

**ST. THOMAS' COLLEGE (AUTONOMOUS)  
THRISSUR  
KERALA - 680001**

*Affiliated to*  
**UNIVERSITY OF CALICUT  
NATIONALLY REACCREDITED WITH 'A' GRADE**



**CURRICULUM AND SYLLABUS FOR UNDERGRADUATE PROGRAMME IN  
BACHELOR OF BUSINESS ADMINISTRATION (BBA)**

**UNDER CHOICE BASED CREDIT AND SEMESTER  
SYSTEM  
2020-21 ADMISSION ONWARDS**

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## **BBA: Program Outcomes**

### **PO1: Critical Thinking**

### **PO2: Effective Communication**

### **PO3: Effective Citizenship**

### **PO4: Environment and Sustainability**

### **PO5: Ethical Living**

### **PO6: Social Interaction**

### **PO7: Problem Solving and Analytical Skills**

**PO1 Critical Thinking:** Take informed actions after identifying the assumptions that frame our thinking and actions, checking out the degree to which these assumptions are accurate and valid, and looking at our ideas and decisions (intellectual, organizational, and personal) from different perspectives.

**PO2. Effective Communication:** Speak, read, write and listen clearly in person and through electronic media in English and in one Indian language, and make meaning of the world by connecting people, ideas, books, media and technology.

**PO3. Effective Citizenship:** Demonstrate empathetic social concern and equity-centered national development, and the ability to act with an informed awareness of issues and participate in civic life through volunteering.

**PO4. Environment and Sustainability:** Understand the issues of environmental contexts and sustainable development.

**PO5. Ethical Living:** Recognize different value systems including your own, understand the moral dimensions of your decisions, and accept responsibility for them.

**PO6. Social Interaction:** Elicit views of others, mediate disagreements and help reach conclusions in group settings.

### **PO7. Problem Solving and Analytical Skills**

### **BBA Program Specific Outcomes (PSO)**

1. Develop ethical thinking in personal and professional life.
2. Develop functional and general management skills..
3. Inculcate a global mind set.
4. Evaluate different business problems using analytical and creative, and integrative abilities.
5. Build and Demonstrate leadership, teamwork, and social skills.
6. Communicate effectively in different complex contexts.
7. Analyse socio-political –economic environment of business organizations.

**ST. THOMAS' COLLEGE (AUTONOMOUS) THRISSUR  
REGULATIONS GOVERNING BACHELOR OF BUSINESS ADMINISTRATION DEGREE  
PROGRAMME FROM 2020 BATCH BBA ADMISSIONS**

**1.0 Title of the Programme**

This DEGREE shall be called BACHELOR OF BUSINESS ADMINISTRATION. (BBA)

**2.0 Eligibility for admission**

Any candidate who has passed the Plus Two of the Higher Secondary Board of Kerala or Pre Degree of Calicut University or that of any other University or Board of Examinations in any state recognized as equivalent to the Plus Two of the Higher Secondary Board in Kerala, with not less than 45% marks in aggregate is eligible for admission, However, SC/ST, OBC and other eligible communities shall be given relaxation as per University rules.

**3.0 Duration of the programme**

The duration of the BBA programme of study is three academic years with six semesters.

**4.0 Medium of Instruction**

The medium of instruction and examination shall be English.

**5.0 Syllabus and Courses of study**

Total number of courses (other than audit courses) for the whole BBA Programme is 31. It is divided in to courses namely:-

1. Common courses
2. Core courses
3. Complementary courses and
4. Open courses

The course of study leading to the award of BBA shall comprise the following:-

### 5.1. Semester I

Course	Title	Contact Hours	Credits	Internal	External	Total Marks
Common	BBA1A01(English)	4	4	20	80	100
Common	BBA1A02 (English)	5	3	15	60	75
Common	BBA1A07 (Language other than English)	5	4	20	80	100
Core	BBA1B01 Management Theory and Practices	6	4	20	80	100
Compl.	BBA1C01 Managerial Economics	5	4	20	80	100
	<b>Total</b>	<b>25</b>	<b>19</b>	<b>90</b>	<b>380</b>	<b>475</b>

### Semester II

	Title	Contact Hours	Credits	Internal	External	Total Marks
Common	BBA2A03 (English)	4	4	20	80	100
Common	BBA2A04 (English)	5	3	15	60	75
Common	BBA2A08 (Language other than English)	5	4	20	80	100
Core	BBA2B02 Financial Accounting	6	4	20	80	100
Core	BBA2B02 Marketing Management	5	4	20	80	100
	<b>Total</b>	<b>25</b>	<b>19</b>	<b>95</b>	<b>380</b>	<b>475</b>

### Semester III

Course	Title	Contact Hours	Credits	Internal	External	Total Marks
Common	BBA3A11 Basic Numerical Methods	5	4	20	80	100
Common	BBA3A12 Professional Business Skills	4	4	20	80	100
Core	BBA3B04 Corporate Accounting	6	4	20	80	100
Core	BBA3B05 Financial Management	5	4	20	80	100
Compl.	BBA3C02 Business Regulations	5	4	20	80	100
	<b>Total</b>	<b>25</b>	<b>20</b>	<b>100</b>	<b>400</b>	<b>500</b>

### Semester IV

Course	Title	Contact Hours	Credits	Internal	External	Total Marks
Common	BBA4A13 Entrepreneurship Development	5	4	20	80	100
Common	BBA4A14 Banking and Insurance	4	4	20	80	100
Core	BBA4B06 Cost & Management Accounting	6	4	20	80	100
Compl.	BBA4CO4 Corporate Regulations	5	4	20	80	100
Compl.	BBA4C05 Quantitative Techniques for Business	5	4	20	80	100
	<b>Total</b>	<b>25</b>	<b>20</b>	<b>100</b>	<b>400</b>	<b>500</b>

**Semester V**

Course	Title	Contact Hours	Credits	Internal	External	Total Marks
Core	BBA5B07 Human Resource Management	4	4	20	80	100
Core	BBA5B08 Business Research Methods	4	3	15	60	75
Core	BBA5B09 Operations Management.	4	4	20	80	100
Core	BBA5B10 Elective-1	5	4	20	80	100
Core	BBA5B11 Elective -2	5	4	20	80	100
Open	BBA5D01 Open Course (For students from other Departments)	3	3	15	60	75
	<b>Total</b>	<b>25</b>	<b>22</b>	<b>110</b>	<b>440</b>	<b>550</b>

**Semester VI**

Course	Title	Contact Hours	Credits	Internal	External	Total Marks
Core	BBA6B12 Organisational Behaviour	5	4	20	80	100
Core	BBA6B13 Management Science	5	4	20	80	100
Core	BBA6B14 Project Management	3	2	15	60	75
Core	BBA6B15 Elective 3	5	4	20	80	100
Core	BBA6B16 Elective 4	5	4	20s	80	100
Core Project	BBA6B16(PR)Three Weeks Project and Viva-Voce	2	2	15	60	75
	<b>Total</b>	<b>25</b>	<b>20</b>	<b>110</b>	<b>440</b>	<b>550</b>

**Core Courses in the area of Specialization:****A. Finance**

1. Income Tax
2. Financial Markets and Institutions
3. Financial Services
4. Investment Management

**Open Courses (For students from other departments)**

1. Tourism Management
2. E commerce

**5.2 Four Common Courses** (BBA3A11 Basic Numerical Methods, BBA3A12 Professional Business Skills, BBA4A13 Entrepreneurship Development BBA4A14 Banking and Insurance), all the Core Courses, Complementary and Open Courses for BBA Programme shall be taught by Commerce Faculty only.

**5.3 Ability Enhancement courses/Audit courses:** These are courses which are mandatory for a programme but not counted for the calculation of SGPA or CGPA. There shall be one Audit course each in the first four semesters. These courses are not meant for class room study. The students can attain only pass (Grade P) for these courses. At the end of each semester there shall be examination conducted by the college from a pool of questions (Question Bank) set by the St. Thomas' College (Autonomous) Thrissur. The students can also attain these credits through online courses like SWAYAM, MOOC etc. (optional).

Course with credit	Semester
Environment Studies – 4	1
Disaster Management - 4	2
*Human Rights/Intellectual Property Rights/ Consumer Protection - 4	3
*Gender Studies/Gerontology- 4	4

\* Colleges can opt any one of the courses.

**5.4 Extra credit Activities:** Extra credits are mandatory for the programme. Extra credits will be awarded to students who participate in activities like NCC, NSS and Swatch Bharath. Those students who could not join in any of the above activities have to undergo St. Thomas' College (Autonomous) Thrissur Social Service Programme (CUSSP). Extra credits are not counted for SGPA or CGPA.

**6. Project Report**

- 6.1 For doing the project, the student may choose any topic areas from the subjects he/she has studied.
- 6.2 The candidate shall prepare and submit a project report to the Department.
- 6.3 The report shall be in English with not less than 30 pages, printed or typed (A4 size)



paper, 1.5 line spacing, Times New Roman font, font size 14) and spiral bound.

The project report should be submitted to the Head of the Department one week before the last working day of the sixth semester, duly certified by the Guide.

#### 6.4 Project work shall have the following stages:

- Project proposal presentation
- Field work and data analysis
- Report writing
- Draft project report presentation
- Final project report submission

6.5 The project can be done individually or as a group of three students (maximum) on the same topic and present the report. However, the project supervisor should make sure that each student constructively contributes to the completion of the project. For this purpose the supervisor shall keep a diary in which the chronological record of the students visit to the supervisor for the project discussions shall be maintained. The work of each student shall be guided by one Faculty member.

6.6 The candidate shall prepare at least two copies of the report; one copy for submission to the Department and another copy for the student which he/she has to bring with him/her at the time of viva voce. More copies may be prepared if the organization or the guide or both ask for.

6.7 Duration of project work: The **duration of the project work shall be 3 weeks.**

6.8 A certificate showing the duration of the project work shall be obtained from the supervising teacher or from the organization for which the project work was done and it shall be included in the project report.

#### 6.9 Structure of the report

Title page

Declaration of the student

Certificate from the supervising teacher / organization (for having done the project work)

Acknowledgements

Contents:-

Chapter I : Introduction (Organization profile, Research problem, Objectives of the study, Research methodology etc.)

Chapter II : Review of Literature

Chapter III : Theoretical Framework

Chapter IV : Data Analysis

Chapter V : Findings, Suggestions and Conclusion.

Appendix : (Questionnaire, specimen copies of forms, other exhibits etc.)

Bibliography : (books, journal articles etc. used for the project work).

#### 6.10. Evaluation of project report

*St. Thomas' College (Autonomous) Thrissur*

The project report shall be subject to internal and external evaluation. The internal evaluation shall be carried out by the supervising teacher and external evaluation is done jointly by the internal examiner and the external examiner. The marks should be awarded on the basis of the following:-

1. Evaluation of the Project Report shall be done under Mark System. Marks secured for the project will be awarded to candidates, combining the internal and external Marks.
2. The internal to external components is to be taken in the ratio 1:4. Assessment of different components may be taken as below: -

Internal (20% of total)		External (80% of Total)	
Components	% of Marks	Components	% of Marks
Punctuality	20	Relevance of the Problem, Objectives of the study, Research methodology used, etc.	20
Use of Data	20	Quality of analysis, Statistical tools used, Findings, Recommendations and conclusion	30
Scheme/Organization Report	30	Viva-Voce	50
Viva-Voce	30		
Total	100	Total	100

3. Submission of the Project Report and presence of the student for viva are compulsory for internal evaluation. No marks shall be awarded to a candidate if she/he fails to submit the Project Report for external evaluation.

4. The student should get a minimum of 40 % marks in the **aggregate** and 40% separately for external for pass in the project.

5. There shall be no improvement chance for the Marks obtained in the Project Report.

6. In an instance of inability of obtaining a minimum of 40% marks, the project work may be re- done and the report may be re-submitted along with subsequent exams through the department, as per the existing rule of the St.Thomas' College (Autonomous) Thrissur, examinations.

### 6.11 Viva-Voce

At the end of sixth semester candidate shall attend a project based viva voce. The external evaluation of 12 to 15 students per day is to be conducted with one external examiner and one internal examiner. The examiners shall consult each other and award the grades according to the same criteria specified in 19.10 for the award of marks.

## **6.12. Industrial Visit**

The fifth semester students shall be taken under the supervision of faculty members to business or industrial units so as to enable them to have first-hand knowledge about the location, layout, managerial functions, H R management or any area of study as per curriculum. Study tour to an industrial/business centre will form part of curriculum. The report of the industrial visit shall be submitted to the department at the end of the semester.

**Core Course**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA1B01: MANAGEMENT THEORY AND PRACTICES**

**Time: 6 Hours per week**

**Internal: 20,**

**Course Outcome:**

**Credits: 4**

**External: 80**

1. Review the evolution of management
2. Understand the functions of management - planning, organizing, staffing, directing and controlling.
3. Understand the management process, strategic planning and decision making
4. Focus modern practices in Management-TQM, KAIZEN, Six Sigma, Lean Management and OBM
5. Understand the concept of business ethics, IEM and corporate governance
6. Describe the concept of CSR in the business world.

**Module I : Evolution of Management:** Concept and nature of management -Approaches to management: Classical approach - Scientific, Administrative and Bureaucratic - Neoclassical approach: Human relation and Behavioural - Modern approach: Quantitative, System and Contingency. **15hours**

**Module II : Management Process:** Basic roles and skills of manager –Levels of management-Overview of functions of management: planning, organising, staffing, directing and control - Nature and elements of planning, planning types –MBO - Strategic planning and decision making-Organizing – Division of labour and work specialization, Delegation, Decentralization, Span of management and Departmentation. **20 hours**

**Module III : Staffing, Directing and Control:** Staffing-Meaning and Importance - Factors affecting and functions of staffing - Directing–Meaning, importance and features of directing - Controlling–Meaning and importance, characteristics and types of controlling-Steps in control process-Techniques of control **20hours**

**Module IV : Modern Practices in Management:** Total Quality Management (TQM), Kaizen, Lean Management - Business Process Re-engineering-Open Book Management. **10hours**

**Module V : Ethics and Social Responsibility:** Managerial ethics - Factors affecting ethical choices - Ethical issues and ethical dilemma in business - Corporate Social Responsibility (CSR) – Stakeholders - Corporate Philanthropy-Managing company ethics and social responsibility - Concept of Corporate Governance - Indian Ethos for Management - Value-oriented Holistic Management. **15hours**

**Reference Books:**

1. Koontz, Hand Wechrich, H. Management, Tata McGraw Hill, N.Y.
2. P. Robbins Stephen & Coulter Mary, Management, Pearson Education Asia, New Delhi.
- 3..Prasad, L. M, Principles and Practice of Management, Sultan Chand & Sons-New Delhi.
4. Sherlekar, Management (Value-Oriented Holistic Approach) Himalaya Publishing House, Mumbai.
5. Khandewal, N.M, Indian Ethos and Values for Managers, Himalaya Publishing House, Mumbai.

**Complementary Course**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA1C01 MANAGERIAL ECONOMICS**

**Time: 5 Hours per week**

**Internal: 20;**

**Course Outcome:**

**Credits: 4**

**External: 80**

1. Understand the concept of managerial economics in decision making.
2. Apply theoretical concept of Demand and Supply forces.
3. Analyze business decisions by integrating the concepts of Economics and statistics.
4. Understand the production function and Cost function
5. Analyze operations of market under varying competitive conditions.
6. Understand the concept of business cycle.
7. Evaluate various forecasting techniques used in business.

**Module I: Introduction to Managerial Economics:** Meaning, Definition, Nature, Scope and Principles of Managerial Economics. Value Maximisation- Limitations: Sales Maximisation Model and Utility Maximisation Model.

**10 Hours**

**Module II: Demand And Supply :**Meaning and Determinants of Demand; Demand Function; Law of Demand; Demand Schedule, Demand Curve; Movement along the Demand Curve, Shifts of Demand Curve; Elasticity of Demand: Price, Income and Cross Elasticity; Importance and Methods of Demand Forecasting. Utility: Concept, Marginal Utility, Law of Diminishing Marginal Utility. Supply: Meaning and Determinants; Law of Supply; Supply Schedule, Supply Curve; Movements on the Supply Curve, Shifts in Supply Curve; Elasticity of Supply.

**20 Hours**

**Module III: Production and Cost:** Factors of Production, Production Function; Total, Average and Marginal Product; Law of Variable Proportions; Returns to Scale; Production Optimisation; Isoquants. Cost Concepts; Cost Function; Long Run and Short Run Cost Functions, Economies and Diseconomies of Scale.

**20 hours**

**Module IV: Market Structures and Price-Output Determination:** Meaning of Market; Types of Market Structures; Concepts of Revenue; Demand and Revenue Relationship. Price and Output Decisions under Perfect Competition, Monopoly and Monopolistic Competition; Pricing Under Oligopoly: Kinked Demand Curve, Price Leadership.

**15 Hours**

**Module V: Business Cycle:** Concept, Definition, Features, Types and Phases of Business Cycle. Effects of Business Cycle and Controls of Business Cycle. Economic Forecasting for Business: Economic and Business Forecasting, Uses of Economic Forecasts, Methods of Economic Forecasting, Selecting a Forecast, Evaluating Forecasts.

**15 Hours**

**Reference Books:**

1. H. Craig Petersen , W. Crislewis and Sudhir K Jain, Managerial Economics, Pearson Education.
2. Christopher Thomas and S.CharlesMaurice, Managerial Economics, McGraw-Hill.
3. D.N. Dwivedi, Managerial Economics, Vikas publishing.
4. DominichSalvatore ,Managerial Economics, Oxford University Press.
5. P L Mehta ,Managerial Economics, Sultan Chand& Sons.
6. PiyaliGhoshGeetika and Purba Roy Chowdhury, Managerial Economics, McGraw-Hill.
7. Thomas, Managerial Economics: Concepts And Applications, McGraw-Hill

**Core course**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA2B02 FINANCIAL ACCOUNTING**

**Time: 6 Hours per week**

**Credits: 4**

**Internal 20:**

**External 80**

**Course Outcome:**

1. Understand and apply the accounting concepts principles and conventions
2. Understand the accounting transactions and preparation of final accounts of sole proprietor and partnership concerns.
3. Understand and compute interest in hire purchase and instalment system.
4. Differentiate the accounting procedure of Hire Purchase System and Instalment System
5. Understand and prepare the consolidated profit and loss account and balance sheet of branches.
6. Apply the procedures for the issue of shares and debentures according to the accounting Standards.

**Module I: Introduction:** Nature, Scope, Objects and Limitations of Financial Accounting – Accounting Concepts and Conventions - An overview of accounting process (from recording of business transactions to preparation of Trial Balance). **15 hours**

**Module II: Final Accounts of Proprietary Concerns:** Preparation of final accounts of sole proprietor and partnership with adjustments. **20 hours**

**Module III: Accounting for Hire Purchase and Instalment System:** Hire Purchase: Meaning, features - Distinction between hire purchase and sale - Interest calculation - Recording of transaction in the books of both parties - default and repossession - Instalment system: features - Distinction between hire purchase and instalment. **15 hours**

**Module IV: Branch Accounts:** Features, Objects and Types of branches - Accounting for dependent branches: Account systems – Stock and debtors system - Independent branch: features - Preparation of consolidated profit and loss account and balance sheet **15 hours**

**Module V: Issue of Shares and Debentures:** Equity shares - Accounting for issue, forfeiture, and re-issue of forfeited shares - Accounting for issue of bonus shares and right shares - Accounting for issue of debentures. **15 hours**

*(Theory and problems may be in the ratio of 30% and 70% respectively)*

**Reference Books:**

1. Asish K Bhattacharyya, Essentials of Financial Accounting, PHI Learning Pvt. Ltd.
2. Shukla, M.C., T.S. Grewal and S.C. Gupta: Advanced Accounts, S. Chand & Co.
3. S.N. Maheshwari, S.N. Suneel K. Maheshwari, and Sharad K. Maheshwari: An Introduction to Accountancy, Vikas Publishing House Pvt. Ltd.
4. P.C. Tulasian: Introduction to Accounting, Pearson Education.
5. Ashok Sehgal and Deepak Sehgal: Fundamentals of Financial Accounting, Taxmann Allied Services (P) Ltd.
6. Narayanaswamy, R. Financial Accounting: A Managerial Perspective, PHI Learning Pvt. Ltd.
7. Jain & Narang: Financial Accounting, Kalyani Publishers.
8. Radhaswamy and R.L. Gupta: Advanced Accounting, Sultan Chand & Sons.

**Core course**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA2B03 MARKETING MANAGEMENT**

**Time: 5 Hours per week**

**Internal: 20;**

**Course Outcome:**

**Credits: 4**

**External: 80**

1. Understand marketing concepts and marketing information system.
2. Describe the concept of marketing mix and Selling proposition for specific products.
3. Understand the Consumer behaviour and their decision making process
4. Interpret market Segmentation, Targeting and Positioning.
5. Explain product planning and development.
6. State the pricing strategies, methods and promotion techniques.
7. Understand and differentiate the unorganized and organized product distribution channels.

**Module I: Introduction:** Marketing Concept and its Evolution; Nature, Scope and Importance of Marketing; Role of Marketing in Modern Business; Marketing Mix: Four Ps-Extended Ps; Marketing Information Systems; Strategic Marketing Planning – An Overview. **10 Hours**

**Module II: Consumer Behaviour:** Concept and Determinants of Consumer Behavior - Buying Decision Process - Buying Motives - Buying Roles. Market Segmentation: Concept and Need; Principles; Basis for the Segmentation. Target Marketing and Positioning - Positioning Tools and Strategies. **15 Hours**

**Module III: Product and Price:** Concept of Product; Consumer and Industrial Goods; Product Line and Product Mix Decisions; Product Life Cycle- Meaning and Stages; Product Planning and Development: Concept and Steps. Packaging- Role and Functions; Branding: Concept and Elements; Price: Concept and Importance, Factors Affecting Price. Pricing Strategies: Price Discrimination, Price Skimming, Penetration Pricing and Discounts. Pricing Methods: Cost Based, Competitor Based and Demand Based Pricing. **20Hours**

**Module IV: Promotion:** Meaning and Importance, Promotion Mix: Advertising- Definition Features and Functions; Advertising Media Legal and Ethical Aspects of Advertising; Personal Selling: Meaning, Functions and Steps; Role of a Salesman in Selling Process - Characteristics of a Good Salesman; Publicity and Public Relations. Sales Promotion: Meaning, Nature and Functions; Types of Sales Promotion- Sales Promotion Techniques **20 Hours**

**Module V: Distribution:** Meaning And Importance - Stages of Distribution - Product Distribution Channels: Concept and Functions of Channels; Role of Intermediaries- Retailing of Products: Formats- Unorganized and Organized; Department Stores, Supermarkets, Hyper Markets, Chain Stores, and Electronic Retailing **15 Hours**

**Reference Books:**

1. Kotler, Philip: Marketing Management; Prentice Hall, New Jersey.
2. Condiff E.W. and Still, R.R., Basic Marketing Concepts, Decisions and Strategy; Prentice Hal of India, New Delhi.
3. Stanton W.J., Etzel Michael J and Walter Bruce J; Fundamentals of Marketing; McGraw Hill, NY
4. Rorsiter Johan R, Percy Larry: Advertising and Promotion Management; McGraw Hill, New York.
5. Aaker, David and Myers Johan G, et. al., Advertising Management; Prentice Hall of India; New
6. Ramaswamy, Namakumari, Marketing Management, Mcgraw Hill Education.
7. RajanSaxena ,Marketing Management ,Tata Mcgraw Hill Education.
8. C.N.Sontakki, Marketing Management, Kalyani Publishers.

**Common Course**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA3A11 – BASIC NUMERICAL METHODS**

**Lecture Hours per week: 5**

**Credits: 4**

**Internal: 20;**

**External: 80**

**COURSE OUTCOME**

1. Create Problem Solving Skills.
2. Understand numerical equations and apply the methods for solving equations.
3. Understand matrices and its operations
4. Understand the concepts of sequence, series and progressions.
5. Explain mathematics of finance and compute interest and time value of money.
6. Describe the measures of central tendency and dispersion.

**Module I: Numerical expressions and Equations:** Simultaneous linear equations (upto three variables), Quadratic equations in one variable-factorization and quadratic formula

**(10 Hours)**

**Module II Matrices:** introduction - type of matrices – - trace and transpose and determinants - matrix operations –adjoint and inverse –rank- solving equations by matrices: Cramer’s Rule( not more than Three variables).

**(15 Hours)**

**Module III Sequence, Series and Progression :**Concepts and differences - Arithmetic progression- n<sup>th</sup> term and sum of n terms of an AP - Insertion of Arithmetic means in AP - Geometric progression- ‘n’<sup>th</sup> term and sum of n terms of an GP - Insertion of Geometric Mean in GP - Harmonic progression.

**(20 Hours)**

**Module IV Interest and Time value :** Concept of interest-Types of interest: Simple interest and compound interest – nominal, real and effective rate of interest. Future value and Present Value; Annuity and Perpetuity . Computing future and present values of annuity ( regular and immediate) - multi and growing period perpetuity. Compound annual growth rate- computation of Equated Monthly Instalments (EMI).

**(15 Hours)**

**Module V: Descriptive Statistics:** Measures of Central Tendency – Mean : Arithmetic mean , Geometric mean and Harmonic Mean- Median ,Mode and other position values. Measures of Dispersion: mean deviation, quartile deviation, standard deviation and coefficient of variation. Measures of Skewness and Kurtosis.

**(20 Hours)**

**Reference Books**

1. Business Mathematics and Statistics- N G Das & J K Das (Tata McGraw Hill)
2. Basic Mathematics and its Application in Economics – S. Baruah (Macmillan )
3. Mathematics for Economics and Business – R. S. Bhardwaj (Excel Books)
4. Business Statistics – G. C. Beri (Tata McGraw Hill)
5. Fundamentals of Statistics – S.C.Gupta (Himalaya Publishing House )
- 6.SP Gupta ,Statistical Methods, Sultan Chand
- 7.Dinesh Khattar-The Pearson guide to quantitative aptitude for competitive examinations.
- .8. Dr. Agarwal.R.S – Quantitative Aptitude for Competitive Examinations, S.Chand and Company Limited.
- 9.. Abhijit Guha, Quantitative Aptitude for Competitive Examinations, Tata Mcgraw Hill,  
*(Theory and problems may be in the ratio of 20% and 80% respectively. An over view of the topics is expected and only simple problems shall be given)*



**Common Course**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA3A12- PROFESSIONAL BUSINESS SKILLS**

Lecture Hours per week: 4

Credits: 4

Internal: 20,

External: 80,

**COURSE OUTCOME**

1. Apply professionalism in communication while handling a business
2. Understand importance of email in a business and also apply email etiquette in the business world.
3. Explain the methods of e-learning, e-content development and tools
4. Describe the concept and importance of business data analysis
5. Understand socio-cyber informatics and emerging e-governance initiatives.
6. Apply new trends in digital marketing techniques to promote a business

**Module I : Professionalism :** Meaning -Definition – Characteristics - Traits and Qualities of a good professionals - Professionalism in business - Professional Skills: important soft skills for business success- Professionalism in Communication: Verbal Communication: Professional Presentation -- Different Presentation Postures- **body language**. – **Use of presentation aids**. Written Communication: Email - Significance of Email in business – Email etiquette: format - rules – dos and don'ts - Technical Documentation: Standards – Types.

**(15 Hours)**

**Module II ; E-Learning :**Introduction of electronic learning - benefits and drawbacks of e-Learning - Online education - Digital age learners - Knowledge resources on internet - E-books, Audio, Video and other means for e-learning- Introduction to e-content development and tools - Online libraries – MOOCs - The e-Learning as a service Industry - major technologies used in e-learning- different approaches for e-Learning delivery - E-learning in India **(12 Hours)**

**Module III : Business Data Analysis :** Features of New Generation Computers – Concept of data analysis – Business Data Analysis – Data Analyst – Types of analysts - organisation and source of data, importance of data quality, dealing with missing or incomplete data- Social Networking Analysis – Big Data Analysis - Role of Data Scientist in Business & Society - Role of Artificial Intelligence and Intelligent Agents in e-business - Ethical and Legal considerations in Business Analytics **(18 Hours)**

**Module IV : Socio\_Cyber Informatics:** IT and society - Digital Divide – Digital natives-Cyber space- New opportunities and threats - Cyber ethics - Cyber crimes -Types - Cyber Laws – Organisations related with cyber laws-Cyber addictions - Information overload - Health issues - e-waste and Green Computing –Recent E-governance initiatives in India **(10 Hours)**

**Module V : Digital Marketing :** Introduction to Digital marketing Environment –meaning & Concept – Need for digital marketing – Advantages and disadvantages of digital marketing -Trends in digital marketing- Types of digital marketing – Business models in digital marketing Business to Business (B2B), Business to Customer (B2C), Customer to Customer (C2C), Business to Employees

(B2E), Business to Government (B2G) - Online advertising - types of online advertising. PPC (Pay Per Click) advertising –Search engine Analytics – search engine ads – social media channels and ads-

### Customising digital media advertisements

(15 Hours)

#### References Books:

1. Professional Business Skills – Lee Pelitz 2<sup>nd</sup> Edition
2. Peter Norton, Introduction to Computers, Tata McGraw Hill Private Limited, New Delhi, 2009.
3. Alan Evans, ITL ESL, Leslie Lamport, Dolores Etter, Darren George, Kenneth C Laoudon, Gary Rogers, Rainer Handel, INFORMATICS -Technology in Action, Pearson Education, Delhi, 2009.
4. V.Rajaraman, Introduction To Information Technology, PHI Learning Private Limited, New Delhi, 2009.
5. Daniel Minoli&EmmaMinoli, Web Commerce Technology Hand Book, Tata McGraw Hill, New Delhi, 2009
6. Godfrey Parkin, DigitalMarketing:Strategies for online success, New Holland publishers Ltd, 2009
7. Damian Ryan, Understanding Digital marketing:Marketing strategies for Engaging the Digital generation, Kogan page, 3<sup>rd</sup> Edition, 2014
7. Jonah Berger, Contagious Why things catch on, Simon&Schuster, 2013
8. Turban E, Armson, JE, Liang, TP &Sharda, Decision support and Business Intelligence Systems, 8<sup>th</sup> Edition, John Wiley & Sons, 2007
9. Frank J. Ohlhorst, Big Data Analytics, 1st Edition, Wiley, 2012.
10. Efraim Turban, Ramesh Sharda, Jay Aronson, David King, Decision Support and Business Intelligence Systems, 9th Edition, Pearson Education, 2009
11. Microsoft Office 2007 Business Intelligence - Reporting, Analysis, and Measurement from the Desktop, Doug Harts, TATA McGraw-Hill Edition, 2008
12. Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XLMiner, GalitShmueli, Nitin R. Patel, Peter C. Bruce, Wiley Publication, 2010
13. Data Mining: Concepts and Techniques”, Morgan Kaufmann Publication, 3<sup>rd</sup> Edition, 2011  
Data Science for Business – What you need to know about data mining and data-analytic thinking, Foster Provost, Tom Fawcett, O’ Reilly Media Publication, 2013

**Core  
Course**  
**BACHELOR OF BUSINESS  
ADMINISTRATION BBA3BO4 -  
CORPORATE ACCOUNTING**  
**Lecture Hours per week: 6**  
**Credits: 4**

**Internal: 20:**  
**COURSE OUTCOME**

**External: 80**

1. Develop the knowledge of IFRS and Indian Accounting Standards
2. Understand and apply Ind AS on inventories, PPE, provisions, Income tax, borrowing cost and intangible assets.
3. Understand the accounting procedures of redemption of shares of debentures.
4. Understand and prepare the financial statements of joint stock companies as per company accounts
5. Apply critical thinking skills by identifying and analysing an accounting issue using the relevant accounting framework.
6. Calculate ratios relating to a company's profitability, liquidity and solvency.

Demonstrate written communication skills by organizing content and using proper writing mechanics for business reports

**Module I : Financial Reporting Standards:** Concept of accounting standard - International Financial Reporting Standards (IFRS) and Indian Accounting Standards-IFRS convergence in India - List of IFRS and IndAS with objectives - Conceptual framework - Elements of financial statements - Recognition, Measurements, Presentation and Disclosure.

**10Hour**

**Module II : IFRS Converged Indian Accounting Standards:** Concept of IndAS- Objective, Scope, Recognition and Measurement of : Inventories (Ind AS 2), Income tax (IndAS 12), Accounting for tangible non-current assets (IndAS 16), Borrowing costs ( IndAS 23), Provisions, Contingent liabilities and Contingent assets (IndAS 37), Accounting for intangible assets ( IndAS 38). (Basic problems only)

**20 Hours**

**Module III : Redemption of Securities:** Redemption of Preference Shares – Rules and Accounting - Redemption of Debentures – Important Provisions - Accounting for Redemption: by conversion, by lot, by purchase in the open market (cum- and ex-interest).

**15 Hours**

**Module IV : Preparation of Financial Statements:** Contents of financial statements of a joint stock company as per the Companies Act 2013 - Preparation of Statement of Profit & Loss, Statement of changes in equity, Balance Sheet (IndAS1) and Cash flow statement (IndAS7).

**20 Hours**

**Module V : Accounting Ratios:** Concept of ratio – Accounting ratio – Meaning, Uses and Limitations – Classification of Accounting Ratios - Computation of Profitability Ratios, Liquidity Ratios, Solvency Ratios and Activity Ratios.

**15 Hours**

*(Theory and problems may be in the ratio of 30% and 70% respectively)*

**Reference Books:**

1. Chintan Patel, Bhupendra Mantri, Indian Accounting Standards, Taxmann Publications.
2. T. P, Ghosh, Illustrated Guide To Indian Accounting Standards, Taxmann Publications.
3. B. D, Chatterjee, Illustrated Guide To Indian Accounting Standards, Taxmann Publications.
4. M.C. Shukla, T.S. Grewal and S. C. Gupta, Advanced Accounts, S. Chand & Co., New Delhi.
5. S.N. Maheswari and S.K. Maheswari, Financial Accounting.

6. R.L. Gupta and Radhaswamy, Advanced Accounting, Sultan Chand & Sons, New Delhi.
7. Ashok Sehgal and Deepak Sehgal, Advanced Accounting, Volume2, Taxmann, New Delhi.
8. Jain and Narang, Financial Accounting, Kalyani Publishers.
9. P.C. Tulasian, Introduction to Accounting, Pearson Education.

**Core Course**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA3B05 FINANCIAL MANAGEMENT**

**Hours per week: 5**

**Credit 4**

**Internal: 20;**

**External: 80**

**COURSE OUTCOMES**

1. Develop the knowledge of finance function and understand the role of financial manager
1. Understand classification of capital structure and EBIT-EPS analysis.
2. Compute operating, financial and combined leverages for the financing decisions.
3. Compute the techniques of capital budgeting for investment decision purposes
4. Understand and apply the Concepts and determinants of Working Capital in cash management, receivables management and inventory management.
5. Understand the dividend policies and determinants for dividend decision making.

**Module I : Introduction to Finance:** Meaning of Finance – Business Finance – Finance Function – Organization Structure of Finance - Financial Management – Goals of Financial Management – Financial Decisions – Role of a Financial Manager. **10 Hours**

**Module II : Financing Decision:** Meaning, Importance and Classification of Capital Structure; Finance Structure and Capital Structure; Factors Influencing Capital Structure – Optimum Capital Structure; EBIT- EPS Analysis. Leverages: Operating, Financial and Combined Leverages. Cost of Capital: Concept and Importance; Types of Cost of Capital: Computation of Component and Composite Cost of Capital. **20 Hours**

**Module III : Investment Decision:** Meaning and Importance of Capital Budgeting – Features – Process – Techniques of Capital Budgeting: Concept and Computation of Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return and Profitability Index. **20 Hours**

**Module IV : Working Capital Management-** Concepts and Significance of Working Capital – Evils of Excess and Inadequate Working Capital – Determinants of Working Capital – Estimation of Working Capital - Sources of Working Capital -A Brief Overview of Cash Management – Receivables Management and Inventory Management. **20 Hours**

**Module V : Dividend Decision:** Dividend - Meaning and Types; Dividend policy : Meaning and Objectives- Issues Involved in Dividend Policy- Determinants of Dividend Policy – Types of Dividend Policy – Dividend Policy and Value of Firm. **10 Hours**

**(Theory and problems may be in the ratio of 50% and 50% respectively)**

**References Books:**

1. Prasanna Chandra, Financial Management, Tata McGraw Hill.
2. I. M Pandey, Financial Management, Vikas Publication.
3. Khan and Jain, Financial Management, Tata McGraw Hill.
4. Sharma and Sashi Gupta, Financial Management, Kalyani.
5. S. N Maheshwari, Financial Management. Sultan Chand.
6. R. M. Srivastava : Financial Management , Himalaya Publishers.

**Complementary Course**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA3CO2 - BUSINESS REGULATIONS**

**Lecture Hours per week: 5**

**Credits: 4**

**Internal: 20;**

**External: 80**

**COURSE OUTCOME**

1. Understand the meaning and definition of Indian Contract Act and its classifications.
2. Classify the special Contracts of indemnity and Contract of guarantee.
3. Describe the contract of agency and delegation of authority of principal and agent.
4. Understand the legal aspects of Sale of Goods Act 1930.
5. Recognize the rights of the consumers under Consumer Protection Act 1986 and its redressal agencies.
6. Understand the features and components of competition and information acts.

**Module I : Business Laws:** Introduction – Nature of Business Law – Meaning and definition -Indian Contract Act, 1872: Contract – Definition – Essentials of valid contract - Classification of contracts – Offer and acceptance – Consideration – Capacity to contract – Free consent –Coercion – Undue influence – Misrepresentation – Fraud – Mistake – Void agreements – Discharge of contract – Breach of contract and remedies – Contingent Contracts-Quasi Contract. **20 Hours**

**Module II : Special Contracts:** Contract of Indemnity: Meaning - Nature – Right of indemnity holder and indemnifier – Contract of Guarantee : Meaning – Nature - Rights and liabilities of surety – Discharge of surety from liability – Contract of Bailment and Pledge: Rights and duties of bailor and bailee, pledger and pledgee – Contract of Agency : Creation of agency – Delegation of authority - Duties and liabilities of principal and agent – Termination of agency. **20 Hours**

**Module III : Sale of Goods Act 1930:** Contract for sale of goods – Essentials of a contract of sale – Conditions and Warranties – Caveat emptor – Sale by non owners – Rules as to delivery of goods – Un paid seller and his rights. **10 Hours**

**Module IV : The Consumer Protection Act 1986:** Objects and scope – Definition of consumer and consumer dispute – Complaint – Goods - Service - Unfair trade practices – Restrictive trade practices - Rights of consumers – Consumer Protection Council – Consumer Disputes Redressal Agencies: District Forum, State Commission, National Commission. **10 Hours**

**Module V : Competition and Information Laws:** The Competition Act, 2002: Objectives of Competition Act, Features of Competition Act, Components of Competition Act, CCI, CAT, Offences and Penalties under the Act - Right to Information Act 2005: Objectives of the RTI Act, Scope, Suo-Moto disclosure, Method of seeking information, Eligibility to obtain information, Authorities under the Act. **20 Hours**

**Reference Books:**

1. Singh Avtar: The Principles of Mercantile Law; Eastern Book Company, Lucknow.
2. Kuchal M.C: Business Law; Vikas Publishing House, New Delhi

3. Kapoor N.D: Business Law; Sultan Chand & Sons, New Delhi.
4. Chandha P.R: Business Law; Galgotia, New Delhi.
5. Desai T.R.: Indian Contract Act, Sale of Goods Act and.
6. VidhiMadaanChadda, Competition Act, 2002 Law and Practice, Bloomsbury.
7. Government of India: Right to Information Act, 2005.
8. P. K Das, Right to Information Act, 2005, Universal Law Publishing.
9. Relevant Bare Acts.

**Common Course**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA4A13 - ENTREPRENEURSHIP DEVELOPMENT**

Lecture Hours per week:5,  
 Internal: 20,

Credits: 4  
 External: 80,

**COURSE OUTCOME**

1. Understand the role of entrepreneur in Economic development
2. Evaluate the problems of Entrepreneurial development programmes
3. Analyze the institutional support and incentives available to entrepreneur in India.
4. Apply the steps required for the registration of SSI.
5. Describe the setting up of a Micro, Small and Medium enterprises
6. Describe the purpose and general principles of good reporting system

**Module 1:** Concepts of entrepreneur: Entrepreneur- Definitions - Characteristics of entrepreneur- Classification of entrepreneur-Entrepreneurial traits -Entrepreneurial functions - role of entrepreneurs in the economic development - Factor effecting entrepreneurial growth – Entrepreneurship – Meaning – definition - Entrepreneur vs Intrapreneur - Women Entrepreneurs - Recent development – Problems - Entrepreneurial Development Programmes - Objectives of EDP - Methods of training - Phases of EDP.  
**(10Hours)**

**Module 2:** Institutional support and incentives to entrepreneurs- Functions of Department of Industries and Commerce (DIC) - Activities of Small Industrial Development Corporation (SIDCO)- Functions of National Small Industries Corporation(NSIC)- Functions of Small Industries Development Bank of India (SIDBI) - Khadi Village Industry Commission (KVIC)-Small Industries Service Institute (SISI)- Functions and services of Kerala Industrial Technical Consultancy Organisation (KITCO)-Activities of Science and Technology Entrepreneurship Development Project (STEDP)-Strategies of National entrepreneurship Development Board (NEDB) -Objectives of National Institute for entrepreneurship and small business development (NIESBUD) - Techno park- Functions of techno park Incentives- Importance- Classification of incentives – Subsidy - Types of Subsidy  
**(18 Hours)**

**Module 3:** Micro Small and Medium Enterprises- Features- Objectives- Importance- Role of SME in the economic development- MSME Act 2006- Salient features- Credit Guarantee Fund Trust Scheme for MSMEs - Industrial estates-Classification-Benefits- Green channel- Bridge capital- Seed capital assistance-Margin money schemes –Single Window System- Sickness- Causes –Remedies- Registration of SSI  
**(18 Hours,)**

**Module 4:** Setting up of Industrial unit-(Only Basic study) Environment for Entrepreneurship – Criteria for selecting particular project- Generating project ideas-Market and demand analysis- Feasibility study- Scope of technical feasibility- Financial feasibility- Social cost benefit analysis- Government regulations for project clearance-Import of capital goods- approval of foreign collaboration-Pollution control clearances- Setting up of micro small and medium enterprises- Location decision- Significance.  
**(16 Hours)**



**Module 5:** Project Report - Meaning-Definition - Purpose of project reports-Requirements of good report - Methods of reporting - General principles of a good reporting system - Performa of a project report - Sample project report. (The preparation of sample project report shall be treated as an assignment of this course). **(18 Hours)**

**Books Recommended:**

1. Shukla M.B. Entrepreneurship and small Business Management, KitabMahal Allahabad.
2. SangramKeshariMohanty, Fundamentals of entrepreneurship, PHI, New Delhi.
3. Nandan H. Fundamentals of Entrepreneurship, PHI, New Delhi.
4. Small-Scale Industries and Entrepreneurship, Himalaya Publishing ,Delhi
5. C.N.Sontakki, Project Management, Kalyani Publishers, Ludhiana.
6. SangamKeshariMohanty. Fundamentals of Entrepreneurship, PHI, New Delhi
7. Peter F. Drucker- Innovation and Entrepreneurship.
8. Vasanth Desai, Small Business Entrepreneurship, Himalaya Publications.
9. MSME Act 2006.

**Common Course**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA4A14 – BANKING AND INSURANCE**

**Lecture Hours per week: 4**

**Credits: 4**

**Internal: 20;**

**External: 80**

**Course Outcome**

1. Describe the origin and development of banking
2. Explain the various negotiable instruments
3. Apply the modern E-banking services
4. Apply the procedure for the application and activation of M-banking and tele-banking.
5. Describe the concept of insurance as a social security tool for economic development.
6. Understand the general principles of life insurance contract and guidelines of IRDA.

**Module 1 :** - Introduction to Banking : Meaning and definition - Origin and development of banking –Customer of a bank - Structure of banking in India - Banks and economic development -Functions of commercial banks (conventional and innovative functions) - Central bank RBI – Functions - Emerging trends in banking. Activity: List out the name of banks as per their different category  
 Assignment: Procedure for creating an account in a bank **(10 Hours,)**

**Module 2 :** Negotiable Instruments : Definition - Characteristics - Types - Parties to negotiable instruments -Cheques - Types of cheques - Crossing of cheques - Drafts - Cheque vs. Draft - Endorsement -Significance - Regularity of endorsement - Liability of endorser -Electronic payments. Activity / Assignment: Writing of cheque , writing of challan for Demand Draft, Procedures for a Bank Loan. **(15 Hours)**

**Module 3 :** E-Banking-centralized online real time electronic banking ( CORE)-Electronic Clearing service (ECS) - Electronic Fund Transfer - Real Time Gross settlement (RTGS)—National Electronic Fund transfer(NEFT)-society for worldwide interbank financial telecommunication(SWIFT) - E-cheque - Any Time Money - ATM.s- Credit card - Debit card-smart card - Internet banking - mobile banking - Tele-banking - financial inclusion - recent initiatives in financial inclusion.  
 Activity / Assignment:  
 Chelan fillingfor RTGS, EFT and NEFT

- Different types of Cards, the Procedure for application of different cards and the Procedure for blocking cards
- Procedure for application or activation of net banking, m-banking and tele-banking.

**(15**

**Hours) Module 4 :** Introduction to insurance: Concept - need of insurance-insurance as a social security tool

- insurance and economic development-principles of insurance - various kinds of insurance - life and general insurance (fire, marine, medical, personal accident, property and motor vehicle insurance) - features-life insurance Vs. general insurance. Activity / Assignment: List out different names of insurance companies

**(14 Hours)**

**Module 5 :** Life insurance-law relating to life insurance-general principles of life insurance

contract, proposal and policy—Assignment and nomination - title and claims - general insurance - law relating to general Insurance - IRDA - powers and functions - insurance business in India. Case Study: Preparation of a proposal for life insurance and how to claim insurance in case of any accident, death or damage.

**(10 Hours)**

## **Reference**

### **Books:**

1. . Jyotsna Sethi and Nishwan Bhatia's *Elements of Banking and Insurance*, published by Phi Learning Private  
L  
t  
d  
.
2. Indian Institute of Bankers (Pub) Commercial Banking Vol-I/Vol-II (part I& II)Vol- III.
3. Varshaney: Banking Law and Practice.Sultan Chand
4. Dr. P. Periasamy: Principles and Practice of Insurance Himalaya Publishing House, Delhi.
5. Inderjit Singh, RakeshKatyal& Sanjay Arora: Insurance Principles and Practices,Kalyani Publishers, Chennai.
6. M.N. Mishra: Insurance Principles and Practice, S. Chand & Company Ltd, Delhi.
10. G. Krishnaswamy : Principles & Practice of Life Insurance
11. Kothari &Bahl: Principles and Pratices of Insurance
12. B.S. Khubchandani, "Practice and Law of Banking",MacMillan India Ltd
13. K.C. Nanda," Credit Banking", Response Book, Sage Publication,

**Core Course**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA4B06 COST AND MANAGEMENT**  
**ACCOUNTING**

**Lectures Hours per week: 6**  
**Internal: 20,**

**Credits: 4**  
**External: 80**

**COURSE OUTCOME**

1. Understand the methods, techniques of costing and its application for decision making.
2. Compute EOQ and pricing of issue of materials.
3. Calculate Labour cost under time rate and piece rate system.
4. Describe the overhead allocation and preparation of the cost sheet.
5. Determine methods of costing adopted in various industries
6. Describe the concept of marginal costing, break even chart and preparation of different types of budget.

**Module I : Cost Accounting:** Definition - Meaning and scope - Objectives - Cost classification - Elements of cost - Cost units -Cost centre - Types - Methods and Techniques of Costing - Management Accounting: Meaning and scope - Objectives - Difference between cost Accounting, Financial accounting and Management accounting. **10 Hours**

**Module II : Material and Labour:** Material- Meaning and types. Computation of: Stock levels- EOQ - Pricing of Issue of materials - FIFO, LIFO, Simple and Weighted Average methods. **Labour:** Computation of Labour cost - Time rate and piece rate system. **15 Hours**

**Module III : Overheads and Preparation of Cost Sheet:** Overhead- Meaning and Definition – concepts of overhead Allocation, Apportionment and Absorption of overheads. (Simple problems only) Preparation of Cost sheet-Format – objects and methods of cost sheet preparation. **20 Hours**

**Module IV : Methods of Costing:** - Job order costing: Meaning – Features – preparation of job cost sheet - Process Costing: Meaning – Features- normal and abnormal loss. **15 Hours**

**Module V : Marginal Costing & Budgetary Control:** Marginal costing- Concept-Meaning and computation of contribution, PV ratio and BEP - Construction of Break Even Chart - Profit planning. Budgetary Control : Concepts of Budget and Budgetary Control- preparation of cash and flexible budget **20 Hours**

*(Theory and problems may be in the ratio of 30% and 70% respectively)*

**Reference Books:**

1. Ravi M Kishore: Cost and Management accounting, Taxmann's Publications
2. Debarshi Bhattacharyya, Cost and Management, Pearson
3. Dr. S.N. Maheswari : Management Accounting, Vikas Publishing
4. S.P.JAIN, K.L.NARANG : Cost Accounting, Kalyani Publishers
5. Sharma and ShahiK Gupta : Management Accounting, Kalyani Publishers.

6. N.K. Prasad : Cost Accounting
7. Horngren : Cost Accounting : A Managerial Emphasis.

**Complementary Course**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA4C03 CORPORATE REGULATIONS**

**Lecture Hours per week : 5,**  
**Internal : 20,**

**Credit:4**  
**External : 80**

**COURSE OUTCOME**

1. Understand the features of company's act regarding in different types of companies.
2. Describe the formation of companies and different documents of the company.
3. Understand the share capital and other relevant provisions of the same.
4. Recognize the management, corporate governance, corporate social responsibility and some basic aspects of SEBI.
5. Explain the importance of SEBI and Securities Appellate Tribunal.

**Module I : Introduction to Companies Act, 2013:** Objects of the Act – Salient features of the Act - Meaning and definition of company – Features – Kinds of companies – Private company - Public company – Associate company – Dormant company - One person company – Small company - Government company - Lifting of corporate veil. **10 Hours**

**Module II : Formation of Companies :** Promotion – Role of promoters – Incorporation – Capital subscription – Commencement of business – Pre-incorporation and provisional contracts - Document of companies: Memorandum of Association – Definition - Contents and alteration - Doctrine of Ultravires – Articles of Association – Definition - Contents and alteration – Distinction between Memorandum and Articles - Constructive notice of Memorandum and Articles – Doctrine of Indoor management – Prospectus – Contents – Statement in lieu of prospectus – Liabilities for misstatement. **20 Hours**

**Module III : Share Capital :** Shares – Kinds of shares – Public issue of shares – Book building - Allotment of shares - Irregular allotment – Issue prices of shares – Listing of shares - Employees stock option scheme - Sweat equity shares - Right shares – Bonus shares - Shares with differential rights – Share certificate and share warrant - Calls - Forfeiture – Surrender of shares – Buyback of shares – De materialisation and re materialisation of shares – Transfer and transmission of shares – Transfer under Depository system. **15 Hours**

**Module IV : Management of Companies :** Board and Governance – Directors: Appointment – Position – Powers - Rights - Duties and liabilities – Qualification – Disqualification – Removal of directors – Key Managerial Personnel – Introduction to Corporate Governance – Need and importance of Corporate Governance – Corporate social responsibility - Securities and Exchange Board of India Act 1992 – Objects – Establishment and management of SEBI – Powers and functions of SEBI– Securities Appellate Tribunal (SAT). **20 Hours**

**Module V : Company Meetings and Winding up :** Requisites of a valid meeting – Statutory meeting – Annual general body meeting – Extra ordinary meeting – Board meetings – Resolutions – Types - Company Secretary : Qualification – appointment – duties - Winding up : Meaning – Modes of winding up – Winding up by Tribunal - Members' voluntary winding up – Creditors' voluntary winding up – Liquidator: Powers - Duties and liabilities – Consequences of winding up. **15 Hours**

**Reference Books:**

1. M.C. Shukla&Gulshan :Principles of Company Law, S. Chand and Co., New Delhi.
2. N.D. Kapoor : Company Law and Secretarial Practice, Sultan Chand & Sons, New Delhi.
3. Mannual of Companies Act, Corporate Laws and SEBI Guidelines”, Bharat Law House, New Delhi.
4. M.C. Bhandari : Guide to Company Law Procedures, Lexis NexisInia, New Delhi.
5. Tuteja :Company Administration and Meetings, S. Chand, New Delhi.
6. M.C. Kuchal :Company Law and Secretarial Practice, Vikas Publishing House, New Delhi.
  
7. Dr. P.N. Reddy and H.R. Appanaiah : Essentials of Company Law and Secretarial Practice, Himalaya Publishers, Mumbai.
8. M.C. Kuchal : Secretarial Practice, Vikas Publishing House, New Delhi.
9. AshokBagrial : Secretarial Practice, Vikas Publishing House, New Delhi.
- 10.Relevant Bare Act.

**Complementary Course**  
**BACHELOR OF BUSINESS ADMINISTRATION BBA4C04 -**  
**QUANTITATIVE TECHNIQUES FOR BUSINESS**

**Time: 5 Hours per week**

**Credits: 4**

**Internal 20:**

**External 80**

**Course Outcome**

1. Understand the meaning and discipline of QT in business
2. Apply time series analysis to forecast the future trends.
3. Understand and apply the methods of constructing index numbers.
4. Apply statistical tools- correlation and regression to establish degree of relationship between two variables
5. Understand the concept of probability and approaches to the theorems of probability.
6. Apply set theory and calculations using Venn Diagrams in various statistical analysis.
7. Explain the theoretical distributions and its fittings.

**Module I : Quantitative Techniques:** Introduction - Meaning and Definition – Classification of QT -QT and other disciplines – Application of QT in business – Limitations. **05 Hours**

**Module II : Time Series and Index Number:** Meaning and Significance – Utility, Components of Time Series- Measurement of Trend: Method of Least Squares, Parabolic Trend and Logarithmic Trend- Index Numbers: Meaning and Significance, Problems in Construction of Index Numbers, Methods of Constructing Index Numbers – Weighted and Unweighted, Test of Adequacy of Index Numbers, Chain Index Numbers. **20**

**Hours**

**Module III : Correlation and Regression Analysis:** Correlation:- Meaning, significance and types; Methods of Simple correlation - Karl Pearson's coefficient of correlation, Spearman's Rank correlation - Regression -Meaning and significance; Regression vs. Correlation - Linear Regression, Regression lines (X on Y, Y on X) and Standard error of estimate. **20 Hours**

**Module IV : Probability:** –Concept of Probability—Meaning and Definition— Approaches to Probability Theorems of Probability—Addition Theorem— Multiplication Theorem—Conditional Probability—Inverse Probability—Bayes' Theorem - Sets Theory: Meaning of Set - Set Operation – Venn Diagrams. **20 Hours**

**Module V : Theoretical Distribution:** Binomial Distribution – Basic Assumptions and Characteristics – Fitting of Binomial Distribution – Poisson Distribution – Characteristics - Fitting of Poisson Distribution – Normal Distribution – Features and Properties – Standard Normal Curve. **15 Hours**

*(Theory and problems may be in the ratio of 30% and 70% respectively)*



**Reference Books:**

1. Richard I. Levin and David S. Rubin, Statistics for Management, Prentice Hall of India, latest edition.
2. S.P.Gupta, Statistical Methods, Sultan Chand.
3. Sanchetti and Kapoor, Statistics, Sultan Chand.
4. G.C.Beri, Statistics For Management, Tata McGraw Hill.
5. J.K. Sharma, Business Statistics: Pearson.
6. Anderson Sweeney Williams, Statistics for Business and Economics, Thomson.
7. Levine Krebiel & Bevenson, Business Statistics, Pearson edition, Delhi.

**Core Course**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA5B07 HUMAN RESOURCES MANAGEMENT**

**Time: 4 Hours per week**

**Internal 20:**

**Credits: 4**

**External 80**

**COURSE OUTCOME**

1. Understand the evolution and development of HRM.
2. Describe the importance of HR planning, process and methods of job analysis.
3. Explain the sources of recruitment and the selection process
4. Describe the importance of on-the job and off-the job training in HR.
5. Understand the importance of performance appraisal and factors influencing employee compensation.
6. Express an overview of HRM trends and challenges.

**Module I : Introduction to Human Resource Management:** Meaning, definition, importance, scope and objectives of HRM; Evolution and development of HRM; Approaches to HRM- Personal management Vs Human Resource Management; HRM and competitive advantage. HR department-organisational composition, role, functions **12 Hours**

**Module II : Procurement of HR:** Meaning and Importance of HR planning ; Job analysis---process of job analysis, job description, job specification, methods of job analysis; Conventional Vs strategic planning; Recruitment – concept, sources ; Selection – concept , Difference between recruitment and selection, process- test, interview, placement, induction and socialization; retention. **12 Hours**

**Module III : Training and Development:** Concepts; importance; Training and development methods – Apprenticeship, understudy, job rotation, vestibule training, case study, role playing, sensitivity training, In-basket, management games, conferences and seminars, coaching and mentoring; Management Development Programs; Training process outsourcing. **14 Hours**

**Module IV : Performance Appraisal, and Compensation:** Performance appraisal -need and Importance, objectives, process and methods. Compensation- Objective, Principles, classification, factors Influencing Employee Compensation. **12 Hours**

**Module V : Overview of HRM Trends and Challenges:** Strategic HRM, Electronic HRM, Green HRM, Human Resource Information System, HR Audit, workforce diversity, downsizing, work life balance, Labour localisation. **14 Hours**

**Reference Books:**

1. Dessler, Human Resource Management, Prentice Hall of India.
2. D.A.DeCenzo and S. P. Robbins, S.L Verhulst, Human Resource Management, Wiley.
3. Gray Desler, Biju Varkkey, Human Resource Management, Pearson Education.
4. K. Aswathappa, Human Resource Management Text and Cases, McGraw Hill Education.
5. VSP Rao, Human Resource Management, Excel Books.

**Core Course**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA5 B08 BUSINESS RESEARCH METHODS**

**Time: 4 Hours per week**  
**Internal 15;**

**Credits: 3**  
**External 60**

**Course Outcomes:**

1. Understand the basic concepts of business research.
2. Understand research problems and to formulate research design.
3. Apply suitable method of primary data collection and frame questionnaire, interview and schedule.
4. Apply the processing stages by using different types of measurements of central tendency, dispersion and index numbers
5. Describe the steps in drafting reports and format in writing reference and bibliography.

**Module I : Business Research:**Meaning and Definition - Features of Business Research – Phases of Business Research .Theory Building -Induction and Deduction Theory - Concept - Operational Definition - Variable – Proposition. Hypothesis – Types of Hypothesis. Types of Business Research: Basic and Applied – Exploratory - Descriptive and Causal. **10 Hours**

**Module II : Research Design:**Research Design - Research Problem Identification – Identifying Research Gap – Setting Of Objectives And Hypotheses – Identifying The Variables - Dependent - Independent And Intervening Variables – Sampling Plan – Sample Size – Sampling Methods –Steps In Developing A Research Design. **15Hours**

**Module III : Data and Method of Research:**Typesof Data – Primary Data: Meaning – Sources. SecondaryData- Meaning - Sources of Secondary Data- Limitation of Secondary Data. Exploratory Research: Objectives - Methods - Experience Survey - Secondary Data Analysis - Case Study - Pilot Study by Focus Group Interview. Method of Primary Data Collection: Survey- Types of Survey- Measurement and Scaling: Nominal - Ordinal – Interval and Ratio Scale – Criteria for Good Measurement – Reliability and Validity. Survey Instrument: Questionnaire and Schedule- Essentials of a Good Survey Instrument. **15Hours**

**Module IV : Data Processing and Analysis:** Processing Stages - Editing - Coding and Data Entry – Descriptive Analysis under Different Types of Measurements - Percentages - Frequency Table - Contingency Table - Graphs - Measures of Central Tendency ,dispersion and Index Number - Interpretation. **10 Hours**

**Module V : Report Writing and Presentation:** Research Report - Types of Reports – Content of Report – Style of Reporting – Steps in Drafting Reports – Qualities of a Good Report – Documentation – Citation – Footnotes – References – Bibliography – APA and MLA - Formats in Writing References and Bibliography. **14 Hours**

**Reference Books:**

1. Donald R.CooperAndPamela S, Schindler: Business Research Methods. Latest Edition, Irwin

Mcgraw- Hill International Editions, New Delhi.

2. John Adams, Hafiz T.A. Khan Robert Raeside, David White: Research Methods for Graduate Business and Social Science Students, Response Books. New Delhi.
3. Kothari C. R., Research Methodology: Methods And Techniques, New Age International Publishers, New Delhi.
4. Neresh K. Malhotra: Marketing Research, Latest Edition. Pearson Education.
5. William G. Zikmund, Business Research Methods, Thomson.
6. Wilkinson T.S. and Bhandarkar P.L, Methodology and Techniques of Social Research, Himalaya Publishers.
7. John W. Best And James V. Khan, Research in Education.
8. Singh A. K., Tests, Measurements and Research Methods In Behavioral Scienc

**Core course**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA5B09 OPERATIONS MANAGEMENT**

**Time: 4 Hours per week**

**Credits: 4**

**Course Outcome**

1. Understand the concept of operations management in production unit
2. Understand the factors determining plant location and plant layout
3. Understand assembly line balancing and material handling equipments in a production unit
4. Understand the importance of capacity planning in production
5. Apply the work measurement techniques in time and motion study.
6. Describe the master production schedule and inventory management in aggregate planning.
7. Analyze quality in a production using 7 tools of analysis charts and tools

**Module I : Operations Management:** meaning, scope and objectives— OM decisions-historical evolution of OM - interaction of operations management with other areas—manufacturing and non manufacturing operations and their characteristics- **e-commerce operations management**

**12 Hours**

**Module II : Facilities Planning:** plant location—factors determining plant location—Product design & Process selection- Types of Processes- Plant layout— Product layout, Process layout, Cellular layout & Fixed position layout—Assembly line balancing- materials handling equipments. **Production system followed by leading production industries**

**Module III : Capacity Planning:** Types of capacity—maintenance management—types of maintenance – **industrial safety**. work study—method study & work measurement, work measurement techniques – Time & Motion Study- Components of Time Study.

**12 Hours**

**Module IV : Aggregate Planning:** Master production schedule (MPS) – Material requirement planning (MRP) - Objectives. Elements of MRP- Inputs, outputs- Inventory management – opposing views of inventory, reorder point, safety stock, lead time, Basic EOQ model, Inventory classification models.

**14 Hours**

**Module V : Quality Control**—Concept of quality—quality planning—statistical quality control—controlcharts( X chart and R chart Only)— Seven Tools of Analysis –Control Chart, Pareto Diagram, - Concept of quality circles.

**12 hours**

**References:**

1. Russell, Roberta S, and Bernard W.Taylor III, Operations Management, Pearson Education, New Delhi.
2. Chase:Operations Management for Competitive Advantage, Tata McGraw Hill, New Delhi.
3. Buffa, E.S., 'Modern Production Management', New York, John Wiley.
4. Adam, E.E. and Ebert, R.J., 'Production and Operations Management' Prentice Hall of India,New Delhi.
5. Chary, S.,N., 'Production and Operations Management', Tata McGraw Hill, New Delhi.
6. Norman Gaither, Greg Fraizer, Operations Management, CENGAGE Learning.
7. KanishkaBedi, Production & Operations Management, Oxford University Press.

**Core Course**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA6B12 ORGANISATIONAL BEHAVIOR**

**Time: 5 Hours per week**

**Credits: 4**

**Internal 20:**

**External 80**

**Course Outcome**

1. Understand the different disciplines and contributions to organizational behavior
2. Understand the factors affecting individual behavior
3. Understand the theories of learning in organization
4. Explain the concept of group dynamics and team building
5. Apply motivation and leadership theories in organisations
6. Understand the meaning of stress, types of conflicts in organizational changes.

**Module I : Organizational Behaviour(OB):** Meaning-Features-Nature and Scope of OB-The Basic Assumptions of OB, Major Disciplines and their Contributions to OB; Concepts of Strategic Organisational Behaviour and International Organisational Behaviour.

**ModuleII : Individual Behaviour:** Factors Affecting Individual Behaviour-Basic Psychological Process—Personality, Determinants Of Personality—Personality Traits—Perception, Perceptual Process-Factors Affecting Perception—Learning, Theories of Learning—Social Learning-Learning Curve. **15 Hours**

**Module III : Group:** Concept of Group Dynamics—Features of Group—Types of Group Behaviour—Formal and Informal Group Behaviour—Group Norms—Group Cohesiveness. Teamwork- Types of Teams-Team Building-Team Roles- Team Norms- Team Cohesiveness. **15 Hours**

**Module IV : Motivation and Leadership:** Motivation- Concept, Theories-Maslow's, Herzberg's and McGregor's, X and Y theories); Financial and Non Financial Motivation. Leadership- Types—Theories (Trait theory, Michigan Studies and Fiedler's Contingency Model); Modern Approach to Leadership Theories—Leadership Styles. **20 Hours**

**Module V : Stress Management—**Meaning, Types of Stress— Causes of Stress Consequences of Work Stress- Conflict, Types of Conflicts—levels of conflicts, conflict Resolution. Organisational Development—Meaning, Need, Benefits and Limitations -Steps in OD - Organizational Changes. **15 hours**

**Reference books:**

1. Fred Luthans: Organisational behaviour, McGraw hill Education.
2. Daniel C. Fieldman and Hugh Arnold: Managing individual and group behaviour in organization, McGraw hill.
3. Henry Mintzberg: The structure of organization, Prentice Hall.
4. Edwin Gerlof: Organization Theory and Design, McGraw hill.
5. Robin. S. P: Organizational Behaviour, Pearson Education India.
6. Aswathappa: Organizational Behaviour, Himalaya Publishing house.
7. Jai B. Sunhat: Culture and Organisational Behaviour, Sage Texts.

**Core course**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA6B13 MANAGEMENT SCIENCE**

**Time: 5 Hours per week**

**Credit:4**

**Internal 20:**

**External 80**

**COURSE OUTCOME**

1. Understand the concepts, phases of operation research in modern business management
2. Understand and apply LPP in various decision making areas in business
3. Apply the network techniques in completion of a project.
4. Understand tools of decision making under certainty and uncertainty situations in business.
5. Understand tools of decision making under risky conditions
6. Apply transportation models to solve transportation problems in a business at the optimum cost

**Module I : Operations Research:** Concept - Meaning and Definition – Development of OR – Characteristics of OR – Scope & Objectives of OR – Phases of OR – Techniques of OR – OR and Modern Business Management. **(15 hours)**

**Module II : Linear Programming Problem:** Meaning & Objective of LP – Applications of LP – Formulation of Mathematical Model to a LPP – Objective function – Constraints – Solution to LPP (Graphical solution only) – Advantages & Disadvantages of LP. **(15 hours)**

**Module III : Network Analysis:** Meaning and Objectives – Network Techniques – Managerial applications of Network Techniques – PERT & CPM – Network diagram – activity – Event – Dummy Activity – Construction of Network diagram – Numbering of events – Activity & Event times – Float & Slack – Steps in the application of CPM – Critical activity – Finding of critical path & Estimated Duration – Time estimates in PERT – Steps involved in PERT calculations – Difference between PERT & CPM (only simple problems are expected – Crashing of activity timing not expected) **(25 hours)**

**Module IV : Decision Theory:** Decision making situations – Decision making under certainty - Decision making under uncertainty : Payoff, Regret (Opportunity loss), Maximax criterion – Minimax criterion, Laplace criterion & Hurwicz alpha criterion – Decision making under risk : Expected Monetary Value (EMV) , Expected Opportunity Loss (EOL) , Expected Value of perfect information (EVPI) – Decision making under competition – Game Theory (Theory only) – Decision Tree. **(10 hours)**

**Module V : Transportation Model:** Structure of Transportation problem – solution for Transportation problem – North West Corner Method (NWCM) – Least Cost Method (LCM) – Vogel's Approximation method (VOM) (Simple problems only). **(10 hours)**

**Reference Books:**

- 1)– V.K Kapoor, Operation research Techniques for Management Sulthan Chand & Sons.
- 2)– Taha, Operations Research - An Introduction Prentice hall.
- 3)– J.K. Sharma. Operations Research Theory and Application
- 4)– J.K. Sharma, Operations Research Problems and Solutions Macmillan.
- 5)– Paneerselvam, Operations Research Prentice hall of India.

**Core course**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA6B 14 PROJECT MANAGEMENT**

**Lecture Hours per week: 3**

**Internal: 15:**

**Credits: 2**

**External : 60**

**COURSE OUTCOME:**

1. Understand the different importance of managing a project
2. Apply the project evaluation techniques for getting appraisal of a project
3. Describe financing of a project through markets and public issues.
4. Understand the project implementation and control system for executing a project plan

**Module I: Project Management** ;Meaning, Characteristics and importance project management; Classification of Projects, Project Life Cycle and its Phases- identification, formulation and implementation . Appraisal of Projects – Market feasibility, technical feasibility, financial feasibility - – feasibility report. . Financial Appraisal of a Project – Project Evaluation Techniques – traditional and modern (theory only).

**20 Hours**

**Module II: Project Financing;** Project Financing Capital structure, sources of finance Margin money, promoter's contribution, consortium lending and local syndication by banks, financing through markets and public issues, Term loans and debentures

**10 Hours**

**Module III:Project Implementation and Control:** Organizing human resources, systems and procedure for project implementation. Working of systems, Design of systems, project work system design, work breakdown structure, project execution plan, project control system, project diary, project control –scope/progress control, performance control, schedule control and cost control

**18 Hours**

**Reference Books**

1. Clifford F Gray, Erik W Larson, "Project Management-The Managerial Process" Tata Mcgraw-Hill Publishing Co Ltd
2. Prasanna Chandra, Projects Planning Analysis selection, financing, Implementation, Tata McGraw Hill
3. S.Choudhury, Project Management Tata McGraw Hill publishing.,
4. Vasanth Desai, Project Management, Himalaya Publishing House
5. Goel B.B. Project Management, Deep & Deep Publications Pvt. Ltd
6. Bhavesh M Patel . Project Management: Strategic Financial Planning, Evaluation, and Control, Vikas Publishing House,



## Finance - Elective :

### BACHELOR OF BUSINESS ADMINISTRATION BBA5B10 (Elective 1) INCOME TAX

**Time: 5 Hours per week**

**Credits: 4**

**Internal 20:**

**External 80**

#### Course Outcome

1. Understand the concepts and rules of taxation of individual.
2. Recognize agriculture income from other incomes
3. Computing total income and tax liability of individuals
4. Compute allowable expenses and non-allowable expenses for finding the profits and gains of business
5. Describe the provisions regarding deductions in capital gains
6. Compute total income of individuals for tax calculations.

**Module I : Basic concepts:** Income - agricultural income – person – assessee – assessment year – previous year - gross total income - total income - maximum marginal rate of tax -Residential status – Scope of total income on the basis of residential status - Exempted income under section.

**15 Hours**

**Module II : Computation of Income Under Different Heads:** Salaries – Allowances – Perquisites

– Profit in lieu of salary – Gratuity – Pension - Income from house property: Annual Value of House property – Computation under different circumstances – Deduction from annual value. **30 Hours**

**Module III : Profits and Gains of Business or Profession:** Definition - Computation – Allowable expenses and not allowable expenses – General deductions – Provisions relating to Depreciation.

**10 Hours**

**Module IV : Capital Gains:** Definition of Capital Assets – Long term and Short term – Transfers – Cost of acquisition – Cost of improvement – Exempted Capital gains. Income from other sources: Definition - Computation – Grossing up – Deductions and other relevant provisions. **10 Hours**

**Module V : Total Income and Tax Computation:** Income of other persons included in assessee's total income - Aggregation of income and set-off and carry forward of losses - Deductions from gross total income - Rebates and reliefs - Computation of total income of individuals. **15 Hours**

**(Theory and problems may be in the ratio of 30% and 70% respectively)**

**Note :** *The applicability of law for the purpose of examination would be the law in force as on 31<sup>st</sup> March immediately preceding the academic year.*

#### Reference Books:

1. Dr. Vinod K. Singhania : Direct Taxes – Law and Practice, Taxman publication.
2. B.B. Lal : Direct Taxes, Konark Publisher (P) ltd.
3. BhagwathiPrasad : Direct Taxes – Law and Practice, WishwaPrakashana.
4. Dr. Mehrotra and Dr. Goyal : Direct Taxes – Law and Practice, SahityaBhavan Publication.
5. DinakarPagare : Law and Practice of Income Tax, Sultan Chand and sons. Gaur & Narang :  
Income Tax.

## BACHELOR OF BUSINESS ADMINISTRATION

### BBA5B11 -(Elective 2) FINANCIAL MARKETS AND INSTITUTIONS

Lecture Hours per week: 5

Credits: 4

Internal: 20,

External: 80

#### Course Outcome

1. Describe the components of financial system.
2. Understand the role of money market and types of instruments used in money market
3. Describe the meaning and classification of capital market
4. Explain the role of Development Financial Institutions in industrial development in India
5. Understand the derivative markets in India
6. Explain the role of industrial securities market and capital market regulations

**Module I :** Financial System: Meaning and components of financial system: financial markets, financial assets and financial intermediaries. Financial market and capital formation in India.

**10 Hours**

**Module II :** Money Market: meaning, importance and role of money market – call money market-treasury bills market – discount market – commercial paper market – certificate of deposit – money market in India –RBI regulation on money market.

**15 Hours**

**Module III :** Capital Market: meaning and classification – Government securities market –Industrial loan market – Mortgage market – Credit guarantee market – bond market – DFIs in India: IFCI, SFCs, IDFC, ICICI, SIDBI and NBFCs – role of DFI in industrial development in India. **15 Hours**

**Module IV :** Industrial Securities Market: Primary market –meaning, importance and functions – methods of floating new issues– pricing of issues and book building process. Secondary market and stock exchanges - role and functions – trading mechanism – settlement system – capital market institutions in India: NSE, BSE, NSDL, CDSL, SHCL and STCIL and STCI. Capital market regulations: SEBI – role and functions. **25 Hours**

**Module V :** Derivate Market: Financial derivatives: meaning and functions – classification of derivative instruments – price fixing and insurance contracts – Forwards and Futures: stock and stock index futures – Options and swaps: uses and classifications - derivative markets in India. **15 Hours**

#### Reference Books:

1. Kohn, Meir: Financial Institutions and Markets, Tata McGraw Hill.
2. Bhole L.M: Financial Institutions and Markets, Tata McGraw Hill.
3. Desai, Vasantha: The Indian Financial System, Himalaya Publishing House.
4. Machiraju.R.H: Indian Financial System, Vikas Publishing House.
5. Khan M.Y: Indian Financial System, Tata McGraw Hill.
6. Varshney, P.M., & D. K. Mittal, D.K.: Indian Financial System, Sulthan Chand & Sons.
7. Gordon E. &Natarajan K.: Financial Markets & Services, Himalaya Publishers.

**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA6B15 (Elective 3) FINANCIAL SERVICES**

**Lecture hours per week: 5**

**Credits: 4**

**Internal: 20,**

**External: 80**

**COURSE OUTCOME**

1. Understand the financial services available currently in Indian Financial System
2. Understand the concept of mutual funds, types and its advantages
3. Describe the concept of ETF, its advantages and the differences with mutual funds
4. Explain the role of merchant banking services in India as per SEBI regulations
5. Classify lease finance and venture capital finance in Indian markets.
6. Understand the role of credit rating agencies and factoring services.

**Module I : Financial Services:** Meaning and importance of financial services- classification of financial services- fund based and fee based services- capital market services – stock broking and depository services – regulation of capital market services in India. **10 Hours**

**Module II : Fund Investments:** Mutual funds-meaning and importance-organisation of mutual funds-types of schemes- fund units and valuation- merits and demerits of mutual funds- mutual fund regulations in India. Pension funds; Exchange Traded Funds (ETFs)-ETF vs Mutual Funds- investment implications of ETF. **Systamatic investment plan (SIP), e- wallets**

**20 Hours**

**Module III : Investment Banking and Merchant Banking:** Meaning, nature and functions of merchant banking – pre and post issue management services – loan syndication- Merchant banking services in India –SEBI merchant bank regulations. **20 Hours**

**Module IV : Lease Finance and Venture Capital Finance:** Lease finance- meaning and definition- types of lease- merits and demerits of lease financing. Venture capital finance: meaning and importance – risk capital – angel investing, crowd funding and private equity (PE). **15 Hours**

**Module V : Credit Rating and Factoring Services:** Credit rating – meaning, importance and advantages – rating methodology- credit rating agencies in India. Factoring services – meaning, scope and functions – types of factoring services – forfaiting and international factoring. **15 Hours**

**Reference Books:**

1. Khan M Y, Financial Services, Tata McGraw-Hill Publishing Co.Ltd New Delhi.
2. Gupta, N K and Monika Chopra, Financial Markets, Institutions and Services, Ane Books India.
3. Bharathi V Pathak, Indian Financial System, Pearson Education, New Delhi.
4. Yogesh Maheswari, Investment Management, PHI New Delhi
5. Avadhani, V A, Security Analysis and Portfolio Management, Himalaya Publishing House.

**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA6B16( Elective 4) INVESTMENT MANAGEMENT**

**Lecture hours per week: 5**

**Credit: 4**

**Internal 20:**

**External 80**

**Course Outcome**

1. Understand factors affecting investment decisions.
2. Analyse the importance of optimizing risk and return on various investments.
3. Understand the concept of fundamental analysis to evaluate investment opportunities.
4. Apply technical analysis to form trading strategies
5. Understand the concept of finding expected return according to CAPM ,Sharpe,Treynor and Jensen`s performance measures
6. Understand the active and passive strategies in portfolio management

**Module 1 : Investments:** meaning and definition – objectives - factors affecting investment decisions– differences of investment with speculation and gambling - steps in investment process – investment policy and investment avenues. **10 Hours**

**Module II : Investment Analysis:** return, risk and time value of money – risk-return analysis in investment management: systematic and unsystematic risks- measures of risk and return. **15 Hours**

**Module III : Approaches to Investment Valuation:** Fundamental analysis – meaning and importance- rationale of fundamental analysis. EIC framework: Analysis of Economy, Industry and Company factors – sources of investment information. **15 Hours**

**Module IV : Technical analysis:** meaning – trading strategies- Dow theory- Charts and Chart patterns. Efficient Market Hypothesis: weak, semi-strong and strong forms of efficiency-random walk theory – modern portfolio approach. **20 Hours**

**Module V : Portfolio management:** portfolio analysis – Markowitz model- Capital Asset Pricing Model-portfolio evaluation: Sharpe, Treynor and Jensen performance measures- portfolio revision: active and passive strategies. **20 Hours**

**Reference Books:**

1. Rustagi RP, Investment Analysis and Portfolio Management, Sultan Chand & sons, NewDelhi.
2. S. Kevin, Portfolio management, Prentice Hall of India Pvt Ltd.
3. Bhalla, Investment analysis, Sultan Chand & Sons New Delhi.
4. Avadhani V A Security Analysis and Portfolio Management, Himalaya Publishing House.
5. Donald E Fisher and Ronald J Jordan, Security Analysis and Portfolio Management,Himalaya Publishing House.
6. Preethi Sing, Investment Management, Himalaya Publishing House, New Delhi.

## Marketing - Elective :

### BACHELOR OF BUSINESS ADMINISTRATION BBA5B10 CONSUMER BEHAVIOR

**Time: 5 Hours per week**

**Credits: 4**

**Internal 20:**

**External 80**

#### Objectives:

- To understand the basics of consumer decision-making processes, and,
- To understand the information needs for helping the consumer in decision making.
- **Learning Outcomes:** On completing the course students can apply the concepts for developing an effective advertising programme and new product.

**Module I : Consumer Behaviour** – concepts; nature, scope and applications of consumer behaviour; Types of consumer behaviour ; Consumer behaviour and marketing strategy; profiling consumers and their needs; Market segmentation and consumer research; psychographics and lifestyle; Consumer behaviour audit.

**15 Hours**

**Module II : The Buying Process:** Roles in consumer decision making. Levels of consumer decision making ; Buyer decision making process : Need recognition, information search behaviour; information processing; alternative evaluation; Purchase process and post purchase behavior

**15 Hours**

**Module III : Individual Influences on Buying Behaviour;** Consumer as an individual; Theories of personality; personality and market segmentation; consumer perception; consumer needs and motivation. Personal influences and attitude formation. Learning and consumer involvement; Communication and consumer behaviour. Reference group influence in buying decisions; opinion leadership. Family life cycle and decision-making; Social class concept and measurement.

**20 Hours**

**Module IV : Consumer Behaviour & Research:** Concepts of Consumer expectation and Satisfaction ; Working towards enhancing consumer satisfaction; sources of consumer dissatisfaction; Market research in assessing consumer behaviour ; Relevance of marketing information system.

**15 Hours**

**Module V : Culture and Consumer Behaviour:** Core culture and sub cultures. Role of culture in consumer buying behaviour. Profile of Indian consumers; Behavioural patterns of Indian consumers; Problems faced by Indian consumers; Reasons for growth of consumerism in India Consumer protection in India.

**15 Hours**

**Reference Books:**

1. Hawkins, Best and Coney: Consumer Behaviour, Tata McGraw Hill, New Delhi 2004.
2. Schiffman, L.G. and Kanuk, L.L.: Consumer Behaviour, Prentice Hall of India, New Delhi 1994.
3. Laudon, David L and Bitta Albert J Della: Consumer Behaviour, Tata McGraw Hill, New Delhi 2005.
4. Mowen, John C: Consumer Behaviour, Macmillan, New York 1993.
5. Assael, H: Consumer Behaviour and Marketing Action, South Western, Ohio 1995.

**BACHELOR OF BUSINESS ADMINISTRATION  
BBA5B11: PRODUCT AND BRAND MANAGEMENT**

**Time: 5 Hours per week**

**Credits: 4**

**Course Objectives:**

- The aim of the paper is to acquaint the students with concepts and techniques of brand management and new product development
- To give experience in the application of concepts in modern business world

**Course outcome:**

- While completing the course students will be able to apply the concepts for developing an effective advertising programme and new product.

**Module I :** Product: Basic concept of product, levels, Product-Life-Cycle: Concept, strategies related to different stages of PLC. Product Portfolio: Concept, Importance, Competition & Product Strategy. Product portfolio: Concept , benefits of Product portfolio management. **20 Hours**

**Module II : New Product Development:** Meaning and Importance of new product – Types of new product. Stages of new product development-reasons for failure of a new product **10 Hours**

**Module III : Packaging:** Meaning - Importance – types – Features- Factors influencing packaging decision. . Packaging Strategies: Meaning Legal and Ethical aspects of packaging: Green packaging: Concept and importance. Product labelling: Meaning, types and importance. **20 Hours**

**Module IV : Brand Management:** Brand: - Meaning, functions and significance - types of brands – concept of branding. Branding strategies: Concept and types of branding strategies. Steps in brand development strategies. Brand switching **15 Hours**

**Module V : Brand Communication:** concept- need and advantage of brand communication. Brand loyalty and equity- factors affecting brand loyalty. Benefits of brand loyalty- Types of brand loyalty. Building brand loyalty - Brand Positioning and Brand Associations. **15 Hours**

1. Philip Kotler ; Principles of Marketing, , Armstrong, Pearson Education.
2. S.L.Gupta, Advertising and Sales Promotion Management – Sultan Chand & Sons
3. Marc Annacchino, New Product Development: From Initial Idea to Product Management, Elsevier Publishers
4. K Rajeshwari, New product development –A FMCG perspective, Notion Press publishers.
5. S Ramesh Kumar: Marketing and branding. Pearson publishers
6. Mahendra Mohan : Advertising Management – concepts and cases.

**BACHELOR OF BUSINESS ADMINISTRATION BBA6B15**  
**( Elective 3)ADVERTISING AND SALES PROMOTION**

**Lecture Hours per week: 5**

**Credits: 4**

**Internal: 20,**

**External: 80**

**Course objective:**

To provide basic knowledge about the advertisement and sales promotion activities

**Learning Outcomes: On completion of the course students will be able to**

1. Understand the process of advertisement;
2. Apply the concepts for developing an effective advertisement copy
3. Examine the various sales promotion strategies towards traders and consumers.

**Module 1 : Advertisement Process and agency :** Meaning, nature and evolution of advertising; Advertising purposes and functions; classification of advertising; Advertising process -Major players in Advertising process. Advertising Agency: Concept, evolution and types of Advertising agencies; Functions & structure of modern advertising agency. Advertising Agencies in India.

**20 Hours**

**Module II : Advertisement Budget:** Approach and procedures for determining the size of the budget, Administration and control of budget. Regulation of Advertising: Self Regulation by advertising Media (ASCI), Economic, social & ethical aspects of advertising-advertising.

**15 Hour**

**Module III : Advertisement Copy & Media :** Advertisement Copy: Meaning and types - Copy layout. Role of media in advertising –Types of media –Broadcasting & Print media advertising – Internet advertising-Mobile advertising –Impact of social media in advertising.

**10 Hours**

**Module IV : Sales Promotion:** Meaning, nature and objectives of sales promotion; Major limitations of sales promotion; Consumer sales promotion: Objectives and tools .Benefits of sales promotion to customers. **Trade Promotion:** Meaning, objectives and importance; Major trade promotion schemes.

**10 Hours**

**Module V : Sales Promotion Planning and Control:** Planning process of advertisement Establishing objectives of sales promotion and selecting consumers for sales promotion; Developing, pre-testing, implementing, controlling and evaluating the -sales promotion programme.

**15 Hours**

**Reference Books:**

1. Newman, Andrew J. and Peter Cullen, Retailing Environment and Operations, ThomsonLearning, India.
2. Clow, Kenneth E., Integrated Adverlising, Promotion and Marketing Communications, Pearson Education.
3. Wells, William, John Burnet and Sandra Mriarty, Advertising Principle3 and Practicc3, 51h edition, Pearson Education.
4. Chunnawala, SA, Advertising, Sales and Promotion Management, Saujanya Books, Delhi.



**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA6B16 Supply Chain and Logistics Management**

**Time: 5 Hours per week**

**Credits: 4**

**Objectives:**

- To impart knowledge and understanding to students on Supply Chain Management and its relevance to today's business decision making.
- To gain the knowledge of possibilities of efficient optimization and management of operation in Logistics Management and also the ability to apply them in the enterprise reality.

**Learning Outcome:**

- The students will be able to examine the details of planning and control processes in logistics management. The student at the end of the course will be able to understand the various logistics operations and their importance in improving the business

**Module I : Supply Chain:** definition – Objectives –Key benefits of SCM– SCM process- SCM process flows– Material flow, information and money flow– Major components of flow of supply chain- Transport, warehouse, sourcing and procurement, returns, post sales service – SCM decisions and skills – Strategy formulation in SCM – Value in Supply Chain. **10 Hours**

**Module II: Strategic Sourcing:** Meaning – Steps in strategic sourcing – Supply chain collaboration – Meaning, Types and benefit of Supply chain collaboration – Role of inventory in SCM- Inventory management techniques in supply chain: Stock review, just in time and ABC analysis **15 Hours**

**Module III :** Transportation Selection – Tradeoff – modes of transportation – models for transportation and distribution – factors affecting work effectiveness – 3 PL advantages – Indian transport infrastructure – IT solutions – EDI, e-Commerce, e-Procurement – Bar Coding and RFID technology **15 Hours**

**UNIT IV : Logistics Management:** The Logistics of Business – The Logistical Value Proposition – The Work of Logistics – Logistical Operating Arrangements – Flexible Structure – Supply Chain Synchronization.. Transport Functionality, Principles and Participants – Transportation Service – Transportation Economics and Pricing – Transport Administration – Documentation **20 Hours**

**UNIT VI :** International Logistics and Supply Chain Management: Meaning and objectives – importance in global economy– Characteristics of global supply chains– Global Supply Chain Integration – Supply Chain Security – International Sourcing – Role of Government in controlling international trade and its impact on Logistics and Supply Chain. **20 Hours**

**Reference books:**

1. Sahay B.S, *Supply Chain Management for Global Competitiveness*, Macmillan India Ltd., New Delhi.
2. Reguram G, Rangaraj N, *Logistics and Supply Chain Management Cases and Concepts*, Macmillan India Ltd., New Delhi.
3. Bowersox, *Logistical Management*, Mc-Graw Hill
4. D K Agrawal, 'Distribution and Logistics Management: A Strategic Marketing Approach',

Macmillan publishers India 2007

## HRM - Elective :

### BACHELOR OF BUSINESS ADMINISTRATION BBA5B10 - HUMAN RESOURCES PLANNING AND DEVELOPMENT

Time: 5 Hours per week

Credits: 4

#### Objectives:

- To give the students a deep understanding of process of HR planning, and
- To familiarize them with the methods for HR development.

**Learning Outcomes:** On completion of the course students will be able to-

- Understand the process of HR planning
- Develop an awareness on various concepts relating to HR planning and development

**Module I :** Introduction to HR planning—meaning and definition, objectives of HRP, benefits of HRP, problems of HRP, process of HRP, HR demand forecasting techniques- HR supply forecasting-skill inventories-management inventories, Micro level man power planning and labour market analysis, recruitment and succession planning. Macro level manpower planning and labor market analysis; Organizational HR Planning; Stock taking; Workforce flow mapping; Age and grade distribution mapping. **25 Hours**

**Module II : Job analysis,:** meaning and definition; job description and job specifications, steps in job analysis, process of job analysis, Types of information for job analysis -method of collecting job

data. Impact of behavioural factors on job analysis,

**15 Hours**

**Module III : Career Management** :Introduction, Career management process, Career dynamics, Career management policies;, Tips for successful career planning, Talent management, Succession planning **Career** planning: meaning and importance- Career planning process ;Organizational responsibility-Individual responsibility –; Role of employees ,managers and organisation in career planning

**15 Hours**

**Module IV** : HRD climate; work culture; Quality of work life(QWL) and management of change; TQM and HRD strategies; HRD in strategic organization;

**10 Hours**

**Module V** : HR Valuation and accounting : HR Valuation and accounting;. *Human Resource Accounting*: Introduction, Definition of Human Resource Accounting, Need, Significance, Objectives for HRA, Advantages of HRA , Methods of HRA, Objections to HRA, Controlling Manpower Costs, True Costs of Planning and Recruitment, Human Resource Accounting in India

### ***References:***

- 15 Hours**
1. Bernardin, John H: Human Resource Management, Tata McGraw Hill, New Delhi
  2. Arthur M, Career Theory Handbook, Prentice Hall Inc, Englewood Cliff,.
  3. Belkaoui, A.R. and Belkaoui, JM, Human Resource Valuation: A Guide to Strategies and Techniques, Quarum Books, Greenwood,
  4. Dale, B, Total Quality and Human Resources: An Executive Guide, Blackwell, Oxford,
  5. Greenhaus, J.H., Career Management, Dryden, New York,
  6. Mabey, C and Salama, G., Strategic Human Resource Management, Blackwell, Oxford,

**BACHELOR OF BUSINESS ADMINISTRATION  
BBA5 B11 INDUSTRIAL RELATIONS**

**Time: 5 Hours per week**

**Credit: 4**

**Internal 20:**

**External 80**

**Objectives:** This course intends to develop necessary understanding among students of various labour management relation issues and policies in the Indian context in particular.

**Learning Outcomes:** On completion of the course students will be able to-

- Understand Industrial Relations Systems.
- Develop an awareness of various stakeholders of IR
- Understand the importance of Industrial Relations in the global perspective
- Familiarize with the concepts of industrial relations in business

**Module-I : Industrial Relations**-Meaning- Requisites- Objectives- Evolution-Functions- Industrial relations perspectives-IR in the emerging socio-economic scenario in India- Causes& Effects of Poor Industrial Relation in India.Trade Unions: Historical Evolution of Trade Unions in India, Role & Functions of Trade union, Essentials for success of Trade Union. (15 Hours)

**Module- II : Discipline and Grievance Management:** Employee discipline; Causes of indiscipline, essentials of a good disciplinary system, Hot-Stove Rule and kinds of punishment; Grievance procedure: Settlement of grievance in Indian industry; Model grievance procedure, Collective Bargaining-Meaning,Nature,Structure, Functions, Types; Stages and processes, Current Trends in Collective Bargaining in India. (15 Hours)

**Module – III : Industrial Disputes & Worker’s Participation:**Industrial Disputes-Causes, Settlement & Prevention Mechanism,Labor office, Labor Courts and Industrial Tribunals; Conciliation and Mediation.Types of Agreements, and Role of Legal Advisors; Role of Tripartism.; Worker’s Participation in Management: Concept, Objectives and Levels. Forms of Worker’s Participation in India. (15 Hours)

**Module- IV : Conflicts and Conflict management** - Conflict Management Strategies, Improving group, organizational or team dynamics when conflict occurs– Collaborating, Compromising, Accommodating, Competing, Avoiding, Johari window, Industrial Relations Machinery in India; Forms of industrial conflicts; Labour turnover; workplace practices and cooperation. (15 Hours)

**Module-V : Employee Relations and Legislations: Regulations of employee relations-** Industrial Disputes Act, 1947 - **Regulations of working conditions-** Factories Act, 1948, Shops and Establishments Act, 1953 - ESI Act, 1948, Workmen Compensation Act, 1923, Payment of Gratuity Act, 1972. **Regulations of wage-** Payment of Wages Act, 1936, Minimum Wages Act, 1948, Payment of Bonus Act, 1965.

(20 Hours)

**Reference Books:**

1. Ross, A. M. & Hartman, P.T: Changing Patterns of Industrial Conflict, New York, John Wiley.

2. ArunMonappa : Industrial Relations, Tata McGraw Hill, New Delhi.
3. Pattanayak, Biswajeet: Human Resource Management, PHI, Delhi.
4. Mamoria, Gankar&Mamoria: Dynamics of Industrial Relations, Himalaya Publishing House.
5. C.P. Tripathi, Personnel Management, Sultan Chand, Delhi.
6. Charles Myers-Industrial Relations in India, 2ndedn - Asia Publishing House,London.
7. VermaPramod -Management of Industrial Relations - Oxford and IBH.
8. Sinha P.R.N, Sinha I.B and Shekhar S.P-Industrial Relations- Pearson Education.
9. Srivastava S.C-Industrial Relations and Labour Laws, 5thedn-Vikas Publishing House.
10. Singh B.D-Industrial Relations and Labour Law- Excel Books.
11. Sarma A.M-Industrial Jurisprudence and LabourLegislation, 5thedn - Himalaya Publishing House.
12. Davar.R.S- Personnel Management and Industrial Relations,10thedn -VikasPublishing House.
13. Kapoor N.D- Hand Book of Industrial Law - Sultan Chand and Sons, New Delhi.
14. Venkataratnam C.S- Industrial Relations - Oxford University Press, New Delhi.

**BACHELOR OF BUSINESS ADMINISTRATION  
BBA6B15 PERFORMANCE MANAGEMENT**

**Time: 5 Hours per week**  
**Internal 20:**

**Credits: 4**  
**External 80**

**Objectives:**

To gain an detailed understanding of organizational and managerial performance, and,  
To gain practical knowledge in setting up team management, target setting and achievement.

**Learning outcome :**On completing the course the students will be able to gain an understanding of the concepts, techniques of performance management

**Module I. Introduction to Performance Management:** Meaning and Definition, Objectives, Characteristics, Significance, and Principles of performance management .Performance dimensions - approaches to measuring performance - diagnosing the causes of poor performance – differentiating task from contextual performance. Linkage of Performance Management to Other HR Processes  
15 Hours

**Module II** Performance Planning – Meaning, Definition- Characteristics, Objectives- and Importance- Performance planning Process - Performance Agreement, Drawing up the Plan, Evaluating the Performance Planning Process. Characteristics of Effective Performance Plan.  
15 Hours.

**Module III: Performance Appraisal and Feedback:** Definition , Purposes and Characteristics of Performance Appraisal; Dimensions of Performance Appraisal: Necessity of Performance Appraisal and Its Usage; Performance Appraisal Process, Performance Appraisal Methods: Traditional and Modern Methods. Performance Appraisal Feedback: Role, Types And Principles of Feedback; Components of Feedback - Steps in Giving a Constructive Feedback, Levels of Performance Feedback. Concept of 360-Degree Feedback System, Purpose, Methodology, Ratings, Advantages and Disadvantages of the Method, The Process of 360-Degree Feedback, Operating 360-Degree Appraisal.  
20 Hours

**Module IV: Competency Mapping:** definition, and approaches to competency mapping. Procedures: business strategies, performance criteria, criteria sampling, tools for data collection, data analysis, validating the competency models- short cut method, mapping future jobs and single incumbent jobs, using competency profiles in HR decisions.  
15 Hours

**Module V: Performance Management Implementation-** Bottlenecks in implementation; Strategies for effective implementation- factors affecting effective use of Performance Management. Performance Management linked reward system- Defining appropriate reward systems; Ensuring the link between performance and rewards; Limitations and boundaries of performance related rewards.  
15 Hours

**References**

1. Performance Management – A.S Kohli. Tapomoy Deb (oxford University press)
2. Performance Management- Herman Aguinis (Pearson)
3. Performance Management- Soumendra Narain Bagchi (lengage learning)
4. HRM – Cynthia D Fischer, Lyle. F. Schoenfeldt, James B Shaw.

5. Herman Aguinis, Performance Management, Pearson Education,
6. Rao, T.V. Appraising & Developing Managerial Performance, Excel Books
7. Performance Management, Dixit Varsha, Vrinda Publications Ltd
8. Rao, T.V. Performance Management and Appraisal Systems HR Tools for Global Competitiveness, Sage Publishing

**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA6B16 - MANAGEMENT TRAINING AND DEVELOPMENT**

**Time: 5 Hours per week**  
**Internal 20:**

**Credits: 4**  
**External 80**

**Objectives:**

To gain an in-depth understanding of the concepts, tools and techniques of management training, and To learn to design and use methods for management development.

**Learning outcome** :On completing the course the students will be able to gain an understanding of the concepts, tools and techniques of management training and development.

**Module I** : Training process an overview; Training and development; Learning and skill acquisition; Role, responsibilities and challenges to training managers- Relationship between HRD and business strategies; Skill inventory; Scanning the environment for training areas; Organizational analysis for training. **20 Hours**

**Module II** : Organisation and management of training function; Learning process; Learning and Knowledge management; Various tools and models. **10 Hours**

**Module III** Training climate and pedagogy – developing training modules – training methods and techniques facilities planning and training aids. **10 Hours**

**Module IV** : Technical training – training for TQM – attitudinal training – training for management change – training for productivity – training for creativity and problem solving – training for leadership and training for trainers. Training communication- Training evaluation – evaluation methods – cost benefit analysis. **20 Hours**

**Module V** : Management Development (MD): objectives of Management Development; Methods of Management Development; Various models of management development. **20 Hours**

**References:**

1. Buckley R and Caple, Jim, The Theory and Practice of Training, Kogen & Page
2. Lynton R Pareek, U, Training for Development, Vistaar, New Delhi
3. Peppar, Allan D, Managing the Training and Development Function, Gower, Aldershot,
4. Reid, M.A., et el., Training Interventions: Managing Employee Development, IPM, London,
5. Senge, P, The Fifth Discipline: The Art and Practice of Learning Organization, Century,
6. John Patrick: Training Research and Practice.



## Open Courses:

### BACHELOR OF BUSINESS ADMINISTRATION BBA5D01 TOURISM MANAGEMENT

Lecture Hours per week : 3  
Internal : 15,

Credits : 3  
External : 60

#### Objective :

- To give the students a broad overview of the basic concepts of tourism
- management and to help them to make use of the opportunities in tourism sector

#### Learning Outcomes:

On completing the course students will be able to know about the significance of tourism development and the role of transport, hotel and travel agencies in developing tourism .

**Module I : Tourism Concept & Attraction:** Meaning and definition of tourism and tourist- Features of tourism – Socio-Economic and Environmental impacts of tourism - Elements of tourism: Attraction, Accommodation, Accessibility and Amenities. Types of tourism - Classification of tourists. Inventory of tourist attraction- Tourist attractions in Kerala –Major Hill and Beach Resorts in India- Wildlife and cultural tourist centres in India

**20 Hours**

**Module II : Tourist Transport and Travel Agency :** Role of transport in tourism - Road, rail, water, and air transport – Role of Railways in tourism - Indian Railways and tourism - Major tourist trains in India - Major airlines in India - An overview of ticketing -Concepts of cruises and Car rental . Travel Agency: Functions and Types of travel agency- Package tour.

**15 Hours**

**Module III : Tourist Accommodation:** Concept of hotel - Role of hotel in tourism - Classification of hotels - Star rating of hotels – Major hotel chains in India- Organizational structure and chart of a major hotel.

**13 Hours**

#### Reference Books:

1. A.K Bhatia, International Tourism, Sterling Publishers
2. P.C. Sinha, Tourism Marketing, Anmol publishers
3. Ratandeep Singh, Infrastructre of Tourism in India, Kaniska
4. Ratandeep Singh , Tourism Marketing , Kaniska
5. Acharya Ram, Tourism and Cultural Heritage of India, ROSA Publication
6. Kishan K.Kamra, Managing Tourist destination, Kanishka
- 7 Pran Nath Seth ,Sushama Seth Bhat, An Introduction to Travel and Tourism Sterling.

**OPEN COURSE  
BACHELOR OF BUSINESS  
ADMINISTRATION BBA5D01 - E-  
COMMERCE**

**Time: 3 Hours per week**

**3**

**Internal : 15,  
: 60**

**Credits:**

**External**

**COURSE OUTCOME**

1. Understand the concept of E-commerce and its challenges and limitations.
2. Describe the factors influencing successful business models of E-commerce.
3. Apply online Payment system in E-commerce.
4. Understand the security issues on electronic payment system with the support of regulatory framework

**Module I : Introduction to E- commerce :** Meaning and concept – E- commerce v/s Traditional Commerce-E- Business & E- Commerce – History of E- Commerce – EDI – Importance , features & benefits of E- Commerce – Impacts, Challenges & Limitations of E- Commerce – Supply chain management & E – Commerce – E – Commerce infrastructure. **15 hours**

**Module II : Business models of E – Commerce:** Business to Business – Business to customers – customers to customers - Business to Government – Business to employee – E – Commerce strategy – Influencing factors of successful E- Commerce. **10 hours**

**Module III : Electronic Payment system :** Introduction – Online payment systems – prepaid and postpaid payment systems – e- cash, e- cheque, Smart Card, Credit Card , Debit Card, Electronic purse – Security issues on electronic payment system – Solutions to security issues – Biometrics – Types of biometrics. Legal and ethical issues in E- Commerce : Security issues in E- Commerce- Regulatory frame work of E- commerce **23 hours**

**References:**

1. Turban, Efraim, David King et. el.: Electronic Commerce: A Managerial Perspective, Pearson Education Asia, Delhi 2002.
2. Kalakota, Ravi: Frontiers of Electronic Commerce, Addison - Wesley, Delhi .
3. Rayport, Jeffrey F and Jaworksi, Bernard J: Introduction to E-Commerce, Tata McGraw Hill, New Delhi 2003.
4. Smantha Shurety,: E-Business with Net Commerce, Addison - Wesley, Singapore .
5. Rich, Jason R: Starting an E-Commerce Business, IDG Books, Delhi .
6. Laudon, Kenneth C and Carol Guercio Traver : E-Commerce business. Technology. Society, Pearson Education, Delhi .
7. Stamper David A, and Thomas L.Case: Business Data Communications, Pearson Education, New Delhi 2005.
9. William Stallings: Business Data Communications, Pearson Education, New Delhi 2004.

<b>Annexure-1</b>					
<b>Method of Indirect Grading</b>					
Evaluation (both internal and external) is carried out using Mark system. The Grade on the basis of total internal and external marks will be indicated for each course, for each semester and for the entire programme.					
Indirect Grading System in 10 -point scale is as below:					
<b>Ten Point Indirect Grading System</b>					
<b>Percentage of Marks (Both Internal &amp; External put together)</b>	<b>Grade</b>	<b>Interpretation</b>	<b>Grade point Average (G)</b>	<b>Range of grade points</b>	<b>Class</b>
95 and above	O	Outstanding	10	9.5 -10	First Class with Distinction
85 to below 95	A+	Excellent	9	8.5 -9.49	
75 to below 85	A	Very good	8	7.5 -8.49	
65 to below 75	B+	Good	7	6.5 -7.49	First Class
55 to below 65	B	Satisfactory	6	5.5 -6.49	
45 to below 55	C	Average	5	4.5 -5.49	Second Class
35 to below 45	P	Pass	4	3.5 -4.49	Third Class
Below 35	F	Failure	0	0	Fail
Incomplete	I	Incomplete	0	0	Fail
Absent	Ab	Absent	0	0	Fail
<b>Example – 1</b>					
<b>SGPA Calculation</b>					
<b>Semester I Course Code</b>	<b>Course Name</b>	<b>Grade Obtained</b>	<b>Grade point (G)</b>	<b>Credit (C)</b>	<b>Credit point (CXG)</b>
xxxxxxx	Xxxxxxxx	A	8	4	32
xxxxxxx	Xxxxxxxxxx	C	5	3	15
xxxxxxx	Xxxxxxxxxx	A+	9	4	36
xxxxxxx	Xxxxxxxxxx	B+	7	3	21
xxxxxxx	Xxxxxxxxxx	P	4	3	12

xxxxxxx	Xxxxxxxxxx	C	5	4	20
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SGPA =  $\frac{\text{Sum of the Credit points of all courses in a semester}}{\text{Total Credits in that semester}}$

Total Credits in that semester

SGPA =  $\frac{32+15+36+21+12+20}{21} = 6.476$

21            21

SGPA = 6.476

Percentage of marks of semester I =  $(\text{SGPA}/10) \times 100 = 64.76\%$

Note: The SGPA is corrected to three decimal points and the percentage of marks shall be approximated to two decimal points.

**Example: 2**

Semester II Course Code	Course Name	Grade Obtained	Grade point (G)	Credit (C)	Credit point (CXG)
xxxxxxx	Xxxxxxx	A	8	4	32
xxxxxxx	Xxxxxxxxxx	C	5	3	15
xxxxxxx	Xxxxxxxxxx	A+	9	4	36
xxxxxxx	Xxxxxxxxxx	B+	7	3	21
xxxxxx*	Xxxxxxxxxx	F	0	3	0
xxxxxxx	Xxxxxxxxxx	C	5	4	20

\*Failed course

Note: In the event a candidate failing to secure 'P' grade in any Course in a semester, consolidation of SGPA and CGPA will be made only after obtaining 'P' grade in the failed Course in the subsequent appearance.

<b>CGPA Calculation</b>			
<i>Total Credit points obtained in six semesters</i>			
CGPA = -----			
<i>Total Credits acquired (120)</i>			
Example			
CGPA = $136 + 145 + 161 + 148 + 131 + 141 / 120 = 862/120$			
CGPA = 7.183			
Total percentage of marks = $(CGPA/10) * 100$			
Total % of marks = $(7.183/10) * 100 = 71.83$			
<b>Total Credit points obtained for Core Courses</b>			
CGPA of Core Courses = -----			
<b>Total Credits acquired for Core Courses</b>			
Similarly CGPA of Complementary courses, Open courses, English Common courses and Additional Language Common courses may be calculated and the respective percentage may be calculated. All these must be recorded in the Final Grade Card.			
<b>ANNEXURE II</b>			
<b>Guidelines for the Evaluation of Projects</b>			
<b>1. PROJECT EVALUATION- Regular</b>			
<input type="checkbox"/> Evaluation of the Project Report shall be done under Mark System.			
<input type="checkbox"/> The evaluation of the project will be done at two stages :			
a) Internal Assessment (supervising teachers will assess the project and award internal Marks)			
b) External evaluation (external examiner appointed by the College)			
c) Grade for the project will be awarded to candidates, combining the internal and external marks.			
The internal to external component's is to be taken in the ratio 1:4. Assessment of different components may be taken as below.			
<b>Internal (20% of total)</b>	<b>External (80% of Total)</b>		
<b>Components</b>	<b>Percentage of internal marks</b>	<b>Components</b>	
Originality & Punctuality	20	Relevance of the Topic, Statement of Objectives, Research methodology	20

Use of data and Methodology	20	Quality of analysis, Tools used for analysis. Findings, Suggestions and conclusion Findings and Recommendations	30
Scheme/ Organisation of Report	30		
Viva – Voce	30	Viva – Voce	50
Total	100	Total	100

External Examiners will be appointed by the College from the list of VI Semester

Board of Examiners in consultation with the Chairperson of the Board.

The Chairman of the VI semester examination should form and coordinate the evaluation teams and their work.

Internal Assessment should be completed 2 weeks before the last working day of VI Semester.

Internal Assessment marks should be published in the Department.

The Chairman Board of Examinations, may at his discretion, on urgent requirements, make certain exception in the guidelines for the smooth conduct of the evaluation of project.

## 2. PASS CONDITIONS

Submission of the Project Report and presence of the student for viva are compulsory for internal evaluation. No marks shall be awarded to a candidate if she/ he fail to submit the Project Report for external evaluation.

The student should get a minimum P Grade in aggregate of External and Internal.

There shall be no improvement chance for the Marks obtained in the Project Report.

In the extent of student failing to obtain a minimum of Pass Grade, the project work may be re-done and a new internal mark may be submitted by the Parent Department. External examination may be conducted along with the subsequent batch.

### Annexure-III

#### Scheme of Examinations:

The external QP with 80 marks and internal examination is of 20 marks. Duration of each external examination is 2.5 Hrs. The pattern of External Examination is as given below. The students can answer all the questions in Sections A & B. But there shall be Ceiling in each section.

<b>Section A</b> Short answer type	2 marks	15 questions	Ceiling - 25
<b>Section B</b> Paragraph/ Problem type	5 marks	8 questions	Ceiling - 35
<b>Section C</b> Essay type	10 marks	2 out of 4	2X10=20

**FIRST SEMESTER BBA (CBCSS) DEGREE EXAMINATIONS,  
CORE COURSE  
BBA1B01 MANAGEMENT THEORY AND PRACTICES**

**Time: 2.30 Hours**

**Max: 80 Marks**

**Section A**

**Short Answer Questions. Maximum marks in this section is 25. Students can attempt all questions. Each question carries a maximum of 2 marks. (Ceiling 25 Marks)**

1. Define Management?
2. What is Scalar chain?
3. Explain the 'Hawthorne studies'?
4. What is Conceptual Skills?
5. Mention two types of delegation?
6. What is meant by Planning Premises?
8. What is 'On the job training'?
9. Define TQM?
10. Write two advantages of Kaizen?
11. What is lean Management?
12. What is Open Book Management?
13. What is Corporate Governance?
14. What is Ethics?
15. What is CSR?

**Section B**

**Short Essay/ Paragraph Questions. Maximum marks in this section is 35. Students can attempt all questions. Each question carries a maximum of 5 marks. (Ceiling 35 Marks)**

16. What are the scientific techniques of Management?
17. What are the steps in MBO?
18. Explain the term 'Span of Management'?
19. What are the Functions of Management?
20. Describe the steps in planning?
21. Explain the steps in Controlling Process?
22. Point out the objectives of Kaizen?
23. Explain the importance of Managerial Ethics?

**Section C**

**Long Essay Questions. Answer any two questions. Each questions carries a maximum of 10 marks. (2\*10 = 20 Marks)**

24. Describe Henry Fayol's Principles of Management?
25. What is Selection? What are the steps involved in Personal Selection Process?
26. Bring out the distinguishing features of formal and informal organization?
27. Explain social responsibility of business towards different stake holders?

BLUE PRINT FOR QUESTION PATTERN SETTING/ SCRUTINY (QP-A)								
UG PROGRAMME: BBA								
COURSE AND COURSE CODE :MANAGEMENT THEORY AND PRACTICES (BBA1B01)								
TOTAL MARKS: 80								
QUESTION PAPER			SYLLABUS					
SECTIONS OR PARTS	MARKS	QUESTION NUMBERS	MODULE 1	MODULE 2	MODULE 3	MODULE 4	MODULE 5	
			15HR	20HR	20HR	10HR	15HR	
			21marks	28marks	27marks	13marks	21marks	
I	2	1	2					
		2	2					
		3	2					
		4		2				
		5		2				
		6		2				
		7		2				
		8				2		
		9					2	
		10					2	
		11					2	
		12					2	
		13						2
		14						2
		15						2
II	5	16	5					
		17		5				
		18		5				
		19		5				
		20		5				
		21				5		
		22					5	
		23						5
III	10	24	10					
		25				10		
		26				10		
		27						10
TOTAL MARKS WITHOUT CEILING:110			21	28	27	13	21	



**FIRST SEMESTER BBA DEGREE (CBCSS-UG) EXAMINATIONS,  
COMPLEMENTARY COURSE  
BBA1C01 MANAGERIAL ECONOMICS**

**Time: 2.30 Hours  
Marks**

**Max: 80**

**Section A**

**Short Answer Questions. Maximum marks in this section is 25. Students can attempt all questions. Each question carries a maximum of 2 marks. (Ceiling: 25 marks)**

1. Define Managerial Economics.
2. Explain and illustrate the Shift in Supply curve.
3. Explain Marginal Utility.
4. What is Arc Elasticity?
5. State Law of Supply.
6. Define Isoquant Map.
7. What is Explicit Cost?
8. Define Sunk Cost.
9. What is Shut Down Point?
10. What is Product Differentiation?
11. What is Kinked Demand Curve?
12. Explain Economic Forecasting.
13. Define Business cycle.
14. What is Economic forecasting?
15. Explain Cobb Douglas Production function.

### Section B

**Short Essay/ Paragraph Questions. Maximum marks in this section is 35. Students can attempt all questions. Each question carries a maximum of 5 marks. (Ceiling: 35 marks)**

16. What are the various degrees of Price elasticity?
17. State graphically the Law of Diminishing Marginal Utility.
18. Discuss the Long run and Short run Cost function.
19. What are the assumptions of Sales Maximization Model?
20. Explain the types of Business cycles.
21. What are the Properties of Isoquants?
22. What are the different types of Oligopoly?
23. Explain the uses of Business Forecasting?

### Section C

**Long Essay Questions. Answer any two questions. Each questions carries a maximum of 10 marks. (2\*10=20 marks)**

24. Discuss the Scope of Managerial Economics.
25. Explain and illustrate diagrammatically the short run and long run equilibrium of Monopoly firm?
26. Explain various Economies and Diseconomies of Scale.
27. Discuss in brief the various methods of Demand Forecasting.

BLUE PRINT FOR QUESTION PATTERN SETTING/ SCRUTINY (QP-A)							
UG PROGRAMME: BBA							
COURSE AND COURSE CODE: Managerial Economics (BBA1C01)							
TOTAL MARKS:80							
QUESTION PAPER			SYLLABUS				
SECTIONS OR PARTS	MARKS	QUESTION NUMBERS	MODULE 1	MODULE 2	MODULE 3	MODULE 4	MODULE 5
			10hr	20 hr	20 hr	15 hr	15 hr
			17marks	28 marks	26 marks	21 marks	18marks
I	2	1	2				
		2		2			
		3		2			
		4		2			
		5		2			
		6			2		
		7			2		
		8			2		
		9				2	
		10				2	
		11				2	
		12					2
		13					2
		14					2
		15					2
II	5	16		5			
		17		5			
		18			5		
		19	5				
		20					5
		21			5		
		22				5	
		23					5
III	10	24	10				
		25				10	
		26			10		
		27		10			
TOTAL MARKS WITHOUT CEILING: 110			17	28	26	21	18

**SECOND SEMESTER BBA DEGREE (CBCSS-UG) EXAMINATIONS,  
CORE COURSE  
BBA2B02 FINANCIAL ACCOUNTING**

**Time: 2.30 hrs**

**Max. Marks: 80**

**Section A**

**Short Answer Questions. Maximum marks in this section is 25. Students can attempt all questions. Each question carries a maximum of 2 marks. (Ceiling: 25 marks)**

1. What are the objectives of Financial Accounting?
2. What do you mean by Reissue of Shares?
3. Write about Equity Shares.
4. What is the difference between Net Profit and Gross Profit?
5. Define Balancesheet.
6. Write about Journal Proper.
7. What is cash Price?
8. What do you mean by Forfeiture of Shares?
9. What is Debenture?
10. Define Bonus Shares.
11. What is Accrued Income?
12. Define Contra Entries.
13. What is a Business Transaction?
14. What do you mean by Repossession of Goods?
15. Explain the term Instalment system.

**Section B**

**Short Essay/ Paragraph Questions. Maximum marks in this section is 35. Students can attempt all questions. Each question carries a maximum of 5 marks.**

**(Ceiling: 35 marks)**

16. Explain Accounting Concepts.
17. What are the demerits of Financial Accounting?
18. Explain the objectives of preparing a Trading Account.
19. What are the objects of Branches?

20. Write a note on Complete Repossession and Partial Repossession.
21. Mr.Sudheer purchased a plant on hire purchase basis paying Rs. 1,50,000/- down and agreeing to pay Rs. 1,00,000/- each at the end of the three successive years. Vendors charge interest @5% p.a. Reference to annuity table shows the Present Value of an annuity of Re.1/- for 3 years at 5% interest is 2.7232. Compute the cash price and interest payable in each instalment.
22. Abin Agency Ltd. has a branch at Pune to which goods are sent by H.O. at cost price. From the following details of Pune branch, ascertain branch profit for the year ended 31<sup>st</sup> March 2018.
- a. Balance as on 1.4.2017:
    - 1. Stock – 15,000
    - 2. Debtors – 30,000
    - 3. Petty Cash – 100
    - 4. Furniture – 40,000
  - b. Goods sent to branch during the year – 3,50,000
  - c. Goods returned by branch – 1,000
  - d. Cash Sales – 90,000
  - e. Credit Sales – 5,30,000
  - f. Goods returned by debtors – 3,000
  - g. Discount allowed to debtors – 1,000
  - h. Bad debts written off – 800
  - i. Cheques sent to branch for:
    - 1. Salaries – 9,000
    - 2. Rent – 12,000
    - 3. Petty Cash – 2,000
  - j. Balance at branch on 31.03.2018:
    - 1. Stock – 30,000
    - 2. Debtors – 90,000
    - 3. Petty Cash – 100
  - k. Provide depreciation on furniture @ 10%.
23. A Ltd. Company issued 10,000 shares of Rs.10/- each. Payment on these shares is to be made in the following manner.
- l. On application Rs.4/- (1<sup>st</sup> Jan. 2017)
  - m. On allotment Rs.4/- (1<sup>st</sup> March 2017)
  - n. On final call Rs.2/- (1<sup>st</sup> April 2017)
  - o. X, to whom 500 shares were allotted, paid the full amount on application and Y, to whom 100 shares were allotted, paid the final call money on allotment. Pass journal entries.

## Section C

**Long Essay Questions. Answer any two questions. Each questions carries a maximum of 10 marks. (2\*10=20 marks)**

24. The following balances are given in the Trial Balance.

Particulars	Debit Amount	Credit Amount
Capital		2,00,000
Drawings	30,000	
Bad Debts	1,400	
Sundry Debtors	21,000	
Provision for Doubtful Debts		2,300
Salary	6,000	
Insurance	4,000	
Interest Received		3,000
Commission Received		2,000
Machinery	1,00,000	

Adjustments:

- i) Further Bad debts Rs. 1,000/-
- ii) Make a provision for doubtful debts @ 5% on sundry debtors.
- iii) Interest on capital Rs.20,000/-
- iv) Interest on drawings Rs.2,000/-
- v) Salary outstanding Rs.1,500/-
- vi) Insurance prepaid Rs.500/-
- vii) Interest received in advance Rs.400/-
- viii) Commission receivable Rs.800/-
- ix) Depreciate machinery at 10%.

Show how the above items will appear in the final accounts.

25. Sruthi Electronics purchased a music system on 1-1-2016 on hire purchase system from Sound of Music paying Rs.75,000/- down and agreeing to pay Rs.75,000/- each on 31-12-2016;31-12-2017 and 31-12-2018. The cash price of the Music system is Rs.2,46,000/- and vendor charge interest @ 15% p.a. Purchaser writes off depreciation at 10% p.a. on diminishing balance. Give Journal entries and ledger accounts in the books of Sruthi Electronics.
26. What is Company? Describe the characteristic features especially from the accounting point of view.
27. Mehbooba Ltd. invoices goods to its Ernakulam branch at 20% on invoice price. From the following particulars, prepare various ledger accounts under stock and debtors system.

**Opening Balance:**

Branch Stock – 8,000  
Branch Debtors – 4,000  
Branch Petty Cash – 1,000  
Branch Furniture – 20,000  
Goods invoiced to branch – 37,000  
Goods returned by branch – 1,000  
**Cheques sent to branch for:**  
Salary – 2,000  
Rent – 1,000  
Petty Cash – 300  
Cash Sales – 1,500  
Credit Sales – 26,000  
Cash collected from debtors – 25,000  
Goods returned by branch debtors – 1,000  
Discount allowed – 800  
Bad debts – 200  
**Closing Balance:**  
Branch Stock – 4,800  
Branch Petty Cash – 200  
Furniture – 18,000.

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BLUE PRINT FOR QUESTION PATTERN SETTING/ SCRUTINY (QP-A)							
UG PROGRAMME: BBA							
COURSE CODE AND COURSE : BBA2B02 FINANCIAL ACCOUNTING							
TOTAL MARKS: 80							
QUESTION PAPER			SYLLABUS				
SECTIONS OR PARTS	MARKS	QUESTION NUMBERS	MODULE 1	MODULE 2	MODULE 3	MODULE 4	MODULE 5
			15 HOURS	20 HOURS	15 HOURS	15 HOURS	15 HOURS
			18 MARKS	27 MARKS	20 MARKS	20 MARKS	25 MARKS
I	2	1	2				
		2				2	
		3				2	
		4		2			
		5		2			
		6	2				
		7		2			
		8				2	
		9				2	
		10				2	
		11			2		
		12	2				
		13	2				
		14			2		
		15			2		
II	5	16	5				
		17	5				
		18		5			
		19				5	
		20			5		
		21			5		
		22				5	
		23					5
III	10	24		10			
		25			10		
		26					10
		27				10	
TOTAL MARKS WITHOUT CEILING: 110			18	27	20	20	25



**SECOND SEMESTER BBA DEGREE (CBCSS-UG) EXAMINATIONS,  
CORE COURSE  
BBA2B03 MARKETING MANAGEMENT**

**Time: 2.30 Hours  
Marks**

**Max: 80**

**Section A**

**Short Answer Questions. Maximum marks in this section is 25. Students can attempt all questions. Each question carries a maximum of 2 marks.**

1. Define Marketing.
2. What is Marketing Mix?
3. What is Strategic Marketing Planning?
4. What is Packaging?
5. Define Promotion Mix.
6. Explain Personal Selling.
7. Explain characteristics of Good Salesman.
8. What is Branding?
9. Explain types of Sales Promotion.
10. What is Electronic Retailing?
11. Define Price Discrimination.
12. Write an example for Intermediaries
13. What is Positioning?
14. What is Hypermarket?
15. Explain Penetration Pricing.

**Section B**

**Short Essay/ Paragraph Questions. Maximum marks in this section is 35. Students can attempt all questions. Each question carries a maximum of 5 marks.**

16. Explain Importance of Marketing.
17. What are the steps involved in Buying Decision Process?
18. Explain various stages of Product Life Cycle.

19. Explain the Importance of Product planning and Development.
20. What are the functions of Personal Selling?
21. Explain the advantage of Target Marketing.
22. State the Advantages and Disadvantages of Hypermarkets.
23. Distinguish between Advertisement and Personal selling.

### **Section C**

**Long Essay Questions. Answer any two questions. Each questions carries a maximum of 10 marks.**

24. Discuss various activities involved in Physical Distribution.
25. Explain the advantages and disadvantages of Sales Promotion.
26. Which are the factors influencing Pricing Decision?
27. Explain the Methods of Segmentation.

BLUE PRINT FOR QUESTION PATTERN SETTING/ SCRUTINY (QP-A)							
UG PROGRAMME: BBA							
COURSE AND COURSE CODE: MARKETING MANAGEMENT ( BBA2B03)							
TOTAL MARKS:80							
QUESTION PAPER			SYLLABUS				
SECTIONS OR PARTS	MARKS	QUESTION NUMBERS	MODULE 1	MODULE 2	MODULE 3	MODULE 4	MODULE 5
			10hr	15 hr	20 hr	20 hr	15 hr
			11marks	22 marks	28marks	28marks	21 marks
I	2	1	2				
		2	2				
		3	2				
		4			2		
		5				2	
		6				2	
		7				2	
		8			2		
		9				2	
		10					2
		11			2		
		12					2
		13			2		
		14					2
		15				2	
II	5	16	5				
		17		5			
		18			5		
		19			5		
		20				5	
		21			5		
		22					5
		23				5	
III	10	24					10
		25				10	
		26			10		
		27		10			
TOTAL MARKS WITHOUT CEILING: 110			11	22	28	28	21

**SECOND SEMESTER BBA DEGREE (CBCSS-UG) EXAMINATIONS,  
COMMON COURSE  
BBA3A11 BASIC NUMERICAL METHODS**

**Time: 2.30 hrs**

**Max. Marks: 80**

**Section A**

**Answer the following questions in two or three sentences. Each question carries 2 marks.**

**Ceiling: 25 Marks**

1. Solve the equation  $4x^2-9=0$ .
2. Which term of the series 93, 90, 87 ... is zero?
3. In what time will a sum of money double itself at 10% p.a. simple interest?
4. Given the series 2,6,18,54,.... Find 12<sup>th</sup> term.
5. What is Common Ratio?
6. What do you mean by Matrix?
7. Three numbers in ascending order are in G.P. such that their product is 512. Find the middle number.
8. Find the value of Determinant.  $A = \begin{bmatrix} 2 & 4 \\ 8 & 2 \end{bmatrix}$
9. What is Orthogonal Matrix?
10. Find the rate of interest p.a. if the simple interest on a principal of Rs. 5,000/- is 800 for 4 years.
11. Find the effective rate of interest if interest is calculated at 8% quarterly.
12. Write any four properties of a good average?
13. Explain EMI.
14. A cyclist pedals home to college at a speed of 8kmph and back at 12kmph. Find Average Speed.
15. What do you mean by Present Value?

**Section B**

**Answer the following questions in a Paragraph. Each question carries 5 Marks.**

**Ceiling: 35 Marks**

16. A man sells 7 horses and 8 cows at Rs.2,940/- and 5 horses and 6 cows at Rs.2,150/-. What is the selling price of each?
17. A is six times as old as B. Fifteen years hence A will be 3 times old as B. Find the ages of A and B.
18. A man saved Rs.16,500/- in ten years. In each year after the first he saved Rs.100/- more than he did in the preceding year. How much did he save in the first year?
19. Solve the following equations by Cramer's Rule.  $2x-3y=3$ ,  $4x-y=11$ .

20. Find the Compound Interest on Rs.8,000/- for 4 years if interest is payable half yearly for the first 3 years @ 8% p.a. and for the fourth year, the interest is payable quarterly @ 6% p.a.

21. Compute Median.

<b>Class</b>	0 - 10	10 - 20	20 - 30	30 - 40	40 - 50	50 - 60	60 - 70
<b>Frequency</b>	8	12	20	23	18	7	2

22. Find Mean Deviation from Mean and its Coefficient for the following values.

25,63,85,75,62,70,83,28,30,12.

23. Explain the merits and demerits of Arithmetic Mean.

### Section C

Write essays on any two of the following. Each carries 10 Marks.

(2\*10=20)

24. Two scores of two batsmen A and B during a certain match are as follows. Examine which one of the two batsmen is more consistent in scoring? Who is more efficient batsman?

<b>A</b>	10	12	80	70	60	100	0	4
<b>B</b>	8	9	7	10	5	9	10	8

25. What is Interest? Explain the different types.

26. Solve the following equations using Matrix Method.  $5x-6y+4z=15$ ,  $7x+4y-3z=19$ ,  $2x+y+6z=46$ .

27. Find four numbers in A.P. whose sum is 20 and the sum of whose squares are 120.

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BLUE PRINT FOR QUESTION PATTERN SETTING/ SCRUTINY (QP-A)								
UG PROGRAMME: BBA & B. COM. <i>BBA 2020 Admission onwards</i>								
COURSE CODE AND COURSE : BBA3A11 BASIC NUMERICAL METHODS								
TOTAL MARKS: 80								
QUESTION PAPER			SYLLABUS					
SECTIONS OR PARTS	MARKS	QUESTION NUMBERS	MODULE 1	MODULE 2	MODULE 3	MODULE 4	MODULE 5	
			10 HOURS	15 HOURS	20 HOURS	15 HOURS	20 HOURS	
			12 MARKS	21 MARKS	25 MARKS	23 MARKS	29 MARKS	
I	2	1	2					
		2			2			
		3			2			
		4			2			
		5			2			
		6		2				
		7			2			
		8		2				
		9		2				
		10				2		
		11				2		
		12						2
		13					2	
		14						2
		15					2	
II	5	16	5					
		17	5					
		18			5			
		19		5				
		20				5		
		21						5
		22						5
		23						5
III	10	24					10	
		25				10		
		26		10				
		27			10			
TOTAL MARKS WITHOUT CEILING: 110			12	21	25	23	29	

## THIRD SEMESTER BBA (CBCSS) DEGREE EXAMINATIONS

### COMMON COURSE

### BBA3A12 PROFESSIONAL BUSINESS SKILLS

Time: 2.30 hrs

Max. Marks: 80

#### Section A

Answer the following questions in two or three sentences (Each question carries 2 marks):

(Ceiling:25

marks)

1. What do you understand by e-books?
2. Explain MOOC
3. What do you understand by business data analysis?
4. Who is a data analyst?
5. What is artificial intelligence?
6. What do you understand by data quality?
7. What are different types of presentation postures?
8. What do you understand by technical documentation?
9. What do you mean by cyber ethics?
10. Explain information overload
11. What is PPC?
12. What do you mean by B2B model?
13. Name any five e-commerce websites in India
14. What do you understand by cyber crime?
15. Explain professionalism in communication.

#### Section B

Answer the following questions in a paragraph (each question carries 5 marks)

(Ceiling : 35

marks)

16. Explain the format and do's and dont's of an e-mail
17. What are the traits and qualities of a good professional?
18. What are the major technologies used for e-learning?
19. Explain the role of artificial intelligence and and intelligence agents in e-business
20. Who are data analysts? Explain the types of data analysts
21. Explain the major threats and opportunities in modern cyber world
22. What are the needs, advantages and disadvantages of digital marketing?
23. What do you understand by online advertising? What are the different methods of online advertising?

**Section C**

**Write Essays on any two of the following**

**(2\*10 = 20 marks)**

24. You are running an advertising company. Write an e-mail to 'x' ltd a soap manufacturing company on probable advertising strategies and advertisement carriers.
25. Explain Ethical and Legal considerations in Business Analytics
26. What do you understand by socio-cyber informatics and explain emerging e-governance initiatives
27. What are the knowledge resources in internet? Explain importance of MOOC in the modern world.



BLUE PRINT FOR QUESTION PATTERN SETTING/ SCRUTINY (QP-A)							
UG PROGRAMME: BBA							
COURSE AND COURSE CODE BBA3A12: Professional Business Skills							
TOTAL MARKS: 80							
QUESTION PAPER			SYLLABUS				
SECTIONS OR PARTS	MARKS	QUESTION NUMBERS	MODULE 1	MODULE 2	MODULE 3	MODULE 4	MODULE 5
			15 HOURS	12 HOURS	18 HOURS	10 HOURS	15 HOURS
			20 MARKS	19 MARKS	24 MARKS	23 MARKS	24 MARKS
I	2	1		2			
		2		2			
		3	2				
		4	2				
		5			2		
		6			2		
		7	2				
		8	2				
		9				2	
		10				2	
		11					2
		12					2
		13				2	
		14				2	
		15	2				
II	5	16	5				
		17	5				
		18		5			
		19			5		
		20			5		
		21				5	
		22					5
		23					5
III	10	24				10	
		25			10		
		26				10	
		27		10			
TOTAL MARKS WITHOUT CEILING: 110			20	19	24	23	24

**THIRD SEMESTER BBA (CBCSS-UG) DEGREE EXAMINATIONS**

**CORE COURSE**

**BBA3B04 CORPORATE ACCOUNTING**

**Time:** **2.30** **Hours**  
**ks** **Max:80Mar**

**Section A**

**Short Answer Questions. Maximum marks in this section is 25.**

**Students can attempt all questions. Each question carries a maximum of 2 marks.**

1. Define financial reporting.
2. Define IndAS ?
3. What are contingent liabilities ?
4. What is preliminary expense ?
5. What do you mean by ratio analysis.
6. Define the term inventories as per IndAS.
7. What are various types of ratios ?
8. Define redeemable preference shares.
9. What is Debenture Redemption Reserve account ?
10. What is the objective of IndAS?
11. Define the term intangible assets as per Indas.
12. What is IFRS convergence ?

13. What do you mean by revenue reserve ?

14. What is scrip dividend ?

15. State any two profitability ratios?

### Section B

**Short Essay/ Paragraph Questions. Maximum marks in this section is 35.**

**Students can attempt all questions. Each question carries a maximum of 5 marks.**

16. What are the objectives of financial reporting ?

17. From the following information , ascertain the surplus to be shown in the balance

sheet of Adarsh Limited as on 31-3-2015.		₹
P&L a/c balance (surplus) as on 1-4-2014		1,28,000
Net profit for the year ended 31-3-2015	3,25,000	
Transfer to General reserve		30,000
Transfer to dividend equalization reserve		1,00,000
Dividend proposed @ 10% on preference shares		50,000
Dividend proposed on equity shares		1,20,000
Provide corporate dividend tax @ 20%		

18. Calculate current ratio from the following information :

Stock	50,000	Cash	30,000
Debtors	40,000	Creditors	60,000
Bills receivable	10,000	Bills payable	40,000
Advance Tax	4,000	Bank o/d	4,000

19. In a production process normal waste is 5% of input. 5,000 MT of input were put in process resulting in a waste of 300 MT. Cost per MT of input is Rs.1,000. The

entire quantity of waste is in stock at the year end . If waste has nil realizable value, what is the cost per unit ?

**20.** What are the objectives of financial statements ?

**21.** A Ltd. had 10,000 8% redeemable preference shares of Rs.20 each , fully paid up. The company decided to redeem these shares by issue of sufficient number of equity shares of Rs.10 each fully paid at discount. Pass necessary journal entries in company's book.

**22.**A merchant commenced business on 1st January, 2016 with a capital of ₹26,000. He immediately bought Furniture for ₹5,000. During the year he borrowed ₹10,000 from his wife and introduced a further capital of his own amounting to ₹ 7,000. He had withdrawn ₹800 at the end of each month for household expenses.

On 31st December, 2016 his position was as follows:

Cash in hand ₹500; Cash at Bank ₹6,500; Sundry debtors ₹13,600; Stock ₹20,200; Bills Receivable ₹4,500; Sundry Creditors ₹1,500; Rent due ₹650.

Furniture is to be depreciated by 15%.

Ascertain the Profit or Loss made by the merchant during 2016.

**23.** A factory has a carrying value of Rs.20 million. Two years ago the company reduced the carrying value from Rs.22 million. This was taken as an expense in profit or loss. In the current year the factory is now worth Rs.23 million. Show the accounting treatment for revaluation in the current year.

### Section C

**Long Essay Questions. Answer any two questions. Each questions carries a maximum of 10 marks.**

**24.** From the following ledger balances of Alpha Products Ltd. As on 31-3-2017, Prepare its Balance sheet.

	₹		₹
	1,00,00		
Goodwill	0	Trade Payables	60,000
	1,30,00	Provision for employee benefits (long-	
Computer software	0	term)	70,000
			1,00,00
Equity capital		Investments in govt. securities	0
(50,000 shares of ₹ 10 each)	5,00,00		
	0	Long-term loans (Dr.)	60,000
	1,30,00		
Capital Reserve	0	Trade receivables	10,000
			1,00,00
Securities Premium	50,000	Inventories	0
General reserve	30,000	Cash in hand	20,000
Patent rights	60,000	Cash in bank	30,000
	1,00,00		1,20,00
Land and Buildings	0	Deferred tax Liabilities	0
Furniture	1,30,00	Unpaid dividend	3,000

	0		
	5,00,00		
Plant and Machinery	0	Income received in advance	7,000
			3,00,00
Surplus	70,000	8% Debentures	0

Authorised capital of the company is ₹ 1,00,000 equity shares of ₹10 each of which ₹ 50,000 shares were issued

25. From the following balance sheet of a company, calculate debt equity ratio.

**Balance Sheet**

Preference Share Capital	2,00,000	Plant and Machinery	5,00,000
Equity share capital	8,00,000	Land and building	4,00,000
Reserves	1,10,000	Motor car	1,50,000
Debentures	1,50,000	Furniture	50,000
Current Liabilities	1,40,000	Stock	1,00,000
		Debtors	90,000
		Cash and bank	1,00,000
		Discount on issue of shares	10,000

26. A Ltd has issued 15,000 debentures of Rs.100 each payable full on application on 1/10/2016. Applications were received for 12,000 debentures. The terms of redemption provide that one-third of the debentures are redeemable every six months. Write necessary journal entries.

27. On first April 2017, a company borrowed Rs.15,00,000 to finance the production of two assets, both of which were expected to take a year to build. Production started during

the financial year 2017-18, and was utilized as follows, with the remaining funds invested temporarily.

	Asset A (Rs.)	Asset B (Rs.)
1 <sup>st</sup> April 2017	2,50,000	5,00,000
1 <sup>st</sup> October 2017	2,50,000	5,00,000

The loan rate was 9% and the company can invest surplus funds at 7%. Ignoring compound interest, what are the borrowing costs which may be capitalized for each of the assets and consequently the cost of each asset as on 31<sup>st</sup> March 2018 ?

BLUE PRINT FOR QUESTION PATTERN SETTING/ SCRUTINY (QP-A)							
UG PROGRAMME: MANAGEMENT STUDIES							
COURSE AND COURSE CODE:CORPORATE ACCOUNTING (BBA3B04 )							
TOTAL MARKS: 80							
QUESTION PAPER			SYLLABUS				
SECTIONS OR PARTS	MARKS	QUESTION NUMBERS	MODULE 1	MODULE 2	MODULE 3	MODULE4	MODULE 5
			10HR	20HR	15HR	20HR	15HR
			14marks	28marks	19marks	28marks	21marks
I	2	1	2				
		2		2			
		3				2	
		4				2	
		5					2
		6		2			
		7					2
		8				2	
		9				2	
		10			2		
		11			2		
		12		2			
		13					2
		14					2
		15					
II	5	16	5				
		17				5	
		18					5
		19		5			
		20		5			
		21				5	
		22					5
23			5				
III	10	24				10	
		25					10
		26				10	
		27		10			
TOTAL MARKS WITHOUT			14	28	19	28	21



## THIRD SEMESTER BBA (CBCSS) DEGREE EXAMINATIONS

### CORE COURSE

### BBA3B05 FINANCIAL MANAGEMENT

**Time: 2.30 hrs**  
**80**

**Max. Marks:**

### SECTION – A

**Short Answer Questions. A maximum mark in this section is 25. Students can attempt all questions. Each question carries a maximum of 2 marks.**

**Ceiling: 25 Marks**

1. What is Debenture?
2. What you mean by Finance?
3. What is Dividend policy?
4. What is Retained earnings?
5. What is commercial paper?
6. What is Scrip dividend?
7. What is Benefit cost ratio?
8. What is Decision tree?
9. What is Leverage?
10. What is Capital structure?
11. What you mean by Wealth maximization?
12. What is NPV?
13. What is Capital rationing?
14. What is Cash management?
15. What is optimal capital structure?

## SECTION – B

**Short Essay/ Paragraph Questions. A maximum mark in this section is 35. Students can attempt all questions. Each question carries a maximum of 5 marks.**

**Ceiling: 35 Marks**

16. Explain various types of financing decision?
17. Explain the advantaged of Debentures?
18. Explain various concepts of Working capital?
19. Explain the importance of capital budgeting?
20. Explain the limitations of Trading on equity?
21. - X Ltd issued Rs 50000 8% debentures at par. The tax rate applicable to the company is 50%. Compute the cost of debt capital.  
- YLtd issued Rs 50000 , 8% debentures at a premium of 10% , the tax rate applicable is 60%. Compute the cost of capital.
22. A project cost Rs 25000, Scrap value Rs 5000, life 5 years and annual average income before depreciation and tax Rs 7200. Assuming tax rate at 50% and depreciation on straight line basis. Find out ARR.
23. Assuming a firm pays tax at 50% rate , compute after tax cost of debt capital in the following cases.
  - Perceptual bond sold at par , coupon rate of interest being 7%.
  - At 10 th year, 8% Rs 1000 per bond sold at 950 less 4% underwriting commission.

## SECTION – C

**Long Essay Questions. Answer any two questions. Each question carries a maximum of 10 marks.**

**(2\* 10=**

**20 Marks)**

24. The following information is available in respect of a firm

Capitalization rate = 10%

Earnings per share = 12

Assumed rate of return (i) 16% (ii) 8% (iii) 10%

Show the effect of dividend policy on market price of shares using Walters’s model at the following pay out ratios: (a) 0% (b) 50% (c) 75% (d) 100%.

25. What is Dividend? Explain various determinants of dividend policy?

26. There are 2 projects And B.If expected return is 30% do you recommend the following projects?

B.If expected return is 30% do you recommend the following projects?

Year	Particulars	Project- A	Project - B
0	Capital Cost	100000	150000
1	Annual Savings	30000	50000
2	“	30000	70000
3	“	40000	80000
4	“	50000	50000

27. Discuss the various Techniques of efficient cash management?

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BLUE PRINT FOR QUESTION PATTERN SETTING/ SCRUTINY (QP-A)							
UG PROGRAMME: BBA							
COURSE CODE AND COURSE : BBA FINANCIAL MANAGEMENT							
TOTAL MARKS: 80							
QUESTION PAPER			SYLLABUS				
SECTIONS OR PARTS	MARKS	QUESTION NUMBERS	MODULE 1	MODULE 2	MODULE 3	MODULE 4	MODULE 5
			14 HOURS	28	28 HOURS	28 HOURS	14 HOURS
			11 MARKS	26MARK	30MARKS	26MARKS	17MARKS
I	2	1	2				
		2	2				
		3				2	
		4				2	
		5			2		
		6				2	
		7		2			
		8		2			
		9				2	
		10				2	
		11				2	
		12		2			
		13			2		
		14					2
		15				2	
II	5	16	5				
		17			5		
		18					5
		19		5			
		20				5	
		21				5	
		22		5			
		23				5	
III	10	24				10	
		25				10	
		26		10			
		27					10
TOTAL MARKS WITHOUT CEILING: 110			11	26	30	26	17

**THIRD SEMESTER B.B.A (CBCSS) DEGREE EXAMINATIONS,  
COMPLEMENTARY COURSE  
BBA3CO2 - BUSINESS REGULATIONS**

Time:2.30 Hours

Maximum:80Marks

**I. Answer the questions in two or three sentences.**

**(Each question carries 2 marks)**

**(Ceiling 25 Marks)**

1. What is CCI?
2. What is "NudumPactum"?
3. Who is an unpaid seller?
4. Define pledge.
5. What is the meaning of counter offer?
6. What is agreement to sell?
7. What are spurious goods and services?
8. What is meant by Suo-Moto disclosure?
9. Can you define quasi contract.
10. What is hacking?
11. What is earnest money?
12. Who is an auctioneer?
13. Point out two objectives of Competition Act?
14. What is champerty agreement?
15. How many parties are there in a contract of guarantee?

**II. Answer the following questions in a paragraph**

**(Each question carries 5 marks)**

**(Ceiling 35 Marks)**

16. Write a short note on implied warrants?
17. Briefly explain the rights of consumer under the Consumer Protection Act, 1986.
18. Briefly explain the position of agreements by a minor.
19. What are the objectives of competition Act?
20. Write in your own words agreements opposed to public policy.

- 21. State the rights of surety in the contract of guarantee?
- 22. Draft short note on RTI Act 2005?
- 23. Discuss the Consumer Disputes Redressal Agencies

**III. Write essays on any two of the following:**

(2\*10 = 20 Marks)

- 24. Discuss the duties and liabilities of principal and agent?
- 25. Explain the different modes of discharge of a contract?
- 26. What are ways in which an agency is created?
- 27. Discuss the important offences and penalties under RTI Act.

BLUE PRINT FOR QUESTION PATTERN SETTING/ SCRUTINY (QP-A)							
UG PROGRAMME: BBA							
COURSE AND COURSE CODE: BBA3C02 BUSINESS REGULATIONS							
TOTAL MARKS: 80							
QUESTION PAPER			SYLLABUS				
SECTIONS OR PARTS	MARKS	QUESTION NUMBERS	MODULE 1	MODULE 2	MODULE 3	MODULE 4	MODULE 5
			20 Hours	20Hours	10 Hours	10 Hours	20 Hours
			28 marks	29 marks	13 marks	12 marks	28 marks
I	2	1					2
		2	2				
		3			2		
		4		2			
		5	2				
		6			2		
		7				2	
		8					2
		9	2				
		10					2
		11				2	
		12				2	
		13					2
		14	2				
		15			2		
II	5	16			5		
		17				5	
		18	5				
		19					5
		20	5				
		21		5			
		22					5
		23				5	
III	10	24		10			
		25	10				
		26		10			
		27					10
TOTAL MARKS WITHOUT CEILING: 110			28	29	13	12	28

**FOURTH SEMESTER BBA (CBCSS) DEGREE EXAMINATIONS,**

(COMMON COURSE)  
BBA4A13 ENTREPRENEURSHIP DEVELOPMENT

Time: 2.30 Hours

Max: 80 Marks

Section A

**Short Answer Questions. Maximum marks in this section is 25. Students can attempt all questions. Each question carries a maximum of 2 marks.**

1. Define Intrapreneur
2. What is Sample project report?
3. Explain Method of Reporting.
4. What do you mean by Seed capital?
5. Define MSME
6. What is Industrial estate?
7. Brief Technopark.
8. What is Demand Analysis?
9. What is Feasibility report?
10. What is Green Channel?
11. What is Subsidy?
12. Write short note on SIDCO.
13. Explain classification of Incentives.
14. Mention important activities of SISL.
15. What is STEP?

Section B

**Short Essay/ Paragraph Questions. Maximum marks in this section is 35. Students can attempt all questions. Each question carries a maximum of 5 marks.**

16. Explain the classification of Entrepreneur.
17. Explain general principles of Good reporting system.
18. Explain the functions of DIC.
19. Explain the purpose of Project report.



20. Explain the role of SME in Economic Development.
21. What are the requirements of Good report?
22. Explain the registration procedure of SSI.
23. What is Social cost benefit analysis?

### **Section C**

**Long Essay Questions. Answer any two questions. Each questions carries a maximum of 10 marks.**

24. Analyse basic problems faced by SSI in India and suggest remedies to solve such problems.
25. Explain the scope of Technical Feasibility.
26. Mention the Qualities of Successful Entrepreneur.
27. Explain the Functions and Services of KITCO.

BLUE PRINT FOR QUESTION PATTERN SETTING/ SCRUTINY (QP-A)							
UG PROGRAMME: BBA							
COURSE AND COURSE CODE: ENTREPRENEURSHIP DEVELOPMENT (BBA4A13)							
TOTAL MARKS: 80							
QUESTION PAPER			SYLLABUS				
SECTIONS OR PARTS	MARKS	QUESTION NUMBERS	MODULE 1	MODULE 2	MODULE 3	MODULE 4	MODULE 5
			10hr 17 marks	18 hr 27 marks	18 hr 28 marks	16 hr 17 marks	18 hr 21 marks
I	2	1	2				
		2					2
		3					2
		4			2		
		5			2		
		6			2		
		7		2			
		8				2	
		9					2
		10				2	
		11			2		
		12			2		
		13			2		
		14			2		
		15			2		
II	5	16	5				
		17					5
		18		5			
		19					5
		20			5		
		21					5
		22			5		
		23				5	
III	10	24			10		
		25				10	
		26	10				
		27		10			
TOTAL MARKS WITHOUT CEILING: 110			17	27	28	17	21

## FOURTH SEMESTER BBA (CBCSS) DEGREE EXAMINATION

### Core Course BBA4A14- BANKING AND INSURANCE

Time: 2.30 Hours

Max: 80 Marks

#### Section A

**Short Answer Questions. Maximum marks in this section is 25. Students can attempt all questions. Each question carries a maximum of 2 marks. (Ceiling 25 Marks)**

1. Define Banking.
2. Who can cross a cheque?
3. Write any two differences between Cheque and Draft.
4. What is an Allonge?
5. What is Indemnity?
6. Explain the term 'Warranty in insurance'.
7. What do you mean by Re-insurance and Double insurance?
8. What is Voyage Policy?
9. What is Life Insurance?
10. What is Subrogation?
11. What is an insurance policy?
12. What is Assignment?
13. Write the two features of Fire Insurance
14. What is an Offer?
15. What do you mean by Nomination?

#### Section B

**Short Essay/ Paragraph Questions. Maximum marks in this section is 35. Students can attempt all questions. Each question carries a maximum of 5 marks. (Ceiling 35 Marks)**

16. Explain the primary functions of Commercial Banks?

17. Discuss the features of Negotiable Instruments?
18. Distinguish between General Crossing and Special Crossing.
19. Explain the concept of Core Banking?
20. What is the difference between Traditional banking and E-Banking?
21. Write a note on insurance as a Social Security Tool?
22. What are the features of Fire Insurance?
23. Difference between General Insurance and Life Insurance?

### **Section C**

**Long Essay Questions. Answer any two questions. Each questions carries a maximum of 10 marks.**

**(2\* 10= 20 Marks)**

24. Explain the functions of RBI?
25. Define Endorsement? What are the different kinds of Endorsements?
26. What is E-banking? What are the E-based techniques used by banks today?
27. Define Insurance. State its principles?

BLUE PRINT FOR QUESTION PATTERN SETTING/ SCRUTINY (QP-A)							
UG PROGRAMME: BBA							
COURSE AND COURSE CODE: BANKING AND INSURANCE (BBA4-A14)							
TOTAL MARKS: 80							
QUESTION PAPER			SYLLABUS				
SECTIONS OR PARTS	MARKS	QUESTION NUMBERS	MODULE 1	MODULE 2	MODULE 3	MODULE 4	MODULE 5
			10HR	15HR	15HR	14HR	10HR
			17marks	26marks	26marks	23marks	18marks
I	2	1	2				
		2		2			
		3		2			
		4		2			
		5			2		
		6			2		
		7			2		
		8				2	
		9				2	
		10				2	
		11				2	
		12					2
		13					2
		14					2
		15					2
II	5	16	5				
		17		5			
		18		5			
		19			5		
		20			5		
		21				5	
		22					5
		23					5
III	10	24	10				
		25		10			
		26			10		
		27				10	
TOTAL MARKS WITHOUT CEILING:110			17	26	26	23	18

**FOURTH SEMESTER BBA (CBCSS) DEGREE EXAMINATION**  
**CORE COURSE**  
**BBA4B06COST AND MANAGEMENT ACCOUNTING**

**Time: 2.30 Hours**

**Max: 80**

**Marks**

**Section A**

**Short Answer Questions. Maximum marks in this section is 25. Students can attempt all questions. Each question carries a maximum of 2 marks.**

1. Define Management accounting .
2. What is direct materials ?
3. What is Marginal costing ?
4. What is What is job order costing?
5. What is Budgetary Control?
6. Define material control.
7. What is BEP?
8. Define overheads.
9. What are administrative overheads ??
10. What is meant by labour turnover?
11. What is meant by apportionment of overhead ?
12. What is Fixed cost ?
13. What is Process costing ?
14. What is abnormal loss?
15. What do you mean by profit planning?

**Section B**

**Short Essay/ Paragraph Questions. Maximum marks in this section is 35. Students can attempt all questions. Each question carries a maximum of 5 marks.**

16. Prepare a cost from the following :

Materials used	Rs.20,000
Machine hours used	3,000 hours
Wages	Rs.18,000
Machine hour rate	Rs. 2
Direct expenses	Rs.5,000

17. From the following particulars prepare a cost sheet for Job number 215.

		Rs
Direct materials used for the job	:	10,000
Productive wages	:	12,000
Direct expenses	:	800

Charge 60% of productive wages for factory overheads and 20% of works cost for office overheads. Profit to be earned on selling price is 20%.

18. The fixed costs for the year are Rs.60,000 . Selling price per unit is Rs.15 and variable cost per unit is Rs.10. Calculate BEP output ?

19. Calculate the machine hour rate on the basis of the following data :

Cost of machine	Rs.18,700
Estimated scrap value after the expiry of its useful life of 9 years	Rs. 700
Annual running time of the machine	4,000
hours Power consumed by machine	5 units per
hour	
Rate of power	8 paise per unit
Annual factory overheads	Rs.9,120
Charge one – sixth of the annual factory overheads to this machine	

20. Explain the scope of management accounting.

21. Calculate machine hour rate from the following data :

Cost of machine	:	Rs. 21,000
Scrap value	:	Rs. 1,000
Repairs and maintenance per month	:	Rs. 300
Standing charges per month	:	Rs. 500
Effective working life	:	10,000 hrs.
Running time per month	:	200 hrs
Power used	:	5 units/hrs @ Rs. 3 per
unit		

22. A Company manufacturing a product X requires to engage following workers during January 2019.

Direct workers      10



Indirect workers 5

Rate of pay : direct workers Rs. 20 per hour ; indirect worker Rs. 15 per hour.

The company expects to work for 200 hours during the month. Prepare labour budget for January 2019.

**23.**In a company , weekly minimum and maximum consumption of material A are 25 and 75 units respectively. The order quantity as fixed by the company is 300 units. The material is received within 4 to 6 weeks from issue of supply order. Calculate minimum level and maximum level of material A.

### Section C

**Long Essay Questions. Answer any two questions. Each questions carries a maximum of 10 marks.**

**24.** 1,000 units of raw materials were introduced to Process I at Rs. 20 per unit . Direct labour and other expenses were Rs. 5,000 and Rs. 3,000 respectively. It is estimated that 10 percentage of the units introduced to the process are normally lost which has a Scrap value of Rs. 10 per unit. The actual output of the process was 850 units to be transferred to process II.

Prepare process I account , normal loss account and abnormal loss account.

25. With the following data for 60% activity, prepare a budget for production at 80% and 100% activity.

Production at 60% capacity	6,000 units
Materials	Rs. 100 per unit
Labour	Rs. 50 per unit
Direct expenses	Rs. 20 per unit
Factory overheads	Rs. 50,000 (40% fixed )
Administration overheads	Rs. 40,000 (60% fixed )
Selling overheads	Rs. 20,000 (50% fixed )

26. From the following particulars prepare a cost sheet for the month of March 2019.

Rs.

Stock on hand 1<sup>st</sup> March :

Raw materials	26,000
Finished goods	18,300
Work in progress	9,200

Stock on hand 31<sup>st</sup> March :

Raw materials	27,200
Finished goods	16,700
Work in progress	10,100
Purchase of raw materials	23,000
Carriage on purchases	1,500

Direct wages	18,500
Indirect wages	1,000
Sale of finished goods	76,000
Chargeable expenses	2,200
Factory overheads	9,500
Administration of overheads	4,000
Selling and distribution overheads	5,200

27. From the following data, calculate total monthly remuneration of 3 workers X, Y and Z

a) Standard production per month per worker is 1,000 units.

b) Actual production during a month :

X – 800 units, Y – 700 units, Z – 900 units

c) Piece work rate per unit of actual production 15 paise

d) D.A Rs. 40 per month (fixed)

e) House rent allowance : Rs.20 per month (fixed)

f) Additional production bonus at the rate of Rs.5 for each percentage of actual production exceeding 75 % actual production over standard.

BLUE PRINT FOR QUESTION PATTERN SETTING/ SCRUTINY (QP-A)							
UG PROGRAMME: MANAGEMENT STUDIES							
COURSE AND COURSE CODE: COST AND MANAGEMENT ACCOUNTING (BBA4B06 )							
TOTAL MARKS: 80							
QUESTION PAPER			SYLLABUS				
SECTIONS OR PARTS	MARKS	QUESTION NUMBERS	MODULE 1	MODULE 2	MODULE 3	MODULE 4	MODULE 5
			10HR	15HR	20HR	15HR	20HR
			14marks	21marks	26marks	21marks	28marks
I	2	1	2				
		2		2			
		3					2
		4				2	
		5					2
		6		2			
		7					2
		8				2	
		9				2	
		10		2			
		11				2	
		12		2			
		13					2
		14					2
		15					
II	5	16	5				
		17				5	
		18					5
		19			5		
		20	5				
		21			5		
		22					5
		23		5			
III	10	24				10	
		25					10
		26			10		
		27		10			
TOTAL MARKS WITHOUT CEILING:110			14	21	26	21	28

**FOURTH SEMESTER BBA (CBCSS) DEGREE EXAMINATIONS,  
COMPLIMENTARY COURSE**

**BBA4C03 CORPORATE REGULATIONS**

Time:2.30 Hours

Maximum:80Marks

**I. Answer the questions in two or three sentences.**

**(Each question carries 2 marks)**

**(Ceiling 25 Marks)**

1. Define Government Company.
2. Explain secured and unsecured debentures?
3. What is a private company?
4. State the meaning of Key managerial personnel?
5. What is the dematerialization?
6. What is meant by forfeiture?
7. What is Bonus shares?
8. What do you mean by book building?
9. What do you mean by ultra vires?
10. What is abridged prospectus?
11. What is Doctrine of Indoor management?
12. What is brokerage?
13. State any two rights of directors?
14. What is SAT?
15. What is Corporate Governance?

**II. Answer the following questions in a paragraph**

**(Each question carries 5 marks)**

**(Ceiling 35 Marks)**

16. Explain different kinds of resolution?
17. Write a short note on doctrine of constructive notice?
18. Discuss the liabilities of a director?
19. Write a short note on functions of a Director?
20. What are the grounds for winding up of a company by tribunal?
21. Distinguish between transfer and transmission of shares?
22. Explain the contents of Memorandum of Association??
23. What are the contents of a share certificate?

**III. Write essays on any two of the following:**

(2\*10 = 20 Marks)

24. Explain different classification of companies?
25. Discuss the stages in the formation of company?
26. What are the different kinds of meetings under the companies Act?
27. Discuss the powers and functions of SEBI?

BLUE PRINT FOR QUESTION PATTERN SETTING/ SCRUTINY (QP-A)							
UG PROGRAMME: COMMERCE AND MANAGEMENT							
COURSE AND COURSE CODE: BBA4C03 CORPORATE REGULATIONS							
TOTAL MARKS: 80							
QUESTION PAPER			SYLLABUS				
SECTIONS OR PARTS	MARKS	QUESTION NUMBERS	MODULE 1	MODULE 2	MODULE 3	MODULE 4	MODULE 5
			10 HOURS	20 HOURS	15 HOURS	20 HOURS	15 HOURS
			14 MARKS	28 MARKS	20 MARKS	28 MARKS	20 MARKS
I	2	1	2				
		2			2		
		3	2				
		4				2	
		5			2		
		6			2		
		7			2		
		8		2			
		9		2			
		10		2			
		11		2			
		12				2	
		13					2
		14					2
		15					2
II	5	16					5
		17		5			
		18				5	
		19				5	
		20					5
		21			5		
		22		5			
		23			5		
III	10	24	10				
		25		10			
		26					10
		27				10	
TOTAL MARKS WITHOUT CEILING: 110			14	28	20	28	20

**FOURTH SEMESTER BBA DEGREE (CBCSS-UG) EXAMINATIONS,  
COMPLIMENTARY COURSE  
BBA4C04 QUANTITATIVE TECHNIQUES FOR BUSINESS**

**Time: 2.30 hrs**

**Max. Marks: 80**

**SECTION – A**

**Short Answer Questions. A maximum mark in this section is 25. Students can attempt all questions. Each question carries a maximum of 2 marks.**

**Ceiling: 25 Marks**

1. Define Quantitative Techniques?
2. What is Interpolation?
3. What is Operations Research?
4. What is Index number?
5. What is Causation?
6. What is probable error?
7. Explain addition theorem?
8. What is Law of statistical regularity?
9. Point out any 2 uses of Poisson distribution?
10. What is standard normal distribution?
11. What is the total area under standard normal curve on the right of  $Z=0$ .
12. What is Binomial distribution?
13. Explain any 2 features of Poisson distribution?
14. What you mean by Inverse probability?
15. What is Mutually exclusive event??

**SECTION – B**

**Short Essay/ Paragraph Questions. A maximum mark in this section is 35. Students can attempt all questions. Each question carries a maximum of 5 marks.**

**Ceiling: 35 Marks**



- 16. Explain the features of Normal distribution?
- 17. If 3% of electric bulbs manufactured by a company are defective , find the probability that in a sample of 100 bulbs , exactly 5 bulbs are defective?
- 18. What is Seasonal indice?
- 19. Explain various types of Correlation?
- 20. From the following data calculate Karl-Pearson’s correlation coefficient.

X	1	2	3	4	5
Y	5	6	7	8	9

- 21. Compare correlation and regression?
- 22. A pack contains 4 blue , 2 red and 3 black pens. If a pen is drawn at random from the pack , replaced and the process repeated 2 more times , what is the probability of drawing 2 blue pens and 1 black pen?
- 23. Explain various rules in probability?

**SECTION – C**

**Long Essay Questions. Answer any two questions. Each question carries a maximum of 10 marks. (2\* 10= 20 Marks)**

- 24. From the following calculate Karl Pearson’s correlation coefficient and comment on the nature of correlation and also calculate probable error and hence find the limits of population coefficient?

X	78	89	97	69	59	79	68	61
Y	125	137	156	112	107	136	123	108

- 25. Fit a straight line trend on the following data using the Least square method

Period(year)	1996	1997	1998	1999	2000	2001	2002	2003	2004
y	4	7	7	8	9	11	13	14	17

- 26. Explain the various Theorems of probability?
- 27. What you mean by Time series? Explain its components?

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BLUE PRINT FOR QUESTION PATTERN SETTING/ SCRUTINY (QP-A)							
UG PROGRAMME: BBA & B. COM.							
COURSE CODE AND COURSE : BCOM QUANTITATIVE TECHNIQUES							
TOTAL MARKS: 80							
QUESTION PAPER			SYLLABUS				
SECTIONS OR PARTS	MARKS	QUESTION NUMBERS	MODULE 1	MODULE 2	MODULE 3	MODULE 4	MODULE 5
			5 HOURS	25 HOURS	25 HOURS	24 HOURS	15 HOURS
			6 MARKS	27MARKS	29MARKS	28MARKS	20MARKS
I	2	1	2				
		2	2				
		3	2				
		4		2			
		5			2		
		6			2		
		7				2	
		8				2	
		9					2
		10					2
		11					2
		12					2
		13					2
		14				2	
		15				2	
II	5	16				5	
		17				5	
		18		5			
		19			5		
		20			5		
		21			5		
		22				5	
		23				5	
III	10	24			10		
		25		10			
		26				10	
		27		10			
TOTAL MARKS WITHOUT CEILING: 110			6	27	29	28	20

**FIFTH SEMESTER BBA (CBCSS) DEGREE EXAMINATIONS  
CORE COURSE  
BBA5B07 HUMAN RESOURCE MANAGEMENT**

**Time: 2.5 hrs**

**Max. Marks: 80**

**SECTION A**

**Answer the following questions in two or three sentences. Each question carries 2 marks.**

**Ceiling: 25 Marks**

1. Define HRM.
2. What do you mean by Job Analysis?
3. Define Recruitment.
4. What is Competitive Advantage?
5. What is Coaching?
6. Write about Job Evaluation.
7. Write any four objectives of Performance Appraisal.
8. What are the principles of Compensation?
9. What do you mean by Management Games?
10. What is MDP?
11. Define Personal Management.
12. What is HR Audit?
13. Define Strategic HRM.
14. What do you mean by Downsizing?
15. Define Green HRM.

**SECTION B**

**Answer the following questions in a Paragraph. Each question carries 5 Marks.**

**Ceiling: 35 Marks**

16. Differentiate between HRM and Personnel Management.
17. What are the functions of HRM?
18. Explain the features of Human Resource Audit?
19. What is Job Description? Explain the contents of Job Description.
20. Explain the importance of Training.
21. Write a short note on the process of Performance Appraisal.
22. Explain Electronic HRM.
23. What do you mean by HR Information System?

**SECTION C**

**Write essays on any two of the following. Each carries 10 Marks.**

**(2\*10=20)**

24. What is Selection? Explain the process for Selection.
25. Explain the factors affecting Wages and Salary Administration.
26. What is Training? Explain the methods of Training.
27. What is Job Design? What are the techniques of Job Design?

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BLUE PRINT FOR QUESTION PATTERN SETTING/ SCRUTINY (QP-A)								
UG PROGRAMME: BBA								
COURSE CODE AND COURSE : BBA5B07 HUMAN RESOURCES MANAGEMENT								
TOTAL MARKS: 80								
QUESTION PAPER			SYLLABUS					
SECTIONS OR PARTS	MARKS	QUESTION NUMBERS	MODULE 1	MODULE 2	MODULE 3	MODULE 4	MODULE 5	
			12 HOURS	12 HOURS	14 HOURS	12 HOURS	14 HOURS	
			16	29	23	19	23	
I	2	1	2					
		2		2				
		3		2				
		4	2					
		5			2			
		6			2			
		7					2	
		8					2	
		9					2	
		10					2	
		11	2					
		12						2
		13						2
		14						2
		15						2
II	5	16	5					
		17	5					
		18						5
		19		5				
		20			5			
		21					5	
		22						5
		23						5
III	10	24		10				
		25				10		
		26			10			
		27		10				
TOTAL MARKS WITHOUT CEILING: 110			16	29	23	19	23	

**FIFTH SEMESTER BBA DEGREE EXAMINATIONS**

**CORE COURSE**

**BBA5B08 BUSINESS RESEARCH METHODS**

**Time: 2.30 hrs**

**Max. Marks: 60**

**SECTION – A**

**Answer the following questions in two or three sentences. Each question carries 2 marks.**

**Ceiling: 20 Marks**

1. What is documentation?
2. Define Business Research?
3. What do you mean by research design?
4. What is footnote?
5. Differentiate between questionnaire and schedule?
6. What is research report?
7. Explain the term dispersion?
8. What do you mean by statement of problem?
9. What is pilot study?
10. What is sampling plan?
11. What do you mean by technical report?
12. What is letter of transmittal?

**SECTION – B**

**Paragraph questions. Answer 7 questions. Each question carries 5 marks. Ceiling: 30**

13. What is meant by testing of hypothesis? What are its features?
14. Briefly explain about exploratory research.
15. What are the important stages in report writing?
16. Explain induction and deduction approach in business research?
17. What are the common methods used for tabulation?
18. What are the contents of a questionnaire?
19. What are the types of variables?

**SECTION – C**

**Write essays on any two of the following. Each carries 10 Marks.**

**(2\*10=20)**

20. What is measurement scales? Explain different types of measurement scales used in research?
21. What is sampling design? What are the steps involved in sampling design?

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<b>BLUE PRINT FOR QUESTION PATTERN SETTING/ SCRUTINY (QP-A)</b>							
<b>UG PROGRAMME: BBA</b>							
<b>COURSE CODE AND COURSE : BBA5B08 BUSINESS RESEARCH METHODS</b>							
<b>TOTAL MARKS: 60</b>							
<b>QUESTION PAPER</b>			<b>SYLLABUS</b>				
<b>SECTIONS OR PARTS</b>	<b>MARKS</b>	<b>QUESTION NUMBERS</b>	<b>MODULE 1</b>	<b>MODULE 2</b>	<b>MODULE 3</b>	<b>MODULE 4</b>	<b>MODULE 5</b>
			<b>10 HOURS</b>	<b>15 HOURS</b>	<b>15 HOURS</b>	<b>10 HOURS</b>	<b>14 HOURS</b>
			<b>12 MARKS</b>	<b>19 MARKS</b>	<b>19 MARKS</b>	<b>12 MARKS</b>	<b>17 MARKS</b>
<b>I</b>	<b>2</b>	1					<b>2</b>
		2	<b>2</b>				
		3		<b>2</b>			
		4					<b>2</b>
		5			<b>2</b>		
		6					<b>2</b>
		7				<b>2</b>	
		8					<b>2</b>
		9			<b>2</b>		
		10		<b>2</b>			
		11					<b>2</b>
		12					<b>2</b>
<b>II</b>	<b>5</b>	13				<b>5</b>	
		14		<b>5</b>			
		15					<b>5</b>
		16	<b>5</b>				
		17				<b>5</b>	
		18			<b>5</b>		
		19	<b>5</b>				
<b>III</b>	<b>10</b>	20			<b>10</b>		
		21		<b>10</b>			
<b>TOTAL MARKS WITHOUT CEILING: 79</b>			<b>12</b>	<b>19</b>	<b>19</b>	<b>12</b>	<b>17</b>

**FIFTH SEMESTER B.B.A (CBCSS) DEGREE EXAMINATIONS  
CORE COURSE  
BBA5B09: OPERATIONS MANAGEMENT**

**SECTION A**

**Answer the following questions in two or three sentences (Each question carries 2 marks):**

(Ceiling:25 marks)

1. What do you understand by operations management?
2. Explain Assembly line balancing
3. Name any four material handling equipments
4. Who is a product layout?
5. Define an operating system
6. What is a control chart?
7. Explain basic EOQ model
8. What is MRP?
9. Define product development
10. Define capacity
11. What is preventive maintenance?
12. What is method study?
13. Explain scheduling
14. What are the purposes of controlling
15. What is a quality circle?

**SECTION B**

**Answer the following questions in a paragraph (each question carries 5 marks)**

(Ceiling : 35 marks)

16. What are the factors determining plant location?
17. What are the dimensions of quality?
18. Explain Kaizen
19. Explain the elements of MRP
20. What are the different types of capacities?
21. What is the scope of operations management?
22. What are the steps involved in product selection?
23. What are the techniques involved in operation control?

**SECTION C**

**Write Essays on any two of the following** (2\*10 = 20 marks)

24. Explain different types of layouts in a plant?
25. Explain steps in production planning and control
26. What are the different types of maintenance? Explain advantages and disadvantages of each of them?
27. Explain operations management in manufacturing and non-manufacturing organizations

BLUE PRINT FOR QUESTION PATTERN SETTING/ SCRUTINY (QP-A)							
UG PROGRAMME: BBA							
COURSE AND COURSE CODE: BBA5B09: OPERATIONS MANAGEMENT							
TOTAL MARKS: 80							
QUESTION PAPER			SYLLABUS				
SECTIONS OR PARTS	MARKS	QUESTION NUMBERS	MODULE 1	MODULE 2	MODULE 3	MODULE 4	MODULE 5
			12 HOURS	14 HOURS	12 HOURS	14 HOURS	12 HOURS
			19 MARKS	28 MARKS	21 MARKS	21 MARKS	21 MARKS
I	2	1	2				
		2		2			
		3		2			
		4		2			
		5	2				
		6					2
		7				2	
		8				2	
		9		2			
		10			2		
		11			2		
		12			2		
		13				2	
		14					2
		15					2
II	5	16		5			
		17					5
		18					5
		19				5	
		20			5		
		21	5				
		22		5			
		23					5
III	10	24		10			
		25				10	
		26			10		
		27	10				
TOTAL MARKS WITHOUT CEILING: 110			19	28	21	21	21



**FIFTH SEMESTER BBA DEGREE (CBCSS-UG) EXAMINATIONS,  
CORE COURSE  
BBA5B10 –INCOME TAX**

**Time: 2.30 Hours  
Marks**

**Max: 80**

**Section A**

**Short Answer Questions. Maximum marks in this section are 25. Students can attempt all questions. Each question carries a maximum of 2 marks.**

1. Explain depreciation provision.
2. What is agricultural income?
3. Define salary income.
4. What is assessment year?
5. What is annual value?
6. What is gross total income?
7. Define profession income.
8. What are perquisites?
9. Define capital assets?
10. Example for other sources of income.
11. Example for salary income.
12. What is total income?
13. Example for exempted allowances.
14. What is rebates and reliefs of tax?
15. What is tax liability?

**Section B**

**Short Essay/ Paragraph Questions. Maximum marks in this section are 35. Students can attempt all questions. Each question carries a maximum of 5 marks.**

16. Explain rules of set-off and carry forward of losses?

17. Example for exempted income under section.

18. Mr. Nair is a govt. employee. His salary details for the previous year 2017-18 are given below

Basic salary 16500 pm

D.A 6000 pm

Entertainment allowance 1500 p.m

Compute his income from salary for the A.Y 2018-19.

19. Compute depreciation on plant and machinery for the assessment year 2018-19:

W.D.V of plant and machinery on 1-4-2017 Rs.360000

Purchase of plant on 8-4-2017 Rs.100000

Purchase of plant on 12-01-2018 Rs.200000

Sale of old plant on 5-3-2018 Rs.80000

20. Explain allowable deductions of business.

21. You are required to calculate the net tax liability of Mr.Santhosh from the following incomes:

Salary Rs.500000

DA Rs.72000

Rent of house property Rs.50000

Interest on debentures (net) Rs.27000

He contributed 10% of his salary and DA to a RPF. Assume that he has paid advance tax on his salary income.

22. Difference between long term short term capital gain.

23. Explain exempted capital incomes.

### Section C

**Long Essay Questions. Answer any two questions. Each questions carries a maximum of 10 marks.**

24. The following are the particulars of Mr. Akhil for the P.Y.2017-18:

Basic pay up to 31<sup>st</sup> January 2018 22000 p.m

From 1 <sup>st</sup> Feb. 2018	24600 p.m
D.A	30% of basic pay
Bonus	120000
C.C.A	12000
Entertainment allowance	3000 p.m
Children Education allowance for 2 children	Rs.300 p.m. per child
Provided a rent- free unfurnished house at Mysore (population exceeds 25 lakhs)	
Employer's contribution to unrecognized P.F.	Rs15000
Compute taxable salary.	

25. Explain residential status of assessee. Scope of total income on the basis of residential status.
26. Define perquisites. Explain classification of perquisites.
27. From the following information, compute total income of Mr. Raj.

Salary Rs.12000 pm  
 Bonus equal to six months' salary  
 Transport allowance Rs.700 pm  
 Entertainment allowance Rs.500 pm  
 HRA Rs.3000 pm (Rent paid Rs.4000 pm)  
 Medical reimbursement Rs.26000 (Treatment done in an approved hospital)  
 His contribution to R.P.F Rs.18000. Similar amount contributed by employer.  
 Interest credited @ 9.5% rS.10000  
 Interest on government securities Rs.6000  
 Income from P.O Savings Bank deposits Rs.3200  
 Donation to an approved Charitable Trust Rs.20000  
 Life insurance premium paid Rs.4200

Compute total income

BLUE PRINT FOR QUESTION PATTERN SETTING/ SCRUTINY (QP-A)							
UG PROGRAMME: BUSINESS ADMINISTRATION							
COURSE AND COURSE CODE:INCOME TAX(BBA5B10)							
TOTAL MARKS:80							
QUESTION PAPER			SYLLABUS				
SECTIONS OR PARTS	MARKS	QUESTION NUMBERS	MODULE 1	MODULE 2	MODULE 3	MODULE 4	MODULE 5
			15HR	30HR	10HR	10HR	15HR
			21MARKS	40MARKS	14MARKS	14MARKS	21MARKS
I	2	1			2		
		2	2				
		3		2			
		4	2				
		5		2			
		6	2				
		7			2		
		8		2			
		9				2	
		10				2	
		11		2			
		12					2
		13		2			
		14					2
		15					2
II	5	16					5
		17	5				
		18		5			
		19			5		
		20			5		
		21		5			
		22				5	
		23				5	
III	10	24		10			
		25	10				
		26		10			
		27					10
TOTAL MARKS WITHOUT CEILING:110			21	40	14	14	21

**FIFTH SEMESTER BBA DEGREE(CBCSS-UG) EXAMINATION  
CORE COURSE  
BBA5B11 FINANCIAL MARKETS AND INSTITUTIONS**

**Time: 2.30 Hours**

**Max: 80**

**Marks**

**Section A**

**Short Answer Questions. Maximum marks in this section is 25. Students can attempt all questions. Each question carries a maximum of 2 marks.**

1. What is Financial System?
2. Define money market.
3. What is derivative ?
4. What is primary market?
5. What is secondary market?
6. What is CD ?
7. What is Future derivative?
8. What is STCI ?
9. What is NSE ?
10. What is commercial paper?
11. What is DFI ?
12. What is a Financial Instrument ?
13. What do you mean by book building ?
14. What is NSDL?
15. What is Swap?

**Section B**

**Short Essay/ Paragraph Questions. Maximum marks in this section is 35. Students can attempt all questions. Each question carries a maximum of 5 marks.**

16. Explain the significance of financial system.
17. What are the functions of secondary market?

18. What are the classification of derivative market ?
19. What is the role of DFI in industrial development in India?
20. What is the difference between primary market and stock exchange?
21. What are the role and functions of secondary market ?
22. Explain any 3 capital market institutions in India with it's objectives ?
23. What are the objectives of money market ?

### Section C

**Long Essay Questions. Answer any two questions. Each questions carries a maximum of 10 marks.**

24. Briefly explain the role and functions of SEBI .
25. Explain the classification of derivative instruments.
26. Explain different classification of capital market ?
27. Briefly explain the structure of Indian money market.

BLUE PRINT FOR QUESTION PATTERN SETTING/ SCRUTINY (QP-A)							
UG PROGRAMME: MANAGEMENT STUDIES							
COURSE AND COURSE CODE: FINANCIAL MARKETS AND INSTITUTIONS (BBA5B11 )							
TOTAL MARKS: 80							
QUESTION PAPER			SYLLABUS				
SECTIONS OR PARTS	MARKS	QUESTION NUMBERS	MODULE 1	MODULE 2	MODULE 3	MODULE 4	MODULE 5
			10HR	15HR	15HR	25HR	15HR
			14marks	21marks	19marks	35marks	21marks
I	2	1	2				
		2		2			
		3					2
		4				2	
		5				2	
		6		2			
		7					2
		8				2	
		9					2
		10		2			
		11				2	
		12		2			
		13					2
		14					2
		15					
II	5	16	5				
		17				5	
		18					5
		19			5		
		20	5				
		21				5	
		22				5	
		23		5			
III	10	24				10	
		25					10
		26			10		
		27		10			
TOTAL MARKS WITHOUT CEILING:110			14	21	19	35	21

**FIFTH SEMESTER BBA (CBCSS) DEGREE EXAMINATIONS,  
Open Course  
BBA5D01 – E – COMMERCE**

**Time: 2 hours**

**Marks :60**

**Section - A**

**Short answer questions. Answer all questions, each question carries 2 marks.**

**Ceiling: 20**

1. What you mean by Traditional commerce?
2. What is E-Business?
3. What is EDI?
4. What is Supply chain Management?
5. What is SCM?
6. What is Smart card?
7. What is E- Payment?
8. What is Micro payment?
9. What is Digital coin?
10. What you mean by Data encryption?
11. What is Business model?
12. What is Internet?

**SECTION – B**

**Paragraph questions. Answer 7 questions. Each question carries 5 marks. Ceiling: 30**

13. Explain different types of Internet protocols?
14. Explain the advantages of Intranet?
15. What the various applications of E- commerce?
16. Explain the components of a website?
17. Explain the process of setting up of a Website?
18. Write a note on popular search engines?
19. Explain B2B models?



**SECTION – C**

**Essay question. Answer any 1.**

**(1\*10=10)**

20. What you mean by Biometrics? Explain different types of Biometrics?
21. What is EDI? Explain its features?

BLUE PRINT FOR QUESTION PATTERN SETTING/ SCRUTINY (QP-A)					
UG PROGRAMME: BBA & B. COM.					
COURSE CODE AND COURSE : BBA OPEN E-COMMERCE					
TOTAL MARKS: 60					
QUESTION PAPER			SYLLABUS		
SECTIONS OR PARTS	MARKS	QUESTION NUMBERS	MODULE 1	MODULE 2	MODULE 3
			15 HOURS	10 HOURS	23 HOURS
			20 MARKS	24 MARKS	35 MARKS
I	2	1	2		
		2	2		
		3	2		
		4	2		
		5	2		
		6			2
		7			2
		8			2
		9			2
		10			2
		11		2	
		12		2	
II	5	13		5	
		14		5	
		15		5	
		16			5
		17			5
		18			5
		19		5	
III	10	20	10		
		21			10
TOTAL MARKS WITHOUT CEILING: 79			20	24	35

**SIXTH SEMESTER BBA DEGREE EXAMINATIONS,  
CORE COURSE  
BBA6B12 ORGANISATIONAL BEHAVIOUR**

**Time: 2.30 Hours**

**Max: 80 Marks**

**Section A**

**Short Answer Questions. Maximum marks in this section is 25. Students can attempt all questions. Each question carries a maximum of 2 marks.**

1. Define OB?
2. Why OB is said to be a normative science
3. Write any two features of OB.
4. What is a formal group?
5. What do you mean by brain storming?
6. What is reference group?
7. Explain the term 'Group Cohesiveness'?
8. What is Task Group?
9. What are Hygiene needs?
10. What is free rein leadership?
11. Explain the term 'Conflict in management'?
12. What is Stress?
13. Explain any two levels in conflicts in management?
14. What is organizational change?
15. State the types of conflicts.

**Section B**

**Short Essay/ Paragraph Questions. Maximum marks in this section is 35. Students can attempt all questions. Each question carries a maximum of 5 marks.**

16. What are features of organization behavior?
17. Explain the trait theory of personality?
18. Describe the major personality attributes influencing organizational behavior?
19. What are the different classifications of groups?
20. Do you think that work group behavior affect productivity? why?
21. State the characteristics of Leadership?
22. What is MBO? Describe the steps involved in it?
23. State the major advantages of organizational development?

**Section C**

**Long Essay Questions. Answer any two questions. Each questions carries a maximum of 10 marks.**

24. Explain major disciplines and their contributions to OB?
25. Define learning and discuss the major theories of learning?
26. Discuss the important behavior theories of leadership?
27. What is Motivation? Discuss the important theories of Motivation?

BLUE PRINT FOR QUESTION PATTERN SETTING/ SCRUTINY (QP-A)							
UG PROGRAMME: BBA							
COURSE AND COURSE CODE: BBA6B12 ORGANISATIONAL BEHAVIOUR							
TOTAL MARKS: 80							
QUESTION PAPER			SYLLABUS				
SECTIONS OR PARTS	MARKS	QUESTION NUMBERS	MODULE 1	MODULE 2	MODULE 3	MODULE 4	MODULE 5
			15HR	15HR	15HR	20HR	15HR
			21marks	20marks	20marks	29marks	20marks
I	2	1	2				
		2	2				
		3	2				
		4			2		
		5			2		
		6			2		
		7			2		
		8			2		
		9				2	
		10				2	
		11					2
		12					2
		13					2
		14					2
		15					2
II	5	16	5				
		17		5			
		18		5			
		19			5		
		20			5		
		21				5	
		22					5
		23					5
III	10	24	10				
		25		10			
		26				10	
		27				10	
TOTAL MARKS WITHOUT CEILING:110			21	20	20	29	20

**SIXTH SEMESTER B.B.A (CBCSS) DEGREE EXAMINATIONS**

**CORE COURSE**

**BBA6B13 MANAGEMENT SCIENCE**

**SECTION A**

**Answer the following questions in two or three sentences (Each question carries 2 marks):**  
(Ceiling:25 marks)

1. What do you understand by operations research?
2. Mention any four limitations of OR
3. What is the difference between deterministic and probabilistic models in OR.
4. Define LPP
5. Mention the essentials of LPP
6. Mention two methods which are used to solve an LPP
7. What are the time estimates in PERT?
8. Explain free float
9. What is a dummy activity?
10. What is a regret table?
11. What do you understand by basic feasible solution of a transportation problem?
12. Explain degeneracy in a transportation problem
13. When is a transportation problem is considered as unbalanced?
14. What do you understand by a saddle point?
15. How you differentiate and event and an activity?

**SECTION B**

**Answer the following questions in a paragraph (each question carries 5 marks)**  
(Ceiling : 35 marks)

16. Explain any five OR techniques
17. Explain the application of LPP
18. A firm can produce three types of cloths say, A,B and C. Three kinds of wool were required for it, say red wool, green wool and blue wool. One unit length of type A cloth needs 2 yards of red wool and 3 yards of blue wool. One unit length of type B cloth needs 3 yards of red wool, 2 yards of green wool and 2 yards of blue wool, and one unit of type C cloth needs 5 yards of green wool and 4 yards of blue wool. The firm has only a stock of 8 yards of red wool, 10 yards of green wool and 15 yards of blue wool. It is assumed that the income obtained from one unit length of type A cloth is Rs. 3, of type B cloth is Rs.5 and of type C cloth is Rs.4. Formulate mathematical model to the problem.
19. What is the difference between PERT and CPM
20. Explain the uses of network techniques for management
21. A food products company is planning the introduction of a revolutionary new product with new packing to replace the existing product at much higher price( $S_1$ ) or a moderate change in the composition of the existing product with a new packaging at a small increase in price ( $S_2$ ) or a small change in the composition of the existing except the word, "New" with a

negligible increase in the price ( $S_3$ ). The three possible states of nature of events are i) high increase in sales ( $N_1$ ) . ii) no change in sales( $N_2$ ) iii) decrease in sales(  $N_3$ ). The marketing department of the company worked out the pay offs in terms of yearly new profits for each of the strategies on these events. This is represented in the following table.

Pay Offs			
Strategies	$N_1$	$N_2$	$N_3$
$S_1$	700	300	150
$S_2$	500	450	0
$S_3$	300	300	300

Which strategy should the executive concerned choose on the basis of a) Maximin Criterion  
b) Maximax criterion c) Minimax Regret criterion

22. Find the initial feasible solution to the transportation problem using North West Corner rule

Origins	Destination			Supply
	D1	D2	D3	
O1	2	7	4	5
O2	3	3	1	8
O3	5	4	7	7
O4	1	6	2	14
Demand	7	9	18	

23. What are the characteristics of competitive game?

### SECTION C

Write Essays on any two of the following (2\*10 = 20 marks)

24. Explain the scope of OR.

25. A toy company manufactures two types of dolls a basic version doll A and a deluxe version doll B. Each doll of type B takes twice as long to produce as one type A and the company would have time to make maximum of 2000 per day if it produced only the basic version. The supply of plastic is sufficient to produce 1500 dolls per day(both A and B combined). The deluxe version required a fancy dress of which there are 600 per day available. If the company makes profit of Rs.3 and Rs.5 per doll respectively on doll A and B, how many of each should be produced per day in order to maximize profit.

26. A project schedule has the following characteristics.

Activity	Time	Activity	Time
1-2	4	5-6	4
1-3	1	5-7	8
2-4	1	6-8	1
3-4	1	7-8	2
3-5	6	8-10	5
4-9	5	9-10	7

- Construct network diagram
- Compute  $T_E$  and  $T_L$  for each event
- Find EST, LST, EFT, LFT values of all activities
- Find critical path and project duration.

27. The following table lists the jobs of a network along with their time estimates

Activity	Optimistic	Most likely	pessimistic
1-2	3	6	15
1-6	2	5	14
2-3	6	12	30
2-4	2	5	8
3-5	5	11	17
4-5	3	6	15
6-7	3	9	27
5-8	1	4	7
7-8	4	19	28

- Draw the project network
- Calculate the length and variance of the critical path
- What is the approximate probability that the jobs on the critical path will be completed in
  - 41 days
  - 35 days

BLUE PRINT FOR QUESTION PATTERN SETTING/ SCRUTINY (QP-A)							
UG PROGRAMME: BBA							
COURSE AND COURSE CODE: BBA6B13 MANAGEMENT SCIENCE							
TOTAL MARKS: 80							
QUESTION PAPER			SYLLABUS				
SECTIONS OR PARTS	MARKS	QUESTION NUMBERS	MODULE 1	MODULE 2	MODULE 3	MODULE 4	MODULE 5
			15HOURS	15HOURS	25HOURS	10HOURS	10 HOURS
			21MARKS	26MARKS	38MARKS	14MARKS	11MARKSS
I	2	1	2				
		2	2				
		3	2				
		4		2			
		5		2			
		6		2			
		7			2		
		8			2		
		9			2		
		10				2	
		11					2
		12					2
		13					2
		14				2	
		15				2	
II	5	16	5				
		17		5			
		18		5			
		19			5		
		20			5		
		21				5	
		22					5
		23				5	
III	10	24	10				
		25		10			
		26			10		
		27			10		
TOTAL MARKS WITHOUT CEILING: 110			21	26	38	14	11



**SIXTH SEMESTER BBA DEGREE (CBCSS) EXAMINATION  
(CORE COURSE)  
BBA6B14 PROJECT MANAGEMENT**

**Time: 2.30 Hours  
Marks**

**Max: 60**

**Section A**

**Short Answer Questions. Maximum marks in this section is 20. Students can attempt all questions. Each question carries a maximum of 2 marks.**

1. Define Project management.
2. Brief Project Life Cycle.
3. What is Market Feasibility?
4. What is Feasibility Report?
5. What are Debentures?
6. Explain Term Loan.
7. Differentiate between Schedule control and Cost control.
8. Explain different types of Project control.
9. What is Project Diary?
10. Define Performance Control.
11. What is Work Break down structure?
12. What is Project Financing?

**Section B**

**Short Essay/ Paragraph Questions. Maximum marks in this section is 30. Students can attempt all questions. Each question carries a maximum of 5 marks.**

13. Explain the Phases of Project Life.
14. Write a short note on Debentures.
15. What are the characteristics of Project management?
16. Explain the Classification Of Projects.
17. Explain the Sources of Finance.
18. Explain the Working of System.

19. What is Project Execution plan?

### **Section C**

**Long Essay Questions. Answer any one questions. Each questions carries a maximum of 10 marks.**

20. Explain the Procedure for Project Implementation.

21. Explain Project Evaluation Techniques.

<b>BLUE PRINT FOR QUESTION PATTERN SETTING/ SCRUTINY (QP-A)</b>					
UG PROGRAMME: BBA					
COURSE AND COURSE CODE: PROJECT MANAGEMENT (BBA6B14)					
TOTAL MARKS: 60					
QUESTION PAPER			SYLLABUS		
SECTIONS OR PARTS	MARKS	QUESTION NUMBERS	MODULE 1	MODULE 2	MODULE 3
			20hr	10 hr	18 hr
			33 marks	20 marks	30 marks
I	2	1	2		
		2	2		
		3	2		
		4	2		
		5		2	
		6		2	
		7			2
		8			2
		9			2
		10			2
		11			2
		12			2
II	5	13	5		
		14		5	
		15	5		
		16	5		
		17		5	
		18			5
		19			5
III	10	20			10
		21	10		
TOTAL MARKS WITHOUT CEILING: 79			33	16	30

**SIXTH SEMESTER B.B.A (CBCSS) DEGREE EXAMINATIONS**  
**CORE COURSE**  
**BBA6B15: (Elective 3) FINANCIAL SERVICES**

**Part I: Answer the following questions in two or three sentences (Each question carries 2 marks):** (Ceiling:25 marks)

28. What do you understand by financial services?
29. Differentiate fund based and fee based services
30. Differentiate capital market and money market
31. What do you understand by depositories?
32. Differentiate a debt fund and an equity fund
33. What is a balanced fund?
34. What is loan syndication?
35. What is angel investing?
36. Explain crowd funding
37. What is private equity?
38. Mention any 4 credit rating agencies
39. What is the function of an AMC?
40. What is an Arbitrage fund?
41. Mention different types of ETF
42. What are the two types of financial institutions?

**Part II Answer the following questions in a paragraph (each question carries 5 marks)** (Ceiling : 35 marks)

43. What are the functions of merchant banking?
44. Differentiate between ETF and Mutual Funds?
45. Explain the functions of credit rating agencies?
46. How would you think factoring services are important to the financial world?
47. Which are the major regulators for capital market?. Explain their functions
48. What do you understand by preandpostissuemanagementservices ?
49. Explain forfaiting and international factoring
50. What are the merits and demerits of mutual funds?

**PART III- Write Essays on any two of the following** (2\*10 = 20 marks)

51. Explain different schemes of mutual funds
52. Explain Merchantbanking services inIndia . what are the SEBImerchant bankregulations
53. Do you feel lease financing is important in doing a business. Elaborate types of lease financing, its merits and demerits
54. How venture capital is important in start ups? Please elaborate including your ideas.

BLUE PRINT FOR QUESTION PATTERN SETTING/ SCRUTINY (QP-A)							
UG PROGRAMME: BBA							
COURSE AND COURSE CODE: BBA6B15: FINANCIAL SERVICES (ELECTIVE 3)							
TOTAL MARKS: 80							
QUESTION PAPER			SYLLABUS				
SECTIONS OR PARTS	MARKS	QUESTION NUMBER	MODULE 1	MODULE 2	MODULE 3	MODULE 4	MODULE 5
			10HOURS	20HOURS	20HOURS	15HOURS	15HOURS
			15MARK	30MARK	22MARK	26MARK	17MARK
I	2	1	2				
		2	2				
		3	2				
		4	2				
		5		2			
		6		2			
		7			2		
		8				2	
		9				2	
		10				2	
		11					2
		12			2		
		13			2		
		14			2		
		15		2			
II	5	16			5		
		17		5			
		18					5
		19					5
		20	5				
		21			5		
		22					5
		23			5		
III	10	24		10			
		25			10		
		26				10	
		27				10	
TOTAL MARKS WITHOUT CEILING: 110			15	30	22	26	17

**SIXTH SEMESTER BBA DEGREE(CBCCSS) EXAMINATIONS**

**CORE COURSE**

**BBA6B16- INVESTMENT MANAGEMENT (ELECTIVE 4)**

**Time: 2.30 hrs**

**Max. Marks: 80**

**Answer the following questions in two or three sentences. Each question carries 2 marks.**

**Ceiling: 25 Marks**

28. Define Investment.
29. What do you mean by Speculation?
30. What is Time Value of Money?
31. What is Systematic Risk?
32. Expand EIC.
33. Write any four objectives of Investment.
34. What is Return in investment?
35. Define Inflation.
36. What is Industry Life Cycle?
37. What is Modern Portfolio Approach?
38. What is Dow Theory?
39. Write about Markowitz Model.
40. Define Random Walk Theory.
41. What is Portfolio Revision?
42. What is Sharpe Model?

**Answer the following questions in a Paragraph. Each question carries 5 Marks.**

**Ceiling: 35 Marks**

43. Differentiate between Investment and Speculation.
44. Explain Chart and Chart Patterns.
45. What is Technical Analysis?
46. Explain EMH.
47. Explain the Trading Strategies.
48. What are the factors affecting Investment decisions?
49. What is Investment Analysis?
50. Differentiate between Fundamental Analysis and Technical Analysis.

**Write essays on any two of the following. Each carries 10 Marks.**

**(2\*10=20)**

51. What is Risk? Explain different types of Risks.
52. Define Fundamental Analysis. Explain the steps in Fundamental Analysis.
53. Define Portfolio Evaluation. Explain the performance measurement tools in Portfolio Evaluation.
54. What is CAPM? Explain the assumptions in CAPM.

BLUE PRINT FOR QUESTION PATTERN SETTING/ SCRUTINY (QP-A)							
UG PROGRAMME: BBA							
COURSE CODE AND COURSE : BBA6B16 INVESTMENT MANAGEMENT							
TOTAL MARKS: 80							
QUESTION PAPER			SYLLABUS				
SECTIONS OR PARTS	MARKS	QUESTION NUMBERS	MODULE 1	MODULE 2	MODULE 3	MODULE 4	MODULE 5
			10 HOURS	15 HOURS	15 HOURS	20 HOURS	20 HOURS
			16MARKS	21MARKS	21MARKS	26MARKS	26MARKS
I	2	1	2				
		2	2				
		3		2			
		4		2			
		5			2		
		6	2				
		7		2			
		8			2		
		9			2		
		10				2	
		11				2	
		12					2
		13				2	
		14					2
		15					2
II	5	16	5				
		17			5		
		18			5		
		19			5		
		20			5		
		21	5				
		22		5			
		23			5		
III	10	24		10			
		25			10		
		26					10
		27					10
TOTAL MARKS WITHOUT CEILING: 110			16	21	21	26	26

