrium in BOP: Methods of Correction, Tread Barriers and Tread Strategy, Free Trade vs. Protection.</p>	20
<b>Reference Books:</b>		
1	Seth M. L. Managerial Economics, Sultan Chand & Sons, New Delhi	
2	Ahuja H. L. Micro Economics, Himalaya Publishing House, New Delhi	
3	Campbell, Stanley, Flynn & Ray: Microeconomics: McGraw Hill	
4	Besango & Braeutigam: Microeconomics- An Indian Adaptation: Wiley	

Course Title:	Corporate Accounting	Course Code: 24BBA5402T
<b>Total Lecture hour 78</b>		<b>Hours</b>
<b>Unit I</b>	Issue of share, forfeiture and re-issue of share, Redemption of preference share.	20
<b>Unit II</b>	Issue and Redemption of debenture, Valuation of goodwill, value of share.	18
<b>Unit III</b>	Final Accounts of companies, Divisible Profit, issue of bonus share, managerial Remuneration	20
<b>Unit IV</b>	<p><b>Liquidation of companies:</b> List 'B' Contributions, Liquidation final statement of account, Statement of affairs and deficiency account.</p> <p>Amalgamation, absorption and External re-construction</p>	20

  
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	excluding Inter. company holdings.	
<b>Reference Books:</b>		
1	Hanif & Mukherjee: Corporate Accounting: McGraw Hill Education	
2	Shukla & Gupta: Corporate Accounting: Sahitya Bhawan Publications	
3	Taxmann's: Corporate Accounting: Taxmann Publications Private Limited	

Course Title:	Organizational Behaviour	Course Code: 24BBA5403T
<b>Total Lecture hour 78</b>		<b>Hours</b>
<b>Unit I</b>	<b>Introduction:</b> Concepts and Determinants; Relationship between Management and OB; Emergence of OB; Hawthorne Study; Contributing disciplines of OB; OB models. <b>Individual Behaviour:</b> Foundations of Individual Behaviour; Personality - Type A/B, Big five personality types, factors influencing personality; Attitude – concept, components, job related attitudes; Learning concept, theories and reinforcement; Perception and emotions- concept, perceptual process, factors influencing perception, perceptual errors and distortions; Beliefs and values - concept and types: terminal values and instrumental values.	20
<b>Unit II</b>	Communication and Motivation Communication: Understanding Communication; Persuasive communication; Communication styles; Transactional Analysis (TA), Johari Window. Motivation – Why people work; Need theories (Maslow's need hierarchy, ERG Theory, McClelland's Theory); Theory X and Theory Y, Two Factors Theory; Contemporary Theories of motivation (Self-Determination Theory, Goal-setting Theory, Reinforcement Theory, Selfefficacy Theory).	18
<b>Unit III</b>	Group Behaviour and Leadership Formation of Groups; Group Behaviour - concepts, types- group norms, group roles, and group cohesiveness; Groups Vs Teams; Group decision making – process and types; Organisational conflict – nature, sources, and resolution strategies Leadership - Concept and theories; Styles of leadership; Leadership continuum; Trait, Behavioural and Situational approach; Leadership grid; Contemporary leadership issue.	20
<b>Unit IV</b>	Organisational culture- concept and determinants; Organisational change- importance, types of change, resistance to change, managing change; Stress- individual and organisational factors, prevention and management of stress.	20
<b>Reference Books:</b>		
1	Scandura: Essentials of Organizational Behaviour - An Evidence based Approach: SAGE Publications.	
2	Christopher, Jeffery & Murray: Organizational Behaviour - A Skill Building Approach: SAGE Publications.	
3	Scandura: Essentials of Organizational Behaviour- An Evidence based Approach: SAGE Publications	

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