



**ADIKAVI NANNAYA UNIVERSITY:: RAJAHMAHENDRAVARAM**  
BBA. Bachelor of Business Administration Syllabus (w.e.f:2020-21 A.Y)

**UG Program (4 Years Honors)**  
CBCS-2020-21

<b>BBA</b>
<b>Bachelor Of BusinessAdministration</b>



## **Syllabus and Model Question Papers**



**ADIKAVI NANNAYA UNIVERSITY:: RAJAHMAHENDRAVARAM**  
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**Note:** BOS is to provide final soft copy in PDF and word formats and four copies of hard copies inbouded form to the office of Dean Academic affairs.



## **1. Resolutions of the Board of Studies**

Meeting held on:22/01/2021Time: 10.00 Am

At: NTR Convention Centre, Adikavi Nannaya University Campus, Rajamahendravaram

Agenda: As per the directions and guidelines/modalities issued by the APSCHE for revising the curriculam framework and updating the syllabus as out-come based B. Com programme to be effect from 2020-21 academic year under CBCS for implementing in all affiliated colleges of AKNU

Members present:

Dr. N. Udaya Bhaskar, Chairman, Dept. of Commerce and Management Studies, Adikavi Nannaya University, Rajamahendravaram, East Godavari District
Dr.J.Sanath Kumar, Member, RRDS Govt Degree College, Bhimavaram, West Godavari District
Dr. Kopparthi Ammaji, Member, BGBS Women's College, Narsapur, West Godavari District
Dr. K. Ratna Manikyam, Member, Dept. of Commerce, Govt. College (A), Rajahmundry
Dr. M. Ramesh, Member, Dept. of Commerce and Management, Adikavi Nannaya University, Rajamahendravaram, East Godavari District

Resolutions: The UG board of Studies for BBA Degree Course is resolved the following implementation subject to approval.

1. Adoption of revised-common programme structure and updating course-wise syllabi as per the guidelines issued by APSCHE.
2. Adoption of regulations on scheme of examination and marks/grading system of the University BBA Degree programme.
3. Preparation of Model question Courses in prescribed format.
4. Eligibility of student for joining the course.
5. List of Course-setters/Course evaluators with phone, email id in the prescribed format.



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**2. DETAILS OF COURSE TITLES & CREDITS**

Sem	Course no.	Course Name	Course type (T/L/P)	Hrs./ Week (Arts/ Commerce:5)	Credits (Arts/ Commerce: 4 )	Max. Marks Cont/ Internal/Mid Assessment	Max. Marks Sem-end Exam
I	1A	Principles of Management	T	5	4	25	75
	1B	Managerial Economics	T	5	4	25	75
	1C	Quantitative Methods for Managers	T	5	4	25	75
II	2A	Accounting for Managers	T	5	4	25	75
	2B	Fundamentals of Marketing	T	5	4	25	75
	2C	E-Commerce	T	5	4	25	75
		Two Months Social Immersion Internship	-	-	4	100 Marks	
III	3A	Organizational Behaviour	T	5	4	25	75
	3B	Human Resource Management	T	5	4	25	75
	3C	Financial Management	T	5	4	25	75
IV	4A	Training and Development	T	5	4	25	75
	4B	Business Law	T	5	4	25	75
	4C	Micro, Small & Medium Enterprises Management	T	5	4	25	75
	4D	International Business	T	5	4	25	75
	4E	Cost and Management Accounting	T	5	4	25	75
	4F	Financial Services	T	5	4	25	75
		Corporate Internship	-	-	4	100 Marks	
V	5A	Talent Management(HR)	T	4	3	25	75
	5B	Global HR (HR)	T	4	3	25	75
	5C	Export and Import(OM)	T	4	3	25	75
	5D	Brand Management(MM)	T	4	3	25	75
	5E	Foreign Exchange Management (FM)	T	4	3	25	75
	5F	E-Payments System(FM)	T	4	3	25	75
V		Six Months Job Specialization Internship				400 Marks 30 Credits	

Note: \*Course type code: T: Theory, L: Lab, P: Problem solving



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- a. Proposed combination subjects: General Management/Business Management with Computer Knowledge
- b. Student eligibility for joining in the course: 10+2 (any discipline), Open Inter School and its equivalent
- c. Faculty eligibility for teaching the course: Passed Post Graduation Degree (MBA/M. Com) with relevant specialization and also having higher qualification like SET/NET/Ph. D
- d. List of Proposed Skill enhancement courses with syllabus, if any
- e. Any newly proposed Skill development/Life skill courses with draft syllabus and required resources
- f. Required instruments/software/ computers for the course (Lab/Practical course-wise required i.e., for abatch of 15 students)

Sem. No.	Lab/Practical Name	Names of Instruments/Software/ computers required with specifications	Brand Name	Qty Required
1	Lab Name:			
2	Lab Name:			

- g. List of Suitable levels of positions eligible in the Govt./Pvt organizations  
 Suitable levels of positions for these graduates either in industry/govt. organization like technical assistants/ scientists/ school teachers clearly define them, with reliable justification

S.No	Position	Company/ Govt organization	Remarks	Additional skills required, if any
1.	Finance Manger	Any Govt./Private Organization		
2.	Human Resource Manager	Any Govt./Private Organization		
3.	Marketing Manager	FMCG / Retailing		
4.	Operations Manger	Logistics and Supply Chain Management/ Back Office		
5.	Production Manager	Quality Control/Stores in-charge		
6	Quality Manager	Quality Assurance and Certification		
6.	Entrepreneur	Own Business		



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- h. List of Govt. organizations / Pvt companies for employment opportunities or internships or projects

S.No	Company/ Govt organization	Position type	Level of Position			
1.	Service Industry	Finance Manager/HR Manager/Marketing Manager/Operations Manager/Production Manager	Manager/Assistan t/Deputy			
2.	Manufacturing Industry	Finance Manager/HR Manager/Marketing Manager/Operations Manager/Production Manager	Manager/Assistan t/Deputy			
3	Hotel Industry	Accountant/Cashier	Staff/Employee			
4	Banking Sector	Cashier/Asst. Cadre/Clerical	Staff/Employee			
5	Entrepreneur	Own Business	Owner			

- i. Any specific instructions to the teacher /Course setters/Exam-Chief Superintendent



### 3. Program objectives, outcomes, co-curricular and assessment methods

<b>BBA</b>	<b>BACHELOR OF BUSINESS ADMINISTRATION</b>
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#### 1. Aim and objectives of Bachelor of Business Administration program:

The BBA degree is designed to provide knowledge and skills, both functional and integrative, in the field of business. The course has been designed to develop a student's views and outlook on leadership, entrepreneurship and ethics. It seeks to inculcate the most essential theoretical and practical skills which would help in the overall development of the students. Students enrolled in the BBA degree programme can expect to derive fundamental understandings in the core concepts of Business Management. The programme ensures that business strategies and principles are brought to the table and key takeaways are delivered in the most efficient manner. The main aim of BBA degree seeks to deliver key aspects of business understanding and professional ethics to its students. The Bachelor of Business Administration programme goes far out in supporting the students to achieve a winning career in the field of business.

#### 2. Learning outcomes of BBA:

- Students will be able to identify and define problems and opportunities.
  - Students will demonstrate problem solving skills by gathering and assessing appropriate information.
  - Students will demonstrate use of appropriate techniques to effectively manage business challenges.
  - Students will be able to effectively communicate management concepts, plans and decisions in oral presentations.
  - Students will be able to effectively communicate management concepts, plans and decisions in written reports.
  - Students will demonstrate professional conduct within any team activities.
3. Recommended Skill enhancement courses: (Titles of the courses given below and details of the syllabus for 4 credits (i.e., 2 units for theory and Lab/Practical) for 5 hrs class-cum-lab work)
4. Recommended Co-curricular activities: (Co-curricular Activities should not promote copying from textbook or from others' work and shall encourage self/independent and group learning)

#### A. Measurable:

1. Assignments on:
2. Student seminars (Individual presentation of Courses) on topics relating to:
3. Quiz Programmes on:
4. Individual Field Studies/projects:
5. Group discussion on:
6. Group/Tea

#### m Projects on: B

#### General

1. Collection of news reports and maintaining a record of Course-cuttings relating to topics covered in syllabus
2. Group Discussions on: Subject related matters



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3. Watching TV discussions and preparing summary points recording personal observations etc., under guidance from the Lecturers
4. Any similar activities with imaginative thinking.

5. Recommended Continuous Assessment methods:

Some of the following suggested assessment methodologies could be adopted;

- The oral and written examinations (Scheduled and surprise tests),
- Closed-book and open-book tests,
- Coding exercises,
- Practical assignments and laboratory reports,
- Observation of practical skills,
- Individual and group project reports,
- Efficient delivery using seminar presentations,
- Viva voce interviews.
- Computerized adaptive testing, literature surveys and evaluations,
- Peers and self-assessment, outputs from individual and collaborative work





#### 4. Details of course-wise Syllabus

<b>BBA</b>	<b>Semester: I</b>	<b>Credits: 4</b>
<b>Course: 1A</b>	<b>PRINCIPLES OF MANAGEMENT</b>	<b>Hrs/Wk: 5</b>

#### Learning Outcome:

On completion of the course the student will understand the basic principles of management will acquaint himself with management process, functions and principles. Student will also get the idea about new developments in management.

**UNIT I:** Introduction of Management-Definition – Management – functions of management – principles of management – levels of management – Trends and challenges of management in global scenario.

**UNIT II:** Planning – Nature and purpose of planning – planning process – types of plans – objectives – Managing By Objective (MBO) strategies – types of strategies.

**UNIT III:** Organizing – Nature and purpose of organizing – organization structure – formal and informal groups organization – Line and Staff authority – Centralization and Decentralization – Delegation of authority.

**UNIT IV:** Directing – Motivation – theories of motivation – Leadership Styles – Leadership theories – Communication – Barriers of effective communication.

**UNIT V:** Controlling – Process of controlling – types of control – Budgetary and non-budgetary, control techniques – managing productivity – cost control – purchase control – Maintenance control – Quality control.

#### Books Recommended:

1. Gupta, Sharma and Bhalla; “Principles of Management”, Kalyani Publications; 1<sup>st</sup> Edition.
2. L.M. Prasad; “Principles of Management”, Sultan Chand and Sons, 6<sup>th</sup> edition
3. Harold Kooritz & Heinz Weihrich; “Essentials of Management”, Tata Mc Graw –Hill, 1998
4. Joseph L Massie; “Essentials of Management”, Prentice Hall of India, (Pearson) Fourth edition,2003.
5. Principles of Management, By Tripathi, Reddy Tata McGraw Hill
6. Management Theory & Practice, J.N. Chandan
7. Management: Concept and Strategies by J. S. Chandan, Vikas Publishing.



**MODEL QUESTION COURSE – THEORY**

**BBA DEGREE EXAMINATIONS**

**Semester: I(Course -1A)**

**Course: Principles Of Management**

Time: 3 Hours.

Max Marks: 75

**Section-A**

Answer any **FIVE** of the following questions.

5X 5 =25M

- 1 Levels of Management
- 2 MBO
- 3 Line and Staff
- 4 Leadership
- 5 Quality Control
- 6 Cost Control
- 7 Authority
- 8 Directing

**Section-B**

Answer **FIVE** questions.

5X10=50M

9.a) Define Management. Briefly explain the functions of management.

(OR)

(b) Briefly explain the trends and challenges of management in global scenario.

10.a) Explain the nature, scope and purpose of planning.

(OR)

b) Define Planning. Explain the objectives and process of planning.

11.a)Distinguish between Centralization and Decentralization.

(OR)

b)What is meant by Organizing? Explain the nature and purpose of organizing.

12. a)Briefly the explain Herzberg two factors theory.

(OR)

b) Define communication. Explain the barriers to effective communication

13. a) Briefly explain the process of controlling.

(OR)

b) Explain the budgetary and non-budgetary control techniques.



<b>BBA</b>	<b>Semester: I</b>	<b>Credits: 4</b>
<b>Course: 1B</b>	<b>MANAGERIAL ECONOMICS</b>	<b>Hrs/Wk: 5</b>

## SYLLABUS FOR SEMESTER - I (BBA)

### Managerial Economics

#### Course Introduction:

The course Managerial Economics provides students with the knowledge, tools and techniques to make effective economic decisions under conditions of risk and uncertainty. Demand, cost and pricing decisions are emphasized. Topics include decision-making criteria and procedures, demand and cost theory and estimation, pricing theory and practice (including price positioning), pricing new products and competitive bids and price quotes.

#### Course objective:

The object of the course is to enable the students to list the different goals and constraints that firms face, apply the economic way of thinking to individual decisions and business decisions  
Use calculus (first and second order derivatives) to solve for an optimum solution

#### Unit– I Introduction to Managerial Economics

Nature, Scope and definition of Managerial Economics, Application of managerial economics  
Micro Vs Macro Economics, Basic principles of Managerial Economics, Opportunity Cost Principle, Incremental Principle, Principle of time perspective, Discounting principle

#### Unit – II Consumer behaviour, demand and supply analysis

Law of demand, Theory of demand, Shift in demand curves, Concept of measurement of elasticity of demand, Factors affecting elasticity of demand, Income elasticity of demand, Cross elasticity of demand

#### Unit -III Consumer behavior Utility Approach:

Cardinal utility approach, Diminishing marginal utility, Law of equi marginal utility, Ordinal utility approach, Indifference curve, Marginal rate of substitution, Budget line and consumer equilibrium  
Law of supply, shift in supply curve

#### Unit– IV Theory of Production, cost and firm's behaviour:

Meaning, concept of production, Factors of production and production function, Fixed and variable factors, Law of variable proportion and law of returns to scale, Concept of cost, cost function, short run cost, long run cost, Economics and diseconomies of scale  
Explicit cost and implicit cost, private and social cost, Perfect competition, Monopoly, Monopolistic competition, Oligopoly, pricing in various market structures

#### Unit – V Macro Economics Analysis

Circular flow of income, national income concepts, Theory of income and employment: Classical, Modern (Keynesian) approach, Circular flow of income, national income concepts

#### Recommended Books:

Managerial Economics by Ivan Png, Blackwell Publishers  
Managerial Economics in a global economy by Dominick Salvotore, Thomson South Western Publications  
Economics by Lipsey, Oxford University Press  
Managerial Economics: Economic Tools for today's decision makers by Paul G. Keat, Philip K.Y. Young, Pearson Publications  
Managerial Economics by L. Varshney and K.L. Maheshwari, Sultan Chand and Sons  
Managerial Economics, D.N. Dwivedi, Vikas Publishing Co



**MODEL QUESTION COURSE – THEORY**

**BBA DEGREE EXAMINATIONS**

**Semester: I(Course -1B)**

**Course: Managerial Economics**

Time: 3 Hours.

Max Marks: 75

**Section-A**

Answer any **FIVE** of the following questions.

5X 5 =25M

1. Opportunity Cost
2. Law of Demand
3. Indifference Curve
4. Cost Function
5. National Income
6. Consumer Equilibrium
7. Oligopoly
8. Production Cost

**Section-B**

Answer **FIVE** questions.5X10=50M

9 . a) Define Managerial Economics. Explain the nature and scope of Managerial Economics.

(OR)

b) Distinguish between Micro Vs Macro economics

10 . a) What factors affecting Elasticity of Demand?

(OR)

b) Define Demand. Explain various theories and types of demand.

11. a) Briefly explain different approaches of Utility.

(OR)

b) Elaborate Law of supply.

12 . a) What is meant by theory of production? Explain the factors of production.

(OR)

b) Define Market. Briefly explain the classification of markets.

13. a) Describe the different concepts and components in National Income.

(OR)

(b) Briefly explain problems in measuring National Income.



<b>BBA</b>	<b>Semester: I</b>	<b>Credits: 4</b>
<b>Course: 1C</b>	<b>QUANTITATIVE METHODS FOR MANAGERS</b>	<b>Hrs/Wk: 5</b>

**SYLLABUS FOR SEMESTER I (BBA)**

**Quantitative Methods for Managers**

**UNIT I:**

Introduction to Business: Meaning definition, functions, importance and limitations of Statistics – Collection of data – Primary and Secondary data – Schedule and questionnaire – Frequency distribution – Tabulation, Diagram and graphic presentation of data – Statistical system in India.

**UNIT – II:**

Measures of Central Tendency and Dispersion: Definition, objectives and characteristics of Measures of Central Tendency Types of Averages Arithmetic Mean, Geometric Mean Harmonic Mean, Median, Mode, Quartiles, Deciles, percentiles, Properties of averages and their application. Meaning, definitions, objectives of Dispersion, Range Quartile Deviation, Mean deviation, Standard Deviation Co-efficient of variation – Definition and objectives of Skewness – Karl Pearson's and Bowle's measures of skewnes.

**UNIT III:**

Measures of Correlation: Meaning, Definition and use of correlation – types of correlation Karl Pearson's correlation co-efficient Spearman's Rank correlation probable error Meaning utility of regression analysis comparison between Correlation and Regression – Regression Equations – Interpretation of Regression Co-efficient.

**UNIT IV:**

Set Theory: Set, Subset, Types of Sets – Operations on sets – Venn Diagram Demogran Laws – Applications of Set theory Laws of indices Arithmetic Progressions Geometric Progressions Harmonic Progressions.

**UNIT – V:**

Matrix: Meaning and operations – Matrix Algebra – Types of matrices – Matrix addition – Matrix Multiplication Matrix Determinants, Minors and Co-factors Matrix inversion.

**RECOMMENDED BOOKS:** 1. Sivayya K. V. and Satya Rao, Business Mathematics, Saradhi Publications, Guntur. 2. Sancheti and Kapoor V K., Business Mathematics, Sulthan Chand & Sons, New Delhi. 3. D. N. Elhance: Fundamental of Statistics, Kitab Mahal, Allahabad. 4. Gupta S.C. : Fundamentals of Business Statistics, Sultan Chand, New Delhi. 5. Aggarwal, Business Statistics, Kalyani Publishers, Hyderabad. 6. Reddy C R, Business Statistics, Deep & Deep Publications, New Delhi.



**MODEL QUESTION COURSE – THEORY**

**BBA DEGREE EXAMINATIONS**  
**Semester: I(Course -1C)**  
**Course: Quantitative Methods For Managers**

Time: 3 Hours.

Max Marks: 75

**Section-A**

Answer any **FIVE** of the following questions.

5X 5 =25M

1. Types of Averages
2. Tabulation
3. Probable Error
4. Harmonic Progressions
5. Matrix Determinants
6. Mean Deviation
7. Set Theory
8. Range

**SECTION- B**

Answer **FIVE** questions.

5X10=50M

- 9 a) Define Statistics. Explain functions, importance and limitations of Statistics.

(OR)

- b) What is collection data? Distinguish between primary and secondary data.

- 10 a) What are the objectives and characteristics of measures of central tendency?(OR)  
b) Calculate quartile deviation and its coefficient from the following data :

C.I.:	0-10	10-20	20-30	30-40	40-50
F :	5	7	10	5	8

- 11 a) Distinguish between correlation and regression analysis.

(OR)

- b) Given the following information, find the number of items (n) where  $r_{xy} = 0.8$ ,  $x\sum y = 2.5$ ,  $\sigma_{xy} = 60$ ,  $\sum x^2 = 90$ , where x and y are the deviations from the respective means.

- 12 a) Explain the applications of Set Theory.

(OR)

- b) Discuss the Venn Diagram Demorgan Laws.

- 13 a) Explain the types of matrices.

(OR)

- b) Discuss the minors and co-factors of matrix inversion.



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<b>BBA</b>	<b>Semester: II</b>	<b>Credits: 4</b>
<b>Course: 2A</b>	<b>ACCOUNTING FOR MANAGERS</b>	<b>Hrs/Wk: 5</b>

SEMESTER II  
ACCOUNTING FOR MANAGERS

**Type of Course:**

Financial Accounting Objectives: The subject of Financial Accounting includes basic concepts underlying the accounting practices and its techniques with special reference to Sole-Proprietorship, Trading and Non-Trading Concerns. The syllabus also includes computerized accounting using the software TALLY.

**Unit-I – Introduction to Accounting**

Need for Accounting – Definition – Objectives, Advantages – Book keeping and Accounting– Accounting concepts and conventions - Accounting Cycle - Classification of Accounts and its rules - Double Entry Book-keeping - Journalization - Posting to Ledgers, Balancing of ledger Accounts (problems). Difference between manual accounts and computerised accounts.

**Unit –II: Subsidiary Books:**

Types of Subsidiary Books - Cash Book, Three-column Cash Book- Petty cash Book (Problems).

**Unit-III- Bank Reconciliation Statement:**

Need for bank reconciliation - Reasons for difference between Cash Book and Pass Book Balances- Preparation of Bank Reconciliation Statement- Problems on both favorable and unfavourable balances.

**Unit -IV: Trail Balance and Final Accounts: Preparation of Trail balance-**Preparation of Final Accounts: Trading account – Profit and Loss account – Balance Sheet – Final Accounts with adjustments (Problems).

**Unit-V: Issue of Shares and Debentures:** Shares – meaning –types –types of share capital- Issue of shares-forfeiture of shares –reissue of forfeiture shares. Debentures-meaning-types-various methods of issue of debentures.

Text Books Reference Books: 1. Accounting for Managers – J. Made Gowda – Himalaya Publishing House 2. Introduction to Accountancy T. S. Grewal & S. C. Gupta S. Chand 8th Edition 3. Modern Accountancy - Hanif Mukerji – TMH 4. Financial Accounting by Dr. Kaustubh Sontake – 1st Edition – Himalaya Publishing House



MODEL QUESTION COURSE – THEORY

**BBA DEGREE EXAMINATIONS**

**Semester: II(Course -2A)**

**Course: Accounting For Managers**

Time: 3 Hours.

Max Marks: 75

**Section-A**

Answer any **FIVE** of the following questions.

5X 5 =25M

1. Accounting Cycle
2. Journal Proper
3. BRS
4. Trail Balance
5. Forfeiture of shares
6. Book-keeping
7. Balance Sheet
8. Preference share capital

**SECTION- B**

Answer **FIVE** questions.

5X10=50M

- 9 a) Define financial accounting. Briefly explain the objectives and advantages of financial accounting.

(OR)

- b) What are the advantages and limitations of Double Entry System?

- 10 a) Explain various types of subsidiary books.

(OR)

- b) Prepare Triple Column Cash Book from the following information of Rakesh.

1<sup>st</sup> March 2020

1. Cash in hand Rs.1532 and balance at bank Rs.18500.
2. Received from Salman Rs.590 and allowed him discount Rs.10.
3. Paid salaries for the month of February Rs.200.
4. Purchased merchandise payment made by cheque Rs.3200.
8. Paid Bilal & Co by cheque Rs.800 discount received Rs.20.
10. Withdrew from bank for office use Rs.400. paid rent in cash Rs.300.
14. Deposited into bank Rs.500.
15. Cash sales Rs.2460.
18. Purchased a motor car for Rs.6500 payment made by cheque.
23. Received a cheque from Salman for Rs.391 discount Rs.9.
25. Paid wages Rs.350.
28. Salman cheque paid into bank.
29. Paid general expenses Rs.360.
31. Bank informed that Salman's cheque has been dishonored.
31. Cash sales Rs.6440.

- 11 (a) Write the reasons for difference between pass book and cash book for bank reconciliation.

(OR)

- (b) From the following particulars, prepare a Bank Reconciliation Statement for M/s RameshTraders as at 31<sup>st</sup> December, 2020.





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- (a) Bank Balance as per cash book 8,000
- (b) Two cheques were issued for 18,000 and 12,000 respectively, of which the cheque for 12,000 was presented on 4<sup>th</sup> January next year.
- (c) Cheque for 6,000 deposited on 25<sup>th</sup> was collected and credited by the bank on 4<sup>th</sup> January.
- (d) Dividends collected by the bank 1,800 not recorded in the cash book.
- (e) Information relating to 4,600 deposit made by a debtor directly into the bank account has not yet been received.
- (f) Bank charges 750 have been debited to the account by the bank on 31<sup>st</sup> December.

12 (a) Distinguish between Profit and Loss Account and Balance Sheet.

(OR)

(b) From the following Trial Balance of Ramesh as on 31st March 2020, prepare Trading and Profit and Loss account and Balance sheet taking into account the adjustments.

**Trial Balance**

<u>Debit Balances</u>	<u>Rs.</u>	<u>Credit Balances</u>	<u>Rs.</u>
Purchases	2,00,000	Capital	3,00,000
Salaries	10,000	Sales	2,50,000
Rent	7,500	Creditors	1,05,000
Insurance premium	1,500		
Drawings	50,000		
Machinery	1,40,000		
Cash at bank	22,500		
Computers	1,25,000		
Furniture	50,000		
Cash	10,000		
Opening Stock	26,000		
Sundry debtors	12,500		

**Adjustments:**

- 1. Closing stock as on 31.3.2015 Rs. 39,000
  - 2. Rent outstanding Rs. 1,000
  - 3. Provide interest on capital @ 10% and on Drawings @ 8%.
  - 4. Depreciation on Machinery @ 10% and Furniture @ 5%
- 13 (a) X Ltd. Forfeited 100 equity shares of Rs. 10 each held by Rooldu Ram on 15th December, 2015 for nonpayment of First Call of Rs. 2 per share and the final call of Rs. 3 per share. These shares were re-issued to Mohan on 25th December 2015 at a discount of Rs. 3.50 per share. Pass journal entries.

(OR)

(b) What are the advantages of Equity Share Capital and Preference Share Capital?



<b>BBA</b>	<b>Semester: II</b>	<b>Credits: 4</b>
<b>Course: 2B</b>	<b>FUNDAMENTALS OF MARKETING</b>	<b>Hrs/Wk: 5</b>

## **SEMESTER II FUNDAMENTALS OF MARKETING**

To study & critically analyse the basic concepts in marketing & to cater the needs of marketing industries

Unit-I: Concept of marketing - Market, Marketing, Marketer - Selling concept, marketing concept, Social marketing concept - Identifying market segments -Basis for market segmentation for consumer and industrial market and requirement of effective segments.

Unit-II: Product and Product lines - Product hierarchy, Product classification, Product mix decisions - Product line decisions - product attribute decisions, decision - Product life cycle, Marketing strategies for different stages of the product life cycle.

Unit-III: Pricing: Setting the price, pricing process, pricing methods. Adapting price: Geographical pricing, price discounts and allowances, promotional pricing, discriminatory pricing, product mix pricing.

Unit-IV: Marketing channels: The Importance of marketing channels - Channel design decisions - Channel management decisions - Channel Conflict: Types, Causes and managing the conflict.

Unit-V: Promotion mix Advertisement:- Meaning, Objectives - Types of Media - Sales Promotion - Objectives and Tools - Public relation - Meaning and Tools - Personal selling -Process..

### Reference Books

1. Marketing Management By Philip Kotlers
2. Marketing Management Cravens By Hills – Woodruff
3. Marketing – A Managerial Introduction By Gandhi
4. Marketing Information System By Davis – Olsan
5. Consumer Behavior By Schiffman – Kanuk
6. Principles and practice of Marketing By John Frair.



**MODEL QUESTION COURSE – THEORY**

**BBA DEGREE EXAMINATIONS**  
**Semester: II(Course -2B)**  
**Course: Fundamentals of Marketing**

Time: 3 Hours.

Max Marks: 75

**Section-A**

Answer any **FIVE** of the following questions.

5X 5 =25M

1. Marketing Management
2. Consumer Behaviour
3. Product Mix
4. Penetration Pricing
5. Sales Promotion
6. Promotional Pricing
7. Advertising
8. Labelling

**Section- B**

Answer **FIVE** questions.

5X10=50M

- 9 (a) Critically evaluate the trends in marketing practices in the present global environment.  
(OR)  
(b) Explain the basis for market segmentation for consumer and industrial market.
- 10 (a) Explain the stages of Product Life Cycle and strategies to adapt at every stage.  
(OR)  
(b) Discuss the product mix decisions.
- 11 (a) Explain various methods of pricing of a new product.  
(OR)  
(b) What are the advantages and limitations of product mix pricing?
- 12 (a) Explain the importance of marketing channels.  
(OR)  
(b) Briefly explain the channel design decisions.
- 13 (a) What are the objectives and types of media?  
(OR)  
(b) What is personal selling? Explain the process of personal selling.



**ADIKAVI NANNAYA UNIVERSITY:: RAJAHMAHENDRAVARAM**  
**BBA. Bachelor of Business Administration Syllabus (w.e.f:2020-21 A.Y)**

<b>BBA</b>	<b>Semester: II</b>	<b>Credits: 4</b>
<b>Course: 2C</b>	<b>E-COMMERCE</b>	<b>Hrs/Wk: 5</b>

**Semester-II**  
**E-Commerce**

**Unit-I:**

Electronic Commerce: Definition, Types, advantages and disadvantages, E-Commerce transaction on World Wide Web. Electronic market-Online shopping, Three models of Electronic Market - e-Business.

**Unit-II:**

Supply Chain Management: Definition, Benefits, goals, functions, characteristics, Strategies of SCM, Electronic logistics and its implementation in business houses - Electronic Data Interchange (EDI): Benefits of EDI, applications, limitations, EDI Model.

**Unit-III:**

Electronic Payment Systems: Types of EPS- Traditional and Modern payment systems, electronic cash, steps for electronic payment, payment security -e-Security- cryptography, hacker, secure electronic transaction, secure-socket layer.

**Unit-IV:**

Customer Relationship Management: Components of CRM, CRM Architecture, architectural components of a CRM solution, Electronic CRM, Need for Electronic CRM, E-CRM applications.

**Unit-V:**

HTML- Navigating the World Wide Web, Preparing to Publish on the Web, HTML and XHTML, Learning the basics of HTML, structure of HTML, creating simple web pages, formatting text with HTML, adding images, color and background, table creation, designing forms.

**References:**

1. PT Joseph SJ, E-Commerce: An Indian Perspective, Prentice Hall of India.
2. Effraim Turban, Joe Lee, David Kind-H Michael Chung, E-Commerce, A Management Perspective - Pearson Education Asia.
3. Pandey US & Shukla Er.S., E-Commerce & M-Commerce Technology, S.Chand& Company New Delhi.
4. Gary P. Schneider, E-Commerce Strategy Technology & Implementation, Cengage Learning, New Delhi-2009.
5. Trepper, E-Commerce Strategies, PrenticeHall of India, New Delhi. 2006
6. Jonathan Reynolds, E-Business A Management Perspective, Oxford University Press.



**MODEL QUESTION COURSE – THEORY**

**BBA DEGREE EXAMINATIONS**

**Semester: II(Course -2C)**

**Course: E-C0mmerce**

Time: 3 Hours.

Max Marks: 75

**Section-A**

Answer any **FIVE** of the following questions.

5X 5 =25M

1. E-Business
2. EDI
3. Electronic Cash
4. CRM Architecture
5. Structure of HTML
6. WWW
7. E-security
8. Hacker

**SECTION- B**

Answer **FIVE** questions.

5X10=50M

- 9 (a) What are the advantages and limitations of E-Commerce?  
(OR)  
(b) Define Electronic Market. Explain various models of Electronic Market.
- 10 (a) What are the benefits and goals of Supply Chain Management?  
(OR)  
(b) Briefly explain the Electronic Logistics and its implementation in business houses.
- 11 (a) Explain the merits and demerits of Electronic Payment System.  
(OR)  
(b) Briefly explain the traditional and modern payment systems.
- 12 (a) What are the components of a CRM solutions.  
(OR)  
(b) Briefly explain the E-CRM applications.
- 13 (a) Discuss the objectives and role of HTML on World Wide Web.  
(OR)  
(b) Explain the creating simple web pages and formatting text with HTML.



<b>BBA</b>	<b>Semester: III</b>	<b>Credits: 4</b>
<b>Course: 3A</b>	<b>ORGANIZATIONAL BEHAVIOUR</b>	<b>Hrs/Wk: 5</b>

### **B.B.A Semester – III**

#### **ORGANIZATIONAL BEHAVIOUR**

Objective of the Course structure: The course is structured in such a way that after understanding the importance of human resources management in an organisation, it is also important to understand human behavior in any system. When an individual enters an organization, his/her behavior as an individual in response to the new environment needs to be understood. Also his behavioural responses in a group are important, since an organisation is nothing but a group of individuals working together to achieve objectives. Finally his responses to the culture and systems of the organisation are again significant aspects.

#### **Unit 1: INTRODUCTION**

Introduction to Organisational Behaviour, the OB Model, Roles of Manager in OB, Challenges and Opportunities for OB

#### **Unit 2: THE INDIVIDUAL**

Foundation of Individual Behaviour: Concepts of Motivation, Personality, Values,

#### **Unit 3**

Attitudes, Perception, Learning, Individual Decision-Making and Problem-Solving.

#### **Unit 4: THE GROUP**

Foundation of Group Behaviour: Concepts related to Communication, Leadership, Power and Politics, Work Teams and Group Dynamics, Transaction Analysis, Johari Window Model

#### **Unit 5 :THE ORGANISATION**

Foundation of the Organisation: Concepts related to Organisation Structure, Organization Culture , Organization Change &Development, Organizational Conflict and Discipline.

#### **Suggested Reading:**

Organizational Behavior – Stephen P. Robbins, Timothy A.Judge, SeemaSanghi

Organisational Behaviour – L M Prasad

Organizational Behavior, Human Behavior At Work – John W Newstorm

Management &Organisational Behaviour – Laurie J Mullins



**MODEL QUESTION COURSE – THEORY**

**BBA DEGREE EXAMINATIONS**

**Semester: III(Course -3A)**

**Course: Organizational Behaviour**

Time: 3 Hours.

Max Marks: 75

**Section-A**

Answer any **FIVE** of the following questions.

5X 5 =25M

1. List the importance of studying OB.
2. Explain the word 'Personality'.
3. What is emotional intelligence?
4. What is perception? Explain its importance to OB?
5. Define Motivation.
6. Define group dynamics.
7. Explain the different styles of leadership.
8. What is the relationship between power and politics?

**SECTION- B**

Answer **FIVE** questions.

5X10=50M

- 9 (a) Explain the nature and scope of OB. Explain the organizational behavior models.

(OR)

- (b) What are the challenges and opportunities for organizational behaviour.

- 10 (a) Explain the factors that influence personality and any one theory of personality in detail.

(OR)

- (b) Explain the importance of motivation in organizations and also describe the types of motivation.

- 11 (a) Describe the learning theories in detail.

(OR )

- (b) Explain how attitudes are formed and the measurement process in detail

- 12 (a) Differentiate leader and manager. Discuss the relation and relevance of leadership as a power centre.

(OR)

- (b) Explain in detail on how groups are formed in organizations in different stages and the emergence of informal leaders and working norms.

- 13 (a) Explain the factors that affect an organizational climate. What are the determinants of jobsatisfaction of employees inside the organization?

(OR)

- (b) Explain the organizational change process and suggest ways to overcome the resistance to change.



<b>BBA</b>	<b>Semester: III</b>	<b>Credits: 4</b>
<b>Course: 3B</b>	<b>HUMAN RESOURCE MANAGEMENT</b>	<b>Hrs/Wk: 5</b>

### **B.B.A Semester – III**

#### **HUMAN RESOURCE MANAGEMENT**

##### Objectives:

The objective of the course is to familiarize students with the different aspects of managing Human Resources in the organization through the phases of acquisition, development and retention.

##### UNIT I

Introduction: History & Evolution of HRM, Concept, Scope, Characteristics, Objectives & Importance of HRM, Personnel Management vs. HRM.

Case study: Conceptualize and get sacked

##### UNIT II

Acquisition of Human Resources: Concept of Human resource Planning, Objectives, Need and importance, Process of Human Resource planning, Problems in Human Resource Planning, Requisites for successful Human Resource Planning.

Job Analysis: Introduction, Uses of Job Analysis, Process of Job Analysis, Job Description and Job Specification.

Recruitment: Introduction to recruitment, Factors governing Recruitment, Process & Sources of recruitment

Selection: Meaning of Selection, Steps in selection process, Selection Tests & Interviews

Placement, Induction & Job Changes: Concept of Placement, Concept of Induction, Concept of Transfer, types of transfer, Concept of Promotion, Promotion Policy

Case Study: A tale of Twists and Turns

##### UNIT III

Training: Concept and importance of training; types of training; methods of training; designing of a training programme; evaluation of training effectiveness

Executive Development: Concept, process and techniques.

Career planning and development: Concept, objectives and process.

Case Study: Vishal Fast Foods Private Ltd.

##### Unit IV

Job evaluation: Concept & Essentials of Job Evaluation, Methods of Job evaluation.

Performance Appraisal: Concept, importance, process of performance Appraisal, methods of Performance Appraisal, Job evaluation Vs. Performance Appraisal.

Compensation: Introduction to Compensation Management, Objectives & Components of Compensation.

Case Study: Should Job Evaluation plan be specific or General





Unit V

International Dimensions of Human Resource Management: Introduction to International Human Resource Management, understanding role of cultural in International Management Practice; HRM Practices as a cultural variable. International HRM on Productivity, Quality of Work Life and Bottom Line

**Text Books:**

Chhabra, T. N; Human Resource Management; Dhanpati Rai and Co. Pvt. Ltd New Delhi 2003.  
Dr. Gupta, C. B.; Human Resource Management, Sultan Chand and Sons, New Delhi, 2003.

Reference Books:

Flippo, Edwin B., Personnel Management, Tata McGraw Hill.

Rao, V S P, Human Resource Management, Text and Cases, Excel Books, 2004.

Aswathappa, K.; Human Resource and Personnel Management (Text and Cases), Tata

McGraw Hill Publishing Company, New Delhi, 2003

Dessler, Gary; Human Resource Management; Prentice Hall.

D'Enzo, David A & Stephen P. Robbin, Personnel Human Resource Management, Prentice Hall of India.

Beardwell, Ian & I.en Holden, Human Resource Management, Macmillan, Delhi.



**MODEL QUESTION COURSE – THEORY**

**BBA DEGREE EXAMINATIONS**

**Semester: III(Course -3B)**

**Course: Human Resource Management**

Time: 3 Hours.

Max Marks: 75

**Section-A**

Answer any **FIVE** of the following questions.

5X 5 =25M

1. Personal Management
2. HR Planning
3. Executive Development
4. Compensation Management
5. Quality of work life
6. Job Evaluation
7. Promotions
8. Job Analysis

**SECTION- B**

Answer **FIVE** questions.5X10=50M

- 9 a) Explain the evolution of human resource management.  
(OR)  
b) Briefly explain the functions of human resource management.
- 10 a) Discuss the need for human resource planning at global, national, industry and company levels.  
(OR)  
b) Discuss the various internal and external sources of recruitment.
- 11 a) Discuss various on-the-job and off-the-job training methods.  
(OR)  
b) Explain the objectives and process of career planning and development.
- 12 a) What are the techniques of performance appraisal?  
(OR)  
b) Briefly explain objectives and components of compensation.
- 13 a) Explain the role of cultural in International Management Practice.  
(OR)  
b) Briefly explain the evaluation and dimensions of International Human Resource Management.



<b>BBA</b>	<b>Semester: III</b>	<b>Credits: 4</b>
<b>Course: 3C</b>	<b>FINANCIAL MANAGEMENT</b>	<b>Hrs/Wk: 5</b>

## **B.B.A SEMESTER – III FINANCIAL MANAGEMENT**

### **COURSE OBJECTIVE**

To introduce the participants with the basic fundamentals and tools and techniques of Corporate Financial Management in a changing, challenging and competitive global economic environment.

**Unit-I: Financial management:** meaning, nature and scope of finance; financial goals: profit maximization, wealth maximization; finance functions,- investment, financing and dividend decisions.

**Unit-II: Capital budgeting:** nature of investment decisions; investment evaluation criteria- net present value, internal rate of return, profitability index, payback period, accounting rate of return , NPV and IRR comparison; capital rationing; risk analysis in capital budgeting.

**Unit-III: Working capital:** meaning, significance and types of working capital; determinants of working capital; sources of working capital; management of inventory; management of cash; management of account receivables.

**Unit-IV: Capital structure theories:** traditional and MM hypotheses; determining capital structure in practice; Capital structure planning. Cost of capital:: meaning and significance of cost of capital; calculation of cost of debt, preference capital, equity capital and retained earnings; Operating and financial leverages.

**Unit-V: Dividend decisions—**Types of dividend- dividend models - Determinants of dividend policy - Practical aspects of dividend.

### **SUGGESTED READINGS**

Horne, James Van Financial Management & Policy

SolomanEzreThe Theory of Financial Management

Hunt William and Donaldson Basic Business Finance ,

Kuchal, S.C. Financial Management

Bradley Fundamentals of Corporation Finance

Pandey, I.M. Financial Management

Fred, Weston J. The Scope & Methodology of Finance

Weston & Brigham Essentials of Management Finance



**MODEL QUESTION COURSE – THEORY**

**BBA DEGREE EXAMINATIONS**

**Semester: III(Course -3C)**

**Course: Financial Management**

**Time: 3 Hours.**

**Max Marks: 75**

**Section-A**

Answer any **FIVE** of the following questions.

5X 5 =25M

1. Dividend Decisions
2. Pay Back Period
3. Cash Management
4. Cost of Capital
5. Dividend Decisions
6. Risk analysis
7. Account Receivables
8. Retained earnings

**SECTION- B**

Answer **FIVE** questions.

5X10=50M

- 9 (a) Explain the stages & steps involved in the modern approaches to Financial Management.(OR)
- (b) Briefly explain the nature, scope and objectives of financial management.
- 10 (a) Explain the key techniques adopted by Firms in Capital Budgeting process.

(OR)

- (b) Find out Net Present Value from the following information:

Initial investment – Rs. 10,000      Discount rate: 9%

Life of the project – 5 years

Year	1	2	3	4	5
Cash inflows	3,000	4,000	4,500	5,000	3,000
Present Value factor	0.917	0.842	0.772	0.708	0.650

- 11 (a) Define working capital management. Explain significance and types of working capital management.

(OR)

- (b) From the following information extracted from the books of a manufacturing concern. Compute the operating cycle in days:

Period covered- 365 days; Average period of credit allowed by suppliers - 25 days

Average total of debtors outstanding – Rs. 560; Raw material consumption – Rs. 5200;

Total Production cost- Rs.12,000; Total cost of sales- Rs.12,000;Sales for the year Rs.18,000.

Value of average stock maintained: Raw materials - 360; Work in progress - 400

Finished goods – 300.

- 12 (a) Explain the different theories of capital structure.

(OR)

- (b) Calculate the Operating Leverage, Financial Leverage & Combined Leverage for a Firm using the following information:- Sales 60,000 Units at Rs. 10 per unit; Variable cost at Rs. 4 per unit; The Fixed Cost is Rs. 2,00,000; Also 10% Debentures of Rs. 3,00,000 were raised by the firm.

- 13 (a) Briefly explain various models of Dividend.

(OR)

- (b) Explain the determinants of dividend policy.



<b>BBA</b>	<b>Semester: IV</b>	<b>Credits: 4</b>
<b>Course:4A</b>	<b>TRAINING AND DEVELOPMENT</b>	<b>Hrs/Wk: 5</b>

**B.B.A -SEMESTER – IV  
TRAINING AND DEVELOPMENT**

Unit-I:

Meaning and Definition - Need for Training - Importance of Training, Objectives of Training, Responsibility for Training.

Unit-II:

Steps in Training Programs, Training Policy, Training courses, support material for training, Training period, Training for Different employees principles of learning.

Unit III:

Training methods: On the Job, Vestibule Training, Training by Experience Workman, Training by Supervisors, Demonstrations and examples, Simulation, Apprenticeship. Off the Job: Lecturers, Conference method, Seminar or Team Discussion, Case Studies, Role playing, Programmed Instruction, T-Group training, Audio-visual aids, Retraining.

Unit-IV:

Development: Importance of Development - Management Development, Purpose and objectives of Development, Stages in development programs, Components of development program, Factors inhibiting Development.

Unit-V:

Coaching and Counselling: Methods, Management syndicate, Incident process, In-Basket, Sensitivity counselling - Special Projects, Committee assignments conferences, Management games.

References:

- 1.P.Subba Rao, VSP, Rao, Human Resource Management, Konark Publishing Houses, Mumbai.
- No index entries found.2.SubasGurg& S C Jain, Managing Human Resource, Arihant Publications, Jaipur.
- 3.Bearddwell&LenHoldmen, Human Resource Management, Macmillan Publisher.



MODEL QUESTION COURSE – THEORY

BBA DEGREE EXAMINATIONS  
Semester: IV (Course -4A)  
Course: Training And Development

Time: 3 Hours.

Max Marks: 75

Section-A

Answer any **FIVE** of the following questions.

5X 5 =25M

1. Training Policy
2. Training
3. Role Play
4. Management Development
5. Counseling
6. T-Group Training
7. Conferences
8. Principles of learning

**SECTION- B**

Answer **FIVE** questions.

5X10=50M

- 9 (a) Explain need and importance of training in Indian Business Organizations.

(OR)

- (b) What are the objectives and responsibilities for training?

- 10 (a) Discuss the steps involved in training programmes.

(OR)

- (b) Explain the various training policies and training courses.

- 11 (a) Briefly explain various methods of training.

(OR)

- (b) What are the advantages and limitations of On-line training methods?

- 12 (a) Explain the purpose and objectives of development.

(OR)

- (b) Distinguish between training and development.

- 13 (a) Briefly explain various methods of coaching and counseling.

(OR)

- (b) Explain the advantages, limitations and techniques of counseling.



**ADIKAVI NANNAYA UNIVERSITY:: RAJAHMAHENDRAVARAM**  
**BBA. Bachelor of Business Administration Syllabus (w.e.f:2020-21 A.Y)**

<b>BBA</b>	<b>Semester: IV</b>	<b>Credits: 4</b>
<b>Course: 4B</b>	<b>BUSINESS LAWS</b>	<b>Hrs/Wk: 5</b>

**B.B.A -SEMESTER – IV**  
**BUSINESS LAW**

**Unit-I:**

Law of Contract – Definition, Essentials of valid contract, Kinds of contract, Offer, Acceptance, consideration, Capacity of Parties to contract, Free Consent, Discharge of Contract, Breach of Contracts, and remedies

**Unit-II**

Companies Act definition of company, kinds of company, Memorandum of Association, Articles of association, prospectus, meetings and resolutions

**Unit-III**

Factories act 1948 definition of factory provisions of health, safety, welfare

**Unit-IV**

Sale of Goods Act – Meaning and definition, Essentials of sale contract, sale and agreement to sale, conditions and warranties, unpaid seller, Rules of transfer of property.

**Unit-V:**

The essential Commodity Act. The Consumer Protection Act, 1986. District forum, state commission, national commission. Consumer councils.

**References:**

1. Indian Contract Act – by Bare Act, Government of India.
2. N.D. Kapoor Mercantile Law, Sultan Chand & Company, New Delhi.
3. Avatar Singh Mercantile Law, Vikas Publication.
4. Balchandani: Business Laws.
5. S.D.Geet and M.S. Patil: Business Laws
6. S.S. Gulshan: Business Laws. 7. N.M. Wechlakar: Business Laws.



MODEL QUESTION COURSE – THEORY

BBA DEGREE EXAMINATIONS

Semester: IV(Course -4B)

Course: BUSINESS LAW

Time: 3 Hours.

Max Marks: 75

Section-A

Answer any **FIVE** of the following questions.

5X 5 =25M

1. Agreement
2. Prospectus
3. Health Provisions
4. Agreement
5. Consumer
6. Unpaid Seller
7. Free consent
8. Minor

Section - B

Answer **FIVE** questions.

5X10=50M

9 (a) “All contracts are agreements but all agreements are not contract”... Explain.

OR

(b) Briefly explain the mode of discharge of contract.

10 (a) Distinguish between Memorandum of Association and Articles of Association.

(OR)

(b) Define meeting. Explain various types of meeting in a Company.

11 (a) What are the salient features of Factories Act, 1948?

(OR)

(b) Explain the factory provisions relating to health and safety.

12 (a) Distinguish between sale and agreement to sell.

(OR)

(b) Difference between conditions and warranties.

13 (a) Briefly explain the salient features of Essentials of Commodity Act.

(OR)

(b) What are the Redressal Agencies of Consumer Protection Act, 1986?





<b>BBA</b>	<b>Semester: IV</b>	<b>Credits: 4</b>
<b>Course: 4C</b>	<b>Micro, Small &amp; Medium Enterprises Management</b>	<b>Hrs/Wk: 5</b>

**B.B.A -SEMESTER – IV**  
**MICRO, SMALL & MEDIUM ENTERPRISES MANAGEMENT**

Unit-I:

Small and Medium Enterprises: Significance in Indian economy - Problems and the steps taken up by the Government to tackle their problems - Role of government in promoting small and medium enterprises - incentives provided to Backward Area Development.

Unit-II:

Project Formulation: Project identification and formulation, Feasibility study - Project report preparation, location of Units, Industrial estates and the role of KIABD, TEKSOC and registration with DIC.

Unit-III:

Management Functions in Small and Medium Enterprises –Finance function: Capital Estimation, Sources of finance - Subsidies and Incentives, Venture Capital - Marketing and Human Resource Management functions.

Unit-IV:

Sickness in Small and Medium enterprises - Causes of sickness, Prevention of sickness, and Remedial measures for sickness Role of Board for Industrial & Financial Reconstruction (BIFR).

Unit-V

Ancillary Industries, Rural Industries and Artisans - Role of SIDO, SSIDC, SISI, DIC - Prospects for small-scale industries.

**References:**

1. C.S.V. Murthy, Small Scale Industries and Entrepreneurial Development, Himalaya Publishing House.
2. Vasant Desai, Management of SSI, Himalaya publishing House, Delhi, 1998.
3. Vasant Desai, Small Scale Industries & entrepreneurship, Himalayan Publishing House.
4. S S Khanka, Entrepreneurial Development, Sultan Chand & Co. Ltd., New Delhi. 1999.<sup>1</sup>



MODEL QUESTION COURSE – THEORY

BBA DEGREE EXAMINATIONS

Semester: IV(Course -4C)

Course: Micro, Small & Medium Enterprises Management

Time: 3 Hours.

Max Marks: 75

Section-A

Answer any **FIVE** of the following questions.

5X 5 =25M

1. Micro Vs Small Enterprises
2. DIC
3. Venture Capital
4. BIFR
5. SISI
6. Finance Function
7. Ancillary Industry
8. Industrial Estate

Section-B

Answer **FIVE** questions.

5X10=50M

- 9 (a) Briefly explain the role of government in promoting small and medium enterprises.

(OR)

- (b) What type of incentives provided to backward area development by Small and Medium Enterprises?

- 10 (a) Explain the project formulation and identification of formulation.

(OR)

- (b) Briefly explain the role of KIABD, TEKSOC for development of economy.

- 11 (a) Briefly explain the management functions in Small and Medium Enterprises.

(OR)

- (b) Discuss the source of finance with examples

- 12(a) What are the causes of sickness and prevention of sickness?

(OR)

- (b) Discuss the role of Board for Industrial and Financial Reconstruction.

- 13 (a) What are the functions and objectives of SIDO?

(OR)

- (b) Distinguish between Tiny Industries, Ancillary Industries and Small Scale Industries.



<b>BBA</b>	<b>Semester: IV</b>	<b>Credits: 4</b>
<b>Course: 4D</b>	<b>INTERNATIONAL BUSINESS</b>	<b>Hrs/Wk: 5</b>

## **B.B.A -SEMESTER – IV INTERNATIONAL BUSINESS**

### Unit-I:

Introduction – Need - - Difference between Domestic and International/Foreign Trade. Difference between globalisation of trade /international trade

### Unit-II:

Foreign Exchange: Factors influencing exchange rate fluctuations, Euro market and instruments (LIBOR, MIBOR, etc), Foreign market operations, participants, spot-future forward and option market.

### Unit-III:

Balance of Payment: Contents, disequilibria in BOP, measures to bring back equilibrium in BOP, convertibility of currencies, Current account and Capital account convertibility, exchange control, reasons and methods.

### Unit-IV:

WTO and Trade blocks - WTO Formulation, advantages and disadvantages of WTO membership to developing countries. Trade blocks: Reasons for trade block formation, different types of trade blocks - member countries and economies condition and trade commodities of LAFTA, SAFTA, NAFTA, ASEAN, CARICOM and EU.

### Unit-V:

Procedure and Documents: Export and Import procedure, principal and auxiliary documents, bill of lading, consular invoice, commercial invoice, AR and GP forms, Mate receipt, Letter of credit - Packing list - Incentives to exports, recent Exim policy

### References:

1. C. Jeevanandam, Foreign Exchange Practice, Concepts and Control, Sultan Chand & Sons.
2. T.S. Balagopal, Export Management, Himalaya Publishing House.
3. K P M Sundaram&Rudradatta, Indian Economy ,S. Chand & Co., New Delhi.
4. Francis Cherumilum, Foreign Trade and Export Management, Himalaya Publication.



MODEL QUESTION COURSE – THEORY

BBA DEGREE EXAMINATIONS

Semester: IV(Course -4D)

Course: International Business

Time: 3 Hours.

Max Marks: 75

Section-A

Answer any **FIVE** of the following questions.

5X 5 =25M

1. Trade
2. Option Market
3. BOP
4. SAFTA
5. AR forms
6. Trade Blocks
7. Letter of Credit
8. Bill of Lading

Section-B

Answer **FIVE** questions

.5X10=50M

9 (a) Difference between domestic and international trade.

(OR)

(b) Briefly explain the need and objectives of international trade.

10(a) What factors influencing exchange rate fluctuations?

(OR)

(b) Discuss foreign market operations.

11(a) What are the contents and importance of BOP?

(OR)

(b) Briefly explain the structure of Balance of Payment.

12(a) What are the advantages and limitations of WTO.

(OR)

(b) Explain the structure of WTO.

13 (a) Briefly explain the procedure for import and export.

(OR)

(b) Explain the incentives to exports and recent Exim Policy.



<b>BBA</b>	<b>Semester: IV</b>	<b>Credits: 4</b>
<b>Course: 4E</b>	<b>COST &amp; MANAGEMENT ACCOUNTING</b>	<b>Hrs/Wk: 5</b>

**B.B.A -SEMESTER – IV**

**COST & MANAGEMENT ACCOUNTING**

**Unit-I:Introduction:**Management accounting- nature -scope-functions- Distinguish between Financial Accounting, Cost Accounting and management accounting - Cost Concepts and Classification.

**Unit-II: Elements of Cost:** Materials: Material control Selective control, ABC technique Methods of pricing issues FIFO, LIFO, Weighted average, (including problems). Labour: Control of labor costs time keeping and time booking Idle time Methods of remuneration labour incentives schemes

**Unit-III: Financial statement Analysis:** Financial Statements Need for analysis of Financial statements- comparative statements-commonsize statements- Trend analysis.

**Unit IV: Ratio Analysis:** Meaning – Accounting Ratios – uses – limitations – types of ratios – profit and loss account ratios – balance sheet ratios – mixed ratios.

**Unit V: Costing Techniques:** Marginal Costing –cost classification- differences between marginal costing and absorption costing – marginal cost equation- contribution- p/v ratio- margin of safety-BEP Analysis – (including problems).

Reference Books

**Cost & Management Accounting :** Kishore, R. M. 4th ed Taxman Allied Service

**Principles & Practice Of Cost Accounting :** Bhattacharyya, A. K. 3rd ed PHI

**Management & Cost Accounting:** Drury, Colin 6th ed Thompson Books

**Cost Accounting: Managerial Emphasis:** Horngren C. T/ Datar, S. M/ Foster, G. 12th ed Pearson



MODEL QUESTION COURSE – THEORY

BBA DEGREE EXAMINATIONS  
Semester: IV(Course -4E)  
Course: Cost And Management Accounting

Time: 3 Hours.

Max Marks: 75

Section-A

Answer any FIVE of the following questions.

5X 5 =25M

1. ABC Technique
2. Trend Analysis
3. Quick Ratio
4. Contribution
5. Cost Concept
6. Time Rate System
7. Stock Turnover Ratio
8. Materials

Section-B

Answer FIVE questions

5X10=50M

9 (a) Define Cost Accounting. Briefly explain the objectives and functions of Cost Accounting.  
(OR)

(b) Distinguish between Cost Accounting and Management Accounting.

10(a) From the following details write Store Ledger under simple average method:

2006.			
Dec.	1	Opening Balance	100 kg @ Rs. 5-00
"	5	Received	50 kg @ Rs. 5-20
"	8	Issued	120 kg
"	10	Issued	10 kg
"	15	Received	80 kg @ Rs. 5-40
"	18	Issued	50 kg
"	20	Received	100 kg @ Rs. 5-60
"	25	Issued	40 kg
"	29	Issued	60 kg

The stock verify found a shortage of 10 kg . on 16.12.06 and another shortage 26.12.06 of 10 10kg on

(OR)

(b) Define 'Labour Turnover'. How is it measured? Explain.

11(a) Define financial statement analysis. Explain the objectives and process statement analysis.  
(OR)

(b) Briefly explain comparative analysis and common-size analysis.

12(a) Define Ratio Analysis. What are the advantages and limitations of Ratio Analysis?  
(OR)

(b) Briefly explain the classification of ratios.

13(a) Define Marginal Costing. Explain the features and importance of marginal costing.

(OR)

(b) From the following data, you are required to calculate:

(a) P/V ratio

(b) Break-even sales with the help of P/V ratio.

(c) Sales required to earn a profit of Rs. 4,50,000

Fixed Expenses = Rs. 90,000

Variable Cost per unit:

Direct Material = Rs. 5

Labour = Rs. 2

Direct Overheads = 100% of Direct Labour

Selling Price per unit = Rs. 12.



<b>BBA</b>	<b>Semester: IV</b>	<b>Credits: 4</b>
<b>Course: 4F</b>	<b>FINANCIAL SERVICES</b>	<b>Hrs/Wk: 5</b>

**Unit-I:**

Financial Services: Public Issue –Prospectus-Pricing of New issues - SEBI Guidelines, Functions of Merchant Bankers and Under Writers, Issue Managers, Registrar to Issue –Credit Rating Agencies - Mutual Funds –Determination of NAV.

**Unit-II:**

Factoring and Forfeiting: Meaning, Role in financial services - Theoretical Framework, Factoring services in India.

**Unit-III:**

Leasing: Lease Evaluation, Types of Lease, Structuring and Funding of Leases, Import Leasing and Cross Border Leasing, Hire Purchase Agreements- Evaluation of Hire purchase Agreements.

**Unit-IV:**

Credit Cards-Consumer Finance – Financing Schemes for Consumer durables– Process and Instruments and Venture capital financing.

**Unit-V:**

Housing Finance: National Housing Bank (NHB), NHB's Housing Finance Companies - Guidelines for extending equity support to housing finance companies - Guidelines for extending Refinance support to Housing Finance, Mortgage.

**References:**

- 1.Khan M.Y., Financial Services, Tata McGraw Hill Education Private Limited, New Delhi.
- 2.Vasant Desai, Financial Markets and Financial Services, Himalaya Publishing House, Mumabi.
- 3.Siddiah, T., Financial Services, Pearson
- 4.TripatyNaliniPrava, Financial Services, Prentice Hall of India, New Delhi.
- 5.Guruswamy.S, Financial Services, Tata McGraw Hill Education Pvt. Ltd., New Delhi.
- 6.V. Avadhani, Financial Services in India, Himalaya Publishing House, Mumbai, 2009.
- 7.Rajesh Kothari, "Financial Services in India", SAGE.



**MODEL QUESTION COURSE – THEORY**

**BBA DEGREE EXAMINATIONS**

**Semester: IV(Course -4F)**

**Course: Cost And Management Accounting**

Time: 3 Hours.

Max Marks: 75

**Section-A**

Answer any **FIVE** of the following questions.

5X 5 =25M

1. Factoring
2. Hire Purchase
3. Credit Cards
4. Mutual Funds
5. Issue Managers
6. Mortgage
7. Consumer durables
8. CRISIL

**Section-B**

Answer any **FIVE** of the following questions.

5X 10 =50M

- 9 (a) Briefly write about regulatory framework of financial service in India.  
(OR)  
(b) Explain the functions and responsibilities of merchant bankers in India.
- 10 (a) Briefly explain the factoring services in India.  
(OR)  
(b) Explain the theoretical framework of Forfeiting.
- 11 (a) What do you mean by leasing? Explain various types of leases.  
(OR)  
(b) Explain the evaluation of Hire Purchase Agreements.
- 12 (a) What is venture capital? Evaluate the growth of venture capital in India.  
(OR)  
(b) Define consumer finance. Explain various schemes for consumer durables.
- 13 (a) What are the Objectives and functions of Housing Finance Companies?  
(OR)  
(b) Explain the guidance for extending refinance support to housing finance





<b>BBA</b>	<b>Semester: V</b>	<b>Credits: 3</b>
<b>Course: 5A</b>	<b>TALENT MANAGEMENT (HR)</b>	<b>Hrs/Wk: 4</b>

**Unit-I:**

Talent Management: Meaning and significance of talent management - attracting talent, retaining talent, right sizing the workforce, work life balance initiatives, providing HR leadership to business.

**Unit-II:**

Competency Mapping: Features of competency methods, approaches to mapping and case studies in competency mapping - Competency mapping procedures and steps- business strategies -methods of data collection for mapping - Developing competency models from raw data- data recording, analysing the data, content analysis of verbal expression, validating the competency models.

**Unit-III:**

Performance management and employee development: Personal Development plans, 360degree feedback as a developmental tool, performance management & reward systems: performance linked remuneration system, performance linked career planning & promotion policy.

**Unit-IV:**

Employee engagement- meaning and significance, constituents of engagement, conceptual framework of engagement, behaviours associated with engaged employees, engaged, not engaged, actively disengaged, parameters to measure employee engagement, Q 12 model of Gallup, employee satisfaction survey .

**Unit-V:**

Succession planning: Identifying managerial positions which are critical for the business -Identifying second line of leaders and developing their capabilities to occupy the critical positions in the event of the exit of current incumbents – Taking-up lateral hiring when there is discontinuity in the succession plans.

**References:**

1. Competence at work - Lyle M. Spencer, Signe M. Spencer. John Wiley 1993
2. Competency mapping, Assessment and Growth - Naik G.P, IHRM, 2010.
3. Performance Management - Herman Aguinis, Pearson Education, 2007.
4. Talent Management Hand Book - Lance A. Berger & Dorothy R. Berger, Tata McGraw Hill.
5. Appraising and Developing Managerial Performance- Rao T. V, Excel Books
6. Performance Management - Dixit Varsha, 1/e, Vrinda Publications Ltd
7. A Handbook of Competency Mapping – Seema Sangi, Response Books, 2004
8. The Talent Management Hand Book - Lance A. Berger & Dorothy R. Berger, TMH.



MODEL QUESTION COURSE – THEORY

BBA DEGREE EXAMINATIONS

Semester: V(Course -5A)

Course: Talent Management (HR)

Time: 3 Hours.

Max Marks: 75

Section-A

Answer any **FIVE** of the following questions.

5X 5 =25M

1. Business Strategy
2. HR leader
3. Career Planning
4. Employee Engagement
5. Succession Planning
6. Reward System
7. Competency Mapping
8. Business

Section-B

Answer any **FIVE** of the following questions.

5X 10 =50M

9 a) Explain the elements of Talent Management.

(OR)

b) Explicate the process of talent management in detail.

10 a) Explain Competency. List out the features of Competency methods.

(OR)

b) How to develop competency models from raw data?

11 a) Enumerate the relationship between performance management and reward system.

(OR)

b) What are Personal Development Plans? In what way they will improve performances

12 a) Explain the concept and importance of Employee Engagement.

(OR)

b) Enumerate the contents to be included in Employee Satisfaction Survey.

13 a) How to identify managerial positions which are crucial for the successful business?

(OR)

b) Explain the dimensions of Succession Plans



<b>BBA</b>	<b>Semester: V</b>	<b>Credits: 3</b>
<b>Course: 5B</b>	<b>Global Human Resource Management (HR)</b>	<b>Hrs/Wk: 4</b>

**B.B.A -SEMESTER – V**  
**GLOBAL HUMAN RESOURCE MANAGEMENT**

**Unit-I:**

Introduction to IHRM: Difference between IHRM and Domestic HRM, Reasons for emergence of IHRM, Organizational dynamics and IHRM: Role of culture in IHRM, Organizational Processes in IHRM, Challenges of International Human Resource Management.

**Unit-II:**

Recruitment, Selection in International context: International Managers- Parent country nationals, third country nationals, host country nationals, Recruitment methods using head-hunters, cross-national advertising, e-recruitment; Selection criteria and techniques, Selection tests, interviews for international selection..

**Unit-III:**

Performance Management: A conceptual background, performance management cycle, models, Appraisal of expatriate, Third and host country employees, issues and challenges in international performance management, country specific performance management practices.

**Unit-IV:**

Training and development in international context: Training and development of international staff, types of expatriate training, HCN training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies.

**Unit-V:**

International Compensation: Forms of compensation and factors that influence compensation policy, Key components of international compensation, compensation practices across the countries, social security systems across the countries, global compensation: emerging issues.

**References:**

1. Monir H. Tayeb, International Human Resource Management, Oxford University Press, 2005.
2. Peter J. Dowling, Denise E. Welch, International Human Resource Management, Cengage Learning.
3. Aswathappa K, Sadhna Das, International Human Resource Management, Mc Graw Hill.
4. Evans, Pucik, Barsoux, The Global Challenge: Framework for International Human Resource Management - Tata McGraw-Hill Irwin.
5. Tony Edwards, Chris Rees, International Human Resource Management, Person Education.
6. Rao P. L., International Human resource Management, Excel Books.
7. Chris Brewster, International Human resource Management, University Press.



MODEL QUESTION COURSE – THEORY

BBA DEGREE EXAMINATIONS

Semester: V(Course -5B)

Course: Global Human Resource Management (HR)

Time: 3 Hours.

Max Marks: 75

Section-A

Answer any FIVE of the following questions.

5X 5 =25M

1. IHRM
2. Selection
3. Performance Management
4. HCN training
5. Compensation
6. Promotion
7. Career Development
8. E-advertising

Section-B

Answer any FIVE of the following questions.

5X 10 =50M

9. a) Explain various ethical issues in international human resource management  
(OR)  
b) Distinguish between IHRM and Domestic HRM
10. a) What are the most important factors involved in the selection decision?  
(OR)  
b) Briefly explain the methods of recruitment in International context.
11. a) What are the issues and challenges in International Performance Management?  
(OR)  
b) Explain various models of performance appraisal and performance appraisal
12. a) Briefly explain various types of training and development in international  
(OR)  
b) What are the objectives and importance of career development in international context.
13. a) What are the emerging issues on International Compensation?  
(OR)  
b) Briefly explain the key components and compensation practices of international business organization



<b>BBA</b>	<b>Semester: V</b>	<b>Credits: 3</b>
<b>Course: 5C</b>	<b>EXPORT AND IMPORT (OM)</b>	<b>Hrs/Wk: 4</b>

## **B.B.A -SEMESTER – V EXPORT AND IMPORT**

### Unit-I:

Exporting Preliminary Considerations -Generation of Foreign enquiries, obtaining local quotation and offering to overseas buyers scrutinizing export order, opening L/C by buyers- Export Controls and Licenses Patent, Trade Mark, Copy Right Registrations Confidentiality and NDA.

### Unit-II:

Export Sales Selling and Purchasing- Consignment - Leases Marine and Air Causality Insurances - Export Finance - Forex - Major currencies, Exchange rates, relations & impact - Export costing and pricing and Incoterms Export License Import License.

### Unit-III:

Export Packaging - Preparation of pre-shipment documentation – Methods of Transportation – Country of Origin Marking- Inspection of Export consignment - Export by Post, Road, Air & Sea - Claiming for Export benefits and Duty drawbacks.

### Unit-IV:

Shipment & Shipping documents - Complicated problems in shipments & negotiation of shipping documentations - Corporate marketing strategies - 100% EOU and Free trade zone - Deemed Export Isolated Sales Transactions.

### Unit-V:

Acts for export/import - Commencement - Customs Formalities - Export Documentation - Export of Services - Export of Excisable Goods - Import Documentation - Clearance - 100% export-oriented units - customs house agents - import of different products - import/export incentives - import licenses etc.

### References:

- 1.C. Rama Gopal, Export Import Procedures- Documentation and Logistics, New Age International.
2. P K Khurana, Export Management.
- 3.Thomas E Johnson and Donna L, Export Import Management, Export and Import Procedures and Documentations.



**MODEL QUESTION COURSE – THEORY**

**BBA DEGREE EXAMINATIONS**

**Semester: V(Course -5C)**

**Course: EXPORT AND IMPORT (OM)**

Time: 3 Hours.

Max Marks: 75

**Section-A**

Answer any **FIVE** of the following questions.

5X 5 =25M

1. Trade Mark
2. Import License
3. Export Consignment
4. Corporate Marketing
5. Customs House Agents
6. Deemed Export
7. Export Costing
8. Copy Right

**Section-B**

Answer any **FIVE** of the following questions.

5X 10 =50M

9. a) Explain the export controls and licenses patent.  
(OR)  
b) What are the objectives and functions of NDA?
10. a) Briefly explain export sales and selling and purchasing of consignments  
(OR)  
b) Explain major currencies, exchange rates impact on export costing
11. a) What are the methods of transportation?  
(OR)  
b) Briefly explain the claiming for export benefits and duty drawbacks
12. a) Explain corporate marketing strategies in detail  
(OR)  
b) What are the complicated problems in shipments and negotiation of shipping documents?
13. a) Explain the commencement and customs formalities for export and import  
(OR)  
b) Briefly explain the export of services and export of excisable goods.



<b>BBA</b>	<b>Semester: V</b>	<b>Credits: 3</b>
<b>Course:5D</b>	<b>BRAND MANAGEMENT (MM)</b>	<b>Hrs/Wk: 4</b>

Course Objectives :To help the students appreciate the relationship between Corporate Strategy and Product and Brand Management

#### UNIT 1 :

Product Management — An Introduction , Corporate Strategy and Product Policy ,Product line Decisions , Product Life Cycle and Marketing Strategies.

#### Unit 2

New Product Development and the Techniques of Idea Generation and Screening ,Concept Development and Testing ,Test Marketing ,Launching and Tracking New Product Programmes .

#### UNIT 3

Organising for New Products ,Introduction to Brand Management and Crafting of Brand Elements , Consumer Brand Knowledge ,Brand Identity, Personality and Brand Associations

#### Unit 4

Managing Brand Architecture and Brand Portfolios , Corporate Branding and Tools for Building Brand Equity

#### Unit 5

Leveraging Brand Equity , Measurement of Brand Equity

#### References

Brand Against the Machine: How to Build Your Brand, Cut Through the Marketing Noise and Stand Out from the Competition *by : John Michael Morgan*

Marketing Management by Philip Kotler and Kevin Lane Keller



**MODEL QUESTION COURSE – THEORY**

**BBA DEGREE EXAMINATIONS**

**Semester: V(Course -5D)**

**Course: BRAND MANAGEMENT (MM)**

Time: 3 Hours.

Max Marks: 75

**Section-A**

Answer any **FIVE** of the following questions.

5X 5 =25M

1. Product Management
2. Test Marketing
3. Brand Identity
4. Corporate Branding
5. Brand Equity
6. Idea Generation
7. Consumer Brand Knowledge
8. Brand Management

**Section-B**

Answer any **FIVE** of the following questions.

5X 10 =50M

9. a) Define Product Management. Briefly explain the corporate strategy and product policy.  
(OR)  
b) Briefly explain the Product Life Cycle and Marketing Strategies.
10. a) Write about New Product Development  
(OR)  
b) Explain the launching and tracking new product programmes
11. a) Discuss the advantages of brand loyalty programs  
(OR)  
b) Explain the steps involved in brand management process
12. a) Write about managing brand architecture and brand portfolios  
(OR)  
b) Briefly explain corporate branding and tools for building brand equity
13. a) Explain the tactics to build measure and manage Brand equity  
(OR)  
b) what are all the challenges associated with setting objectives for a brand equity





<b>BBA</b>	<b>Semester: V</b>	<b>Credits: 3</b>
<b>Course: 5E</b>	<b>FOREIGN EXCHANGE MANAGEMENT(FM)</b>	<b>Hrs/Wk: 4</b>

## **B.B.A -Semester – V**

### **Foreign Exchange Management**

#### Unit-I:

Nature and Scope of Forex management: Objectives, significance, relationship between Forex management and financial management, Forex management and global environment.

#### Unit-II: I

international financial markets and instruments: An overview of international capital and money markets, arbitrage opportunities, integration of markets, international capital and money market instruments – GDRs, DRs, Euro Bonds, Dual currency bonds, euro equity, euro deposits.

#### Unit-III:

Foreign Exchange Market: Functions, characteristics, organization, and participants, arbitrage in foreign exchange market, mechanics of making foreign payments, cost associated with international payments.

#### Unit-IV:

Foreign exchange rates and its determination: Exchange rate, Spot, Forward and Cross exchange rates, Forex trading and financing of international trade.

#### Unit-V:

Foreign Exchange Risk Hedging techniques: Swaps, Options, offshore banking, payment terms, i.e., Commercial Invoice, Letter of credit, bill of exchange, documents and financing techniques.

#### **References:**

- 1) Jeevanandan, C, Foreign Exchange and Risk Management, Sultan Chand and sons, New Delhi
- 2) Chatterjee, Principles of Foreign Exchange, Himalaya, Bombay.
- 3) Ian Giddy, Global Financial Markets, AIYBS, New Delhi.
- 4) Sailaja, G., International Finance, Universities Press.
- 5) Jeff Madura. International Financial Management, Cengage, New Delhi.
- 6) Shapiro, Alan., Multinational Financial Management, Prentice Hall of India, New Delhi.
- 7) ThummuluriSiddaiah, International Financial Management, Pearson, New Delhi.
- 8) VyuptakeshSharan, International Financial Management, Prentice Hall of India, New Delhi.



**MODEL QUESTION COURSE – THEORY**

**BBA DEGREE EXAMINATIONS**

**Semester: V(Course -5D)**

**Course: FOREIGN EXCHANGE MANAGEMENT(FM)**

Time: 3 Hours.

Max Marks: 75

**Section-A**

Answer any **FIVE** of the following questions.

5X 5 =25M

1. Forex Management
2. Euro Bonds
3. Foreign Exchange Market
4. Exchange Rate
5. Swaps
6. Letter of Credit
7. International Trade
8. Euro Deposits

**Section-B**

Answer any **FIVE** of the following questions.

5X 10 =50M

9. a) Briefly explain the nature and scope of Forex management  
(OR)  
b) Distinguish between Financial Management and Forex Management.
10. a) Discuss an overview of International capital and money markets.  
(OR)  
b) Explain the structure, governance and participants of globalized financial markets?
11. a) How foreign exchange transactions between international banks settled?  
(OR)  
b) Briefly explain the functions, characteristics of foreign exchange markets.
12. a) Explain the procedure of determination of exchange rate at intersection of demand and supply schedule of foreign currency  
(OR)  
b) What type of information helps in estimating future foreign exchange rate?
13. a) Define Option contract. Give various terminology used in option contracts.  
(OR)  
b) Briefly explain foreign exchange risk hedging techniques.



<b>BBA</b>	<b>Semester: V</b>	<b>Credits: 3</b>
<b>Course: 5F</b>	<b>E-PAYMENTS SYSTEM (FM)</b>	<b>Hrs/Wk: 4</b>

**B.B.A -Semester – V  
e-Payments System**

**Unit-I:**

e-Cash and Virtual Money:Electronic Data Interchange (EDI) -NEFT/RTGS/Electronic Payment modes - Foundations of e-Cash and Issues; Security, Anonymity, Untraceability, Virtual currencies, Bitcoin.

**Unit-II:**

Automated Clearing and Settlement: Process ofReal Time Gross Settlement System - Net Settlement - ATM Networks - Fedwire, CHIPS and SWIFT.

**Unit-III:**

e-Payment Security and Digital Signature: Cryptographic Methods - Hash functions - Public/Private Key methods: RSA - Digital Signatures - Certification Process - Digital identity Documents and Remote Authentication.

**Unit-IV:**

Mobile Payments:Wireless payments, Digital Wallets, Google Wallet – Obopay - Security Challenges – Debit & Credit Cards – RU Pay Card – e-Challan.

**Unit-V:**

Electronic Invoice and Payment System:Electronic Statement Delivery - EIPP providers - Biller service providers - Customer service providers - Reconciliation through Bank -Invoice Paper elimination - Scan-based trading (SBT).

**References:**

1. Domonique Rambure and Alec Nacamuli, "Payment Systems: From the Salt Mines to the Board Room", Palgrave MacMillan.
2. WeidongKou, "Payment Technologies for E-Commerce", Springer, Germany.
3. DonalO'Mahony, Michael Peirce and Hitesh Tewari, "Electronic Payment Systems", Artech House, Inc.
4. M. H. Sherif, Protocols for Secure Electronic Commerce, Boca Raton, Fla, CRC Press.



**MODEL QUESTION COURSE – THEORY**

**BBA DEGREE EXAMINATIONS**

**Semester: V(Course -5F)**

**Course: E-PAYMENTS SYSTEM (FM)**

Time: 3 Hours.

Max Marks: 75

**Section-A**

Answer any **FIVE** of the following questions.

5X 5 =25M

1. EDI
2. E-cash
3. Digital Signatures
4. RU pay Card
5. Scan Based Trading
6. Debit Cards
7. Electronic Statement Delivery
8. SWIFT

**Section-B**

Answer any **FIVE** of the following questions.

5X 10 =50M

9. a) What are the advantages and limitations of EDI?  
(OR)  
b) Briefly explain foundations, various issues of e-cash.
10. a) What are the required facilities for Electronic Payment Methods?  
(OR)  
b) Explain the Digital Currencies and Payment System.
11. a) Briefly explain the Digital and Virtual Internet Payment Systems  
(OR)  
b) Define micro electronic payment and its role in E-Commerce.
12. a) What are the advantages and limitations of Mobile Payments?  
(OR)  
b) What are the objectives and functions of Debit and Credit Cards?
13. a) Discuss Electronic Invoice and Payment System.  
(OR)  
b) Briefly explain Biller Service Providers and Customer Service Providers.