PUNJAB PUBLIC SERVICE COMMISSION

COMBINED COMPETITIVE EXAMINATION (CCE) SYLLABUS

BUSINESS ADMINISTRATION

Total Marks: 100

Fundamentals of Accounting

1. Introduction to Accounting, Accrual Basis of Accounting, Generally Accepted Accounting Principles (GAAP), Accounting Conventions, Accounting Equation, Accounting Cycle, Cash Book, Bank Reconciliation Statement (BRS), Financial Statements, Earnings per Share, Cash Dividends, Treasury Stock, and Stock Splits, Accounting for Merchandising Activities

Suggested readings:

1. Williams, J. R., Haka, S. F., Bettner, M. S., & Carcello, J. V. (2017). Financial & Managerial Accounting: The Basis for Business Decisions (18th ed.). McGraw-Hill Education.
2. Cooper, D., Franklin, M., & Graybeal, P. (2019). Principles of Accounting, Volume 1: Financial Accounting. XanEdu Publishing Inc.
3. Ernst & Young International Financial Reporting Group. (2020). International GAAP 2021: Generally Accepted Accounting Practice under International Financial Reporting Standards. John Wiley & Sons.
4. Warren, C. S., Reeve, J. M., & Duchac, J. (2017). Financial & Managerial Accounting (14th ed.). South Western Educational Publishing.

MANAGEMENT

2. History of Management Thought, Organizational Structure, Planning, Goals, and Plans, Contemporary Issues in Planning. Traditional Organizational Designs, Organizing, Motivation, Leading, Controlling

Suggested readings:

1. Robbins, S. P. & Coulter, M. (2012). Management (11th edition). Pearson Education: New Jersey.
2. Bartol, K. M. & Martin, D. C. (1998). Management (3rd edition). McGraw-Hill: New York.
3. Haas, M., & Mortensen, M. (2016). The Secrets of Great Teamwork. Harvard Business Review, 94(6), 70-76.
4. Nadler, D. A., & Tushman, M. L. (1980). A Model for Diagnosing Organizational Behavior. Organizational Dynamics, 9(2), 35-51.

5. Latham, G. P. (2004). The Motivational Benefits of Goal-Setting. Academy of Management Perspectives, 18(4), 126-129.
6. Porter, M. E., & Kramer, M. R. (2011). Creating Shared Value: Redefining Capitalism and the Role of the Corporation in Society. Harvard Business Review, 89(1/2), 62-77.
7. Kohn, A. (1993). Why Incentive Plans Cannot Work. Harvard Business Review, 71(5), 54-60.
8. Chatman, J. A., & Cha, S. E. (2003). Leading by Leveraging Culture. California Management Review, 45(4), 20-34.

HUMAN RESOURCE MANAGEMENT

3. Human Resource Management Functions, Job Analysis and Job Design, Job Descriptions and Job Specifications, Job Analysis Methods, Human Resource Planning (HRP), Recruitment, Orientation, and Employee Training, Career Development, Performance Appraisal, Organizational Reward Systems

Suggested readings:

1. Byars, L. L. & Rue, L. W. (2006). Human Resource Management (8th edition). McGraw-Hill: New York.
2. Gomez-Mejia,L.R., Balkin, D. B. & Cardy, R. L. (2012). Managing Human Resources (7th edition). Prentice Hall: Englewood Cliffs, NJ.
3. Dessler, G. (2003). Human Resource Management (9th edition). Prentice-Hall: Upper Saddle River, NJ.
4. Boudreau, J. (2017). Uber is Finally Realizing HR Isn't Just for Recruiting. Harvard Business Review.
5. Rinne, A. (2022). Stop Offering Career Ladders. Start Offering Career Portfolios. Harvard Business Review
6. Elahi, E., Sheikhzadeh, M., & Lamba, N. (2014). An Integrated Outsourcing Framework: Analyzing Boeing's Outsourcing Program for Dreamliner. Knowledge and Process Management, 21(1), 13-28.

MARKETING

4. Marketing: Creating and Capturing Customer Value, Company and Marketing Strategy: Partnering to Build Customer Relationships, Analyzing the Marketing Environment, Consumer Markets and Consumer Buyer Behavior, Customer- Driven Marketing Strategies, Products, Services and Brands: Building Customer Value, New Product Development and Product Life–Cycle Strategies, Pricing Strategies, Managing Retailing and Wholesaling, Communicating Customer Value, Integrated Marketing Communication Strategy, Promotion Mix and Integrated Marketing Communication.

Suggested readings:

1. Kotler, P. (2010). Principles of Marketing, Millennium Edition. A South Asian Perspective. (13thEdition). Pearson Education.
2. Kotler, P., Armstrong, G., Harris, L., & He, H. (2019). Principles of Marketing (8th Edition). Pearson Education.
3. Opresnik. M., & Hollensen, M. (2020). Marketing: Principles and Practice: A Management-Oriented Approach (4th Edition). Opresnik Management Consulting

ORGANIZATIONAL BEHAVIOR

5. Organizational Behavior; Meaning and Importance of Interpersonal Skills, Diversity in Organizations, Attitudes and Job Satisfaction, Emotions and Moods, Personality and Values, Perception and Individual Decision Making, Motivation Concepts and Theories, Foundations of Group Behavior, Understanding Work Teams, Leadership, Power and Politics, Conflict and Negotiation

Suggested readings:

1. Robbins, S. P., & Judge, T. (2013). Organizational Behavior (15th edition). Pearson Education.
2. McShane, S., & Glinow, M. A. V. (2017). Organizational Behavior (8th edition). McGraw-Hill Education.
3. Rousseau, D. M. (1997). Organizational Behavior in the New Organizational Era. Annual Review of Psychology, 48(1), 515-546.
4. Gelfand, M. J., Erez, M., & Aycan, Z. (2007). Cross-cultural Organizational Behavior. Annual Review of Psychology, 58, 479.

INTRODUCTION TO BUSINESS FINANCE

6. Introduction to Business Finance, Goals of Financial Managers, Time Value of Money, Valuation of Securities, Risk and Return, Working Capital Management, Capital Budgeting Decisions, Cost of Capital and Capital Structure

Suggested readings:

1. Gitman L. J., Juchau, R., &Flanagan, J. (2015). Principles of Managerial Finance (14th Edition). Pearson Higher Education AU.
2. Van Horne, J. C. (2009). Fundamentals of Financial Management (13th Edition). London, Prentice Hall.
3. Horne, H. J. C. (2002). Financial Management and Policy (14th Edition). Pearson Education.
4. Ross, S., Westerfield, R., & Jordan, B. (2014). Fundamentals of Corporate Finance (13th Edition). McGraw Hill.
5. Zutter, C.J. (2015). Principles of Managerial Finance (14th Edition). London, Pearson Higher Education.

FINANCIAL REPORTING AND ANALYSIS

7. Conceptual Framework and Accounting Standards, Preparation and Analysis of Financial Statements, Use of Financial Statements, Scope and Purpose of Financial Statement Analysis, Horizontal Analysis, Vertical Analysis, Ratio Analysis

Suggested readings:

1. Easton, P. D., McAnally, M. L., Sommers, G. A., & Zhang, X.-J. (2018). Financial Statement Analysis & Valuation (5th Edition). Cambridge Business.
2. Fridson, M. S., & Alvarez, F. (2022). Financial Statement Analysis: A Practitioner's Guide (5th Edition). Wiley.
3. John J Wild, Subramanyam, K. R., & Halsey, R. F. (2005). Financial Statement Analysis (9th Edition). McGraw-Hill Higher Education.

SUPPLY CHAIN MANAGEMENT

8. Understanding the Supply Chain, Process Views of a Supply Chain, Supply Chain Performance: Achieving Strategic Fit and Scope, Supply Chain Drivers and Matrices, Designing Distribution Networks, Network Design in the Supply Chain, Designing Global Supply Chain Networks, Demand Forecasting in a Supply Chain, Transportation in the Supply Chain

Suggested readings:

1. Chopra, S., Meindl, P., & Kalra, D.V. (2016). Supply Chain Management: Strategy, Planning and Operation (6th Edition). Pearson Education India.
2. Wisner, D.J., Tan, K.C., & Leong, G. K. (2018). Principles of Supply Chain Management: A Balanced Approach (6th Edition). Cengage Learning.
3. Lysons, K., (2020). Procurement & Supply Chain Management (10th Edition)

STRATEGIC MANAGEMENT

9. Strategic Management Essentials, The Strategic Management Model, Ethics, Social Responsibility and Sustainability, Whistle-Blowing, Bribery, Strategic Response Framework, Vision and Mission Analysis, Types of Strategies, Strategy Formulation and Selection, Strategy Implementation and Execution, Strategy Monitoring

Suggested readings:

1. David, F. R. (2017) Strategic Management Concepts and Cases (16th Edition). Prentice hall.
2. Hubbard, G., & Beamish, P. (2011). Strategic Management: Thinking, Analysis (6th Edition). Pearson Education.

3. Ansoff, H. I., Kipley, D., Lewis, A. O., Helm-Stevens, R., & Ansoff, R. (2018). Implanting Strategic Management. Springer.
4. Grant, R. M. (2021). Contemporary Strategy Analysis. John Wiley & Sons.

Note: **The above list is only suggestive and not exhaustive. Candidates may consult other standard books and relevant material covering the prescribed syllabus.**

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