

ANNEXURE : 54 C

SCAA DT: 29.02.2008

BHARATHIAR UNIVERSITY

P.G DIPLOMA IN HUMAN RESOURCES MANAGEMENT

**REGULATIONS AND SYLLABUS
(EFFECTIVE FROM ACADEMIC YEAR 2007 ONWARDS)**

1. ELIGIBILITY FOR ADMISSION TO THE COURSE

Candidate for admission to the first year of the PG Diploma course shall be required to have completed the UG Degree (any discipline) of this University or any other University recognized by Bharathiar University.

2. DURATION OF THE COURSE

The course shall extend over a period of one year comprising of two semesters. There shall not be less than prescribed instructional days for each semester. Examinations shall be conducted at the end of every semester for the respective subjects.

3. COURSE OF STUDY

The course of study for the PG Diploma in Human Resources Management shall consist of the following:

I Semester

- 4 papers
- Examination shall be conducted at the end of the semester

II Semester:

- 4 papers
- Examination shall be conducted at the end of the semester

4. REQUIREMENT TO APPEAR FOR THE EXAMINATIONS:

A candidate will be permitted to appear for the University Examination for any semester if he / she secure not less than 75% of attendance in the number of instructional days during the semester.

A candidate may be permitted to appear for the University examinations even if he/she does not possess the minimum required attendance and allowed to continue to go for the subsequent semester and he/she should compensate the attendance requirement for both the present and earlier semester. If he/she could not earn the attendance even after continuing the subsequent semester then he/she should rejoin the course and redo the semester he/she last studied.

5. SCHEME OF EXAMINATIONS:**FIRST SEMESTER**

Paper	Name of the Paper	Max. Marks		
		Int	Ext	Total
Paper 1	Principles of Management	25	75	100
Paper 2	Organizational Behaviour	25	75	100
Paper 3	Human Resource Management	25	75	100
Paper 4	Human Resource Development	25	75	100

SECOND SEMESTER

Paper	Name of the Paper	Max. Marks		
		Int	Ext	Total
Paper 5	Training and Development	25	75	100
Paper 6	Labour Welfare	25	75	100
Paper 7	Industrial Relations	25	75	100
Paper 8	Wages and Salary Administration	25	75	100

6. MEDIUM OF INSTRUCTION AND EXAMINATIONS

The medium of instruction and examination for the all the papers shall be in English.

7. PASSING REQUIREMENTS

(i) A candidate shall be declared to have passed the examination in a subject if he/she secured not less than 50% in the University examinations and 50% aggregate (Internal + external).

(ii) A candidate who successfully completes the course and passes the examinations prescribed in all the subjects of study shall be declared to have been qualified for the PG Diploma courses.

(iii) If a candidate does not complete the course successfully within a period of 2 years (4 semesters) from the date of his/her joining he/she will not be eligible to receive the PG Diploma.

8. CLASSIFICATION OF SUCCESSFUL CANDIDATES

(i) All the candidates securing not less than 75% of the aggregate marks shall be declared to have passed in **FIRST CLASS WITH DISTINCTION** provided they have passed the examination in every subject with in one year of joining the course.

(ii) All the candidates securing not less than 60% of the aggregate marks shall be declared to have passed in **FIRST CLASS** provided they have passed the examination in every subject with in one year of joining the course.

(iii) Other successful candidates shall be declared to have passed the examinations in **SECOND CLASS**.

9. CONFERMENT OF THE DIPLOMA

No candidate shall be eligible for conferment of the Diploma unless he / she has undergone the prescribed course of study for a period of not less than two semesters in an institution approved by / affiliated to the University or has been exempted there from in the manner prescribed and has passed the examinations as have been prescribed therefore.

10. SYLLABUS

The syllabus for various subjects shall be clearly demarcated into five viable units in each paper / subject.

11. QUESTION PAPERS

BHARATHIAR UNIVERSITY : COIMBATORE – 46

Subject Title : Principles of Management
Course Number :
Number of Credit Hours : 3 (Three)

Subject Description:

This course presents the principles of management, emphasizing managerial functions.

Goals:

To enable the students to learn the basic functions, principles and concepts of management.

Objectives:

On successful completion of the course the students will be able to understand

1. the principles and functions of management.
2. the scientific decision making process and problem solving techniques.
3. modern management process.

Contents:

UNIT - I

Management: Meaning – definition - objectives and scope - types of management - Nature and Scope of Management process – Management: Science or Art? - Development on Management - Scientific Management- functions of management.

UNIT - II

Planning: The meaning and purpose of planning - steps in planning - Types of planning.

Objectives and Policies: Objectives, policies, procedures and methods - Nature and type of policies.

Decision making: Process of Decision making - type of Decisions - Problems involved in decision making - Quantitative techniques.

UNIT - III

Organizing: meaning - objectives and scope - Types of organization - Organisational structure - span of control - use of staff units and committees – organization chart

UNIT - IV

Delegation: Delegation and centralization - types of centralization and decentralization – types of delegation of authority - Line and Staff relationship - Staffing: recruitment - Selection process – training- job analysis- job description – job evaluation – job satisfaction.

UNIT - V

Directing: Nature and purpose of Directing – types of directing - Controlling: Need for co-ordination - meaning and importance of controls - control process – types of controlling -Budgetary and non-Budgetary controls - case studies.

REFERENCE

1. Robbins & Decanzo, Fundamentals of Management, Pearson Education, Asia 3rd Edition, 2001.
2. Weihrich & Koontz, Management: A Global Perspective, 1993, McGraw Hill, New Delhi
3. Dale, Ernest - Management theory & practice
4. L.M.Prasad – Principles & Practices of Management, Sultan Chand & Sons, New Delhi
5. VSP Rao, V Hari Krishna – Management: Text and Cases, Excel Books, I Edition, 2004

Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, PowerPoint slides

Preferable Method of Teaching: Lectures and Case Study

Suggested components for evaluation for internal: Internal Test, Assignment and Seminar

Suggested contact hours required for teaching: 45 Hours

Subject Title : Organisational Behaviour
Course Number :
Number of Credit Hours : 3 (Three)

Subject Description:

This course presents the principles of organizational behaviour, individual personality, group behavior, leadership and motivation.

Goals:

To enable the students to learn the importance of behavioural aspects and the motivation of and individuals for the performance.

Objectives:

On successful completion of the course the students will be able to understand

1. the basic of behavioural aspects.
2. the nature of man, different personalities and their motivation and attitude.
3. the importance of change and change management.

Contents:

UNIT - I

Understanding the Organisational Behavior: Organisational Behavior - Meaning - Importance - Historical Development of Organisational Behaviour - Organisation as a Social System - Socio-Technical System - Open System - Factors Influencing Organisational Behavior- Environmental Factors - Constraints over Organisation & Managerial Performance.

UNIT - II

Understanding the Individual: Nature of Man - Similarities and Differences among Individuals - Models of Man - Personality - Stages of Personality Development Determinants of Personality
Learning - Perception - Factors Influencing Perception - Perceptual Distortion - Values - Attitudes - Attitude Formation - Role of Behavior Status - Sources and Problems of Status.

UNIT - III

Understanding the Groups: Meaning of Group and Group Dynamics - Reasons for the formation of Groups - Characteristics of Groups - Theories of Group Dynamics - types of Groups in Organisations - Group Cohesiveness - Factors Influencing Group Cohesiveness - Group Decision Making Process - Small Group Behaviour.

UNIT - IV

Leadership & Motivation: Leadership Concept- definition - Characteristics - Leadership Theories - Leadership Styles - Managerial Grid - Leadership Continuum - Leadership Effectiveness. Motivation - meaning and definition - Concept & Importance - Motivators - Financial & Non-Financial - Theories of Motivation- types of motivation.

UNIT - V

Management of Change: Meaning - Importance - Resistance to Change - Causes - Dealing with Resistance to Change - Concepts of Social Change & Organisational Change – Organizational climate - Factors Contributing the Organisational Change - Introducing Change in Large Organisations - Change Agents - Organisational Development - Meaning & Process.

REFERENCE

1. Robbins, P. Stephen, "Organisational Behaviour - Concepts, Controversies and Applications", Prentice Hall of India Ltd., New Delhi.
2. Luthans Fred, "Organisational Behaviour", McGraw Hill Publishers Co. Ltd., New Delhi, 1988.
3. McShane.S.L and Glinow.M.A.V., Organisational Behaviour, Tata McGraw Hill Publishing Company, New Delhi, 2000.
4. Umasekaran, 1996, Organisational Behaviour, New Delhi: Tata McGraw H
5. Moorhead.G and Griffin, 1996, Organisational Behaviour Bombay: Jaico Publishing House

Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, PowerPoint slides

Preferable Method of Teaching: Lectures and Case Study

Suggested components for evaluation for internal: Internal Test, Assignment and Seminar

Suggested contact hours required for teaching: 45 Hours

Subject Title : Human Resource Management
Course number :
Number of Credit Hours : 3 (Three)

Subject Description:

This course presents the human resource management relationship between labour relation and employee security.

Goals:

To enable the students to learn about the recruitment, labour relations and compensation.

Objectives:

On successful completion of the course the students will be able to understand

1. the human resource behavior
2. the impact of job satisfaction.
3. the labour relations and job analysis

Contents:

UNIT – I

Nature and Scope of Human Resource Management (HRM): Human Resource Management: Meaning – Nature – Scope – Objectives – Personnel Management Vs. HRM – Importance of HRM – Problems of HRM – HRM as a Profession.

Functions of HRM – Classification of HRM Functions – Managerial Functions and Operative Functions – Organisation of HRM Department – Qualities and Qualifications of Personnel / Human Resource Managers. Environmental Influences of HRM – Influence of External and Internal Environmental Factors of HRM.

UNIT – II

Human Resource Planning, Recruitment and Selection: Human Resource Planning – Meaning – Need and Importance – Objectives Problems – Process – Responsibility Meaning – Factors Influencing Recruitment – Recruitment Policy Problems in Recruitment – Organisation for Recruitment – Sources of Recruitment Practices in India.

Selection – Meaning – Factors Affecting Selection Decisions – Selection Policy Steps in Selection.

Techniques of Selection – Application Blanks Psychological Tests – Objectives Uses – Limitations – Interviews – Types – Process Guidelines for Effective Interviews – Limitations of Interview Techniques.

Placement – Meaning and Principles – Placement Policy – Induction – Meaning and Objectives.

UNIT – III

Job Analysis, Description, Evaluation , Design: Job Analysis – Meaning of Job and Job Analysis – Purpose – Uses – contents – steps in Job Analysis – Techniques of job Analysis.

Job Description – Purpose Contents – Uses – Limitations Guidelines for Job Description – Job Specifications.

Job Evaluation – Meaning Objectives – Procedure – Uses Limitations – Job Evaluation Methods: Ranking Method, Grading Method, Point System – Factor Comparison Method, Market Pricing Method, Job Pricing Methods- Essentials of Job Evaluation. Job Design – Meaning – Approaches to Designing Jobs – Guidelines for Job Designing – Techniques for Designing Jobs – Job Simplifications, Job Enlargement, Job Rotation and Job Enrichment.

UNIT – IV

Transfers, Promotion, Discipline and Compensation: Transfers – Objectives – Transfer Policy, Promotion – Purpose – Promotion Policy – Demotion. Discipline Meaning – Positive and Negative Aspects of Discipline – Causes of Indiscipline Disciplinary procedure – Maintaining Discipline- Compensation: Objectives of Compensation Functions – Principles – Factors Influencing Wage and Salary Administration Executive Compensation Plans. Benefits and Employee Services Fringe Benefits Coverage of Fringe Benefits – Fringe Benefits in India Employee Services.

UNIT – V

Performance Appraisal : Meaning – Need and Importance – Objectives problems in performance Appraisal – Factors Influencing Performance Appraisal – Responsibility for Appraisal – Techniques of performance Appraisal – Traditional Techniques – Straight Ranking Method Paired Comparison Method – Man –to–Man Comparison method Grading Method Liner Rating Method Forced Choice Description Method – free Essay Method – Critical Incident Method Group Appraisal Method – Field Review Method.

Modern Techniques of performance Appraisal – Appraisal by MBO – Assessment. Centre Method – Human Assets Accounting Method – Behaviourally Anchored Rating Scales.

REFERENCE

1. Robbins, Stephen P., Personnel : The Management of Human Resources, Prentice Hall Inc: Engle, wood cliffs, New Jersey.
2. Memoria C.B., Personnel Management, Himalaya Publishing House, Bombay.
3. Muniramappa C.M. Shankaraiah A., Kamaraju Panthulu Personnel Managemet and Industrial Relations, Excel Publications, New Delhi.
4. Rao V.S.P Human Resource Management Excel, New Delhi.

Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, PowerPoint slides

Preferable Method of Teaching: Lectures and Case Study

Suggested components for evaluation for internal: Internal Test, Assignment and Seminar

Suggested contact hours required for teaching: 45 Hours

Subject Title : Human Resource Development
Course number :
Number of Credit Hours : 3 (Three)

Subject Description:

This course presents the importance of human resource development in the organization, interpersonal feed back and performance counseling and HRD experiences in India.

Goals:

To enable the students to learn about the philosophy of HRD, performance appraisal and performance development.

Objectives:

On successful completion of the course the students will be able to understand

1. the human resource development performance.
2. the impact of potential appraisal and development
3. the issues in human resources system designing.

Contents:

UNIT – I

Introduction to the concept and philosophy of HRD – Meaning, scope, importance, difference between traditional personnel management and HRD – Contextual factors and Human Resource System Designing. Role Analysis and HRD – Key performance areas, critical Attributes. Role Effectiveness, Role analysis methods.

UNIT – II

Performance appraisals and performance development – objectives of performance appraisal – The past the future; Basic considerations in performance appraisal; Development oriented appraisal system. Interpersonal Feedback and performance counseling – Giving and receiving feedback; Developing dyadic relationship through effective counseling.

UNIT – III

Potential Appraisal and Development. Career planning and development.

UNIT – IV

Training – conceptual framework for training; learning principles; Identification of training needs; Determination of training objectives; Training programme design; Training methods and their selection criteria; Evolution and Follow-up training.'

UNIT – V

Organization Effectiveness- Organisation culture, HRD climate; Organization Development – characteristics, HRD /OD approach of I.R HRD implementation strategies and issues in Human Resources System designing. HRD experiences in India – Emerging trends and perspectives.

REFERENCE

1. Pareek Udai and T.V.Rao, Designing and Managing Human Resource systems, Oxford & IBH.
2. Rao T.V. Performance appraisal : Theory and Practice . AIMA – vikas.
3. ILO : An Introductory course in Teaching and Training Methods for Management Development, Sterling Publishers.
4. Rao T.V. et.al. (ed) Alternative Approaches and Strategies of HRD Rewat Publications.
5. Silvera D.M. Human Resource Development the Indian Experience New India Publications.

Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, PowerPoint slides

Preferable Method of Teaching: Lectures and Case Study

Suggested components for evaluation for internal: Internal Test, Assignment and Seminar

Suggested contact hours required for teaching: 45 Hours

Subject Title : Training and Development
Course Number :
Number of Credit Hours : 3 (Three)

Subject Description:

This course presents the concepts of training and development, training programmes, on-the-job & off-the-job training and Human resource development.

Goals:

To enable the students to learn the importance of training and managerial and organizational roles in career development.

Objectives:

On successful completion of the course the students will be able to understand

1. the basics of training programmes.
2. the career development actions and programmes.
3. the importance Self-learning Techniques; Correspondence Courses Programmed Instructions

Contents:

UNIT – I

Concepts of Training and Development – Learning Principles Learning Curve Identifying Training Needs – Types of Training – Organisation for Training – Objectives, structure and Functions of Training Department – Execution of Training Programmes – Evaluation of Training Programmes.

UNIT – II

Techniques of on-the-job training – Coaching – Apprenticeship – Job Rotation Job Instruction Training – Training by Supervisors – Techniques of Off –the- job Training : Lectures, Conferences, Group Discussions, Case Studies, Role Playing, Programmed Instructions, T – Group Training – Simulations – Relative Effectiveness of Training Techniques.

UNIT – III

Human Resource Development Concept – HRD at Macro and Micro Levels sub-systems or HRD Role of HRD Functions – Concept of Career – Career Stages Career Planning and Development - Need – Steps in Career Planning – Methods of Career Planning and Development – Managerial and Organisational Roles in Career Development – Career Development Actions and Programmes – Career problems and solutions – Guidelines for Career Management.

UNIT – ÍV

Concept of Management Development – Need and Importance of Management Development – Management Development process – Components or MD Programmes Requirements for the success of MD Programmes Factors Inhibiting Management Development – Organisational Development Concept Characteristics – Goals of O.D. – O.D Process.

UNIT – V

Leader Centred Techniques of Management Development Lectures, Coaching, Students Centred Techniques; Discussions, Case Studies – Conferences – Workshops Syndicate – Brain Storming – Role Playing – Psyche Drama – Simulation – In basket Games Sensitivity Training, Self-learning Techniques; Correspondence Courses Programmed Instructions Audio Visual Lessons – Manuals and Hand outs.

On-the-job Techniques: Coaching, Counseling, Job Rotation Assistant to Position – Under –study – committee Assignments – Relative Merits and Limitations of M.D. Techniques.

REFERENCE

1. M.C. Larney, William J: Management Training: Cases and Principles, Richard D. Irwin, Illinois.
2. M.C. Gehee, William and Thayer, Paul W. Training in Business and Industry, John Wiley & Sons, New York.
3. Sikula. A.F. Personnel Administration and Human Resources Development, John Wiley, New York.
4. Hacoon, R.J., Managing Training: Aims and Methods, English Universities press, London.

Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, PowerPoint slides

Preferable Method of Teaching: Lectures and Case Study

Suggested components for evaluation for internal: Internal Test, Assignment and Seminar

Suggested contact hours required for teaching: 45 Hours

Subject Title : Labour Welfare
Course Number :
Number of Credit Hours : 3 (Three)

Subject Description:

This course presents the scope, classification of labour welfare facilities, concept of labour welfare in India, workers education, sanitary and hygiene facilities and industrial health.

Goals: To enable the students to learn the importance of labour welfare, welfare officers role and responsibilities and the related Acts.

Objectives:

On successful completion of the course the students will be able to understand

1. the basics of labour welfare facilities.
2. the nature labour welfare, role and responsibilities of welfare officers.
3. the importance of labour welfare concept.

Contents:

Unit – I

Meaning and scope of labour Welfare – Definitions and Classification of Labour Welfare facilities – Growth and concept of labour Welfare in India.

Unit – II

Sanitary and Hygiene facilities – washing and Drinking Water facilities – First Aid and Ambulance Room.

Unit – III

Aims and Objectives of Workers Education – recommendations of national Commission on labour.

Unit – IV

Industrial health – Industrial safety – Accidents – Labour Legislation in India – Working Conditions in Important Industries.

Unit – V

Welfare Officers Role and responsibilities – Workmen’s compensation Act – maternity benefit Act- Provident fund , Bonus payment Act – ESI Act – deposit linked Insurance Scheme.

REFERENCE

1. Labour welfare in India – vaid , K.N
2. Economics of labour and Social Welfare – Dr. Bhagoliwal, T.N
3. Readings in Indian labour and Social Welfare – Dr. Morgia, J.N
4. Principles of labour Welfare – Dr.Moorthy , M.V

Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, PowerPoint slides

Preferable Method of Teaching: Lectures and Case Study

Suggested components for evaluation for internal: Internal Test, Assignment and Seminar

Suggested contact hours required for teaching: 45 Hours

Subject Title : Industrial Relations
Course Number :
Number of Credit Hours : 3 (Three)

Subject Description:

This course presents the principles of Industrial relations, trade unionism, collective bargaining, cooperation and conflict and labour legislation.

Goals:

To enable the students to learn the importance of Industrial relations, collective bargaining and labour legislation.

Objectives:

On successful completion of the course the students will be able to understand

1. the basics of Industrial relations.
2. the worker participation in management.
3. the labour legislation, wage payment and wage act.

Contents

UNIT - I

Industrial Relations: Definition – Scope – functions – Industrial relations in India – Code of Industrial relations - Indian code of Industrial relations – Standing orders

Trade union definitions, objectives and functions of trade unionism – structure of trade unions of India – Types of trade unions – trade union movement in India – Membership – Finance

UNIT - II

Collective Bargaining – Definition, structure, scope, pre-requisites for successful collective bargaining – problems involved – role of Government, in collective bargaining. Worker participation in Management – definition – nature objectives – functions. Works committee, joint management, councils, shop councils, joint council

UNIT - III

Industrial unrest – cooperation and conflict – implication of Industrial unrest – Employees – dissatisfaction workers, complaints and grievances, disciplinary action, domestic enquiry – strikes, lockouts, prevention of strikes and locouts settlements of disputes

UNIT - IV

Labour legislation – employment training – standing orders – employment exchanges - compulsory notification of vacancy act – factory act – apprentice act – labour legislation – wage payment and wages act – minimum wages act – payment of bonus act – labour legislation, social security – employee provident fund and miscellaneous provision act – payment of gratuity act

UNIT - V

Labour Legislation – trade unions and industrial dispute – Indian trade unions – act – Industrial dispute act. Other labour legislation – plantations labour act – shops and establishment act – mines act

REFERENCE

1. R. Venkatapathy & Assissi Menachery, “Industrial & Labour welfare”
2. John T Dunlop, “Industrial relations systems”, Henry Holt and Company, New York
3. Flanders Allen, “Trade Unions”, The English language books society, London
4. Loyd G Reynolds, “Labour Economics and Labour Relations”, Prentice Hall of India Pvt. Ltd, New York
5. Daniel Quinn Mills, “Labour Management Relations”, McGraw Hill Book Company, New York

Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, PowerPoint slides

Preferable Method of Teaching: Lectures and Case Study

Suggested components for evaluation for internal: Internal Test, Assignment and Seminar

Suggested contact hours required for teaching: 45 Hours

Subject Title : Wages and Salary Administration
Course Number :
Number of Credit Hours : 3 (Three)

Subject Description:

This course presents the principles of wage determination, job evaluation system, fundamentals and rational for wage incentives.

Goals:

To enable the students to learn the issues in wage determination, implementing a job evaluation scheme and managerial remuneration.

Objectives:

On successful completion of the course the students will be able to understand

1. the basics of wage determination.
2. the problems in implementing job evaluation programme at company level.
3. the fundamentals and rational for wage incentives..

Contents:

UNIT – I

Issues in Wage Determination – Components of wage payment – relevant Legislations Regarding Wages – wage Determination at the Enterprise Level

UNIT – II

Choosing a Job Evaluation System – problems in Implementing Job Evaluation Programme at company level – Conditions for Successful Implementation of Job Evaluation Programme – Drawing up a wage payment Plan for a proposed Plant.

UNIT – III

Removing Wage Disparities – Reorganizing the wage Structure in a Company
Implementing a Job Evaluation Scheme – Job Evaluation for Plant personnel – Job Evaluation for Engineering , technical and Professional personnel.

UNIT - IV

Job Evaluation for office personnel – Job Evaluation and pay for Sales personnel- Wage Fixation through Adjudication, Wage Boards and collective Bargaining.

UNIT - V

Fundamentals and Rational for wage Incentives – Incentive plans – Individual and Group. Managerial remuneration – Fundamentals – Situation in India.

REFERENCE

1. Elizabeth Lanhan, Administration of wage and salaries.
2. David W. Belcher, Wages and salary Administration
3. Pramd verma, Wage determination Concepts and Cases.
4. Morris, Principles and practice of personnel Administration
5. Richar I.Henderson, Compensation management: Rewarding Performance in the Modern Organisation.

Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, PowerPoint slides

Preferable Method of Teaching: Lectures and Case Study

Suggested components for evaluation for internal: Internal Test, Assignment and Seminar

Suggested contact hours required for teaching: 45 Hours

QUESTION PAPER PATTERN

Time : 3 Hours

Max Marks : 75

SECTION – A (10 X 1= 10 Marks)

Answer all questions. (Objective type of questions with no choice.
(10 questions – 2 each from every unit)

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

SECTION – B (5 x 5 = 25 Marks)

Answer all questions. (Short answer questions of either / or type)
(5 questions – 1 each from every unit)

1. a or b
2. a or b
3. a or b
4. a or b
5. a or b

SECTION – C (5 x 8 = 40 Marks)

Answer all questions (Essay-type questions of either / or type)
(5 question – 1 each from every unit)

1. a or b
2. a or b
3. a or b
4. a or b
5. a or b
