Saradha Gangadharan College

(AUTONOMOUS)

An Institution of Sri Saradha Gangadharan Educational Trust
Accredited with B++ grade by NAAC; Affiliated to Pondicherry University;
Recognized by the AICTE & UGC as a PG institution; An ISO Certified Institution
Lake Road, Velrampet, Puducherry – 4

DEPARTMENT OF MANAGEMENT STUDIES

BACHELOR OF BUSINESS ADMINISTRATION (HONORS)

Degree Programme

Under NEP Regulations

With Effect from Academic Year 2025-26

Onwards

BOS [BOARD OF STUDIES] – MANAGEMENT STUDIES

S.NO.	NAME OF THE MEMBERS	DESIGNATION	BOS
1	Dr.A.Ananda Kumar	Assistant Professor & Head, Department of Mgt. Studies, Saradha Gangadharan College.	Chairperson
2	Dr. P.Murugan	Associate Professor, School of Management Studies, University of Hyderabad, Central University, Hyderabad, Telangana.	University Nominee
3	Dr. V.Vetrivel	Associate Professor, Department of Management, Vels Institute of Science, Tech. & Advanced Studies, Chennai	Subject Expert
4	Dr. B.Aiswarya	Associate Dean & Area Chair HR, Professor of HR, Loyola Institute of Business Administration, Chennai	Subject Expert
5	Mr. Pujaspada Pandab	CFO - Hidesign India Pvt. Ltd, Odiampet Village, Villianur, Puducherry	Industrialist
6	Mr. R.Charan	HR Recruiter HEXAWARE Technologies Chennai	Alumni
7	Mrs. R.A.Mageshwari	Assistant Professor, Department of Mgt. Studies, Saradha Gangadharan College.	Member
8	Dr. V.Ann	Assistant Professor, Department of Mgt. Studies, Saradha Gangadharan College.	Member
9	Dr. D.Shoba	Assistant Professor, Department of Mgt. Studies, Saradha Gangadharan College.	Member
10	Dr. A.Datchayani	Assistant Professor, Department of Mgt. Studies, Saradha Gangadharan College.	Member

Dr.A.Ananda Kumar
BOS - Chairperson

Dr. P.Murugan
BOS - Nominated by VC

REGULATIONS FOR THE ACADEMIC YEAR 2025-26

SCHEMES OF PROGRAMME

MAJOR HIGHLIGHTS

- 4 years BBA (Honors) degree program with multidisciplinary courses are proposed.
- All the students may be considered for award of a Certificate (after 1 year of study), Diploma (after 2 years of study), Degree (after 3 years of study) and Honors degree (after 4 years of study) on fulfilment of the eligibility conditions.
- Existing curriculum is updated on par with the scheme of Pondicherry University following the NEP Curriculum framework.
- All the students are expected to learn Major, Minor disciplinary courses along with Multi-disciplinary subjects, ability enhancement courses, skill enhancement courses and value added courses.
- Course work should fulfil all learning outcomes.
- Learning through Rural based Field Study, Industry based Internship & Minor Project etc. are embodied in the Curriculum.
- Activity based learning for increased employability skills is the focus of Teaching-Learning process.

AIM OF THE PROGRAMME

The Degree of Bachelor of Business Administration (Honors) is to impart Business education with a view to enabling them to undertake positions of responsibilities at the middle level in a Business Organization by training them to gain knowledge, attitude, skills, values and habit to contribute to the organization dent.

ELIGIBILITY FOR THE BBA PROGRAMME

Educational Qualification

- The candidate must have passed the Higher Secondary (10+2) / Pre-University / Equivalent Examination in any stream recognized by the respective Board/University can pursue

BBA/BBA (Honors) with a minimum of 40% aggregate marks (35% for SC/ST) in the qualifying examination.

Age Limit

- As per the guidelines of Government of Puducherry and Pondicherry University

Lateral Entry

For lateral entry, candidates who have passed a Diploma in management related studies from Polytechnic Colleges (3 years Programme) awarded by the Directorate of Technical Education of Tamil Nadu or other States shall be admitted to the second year BBA Honours Degree Programme.

COURSE OF STUDY

The course of study for the Bachelor of Business Administration (Honors) Degree shall comprise the following.

Part I - Language (For the First two years): Any one of the Part I languages is available at the candidate's option such as Hindi, Tamil and French. The syllabus and textbooks for the Language courses are as approved by Board of Studies following the scheme prescribed by Board of Studies of Indian Languages from time to time.

Part II - English (For the First two years). The syllabus and textbooks for the courses are as approved by Board of Studies following the scheme prescribed by Board of Studies of English Department from time to time.

Part III – Includes the following:

- Major Disciplinary courses (MJD)
- Minor Disciplinary courses (MID)
- Multi-Disciplinary courses (MLD)
- Ability Enhancement Courses (AEC)
- Skill Enhancement Courses (SEC)
- Value Added Course (VAC)

The syllabus and textbooks for major courses are as prescribed by the Board of Studies in Management Studies from time to time.

DURATION OF THE BBA PROGRAMME

The duration of the BBA programme is either for 3 years or for 4 years leading to award of BBA or BBA Honors / Honors with Research degrees.

Multiple Exit & Entry:

- A Certificate in Management Studies will be provided after completion of 1 Year (2 Semesters) of study.
- A Diploma in Management Studies will be given after completing 2 years (4 Semesters) of Study with Internship / Rural based engagement.
- BBA Degree after completing 3 Years (6 Semesters) of Programme of Study.
- BBA (Honors) Degree after completion of 8 Semesters (4 Years) of Programme of Study.
- BBA (Honors with Research) degree shall be awarded to students who opt for the Research Stream in the final semester, provided they have secured a minimum Cumulative Grade Point Average (CGPA) of 7.5 or above in the first three years.

Students who exit with a BBA Certificate or BBA Diploma are permitted to re-enter the degree programme in the second year or third year within 3 years and complete the programme within the stipulated maximum period of seven years.

BBA Certificate: Students who opt to exit after completion of the first year and have earned a minimum of 40 credits will be awarded a BBA Certificate. If, in addition, they complete work based vocational course/internship of 4 weeks during the summer vacation of the first year.

BBA Diploma: Students who opt to exit after completion of the second year and have earned a minimum of 80 credits will be awarded the BBA diploma if, in addition, they complete wok based vocational course/internship of 4 weeks during the summer vacation of the second year.

3-Year BBA Degree: Students who wish to discontinue after the 3- year BBA programme will be awarded a UG Degree in the Major discipline after successful completion of three years, earning a minimum of 120 credits and satisfying the minimum credit requirements as mentioned in the table below.

4-Year BBA Degree (Honors): A four-year BBA Honours degree in the major discipline will be awarded to those who complete a four-year degree programme, earning a minimum of 160 credits and have satisfied the credit requirements as mentioned in table below.

4-Year UG Degree (Honors with Research): Students who secure a minimum of 7.5 CGPA in the first six semesters and wish to undertake research at the undergraduate level can choose a research stream in the fourth year. They should do a research project or dissertation under the guidance of a faculty member of the University. The research project/dissertation will be in the major discipline. The students who secure a minimum of 160 credits, including 12 credits from a research project/dissertation, will be awarded BBA Degree (Honours with Research).

BREAKUP OF CREDITS AND COURSES:

Every BBA programme offered shall confirm to the Structure specified by the UGC's Framework 2023. A student of 3 year BBA programme is mandated to complete a minimum of 120 credits and the student of 4 year Honors/Honors with Research degree shall complete 160 credits.

An BBA student shall complete the following courses under different heads as listed below:

1. Major Disciplinary Courses
2. Minor Disciplinary Courses
3. Multi-Disciplinary Courses
4. Ability Enhancement Courses
5. Skill Enhancement Courses
6. Value added Courses
7. Internships/Rural Based Field Study/Projects
8. Research Project work for (Honors degree)

Table 1 specifies the number of credits and number of courses that a 3 year student and a 4 year BBA (Honors/Honors with Research) Degree student is expected to complete in 3 and 4 year duration respectively.

STRUCTURE OF THE BBA PROGRAMME

The BBA programme must mandate the students to complete 120 credits to complete a basic Bachelor's Degree within first 3 years. With an additional 40 credits of course work one can pursue

4th Year Honors/Honors with Research Degree. The BBA Programme will consist of the following categories of courses and the minimum credit requirements for 3 year BBA and 4 year BBA (Honors) or BBA (Honors with Research) programmes are given below.

TABLE 1: STRUCTURE FOR BBA (HONORS) – CREDIT DISTRIBUTION

COMPONENTS	**3 Year BBA**	**4 Year BBA (Honors)**	**4 Year BBA (Honors With Research)**
Major Disciplinary Courses (MJD)	**60 Credits** (15 Courses of 4 Credits)	**92 Credits** (23 Courses of 4 credits)	**80 Credits** (20 Courses of 4 credits)
MID Disciplinary Courses (MID)	**24 Credits** (6 Courses of 4 Credits)	**32 Credits** (8 Courses of 4 credits)	32 **Credits** (8 Courses of 4 credits)
Multi-Disciplinary Courses (MLD)	**09 Credits** (3 Courses of 3 Credits)	**09 Credits** (3 Courses of 3 Credits)	09 **Credits** (3 Courses of 3 Credits)
Ability Enhancement Courses (AEC)	**08 Credits** (4 Courses of 2 Credits)	**08 Credits** (4 Courses of 2 Credits)	**08 Credits** (4 Courses of 2 Credits)
Skill Enhancement Courses/Employability (SEC)	**09 Credits** (3 Courses of 3 Credits)	**09 Credits** (3 Courses of 3 Credits)	**09 Credits** (3 Courses of 3 Credits)
Value Added Courses (VAC)	**08 Credits** (4 Courses of 2 Credits)	**08 Credits** (4 Courses of 2 Credits)	**08 Credits** (4 Courses of 2 Credits)
Rural Based Field Study	**02 Credits** (1 Courses of 2 Credits)	**02 Credits** (1 Courses of 2 Credits)	**02 Credits** (1 Courses of 2 Credits)
Research Project Work for (Honors Degree)	-		**12 Credits**
Total Credits	**120**	**160**	**160**

Note: *Honors students who do not undertake a research project/dissertation will instead complete three courses worth a total of 12 credits.*

STRUCTURE FOR BBA (HONORS) – CREDIT DISTRIBUTION SEMESTER-WISE

Credit Offered	**No. of Course**	**No. of Course**	**No. of Course**	**COMPONENTS**	**SEMESTER WISE**								**Total Credits 3 year**	**Total Credits 4th (Honors)**	**Total Credits 4th (Honors with Research)**
	3rd yr.	**4th yr. (Honors)**	**4th yr. (Honors with Research)**		**I**	**II**	**III**	**IV**	**V**	**VI**	**VII**	**VIII (H/H with R)**			
4	15	23	20	Major Disciplinary Courses (including Minor Project Work)	4	4	8	16	20	8	12	20/8	**60**	**92**	**80**
4	6	8	8	Minor Disciplinary Courses	4	4	4			12	8		**24**	**32**	**32**
3	3	3	3	Multi-Disciplinary Courses	3	3	3						**9**	**9**	**9**
2	4	4	4	Ability Enhancement Courses	2	2	2	2					**8**	**8**	**8**
3	3	3	3	Skill Enhancement Courses (Employability)	3	3	3						**9**	**9**	**9**
2	4	4	4	Value Added/Common Courses (VAC)	4	4							**8**	**8**	**8**
2	1	1	1	Rural Based Field Study				2					**2**	**2**	**2**
12	-	-	1	Research Project work for (Honors with Research)								0/12	**-**	**-**	**12**
					20	**20**	**20**	**20**	**20**	**20**	**20**	**20**	**120**	**160**	**160**

SCHEME OF EXAMINATION

EXAMINATION

There shall be examinations at the end of each semester, i.e., December/April. A student who fails to pass the examination in any course(s) shall be permitted to appear in such failed course(s) in the subsequent semester examinations. Students shall only be allowed to register for a subsequent examination provided they have register at the first appearance. In this regard, the rules and regulations prevailing in the Institution regarding other courses will be followed. The examination results will be published to the students by the Principal/COE office.

PATTERN OF EVALUATION

- **For Theory Courses:**
  - The pattern of examination consists of **Continuous Internal Assessment** (CIA) for 40 marks and **End Semester Examination** (ESE) for 60 marks in each Theory course.
- **For Practical Courses:**
  - The pattern of examination consists of **Continuous Internal Assessment** (CIA) for 50 marks and **End Semester Examination** (ESE) for 50 marks in each Practical course.

Particulars	**Marks Allocated**	
	External	**Internal**
UG Theory Examination	Maximum Marks: 60	Maximum Marks: 40
	(Pass Marks 24)	(Pass Marks 16)
UG Practical Examination	Maximum Marks: 50	Maximum Marks: 50
	(Pass Marks 25)	(Pass Marks 25)

Continuous Internal Assessment (CIA) for Theory Courses: The Continuous Internal assessment (CIA) for all theory courses shall carry 40 marks in total and shall be assessed as follows:

COMPONENT	MARKS
Average of Best Two Tests for 10 marks each	10 Marks
Assignments	10 Marks
Seminar / Presentations / Case demonstrations	05 Marks
Model Examination	10 Marks
Attendance	05 Marks
Total	**40 Marks**

The Internal test question paper should be prepared based on the syllabus covered up to the date of test.

Continuous Internal Assessment for all practical courses: Continuous Internal assessment for all courses that do not have practical shall have 40 marks in total assessed as follows:

Internal Assessment(Practical) - 50 Marks	
Component	**Marks**
Monthly Review (3 Reviews)	30
Practical Record	10
Viva Voce	10
Total	**50**

ATTENDANCE WEIGHTAGE

The marks weightage shall be given based on the percentage of attendance secured by the students during the semester as follows:

ATTENDANCE COMPONENT	MARKS
95% - 100%	5 Marks
90% - 94%	4 Marks
85% - 89%	3 Marks
80% - 84%	2 Marks
75% - 79%	1 Mark

The Continuous Internal Assessment (CIA) marks shall be displayed on the notice board at least one week prior to the commencement of the End Semester Examinations (ESE). Students are expected to sign on the internal marks prepared by the department for onward transmission to the University when required.

End-Semester Examinations for all Theory Courses: Controller of Examination Office (CEO) schedules the End Semester Examination for all theory. Time table shall be circulated to all the departments at least 15 days before the start of end semester examinations. Students with adequate attendance and participated in the internal assessment process are eligible for end-semester examinations. Students who did not participate in the internal assessment will not be eligible for end-semester examinations. Question papers shall be prepared externally from all units of BOS approved syllabus (Section A, Section B and Section C) for 60 marks. Students should acquire minimum pass marks of 24 out of 60 marks.

Internal Assessment for all Practical Courses: As part of the internal assessment process, students are required to submit an observation report to the department, which will be evaluated for 20 marks. In addition, 5 marks will be awarded for attendance and 25 marks will be allotted for the internal viva voce, conducted in the presence of internal/department faculty members. Internal passing minimum is 25 out of 50 marks from their internal practical examinations. The purpose of this assessment is to ensure that students are equipped with the practical skills required in the respective practical subjects. Internal assessment marks will be displayed on the notice board one week prior to the commencement of the end-semester examinations.

End-Semester/External Examinations for all Practical Courses: End-semester/Practical examinations for all courses (such as Interview Skills, Banking Skills, Soft Skills for Business etc.) shall be conducted in a practical format. The course teacher responsible for teaching these courses will conduct the practical examinations and the students will submit the final reports to the course in-charge/Head of the Department. These practical skills will be assessed solely through practical examinations, evaluated by an internal and external examiner from the relevant department. The maximum marks for the examination are 50 Marks. A student will be declared pass only if they secure a minimum of 25 marks out of 50 Marks.

Passing Minimum for all Theory Courses: To pass a theory course, a student must secure a minimum of 40 marks out of 100 in the aggregate of internal and external assessments. This includes obtaining at least 16 marks out of 40 in the internal theory examination and at least 24 marks out of 60 in the external theory examination. Students who fail to secure the minimum required marks in the internal assessment will be given an opportunity to appear for a special examination, which will be conducted by the course in-charge/Head of the Department.

Passing Minimum for all Practical Courses: To pass a practical course, a student must secure a minimum of 40 marks out of 100 in the aggregate of internal and external practical assessments. This includes obtaining at least 25 marks out of 50 in the internal practical examination and at least 25 marks out of 50 in the external practical examination.

EXTERNAL THEORY QUESTION PAPER PATTERN

Section A: Answer ALL the Questions (MCQ) (10 x 1 Marks =10 Marks)

Section B: Answer ALL the Questions (either or type) (5 x 4 Marks = 20 Marks). One Question from each unit.

Section C: Answer any 3 out of 5 Questions (3 x 10 Marks = 30 Marks)

SUPPLEMENTARY EXAMINATION:

If necessary, supplementary examination for theory papers only shall be conducted after the publication of the results of even semesters of the UG programmes.

Eligibility for Supplementary Examinations:

(a) Must have clear all the papers in the previous semesters;

(b) Must have failed is not more than two papers of the corresponding even semester and / or eligible for the supplementary examinations for those two papers;

(c) Candidates who were absent or detained for any papers are not eligible.

(d) Students who want to exit alone must be eligible.

(e) If the students continue the programme, they are not eligible for Supplementary Examination.

(f) Supplementary examination marks will be taken as the final.

ATTENDANCE ELIGIBILITY

Students who have minimum of **75%** attendance of semester shall be permitted to attend the end- semester examination. Special provisions can be given to students with medical emergency and married women students. Those students shall be relaxed with the attendance percentage of 60% with appropriate medical documentation. Students who fall below 75% will be declared a grade of F (failure) and they shall repeat the course in the forthcoming semester. The Principal/Head of the Department shall ensure that the candidate is informed about the lack of attendance before the commencement of the end-semester examination and also confirm that such candidates are not permitted to write the examination.

CLASSIFICATION OF SUCCESSFUL CANDIDATES:

Controller of Examinations (COE) shall declare the results of following the CGPA secured by students by the end of 6'th Semester for award of BBA degree and end of 8'th Semester for the award of BBA Honors/Honors with Research degree. Students are classified into I Class, II Class, and III Class based on CGPA will be according to the guidelines under NEP as approved by Academic Council.

AWARD OF THE DEGREE:

The student should have undergone the prescribed course of study with the exit option for a period of not less than 4 years and passed the prescribed examination in all the courses/years. Further, a Student will get a maximum of 6/8 years only from the year of admission to pass all the courses and get the BBA (Hons) Degree, respectively, as prescribed by the NEP guidelines from time to time.

REVISION OF REGULATIONS AND CURRICULUM:

The college may, from time to time revise, amend and change the Regulations and Curriculum if found necessary from the approval of Board of Studies (BOS).

INDUSTRIAL VISIT AND INTERNSHIP

BBA Programme focuses on business related courses. The programme offers knowledge through training in management and leadership skills. This programme helps the students learn various aspects of business administration through classroom lectures, industrial visits, internships and projects. Students are taken to Industrial visits in all semesters to reputed manufacturing industries and SMEs to acquire a practical knowledge and industrial exposure. Students will prepare and submit the report based on their observation.

Moreover, As the part of the curriculum, Students are permitted to take up Rural based Field Study in Semester IV and Industry based Project Work in Semester VI with any Business Organization (like MSME, Audit Firms, Stock Broking firms, Foreign Exchange Traders, Company administration, etc.) and Research Project Work for BBA Honours with Research students alone in Semester VIII. Students will be monitored by respective faculty in charges deputed by the Head of the Department. After the completion of internship, student should submit the report along with internship certificate received from the Business enterprises. Marks will be awarded based on their Report presentation and performance.

REQUIREMENTS OF THE LABORATORY SUPPORT AND LIBRARY RESOURCES:

Laboratory Support

The BBA programme comprises a significant number of theory-based and application-oriented courses that are delivered using modern Information and Communication Technology (ICT) tools. Therefore, the institution shall provide a dedicated computer laboratory for undergraduate (UG) students to support teaching, learning and practical training requirements.

In addition, students are required to undertake three Multi-Disciplinary Courses, which further enhance their ICT knowledge and digital competencies. The availability of adequate computer laboratory facilities is essential to facilitate effective learning and the successful completion of these courses.

Library Resources

Library services shall be provided to students through the physical library facilities available within the college premises. The Central Library shall maintain an adequate collection of textbooks and reference materials to support the academic requirements of the BBA (Honors) programme.

To ensure the availability of prescribed learning resources, the library shall issues a minimum of five copies of textbooks for each course every year to the students from the list of recommended books specified in the syllabus. The library shall also strive to update its collection regularly to meet the evolving academic and research needs of students and faculty members.

Magazines and Newspapers

To enhance students' knowledge of current business practices, economic developments, financial markets and professional trends, the college shall subscribe to relevant magazines, journals and newspapers and make them available in the Central Library for the reference of BBA students.

The recommended publications include:

a. **Magazines and Professional Journals**
   - Management
   - Marketing
   - Management Accountant
   - Company Secretaryship
   - Commerce
   - Currency and Finance
   - Chartered Accountant

b. **Business and Financial Newspapers**
   - Financial Express
   - Business Line
   - Economic Times

PROGRAM OUTCOMES (POs)

BBA General (Hons) undergraduates will be able to:

PO1 Business Environment and Domain Knowledge: Students are able to improve their knowledge about the fundamentals of business, its functioning and current strategies adopted across industries.

PO2 Critical thinking, Business Analysis, Problem Solving and Innovative Solutions: Students are able to develop skills on analysing the business data, application of relevant analysis, and problem solving in functional areas such as marketing, finance, operations and human resources.

PO3 Leadership, Teamwork, Social Responsiveness and Ethics: Students are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context and identify the awareness of ethical issues and social needs..

PO4 Inter Cultural Competence and Communication: Students are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology.

PO5 International Exposure and Cross-Cultural Understanding: Students are expected to demonstrate a global outlook with the ability to identify aspects of the global business and Cross Cultural Understanding.

PROGRAMME SPECIFIC OUTCOMES (PSOs)

Here are the Programme Specific Outcomes (PSOs) for a Bachelor of Business Administration (BBA) program. These outcomes reflect the knowledge, skills, and competencies a graduate is expected to attain upon completing the program:

PSO1: Understand business principles, management concepts and economic understanding

PSO2: Develop analytical, problem-solving and decision-making skills relevant to business environments.

PSO3: Exhibit leadership qualities, effective communication and the ability to apply collaboratively in teams.

PSO4: Encourage innovation and entrepreneurship through exposure to real-world business challenges.

PSO5: Construct a sense of professional ethics, social responsibility and sustainable business practices

PSO6: Inculcate practical knowledge through internships, projects and case studies to be industry-ready and capable of handling real-life business scenarios.

PSO7: Create them to thrive in a dynamic global business environment by understanding international markets and cross-cultural management.

PSO8: Equip students for successful careers in business and management or to pursue higher education and other research studies.

BBA (HONORS/HONORS WITH RESEARCH)

COURSE STRUCTURE

SEMESTER I									
S.NO	CATEGORY	COURSE TITLE	HOURS		CREDITS	MAX. MARKS		
			L	P		IA	EA	Total
1	MJD–I	Principles of Management	4	0	4	40	60	100
2	MID-I	Financial Accounting	4	0	4	40	60	100
3	MLD-I	Business Communication	3	0	3	40	60	100
4	AEC-I	Modern Indian Language – I	2	0	2	40	60	100
5	SEC-I	Interview Skills	2	2	3	50	50	100
6	VAC-I	Environmental Studies	2	0	2	40	60	100
7	VAC-II	Understanding India	2	0	2	40	60	100
TOTAL			**19**	**2**	**20**			

SEMESTER II								
S.NO	CATEGORY	COURSE TITLE	HOURS		CREDITS	MAX. MARKS		
			L	P		IA	EA	Total
1	MJD-II	Managerial Economics	4	0	4	40	60	100
2	MID-II	Cost Accounting	4	0	4	40	60	100
3	MLD-II	Psychology of Leadership	3	0	3	40	60	100
4	AEC-II	English – I	2	0	2	40	60	100
5	SEC- II	Banking Skills	2	2	3	50	50	100
6	VAC-III	Health & Wellness/ Yoga Education	2	0	2	40	60	100
7	VAC-IV	Digital Technology Education	2	0	2	40	60	100
TOTAL			**19**	**2**	**20**			

SEMESTER III								
S.NO	CATEGORY	COURSE TITLE	HOURS		CREDITS	MAX. MARKS		
			L	P		IA	EA	Total
1	MJD-III	Organizational Behaviour	4	0	4	40	60	100
2	MJD-IV	Business Environment	4	0	4	40	60	100
3	MID-III	Management Accounting	4	0	4	40	60	100
4	MLD-III	Introduction to Entrepreneurship and Startups	3	0	3	40	60	100
5	AEC-III	Modern Indian Language – II	2	0	2	40	60	100
6	SEC-III	Soft Skills for Business	2	2	3	50	50	100
TOTAL			**19**	**2**	**20**			

SEMESTER IV								
S.NO	CATEGORY	COURSE TITLE	HOURS		CREDITS	MAX. MARKS		
			L	P		IA	EA	Total
1	MJD-V	Marketing Management	4	0	4	40	60	100
2	MJD-VI	Business Law	4	0	4	40	60	100
3	MJD-VII	Human Resource Management	4	0	4	40	60	100
4	MJD-VIII	Strategic Management	4	0	4	40	60	100
5	AEC-IV	English-II	2	0	2	40	60	100
6	PROJECT	Rural Based Field Study	0	4	2	50	50	100
TOTAL			**18**	**4**	**20**			

SEMESTER V								
S.NO	CATEGORY	COURSE TITLE	HOURS		CREDITS	MAX. MARKS		
			L	P		IA	EA	Total
1	MJD-IX	Operations Management	4	0	4	40	60	100
2	MJD-X	Financial Management	4	0	4	40	60	100
3	MJD-XI	Advertising & Sales Promotion	4	0	4	40	60	100
4	MJD-XII	Services Marketing	4	0	4	40	60	100
5	MJD-XIII	Consumer Behaviour	4	0	4	40	60	100
TOTAL			**20**	**0**	**20**			

SEMESTER VI								
S.NO	CATEGORY	COURSE TITLE	HOURS		CREDITS	MAX. MARKS		
			L	P		IA	EA	Total
1	MJD-XIV	Entrepreneurship Development	4	0	4	40	60	100
2	MJD-XV	Industry Based Project Work	0	8	4	50	50	100
3	MID-IV	Specialization – I	4	0	4	40	60	100
4	MID-V	Specialization – II	4	0	4	40	60	100
5	MID-VI	Specialization – III	4	0	4	40	60	100
TOTAL			**16**	**8**	**20**			
OR								
1	MJD-XIV	Entrepreneurship Development	4	0	4	40	60	100
2	MID-IV	Specialization – I	4	0	4	40	60	100
3	AEDP	Apprenticeship Training (Southern Region) Chennai, the proposal to introduce Apprenticeship for 6 months under AEDP		24	12	50	50	100
TOTAL			**8**	**24**	**20**			

BBA (HONORS/HONORS WITH RESEARCH)

SEMESTER VII								
S.NO	**CATEGORY**	**COURSE TITLE**	**HOURS**		**CREDITS**	**MAX. MARKS**		
			L	**P**		**IA**	**EA**	**Total**
1	MJD-XVI	International Business	4	0	4	40	60	100
2	MJD-XVII	Industrial Relations and Labour Welfare	4	0	4	40	60	100
3	MJD-XVIII	Organisational Change & Development	4	0	4	40	60	100
4	MID-VII	Digital Marketing	4	0	4	40	60	100
5	MID-VIII	Investment Management	4	0	4	40	60	100
TOTAL			**20**	**0**	**20**			

Note 1: *Students must have secured a minimum of 7.5 CGPA in the aggregate up to the completion of the 6th semester in order to be eligible.*

Note 2: In *Semester VII both BBA (Honors) & BBA (Honors with Research) students will have common papers.*

SEMESTER VIII								
BBA (Honors)								
S.NO	**CATEGORY**	**COURSE TITLE**	**HOURS**		**CREDITS**	**MAX. MARKS**		
			L	**P**		**IA**	**EA**	**Total**
1	MJD-XIX	Project Management	4	0	4	40	60	100
2	MJD-XX	Research Methodology	4	0	4	40	60	100
3	MJD XXI	Knowledge Management	4	0	4	40	60	100
4	MJD XXII	Customer Relationship Management	4	0	4	40	60	100
5	MJD XXIII	Logistics and Supply Chain Management	4	0	4	40	60	100
TOTAL			**20**	**0**	**20**			

SEMESTER VIII								
BBA (Honors with Research) – CGPA 7.5 and above								
1	MJD-XIX	Project Management	4	0	4	40	60	100
2	MJD-XX	Research Methodology	4	0	4	40	60	100
3	PROJECT	Research Project Work	0	24	12	50	50	100
TOTAL			**8**	**24**	**20**			

SPECIALISATION COURSES

S.NO	CATEGORY	COURSE TITLE	HOURS		CREDITS	MAX. MARKS		
			L	P		IA	EA	Total
1	***(Specialisation - Human Resources)***	Performance Management	4	0	4	40	60	100
2		Training & Development	4	0	4	40	60	100
3		Compensation Management	4	0	4	40	60	100
OR								
4	***(Specialisation - Finance)***	Banking & Indian Financial System	4	0	4	40	60	100
5		Financial Services	4	0	4	40	60	100
6		Security Analysis & Portfolio Management	4	0	4	40	60	100

Note: *Specialization courses in Human Resources and Finance are offered under Minor Disciplinary Course (MID) in Semester VI.*

SEMESTER – I

MJD-I – PRINCIPLES OF MANAGEMENT

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
I	MJD-I (Major Disciplinary Course)	**PRINCIPLES OF MANAGEMENT**	CIA: 40	ESE: 60	4	4

COURSE OBJECTIVES

- To provide foundational knowledge on the meaning, scope and functions of management and the evolution of management thought.
- To familiarize students with the planning process, strategic planning, MBO and decision-making techniques.
- To explain the principles of organizing, organizational structures, delegation, authority and decentralization.
- To develop an understanding of staffing and directing functions, with emphasis on motivational theories and their practical applications.
- To examine leadership concepts and the control process, including tools and techniques for effective control.

COURSE OUTCOMES

After finishing the course, students will be able to

- **CO1:** Understand and explain the core concepts, functions and significance of management, along with contributions from classical and behavioral theorists.
- **CO2:** Apply planning principles, strategic planning method, and decision-making processes in organizational contexts.
- **CO3:** Analyze organizational structure and design and evaluate the effectiveness of delegation, authority, and decentralization.
- **CO4:** Demonstrate knowledge of staffing and directing functions and apply key motivational theories to improve employee performance.

- **CO5:** Describe and apply leadership styles and control techniques to ensure effective management practices.

RELATIONSHIP MATRIX: Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	**COURSE CODE**					**COURSE TITLE**								**HOURS**	**CREDIT**
I	**MJD-I**					**PRINCIPLES OF MANAGEMENT**								4	4
COURSE OUTCOMES (COS)	PROGRAMME OUTCOME (POS)					PROGRAMME SPECIFIC OUTCOMES (PSOS)								MEAN SCORE OF COS	
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8		
CO1	5	4	5	4	4	4	5	4	4	5	5	4	5	4	
CO2	4	4	4	4	5	4	4	3	4	4	4	4	4	4	
CO3	5	4	5	4	4	4	5	4	4	4	5	4	4	4	
CO4	4	4	4	5	4	4	4	4	5	4	4	4	5	4	
CO5	4	3	4	5	4	4	4	3	4	3	3	4	4	4	
Mean Overall Score														4	

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	**1% - 20%**	**21% - 40%**	**41%- 60%**	**61% - 80%**	**81% - 100%**
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having High association with programme outcomes and programme specific outcomes

SEMESTER – I

MJD-I – PRINCIPLES OF MANAGEMENT

UNIT–I: MANAGEMENT **(12 Hours)**

Meaning, Nature- Scope - Process, Functions and significance of Management, Functional areas of Management-Levels of Management - Management Art or Science - Management as a Profession.- Development of Management Thoughts: F.W. Taylor, Henry Fayol, Mary Parker Follett, Elton Mayo

UNIT – II: PLANNING **(12 Hours)**

Concept - Objectives - Process – Types - Steps in Planning – Policies, Procedures and Methods- Strategic planning process – Management by objectives (MBO) - Decision Making – Concept and Process - Types of decision.

UNIT–III: ORGANIZING **(12 Hours)**

Concept – Nature - Process-Significance; Organisation Structure – Types of Organisation – Span of Control - Authority and Responsibility – Delegation and Decentralisation – Departmentalization.

UNIT – IV: STAFFING **(12 Hours)**

Definition-Importance-Factors -Sources of recruitment - Selection process - Training -Direction - Nature and purpose of Directing – Motivation– Concepts, Theories of Motivation- Maslow, Herzberg, McGregor and Vrooms.

UNIT – V: CO-ORDINATION & CONTROLLING **(12 Hours)**

Co-ordination - Need - Types - Techniques - Distinction between coordination and co-operation - Controlling - Meaning and importance of Control - Control Process.

TEXT BOOKS

1. L.M. Prasad, “Principles and Practice of Management”, Sultan Chand & Sons, 9th Edition, 2015.
2. C.B. Gupta, “Business Management”, Sultan Chand Sons, 9th Edition, 2012.

REFERENCE BOOKS

1. P.C. Tripathi & P.N. Reddy, “Principles of Management”, Tata McGraw Hill, 5th Edition, 2012.
2. Stephen P. Robbins & Mary Coulter, “Management”, Prentice Hall of India, 10th Edition, 2009.

3. J.A.F. Stoner, R.E. Freeman & Daniel R. Gilbert, “Management”, Pearson Education, 6th Edition, 2004.
4. Y.K. Bhushan, “Business Organisation and Management”, Sultan Chand & Sons, 11th Edition, 2013.
5. Koontz O’Donnell, “Essentials of Management”, Tata McGraw Hill, 7th Edition, 2007

WEB REFERENCES

1. https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAA1202.pdf
2. https://www.vedantu.com/revision-notes/cbse-class-12-business-studies-notes-chapter-2
3. https://seedlingschools.com/pdf/homeassigmnet/12/BST-Chapter-2-Principles-of-Management-Notes.pdf

Note: Latest edition of the text books should be used.

QUESTION PAPER PATTERN

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: *Questions should be asked from all units. Equal importance should be given to each unit.*

SARADHA GANGADHARAN COLLEGE (AUTONOMOUS)

BBA. DEGREE EXAMINATION

(From 2025-26 onwards)

MODEL QUESTION PAPER

First Semester

MJD–I – PRINCIPLES OF MANAGEMENT

TIME: 3 Hours **MAX: 60 Marks**

SECTION A (10 x 1 = 10 MARKS)
Answer ALL the questions

1. Which of the following best describes management?
   a) Getting things done through people
   b) Planning and organizing resources
   c) Coordinating and directing efforts
   d) All of the above

2. Who is known as the Father of Scientific Management?
   a) Henry Fayol
   b) Elton Mayo
   c) F.W. Taylor
   d) Mary Parker Follett

3. Which of the following is **not** a step in planning?
   a) Setting objectives
   b) Developing premises
   c) Performance appraisal
   d) Evaluating alternatives

4. "Management by Objectives (MBO)" was introduced by:
   a) Peter Drucker
   b) Henry Fayol
   c) F.W. Taylor
   d) Elton Mayo

5. The principle of unity of command states that:
   a) A worker should receive orders from one superior only
   b) Authority should equal responsibility
   c) Work should be divided scientifically
   d) None of the above

6. The process of assigning responsibility and authority to subordinates is called:
   a) Decentralisation

b) Departmentalisation
c) Delegation
d) Supervision

7. Which of the following is not a source of recruitment?
a) Internal promotion
b) Campus placement
c) Advertising
d) Dismissal

8. According to Maslow's hierarchy, the highest need is:
a) Safety need
b) Esteem need
c) Self-actualisation need
d) Social need

9. The major difference between coordination and cooperation is that coordination:
a) Is voluntary
b) Is enforced by management
c) Does not require effort
d) Depends only on employees

10. Which of the following is the last step in the control process?
a) Measuring performance
b) Establishing standards
c) Taking corrective action
d) Comparing with standards

SECTION B (5 x 4 = 20 Marks)
Answer any ALL Questions.

11. (a) Explain the functions of management.
OR
(b) Discuss the contributions of F.W. Taylor to management thought.

12. (a) What are the steps involved in the planning process?
OR
(b) Explain the concept and process of decision-making.

13. (a) Differentiate between delegation and decentralisation.
OR
(c) Explain the different types of organisation structure.

14. (a) Explain Maslow's hierarchy of needs theory.
OR
(d) Write a short note on the importance of training in staffing.

15. (a) Distinguish between coordination and cooperation.

OR

(e) Explain the steps involved in the control process.

SECTION C (3 x 10 = 30 Marks)

Answer any THREE Questions.

16. Discuss the nature, scope, and importance of management.
17. Explain the concept of Management by Objectives (MBO). What are its merits and limitations?
18. Describe the different types of organisation structures with their advantages and disadvantages.
19. Explain Herzberg's Two-Factor Theory of motivation. How is it useful to managers?
20. Explain the importance of controlling and describe the steps in the control process.

SEMESTER – I

MID-I – FINANCIAL ACCOUNTING

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
I	MID-I (Minor Disciplinary Course)	**FINANCIAL ACCOUNTING**	CIA: 40	ESE: 60	4	4

COURSE OBJECTIVES

The course aims to:

- Introduce students to the fundamental principles and scope of financial accounting.
- Equip students with knowledge and skills to maintain books of accounts using the double-entry system.
- Enable students to prepare and record transactions in subsidiary books and cash books.
- Develop students' ability to prepare final accounts for various types of businesses.
- Provide an understanding of depreciation, provisions, and reserves with appropriate accounting treatments.

COURSE OUTCOMES

By the end of the course, students will be able to:

- **CO1:** Understand the basic concepts, conventions, and standards in accounting and distinguish between bookkeeping and accounting.
- **CO2:** Apply the rules of debit and credit to record transactions in journals and post them to ledgers and trial balances.
- **CO3:** Prepare various subsidiary books and cash books and understand their roles in accounting.
- **CO4:** Prepare and analyze final accounts including manufacturing, trading, profit & loss accounts, and balance sheets.
- **CO5:** Understand and apply various methods of depreciation and the concepts of reserves and provisions.

RELATIONSHIP MATRIX: Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	COURSE CODE	COURSE TITLE	HOURS	CREDIT
I	**MID-I**	**FINANCIAL ACCOUNTING**	4	4

COURSE OUTCOMES (COS)	PROGRAMME OUTCOME (POS)					PROGRAMME SPECIFIC OUTCOMES (PSOS)								MEAN SCORE OF COS
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8	
CO1	5	4	5	4	4	4	5	4	5	4	5	4	5	4
CO2	4	4	4	4	5	4	4	4	4	3	4	4	4	4
CO3	5	4	4	5	4	4	5	4	4	5	4	4	4	4
CO4	4	5	4	4	4	4	4	4	5	4	4	4	5	4
CO5	4	3	4	4	5	4	4	3	4	4	3	3	4	4
Mean Overall Score														4

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	**1% - 20%**	**21% - 40%**	**41%- 60%**	**61% - 80%**	**81% - 100%**
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating<= 2	2.1<=rating<= 3	3.1<=rating<=4	4.1<=rating< =5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having High association with programme outcomes and programme specific outcomes

SEMESTER – I

MID-I – FINANCIAL ACCOUNTING

UNIT – I: INTRODUCTION OF FINANCIAL ACCOUNTING (12 Hours)

Meaning and Scope of Accounting – Need for Accounting – Nature and Objectives of Accounting - Developing of Accounting–Book Keeping and Accounting- Accounting Concepts and Conventions – Accounting Standard in India.

UNIT–II: JOURNAL, LEDGER & TRIAL BALANCE (12 Hours)

Books of Accounts: Double Entry System of Book-Keeping– Journal–Rules of Debit and Credit – Ledger Posting – Rules Regarding Posting – Relationship Between Journal and Ledger – Trial Balance.

UNIT – III: SUBSIDIARY BOOKS (12 Hours)

Subsidiary Books: Benefits - Basic Documents - Preparation of Purchase Book - Sales Book - Purchase Return Book - Sales Return Book- Cash Book: Single, Double and Triple Column Cash Book, Petty Cash Book.

UNIT–IV: FINAL ACCOUNTS (12 Hours)

Manufacturing Account–Trading Accounts–Profit and Loss A/C - Balance Sheet - Adjustment entries.

UNIT – V: DEPRECIATION (12 Hours)

Depreciation Accounting: Meaning – Causes – Objectives – Methods of Depreciation - Reserves and Provisions.

TEXT BOOKS:

1. Gupta, R.L. & Radhaswamy M., “Financial Accounting”, S Chand sons Publications, New Delhi. (2006)
2. Maheswari, S.N & Maheshwary,S.K, “ Introduction to Accountancy”, Vikas Publications, Chennai (2016).

REFERENCE BOOKS

1. **Shukla M.C., Grewal T.S. &. Gupta S.C**, “*Advanced Accounting” Vol. I,* S. Chand Publication 19th Edition, New Delhi (2017).
2. **Sehgal A & Sehgal D**, “*Fundamentals of Financial Accounting,* Taxmann Publications, New Delhi (2011).

3. **P.C. Tulsian**, “*Financial Accounting”*, Pearson Education, New Delhi **(2006)**
4. **Asish K Bhattacharyya.** “*Essentials of Financial Accounting for managers”*, 6th Edition, PHI Learning India Delhi (2022)
5. Guptha K L & Agrawal M L”Advanced Accountancy &Financial Accounting” Sultan Chand Sons Publication, New Delhi (2021)

WEB REFERENCES

1. https://icmai.in/upload/Students/Syllabus-2012/Study_Material_New/Inter-Paper5-Revised.pdf
2. https://www.scribd.com/doc/36970593/Accounting-Problems-With-Solutions
3. https://dodldu.in/pdf/4_B.Com-General-103%20(1st%20Semester).pdf

Note: Latest edition of the text books should be used.

QUESTION PAPER PATTERN

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: *Questions should be asked from all units. Equal importance should be given to each unit.*

SARADHA GANGADHARAN COLLEGE (AUTONOMOUS)

BBA. DEGREE EXAMINATION

(From 2025-26 onwards)

MODEL QUESTION PAPER

First Semester

MID–I – FINANCIAL ACCOUNTING

TIME: 3 Hours **MAX: 60 Marks**

SECTION A (10 x 1 = 10 MARKS)
Answer ALL the questions

1. Accounting are mainly concerned with
   (a) Recording of financial transaction (b) Forecasting of future transaction
   (c) Both (d) none of the above

2. Double entry means
   (a) Entry for the two aspects of book (b) Entry for the two aspects of transaction
   (c) Entry at two dates (d) none of the above

3. Modern system of book keeping is
   (a) British system (b) Single entry system
   (c) Double entry system (d) None of these

4. Reena A/c To Sales A/c denotes
   (a) Cash sales to Reena (b) Credit sales To Reena
   (c) Reena's Individual A/c (d) Goods Returned by Reena

5. Subsidiary Books are also known as
   (a) Book of Final Entry (b) Book of Original Entry
   (c) Ledger (d) Trial Balance

6. Rent A/c is
   (a) Real A/c (b) Personal A/c
   (c) Nominal A/c (d) None of the Above

7. Which of the following is correct
   (a) Liabilities = Capital – Assets (b)Capital = Net Assets
   (c) Capital = Assets – Liabilities (d) Liabilities = Assets

8. Prepaid expenses comes under

(a) Liability (b) Asset

(c) Income (d) Capital

9. Depreciation is mainly charged on

(a) Current Asset (b) Fixed Asset

(c) Liability (d) Investment

10. Which of the following is not the cause of Depreciation?

(a)Wear & Tear (b) Passage of Time

(c) Market Value Fluctuation (d) Obsolescence

SECTION B (5 x 4 = 20 Marks)
Answer any ALL Questions.

11. (a) Explain the nature and scope of accounting

OR

11. (b) Distinguish Accounting and Book keeping system

12. (a) Journalise the following transaction in the books of Mrs. Rama.

2004		Rs.
Jan 1	Mrs Rama commenced business with cash	50,000
2	Purchased goods for cash	10,000
5	Purchased goods from Mohan on credit	6,000
7	Paid into bank	5,000
20	Sold goods to Suresh on credit Cash sales	3,500
25	Paid to Mohan on account	3,000
26	Paid salary	2,800

OR

12. (b) Prepare the trial balance as on 31.3.2000

Particulars	Rs.	Particulars	Rs.
Cash	12,420	Return outwards	1,020
Capital	45,000	Drawings	1,000
Bank	14,000	Rent	400
Purchases	22,000	Wages	200
Furniture	5,000	Repairs	1,000
Sales	12,500	Salaries	2,500

13. (a) Write the following transaction in proper subsidiary books of Mr. Rajasekaran.

2003 May		Rs.
10	Purchased goods from Raman	15,000
14	Returned goods from Raman	500
18	Purchased goods from Sekaran	10,000
20	Pradeep sold goods to use	20,000
24	Damaged goods returned to sekaran	1,000

OR

13. (b) Enter the following transaction of Akbar in a single column cash book:

2006		Rs.
Jan1	Commenced business with bank cash	15,000
2	Purchased goods for cash	13,000
3	Sold goods for cash	1,500
4	Paid for stationery	1,100
5	Received from Nagaraj	600
6	Paid to copy	1,500
7	Purchased office furniture	800

14. (a) You are required to prepare trading a/c for the year ending 31st March 2011 from the information following: Opening Stock -Rs.3,40,000, Purchase Return -Rs.20,000, Sales - Rs.5,00,000, Wages- Rs.1,00,000, Sales Return - Rs.40,000, Purchases –Rs. 2,00,000, Carriage inward –Rs. 40,000, Closing stock- Rs. 3,20,000. OR

14. (b) Show the following items in the balance sheet of Amba Ltd. as per revised schedule

March 31, 2013:	**Rs.**
8% Debentures	10,00,000
Equity share capital	50,00,000
Securities premium	20,000
Preliminary expenses	40,000
Statement of Profit & Loss (cr.)	1,50,000
Discount on issue of 8% debentures	40,000
(Amount to be written in next 4 years approx.)	
Loose tools	20,000
Bank balance	60,000
Cash in hand	38,000

15. (a) Mr. Vel purchased a machine for Rs. 8,000 om1st April 1990. He spent Rs. 3,500 on its installation. Depreciation is written off @10% p.a. on the original cost. On 30 th June 1993, the machine was found

to be unsuitable and sold for Rs. 6,500. Prepare the machine account from 1990 to 1993 assuming that the accounts are closed on 31st Dec. every year.

Or

15. (b) A Ltd. purchased a machine on 1st July,2019 at a cost of Rs. 14, 00,000 and spent Rs. 1, 00,000 on its installation. The firm writes off depreciation at10% p.a.of the original cost every year. The books are closed on 31st March every year. You are required to: Show the Machinery Account and Depreciation Account for the year 2019 and 2020.

SECTION C (3 x 10 = 30 Marks)
Answer any THREE Questions.

16. Explain the various accounting concepts

17. Prepare the trading, profit and loss a/c for the year ended 31st March 2008 and balance sheet on that date

Stock on 1.4.07	1,50,000	Sales	3,00,000
Purchase	1,30,000	Sundry creditors	20,000
Carriage inwards	2,000	Capital	2,50,000
Salaries	50,000	Loan	25,000
Printing & Stationery	8,000	Bills Payable	5,000
Drawings	17,000		
Sundry Debtors	1,80,000		
Furniture	10,000		
Postage and telegram	7.500		
Interest paid	4,000		
Machinery	41,500		

Additional Information: (i) Closing stock Rs. 1,20,000 (ii) Provide 5% for bad and doubtful debts on debtors (iii) Depreciation machinery and furniture by 5% (iv)Allow interest on capital at 5% (v) Prepaid printing charges Rs. 2,000

18. Compile a three column cash nook of Mr. Praveen from the following transactions:

2008 Aug		Rs.
1	Praveen started business with cash	2,00,000
2	Deposited into bank	50,000
4	Cash Purchase	5,000
5	Purchase by cheque	5,000
6	Goods sold to Nathan on credit	6,000
8	Received cheque from Mano, Discount allowed Rs.10	490
10	Paid carriage	10
12	Withdrew from bank for office use	1,000
15	Paid sundari and Discount allowed by her Rs.40	10,000
20	Received a cheque for 4,950 from Nathan a/c in full settlement which is deposited into bank	4,960

19. Distinguish straight line method and written down value method

20. Machinery was purchased on 1-1-86 for Rs.40, 000. On 30 th June, Another second hand machine was purchased for Rs.15, 000 and Rs, 5,000 was spent for repairs. On 30 th June 1987 the second hand machine was sold for Rs. 15,000. Prepare Machinery account after allowing depreciation of 10% p.a. on the written down value.

SEMESTER – I

MLD-I – BUSINESS COMMUNICATION

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
I	MLD-I (Multi-Disciplinary Courses)	**BUSINESS COMMUNICATION**	CIA: 40	ESE: 60	3	3

COURSE OBJECTIVES

The objective of this paper is to enable the students to understand the application of business communication principles through creation of effective business documents and presentations.

COURSE OUTCOMES

- **CO 1:** Identify the principles of communication for effective business operations.
- **CO 2:** Demonstrate written communication skills in appropriate business situation..
- **CO 3:** Prepare business reports, agenda and minutes of meetings.
- **CO 4:** Create effective presentation and negotiation skills in business
- **CO 5:** Evaluate the latest technology for effective business communication.

RELATIONSHIP MATRIX: Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	**COURSE CODE**					**COURSE TITLE**								**HOURS**	**CREDIT**
I	**MLD-I**					**BUSINESS COMMUNICATION**								**3**	**3**
COURSE OUTCOMES (COS)	PROGRAMME OUTCOME (POS)					PROGRAMME SPECIFIC OUTCOMES (PSOS)								MEAN SCORE OF COS	
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8		
CO1	5	5	4	4	5	5	5	4	4	4	4	4	4	4	
CO2	4	5	4	4	4	4	5	4	4	5	5	4	4	4	
CO3	4	4	5	4	4	4	4	4	4	4	4	4	4	4	
CO4	4	4	4	4	5	5	4	5	4	5	4	4	5	4	
CO5	4	4	4	4	4	4	4	4	4	5	4	4	5	4	
Mean Overall Score														4	

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	**1% - 20%**	**21% - 40%**	**41%- 60%**	**61% - 80%**	**81% - 100%**
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having High association with programme outcomes and programme specific outcomes

MLD-I – BUSINESS COMMUNICATION

UNIT I: INTRODUCTION TO COMMUNICATION (9 Hours)

Meaning and Definition of Communication – Process – need – Methods: oral or verbal, non-verbal – written– Audio – Video - channels - formal, in-formal – dimensions of communication: upward, downward, horizontal, diagonal – Principles of Effective Communication – Barriers to Communication.

UNIT-II BUSINESS LETTERS (9 Hours)

Business Letters: Meaning- Objectives – Importance – Characteristics- Structure & Layout of Business Letters.

UNIT-III TYPES OF BUSINESS LETTERS & CORRESPONDENCE (9 Hours)

Types of Business Letters: Persuasive Letters – Enquiries – Replies – Orders – Sales Letters – Circulars – Complaints- Bank Correspondence – Insurance Correspondence – Correspondence with shareholders, Directors

UNIT-IV BUSINESS PRESENTATION (9 Hours)

Patterns of Business Presentation – Chronological – Categorical – Cause and Effect – Problem Solution – Elements of presentation- Rules of making effective PowerPoint presentations- Effective Sales Presentation

UNIT-V REPORT WRITING (9 Hours)

Importance - Kinds of reports- Business Meetings -Agenda – Minutes of the Meeting – Modern forms of Communication. – Social Media – Email Etiquettes – Video Conferencing

TEXT BOOKS:

1. Rajendra Pal and Korlahalli, Essentials of Business Communication- Sultan Chand &Sons New Delhi (2011)
2. Raghunathan N.S., Santhanam R., Business Communication-Margham Publications, Chennai (2013).

REFERENCE BOOKS:

1. Shirley Taylor, Communication of Business- Pearson Publication- New Delhi (2010).
2. Sundar K., Kumararaj A., Business Communication, Vijay Nichole Imprints Pvt.Ltd (2015)
3. Asha Kaul - Effective Business Communication - Prentice Hall, New Delhi (2018)

4. Raman & Singh – Business Communication –Oxford University, Press India, Delhi (2012)
5. Bovee &Thill –Excellence in Business Communication- Pearson Publication US, 2016

WEBSITES:

1. https://ddceutkal.ac.in/Syllabus/MA_English/Paper_21.pdf
2. https://www.onlinemanipal.com/blogs/what-is-business-communication
3. http://www.rapodar.ac.in/pdf/elearn/Business%20Communication%20Semester%20I%20notes.pdf

Note: Latest edition of the text books should be used.

QUESTION PAPER PATTERN

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: *Questions should be asked from all units. Equal importance should be given to each unit.*

SARADHA GANGADHARAN COLLEGE (AUTONOMOUS)

BBA. DEGREE EXAMINATION

(From 2025-26 onwards)

MODEL QUESTION PAPER

First Semester

MLD–I – BUSINESS COMMUNICATION

TIME: 3 Hours **MAX: 60 Marks**

SECTION A (10 x 1 = 10 MARKS)
Answer ALL the questions

1. Study of body movement is
   a) Kinesics
   b) Paralanguage
   c) Proxemics
   d) Semantic Barrier

2. Barriers springing from inattention, poor memory, prejudice, mental block are
   a) Language Barrier
   b) Physical Barrier
   c) Psychological Barrier
   d) Mechanical Barrier

3. The appropriate word used to add message after a letter is closed
   a) Esquire
   b) Postscript
   c) Enclosure
   d) Complimentary Close

4. When something is attached along with the letter, it is called
   a) Enclosure
   b) Attachment
   c) Annexure
   d) Postscript

5. Letter written to confirm the order placed is
   a) Execution letter
   b) Defective letter
   c) Acknowledgement letter
   d) Cancellation letter

6. Quotation is a
   a) Specific offer

b) General offer
c) Anonymous offer
d) Common offer

7. Which element is most important in the introduction of a presentation?
a) Sharing personal achievements
b) Explaining technical details
c) Gaining audience attention
d) Showing slides immediately

8. In business presentations, the “Rule of 6x6” refers to
a) 6 slides with 6 visuals each
b) Maximum 6 words per line and 6 lines per slide
c) 6 minutes for 6 slides
d) 6 points explained in 6 sentences

9. The following section introduces the report
a) Appendix
b) Preface
c) Table of contents
d) Introduction

10. Report submitted after a thorough investigation is
a) Informative report
b) Analytical report
c) Confidential report
d) Special report

SECTION B (5 x 4 = 20 Marks)
Answer any ALL Questions.

11. a) Point out the characteristics of Communication.
OR
b) Bring out the components of communication process.

12. a) Specify the objectives of Business Letters.
OR
b) Brief on the characteristics of Business Letters.

13. a) Distinguish between offer and quotation.
OR
b) Draft a letter expressing inability to book orders on account of heavy orders on hand.

14. a) Explain the categorical pattern of business presentation with an example.
OR
b) Describe the essential elements of an effective business presentation.

15. a) Explain the significance of business meetings in organizations?

OR

b) Explain the importance and benefits of video conferencing in modern business.

SECTION C (3 x 10 = 30 Marks)

Answer any THREE Questions.

16. Elaborate on various types of communication barriers.
17. Explain the layout and structure of a business letter.
18. Draft a letter cancelling the order on the ground that the customer has become insolvent.
19. Elucidate on the steps involved in preparing and delivering a sales presentation.
20. Describe the advantages and limitations of using social media in business communication.

SEMESTER – I

SEC-I – INTERVIEW SKILLS

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
I	SEC-I (Skill Enhancement Course)	**INTERVIEW SKILLS**	CIA: 50	ESE: 50	2	3

COURSE OBJECTIVES

- To build self-confidence to attend interviews
- To enhance Public speaking Skills
- To improve overall personality of the participants.

COURSE OUTCOMES (COs):

- **CO1:** Prepare an effective resume
- **CO2:**Develop corporate habits
- **CO3:** Face interviews confidently and professionally
- **CO4:** Effective participation in group discussions
- **CO5:** Analyse SWOT

RELATIONSHIP MATRIX: Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	**COURSE CODE**					**COURSE TITLE**								**HOURS**	**CREDIT**
I	**SEC-I**					**INTERVIEW SKILLS**								**2**	**3**
COURSE OUTCOMES (COS)	PROGRAMME OUTCOME (POS)					PROGRAMME SPECIFIC OUTCOMES (PSOS)								MEAN SCORE OF COS	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8		
CO1	5		5	4	4	4	5	4	5	4	4	5	5	4	
CO2	4	4	4	4	5	4	4	4	4	3	4	4	4	4	
CO3	5	4	4	5	4	4	5	4	4	4	5	4	4	4	
CO4	4	4	5	4	4	4	4	4	5	4	4	4	5	4	
CO5	4	3	4	5	4	4	4	4	3	4	3	3	4	4	
Mean Overall Score														4	

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	**1% - 20%**	**21% - 40%**	**41%- 60%**	**61% - 80%**	**81% - 100%**
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having High association with programme outcomes and programme specific outcomes

SEMESTER – I

SEC-I – INTERVIEW SKILLS

UNIT I BASICS OF INTERVIEW SKILLS (9 Hours)

Online Image - Grooming - Confidence – Body Language-Interview FAQs - Resume Preparation, Reasons for rejecting a resume.

UNIT II CORPORATE READINESS (9 Hours)

Values -Respect- Teamwork- Adaptability- Flexibility- -Positive Attitude- Managing nervousness – Networking- SWOT Analysis- LinkedIn (Profile Management)

UNIT III GROUP DISCUSSION & PUBLIC SPEAKING (9 Hours)

Group Discussion, Effective participation in group discussion, Public Speaking skills, Emotional Intelligence

UNIT IV MOCK INTERVIEW (9 Hours)

Mock Interview, Self and peer evaluation, Recording and reviewing performance

UNIT V INTERVIEW TECHNIQUES (9 Hours)

5Cs of interviewing, 5Ps of interviewing, STAR Technique in interview, Steps to a successful interview

TEXT BOOKS

1. Interviewing: Principles and Practices by Stewart and Cash. Brown & Benchmark, 13th ed.
2. You can crack the job interview, Satya Sidhartha Panda, 2022

REFERENCE BOOKS:

1. Meenakshi Raman & Prakash Singh – *Business Communication and Soft Skills* – Oxford University Press*(Covers GD, public speaking, resume preparation, interview techniques)*
2. Rosy Joshi & Mohd. Afzal – *Employability Skills* – McGraw Hill Education *(Covers corporate readiness, adaptability, teamwork, LinkedIn profile basics)*
3. Joyce Lain Kennedy – *Job Interviews for Dummies* – Wiley *(Practical interview FAQs, STAR method, grooming, body language, 5Cs and 5Ps of interviewing)*
4. Smith, B. Body Language. Delhi: Rohan Book Company. 2004
5. Hurlock, E.B (2006). Personality Development, 28th Reprint. New Delhi: Tata McGraw Hill.

WEB REFERENCES

1. https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S000023MA/P001401/M016015/LM/1465195007Module27-LearnMore.pdf
2. https://onlinecourses.nptel.ac.in/noc25_hs85/preview
3. https://onlinecourses.nptel.ac.in/noc22_hs134/preview
4. https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S000444FN/P001376/M010686/ET/s000444fn-p001376-m010686-et-v1.pdf

Note: Latest edition of the text books should be used.

PRACTICAL EVALUATION PATTERN

Total: 100 Marks

INTERNAL EVALUATION	Observation Report	20 Marks	**50 Marks**
	Attendance	05 Marks	
	Presentation & Viva Voce	25 Marks	
EXTERNAL EVALUATION	Final Report	25 Marks	**50 Marks**
	Final Presentation & Viva Voce	25 Marks	

Note: *Questions from the internal/external evaluators should be based on the students' presentations and the content of their reports.*

SEMESTER – I

VAC-I – ENVIRONMENTAL STUDIES

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
I	VAC-I (Value Added Course)	**ENVIRONMENTAL STUDIES**	CIA: 40	ESE: 60	2	2

COURSE OBJECTIVES

The course aims to train learners to cater to the need for ecological citizenship through developing a strong foundation on the critical linkages between ecology- society-economy.

COURSE OUTCOMES (COs): After completion of the course, learners will be able to:

- **CO1:** Demonstrate skills in organizing projects for environmental protection and sustainability
- **CO2:** Analyse various projects and initiatives with respect to ecosystem restoration
- **CO3:** Interpret significance of carbon foot prints
- **CO4:** Describe the environmental issues and their possible repercussions on the plant in the next few decades
- **CO5:** Summarize the green strategies and policies adopted by various business entities to preserve the environment

RELATIONSHIP MATRIX: Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	COURSE CODE					COURSE TITLE								HOURS	CREDITS
I	**VAC- I**					**ENVIRONMENTAL STUDIES**								**2**	**2**
COURSE OUTCOMES (COS)	**PROGRAMME OUTCOME (POS)**					**PROGRAMME SPECIFIC OUTCOMES (PSOS)**								**MEAN SCORE OF COS**	
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**	**PSO3**	**PSO4**	**PSO5**	**PSO6**	**PSO7**	**PSO8**		
CO1	5		5	4	4	4	5	4	5	4	4	5	5	4	
CO2	4	4	4	4	5	4	4	4	4	3	4	4	4	4	
CO3	5	4	4	5	4	4	5	4	4	4	5	4	4	4	
CO4	4	4	5	4	4	4	4	4	5	4	4	4	5	4	
CO5	4	3	4	5	4	4	4	4	3	4	3	3	4	4	
Mean Overall Score														4	

Result: This Course is having High Association with Programme Outcomes and Programme Specific Outcomes.

SCALE INTERPRETATION TABLE

Association	**1% - 20%**	**21% - 40%**	**41%- 60%**	**61% - 80%**	**81% - 100%**
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

SEMESTER – I

VAC-I – ENVIRONMENTAL STUDIES

UNIT I: MULTIDISCIPLINARY NATURE OF ENVIRONMENTAL STUDIES (6 Hours)

- Definition, scope and importance; Need for public awareness.
- Environment Protection Act.

UNIT II: NATURAL RESOURCES, RENEWABLE AND NON-RENEWABLE RESOURCES (6 Hours)

- Forest resources: Use and over-exploitation, deforestation, Timber extraction.
- Water resources: Use and over-utilization of surface and ground water, floods, drought, dams-benefits and problems.
- Energy resources: Renewable and non-renewable energy sources, use of alternate energy sources.
- Land resources: Land as a resource, land degradation, soil erosion and desertification.

UNIT III: ECO SYSTEMS (6 Hours)

- Concept of an ecosystem.
- Energy flow in the ecosystem.
- Food chains, food webs and ecological pyramids.
- Characteristic features, structure and function of
- Forest ecosystem
- Grassland ecosystem
- Desert ecosystem
- Aquatic ecosystems

UNIT IV: BIODIVERSITY AND ITS CONSERVATION (6 Hours)

- Introduction – Definition: Biogeographically classification of India, India as a mega-diversity nation.
- Value of biodiversity: consumptive use, productive use, social, ethical, aesthetic values.
- Hot-sports of biodiversity -Threats to biodiversity
- Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity.

UNIT V: ENVIRONMENTAL POLLUTION (6 Hours)

1. Definition, cause, effects and control measures of:
   - Air pollution
   - Water pollution
   - Soil pollution
   - Noise pollution
   - Nuclear hazards

2. Solid waste management: Causes, effects and control measures of urban and industrial wastes.

TEXT BOOKS

1. Bharucha Erach, “Textbook of Environmental Studies for Undergraduate Courses”, Orient Black Swan, 2nd Edition, 2013.
2. Basu Mahua, Savarimuthu Xavier, “Fundamentals of Environmental Studies”, Cambridge, 2nd Edition, 2017.
3. Agarwal, K.C. “Environmental Biology”, Nidi Publications, 1st Edition, 2004.

REFERENCE BOOKS

1. Kumarasam, Alagappa Moses & Vasanthy, “Environmental Studies”, Bharathidasan University Publications, 1st Edition, 2004.
2. Rajamannar, “Environmental Studies”, EVR College Publications, 1st Edition, 2004.
3. Kalavathy, S, “Environmental Studies”, Bishop Heber College Publications, 1st Edition, 2004.

E-RESOURCES

1. https://aits-tpt.edu.in/wp-content/uploads/2018/08/Environmental-Studies-Lecture-notes.doc-
2. Betech_-ECE-CSE-EEE-CEME_III-Sem_BR.pdf
3. http://eagri.org/eagri50/ENVS302/pdf/lec05.pdf
4. https://www.youtube.com/watch?v=78prsPYm98g
5. https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2792934/
6. https://www.frontiersin.org/articles/505570

Note: Latest edition of the text books should be used.

QUESTION PAPER PATTERN

Time: 3 hours	Marks: 60
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: *Questions should be asked from all units. Equal importance should be given to each unit.*

SEMESTER – I

VAC-II – UNDERSTANDING INDIA

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
I	VAC-II (Value Added Course)	**UNDERSTANDING INDIA**	CIA: 40	ESE: 60	2	2

COURSE OBJECTIVES

- The course aims at enabling the students to acquire and demonstrate the knowledge and understanding of contemporary India with its historical perspective, the basic framework of the goals and policies of national development, and the constitutional obligations with special emphasis on constitutional values and fundamental rights and duties. The course would also focus on developing an understanding among students of Indian society, Indian knowledge systems and cultural heritage.

COURSE OUTCOMES (COs):

- **CO1:** The course aims at making the students understand India from global, national and local perspectives.
- **CO2:** A student would be able to understand India in geographical, historical, social, cultural and political settings.
- **CO3:** To understand the communicating culture and its practice in India
- **CO4:** A student would be able to know the functions of social structure in our country.
- **CO5:** At the end of the semester, the students will be able to appreciate the multicultural and multifaceted nature of India

RELATIONSHIP MATRIX: Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	COURSE CODE					COURSE TITLE								HOURS	CREDITS
I	VAC-II					UNDERSTANDING INDIA								2	2
COURSE OUTCOMES (COS)	PROGRAMME OUTCOME (POS)					PROGRAMME SPECIFIC OUTCOMES (PSOS)								MEAN SCORE OF COS	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8		
CO1	5		5	4	4	4	5	4	5	4	4	5	5	4	
CO2	4	4	4	4	5	4	4	4	4	3	4	4	4	4	
CO3	5	4	4	5	4	4	5	4	4	4	5	4	4	4	
CO4	4	4	5	4	4	4	4	4	5	4	4	4	5	4	
CO5	4	3	4	5	4	4	4	4	3	4	3	3	4	4	
Mean Overall Score														4	

Result: This Course is having High Association with Programme Outcomes and Programme Specific Outcomes.

SCALE INTERPRETATION TABLE

Association	**1% - 20%**	**21% - 40%**	**41%- 60%**	**61% - 80%**	**81% - 100%**
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

VAC-II – UNDERSTANDING INDIA

UNIT I: GEOGRAPHY OF INDIA **(6 Hours)**

- India on the map of the world and its neighboring countries
- Geographical diversities

UNIT II HISTORY OF INDIA **(6 Hours)**

- India's Freedom Struggle
- An introduction to Indian knowledge systems

UNIT III: COMMUNICATING CULTURE **(6 Hours)**

- Oral narratives: Myths, tales and folklore
- Introduction to the Tribal Cultures of India

UNIT IV: INDIAN SOCIAL STRUCTURE **(6 Hours)**

- Continuity and change of the Indian Social Structure: Caste, Community, Class and Gender

UNIT V: UNDERSTANDING INDIAN POLITY **(6 Hours)**

- The evolution of State in India: Nature and origin
- Constitution as a living document

TEXT BOOKS

1. Anuradha K. (2024) Understanding India (as per NEP Syllabus), Shanlax Publications, p.129. - This adheres to or is customized to the Pondicherry University syllabus.
2. De S. (2024) Understanding India (English version) paper back, Techno World publication, p.155.
3. Ghosh S. and Chandra B. (2024) Understanding India, paper back, Global Net Publications.

REFERENCE BOOKS

1. Jain P. and Sharma R. (2023) Understanding India, Mahaveer Publications, p. 264.

2. Lochan K. (2025) Understanding India semester I for FYUGP students - NEP 2020, S chand and Company Ltd.,
3. Raychaudhury B.(2023) Understanding India - A value added course, Notion Press, p.274.
4. Sen S. (2023) Understanding India: A text and reference book for all streams (Arts, Science & Commerce) under Dibrugarh University as per NEP Syllabus: for four year undergraduate programme (FYUGP): Semester I (VAC), Ashok Publications, p.348.
5. Sharma R.K. and Sharma A.K. (2022) Vinesh's Understanding India (Value added course) Sem. I /II Jammu Univ., Cluster University, Srinagar, S. Vinesh& Co, p. 126.

Note: Latest edition of the text books should be used.

QUESTION PAPER PATTERN

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: *Questions should be asked from all units. Equal importance should be given to each unit.*

SEMESTER – II

MJD-II – MANAGERIAL ECONOMICS

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
II	MJD-II (Major Disciplinary Course)	**MANAGERIAL ECONOMICS**	CIA: 40	ESE: 60	4	4

COURSE OBJECTIVE

- The primary objective of this course is to cover the basic concepts of economics, different types of markets and various macroeconomic factors in an economy.

COURSE OUTCOMES (COs):

- **CO1:** Exhibit the role of a manager by making strategic business decisions considering the internal and external environments
- **CO2:** Utilize the concept of demand, the elasticity of demand to identify the determinants of demand and forecast demand.
- **CO3:** Assess technically the possible ways of increasing the level of production.
- **CO4:** Develop knowledge of different market structures and make the price and output decisions.
- **CO5:** Develop an understanding of the role of government and taxes in controlling inflation and deflation.

RELATIONSHIP MATRIX: Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	COURSE CODE					COURSE TITLE								HOURS	CREDIT
II	**MJD-II**					**MANAGERIAL ECONOMICS**								**4**	**4**
COURSE OUTCOMES (COS)	PROGRAMME OUTCOMES (POS)					PROGRAMME SPECIFIC OUTCOMES (PSOS)								MEAN SCORE OF COS	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8		
CO1	5	4	5	3	4	4	5	4	4	4	4	4	4	4	
CO2	4	4	4	4	5	4	4	4	3	3	4	4	4	4	
CO3	5	4	4	5	4	4	5	4	4	4	5	4	4	4	
CO4	4	4	5	4	4	4	4	4	5	4	4	4	5	4	
CO5	4	3	4	4	5	4	4	3	4	5	4	5		4	
Mean Overall Score														4	

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	**1% - 20%**	**21% - 40%**	**41%- 60%**	**61% - 80%**	**81% - 100%**
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having High association with programme outcomes and programme specific outcomes

SEMESTER – II

MJD-II – MANAGERIAL ECONOMICS

UNIT I INTRODUCTION TO MANAGERIAL ECONOMICS (9 Hours)

Introduction – Definition – Scope - Firm's Objective - Profit Maximization – Sales Maximization – Other Objectives - Role of Managerial Economist.

UNIT II DEMAND ANALYSIS AND FORECASTING (12 Hours)

Demand - Determinants of Demand - Law of Demand - Exceptions to the Law – Demand Distinction - Elasticity of Demand - Price Elasticity - Income Elasticity - Cross Elasticity – Demand forecasting – Meaning – Methods of forecasting

UNIT III PRODUCTION FUNCTION (12 Hours)

Production Function– Meaning – Assumption – Isoquants – MRS - Producer's Equilibrium - Laws of Production - Laws of Variable Proportion – Laws of Returns to Scale.

UNIT IV MARKET STRUCTURE AND PRICING (15 Hours)

Market Structure and Competition - Meaning and Classification of Market - Features of Perfect Market, Monopoly, Monopolistic, Oligopoly and Duopoly - Price Discrimination - Types - Price Discrimination under Monopoly – Price and output determination under Monopoly, Monopolistic and Oligopoly Markets. Pricing a new product - Pricing over the lifecycle of a product - Profit and Profit Management - Accounting Profit and economic profit - Theories of Profit.

UNIT V MACRO ECONOMIC FACTORS (12 Hours)

National income - Meaning – approaches to compute national income – Factors determining national income. Business cycle – definition- characteristics – phases – inflation – definition, and meaning – types – demand-pull inflation – cost-push inflation – effects of inflation – anti-inflationary measures - deflation - meaning – effects of deflation.

TEXT BOOKS

1. R.L. Varshney& K.L. Maheswari, "Managerial Economics", Sultan Chand & Sons, 19th Edition, 2018.
2. G.S. Gupta, "Managerial Economics", McGraw Hill Education, 2nd Edition, 2017.

REFERENCE BOOKS

1. Pradeep Kumar, "Managerial Economics", KedarNath Ram Nath& Co Publishers, 2nd Edition, 2016.
2. Luke M. Froe & Brian T. McCann, "Managerial Economics – A Problem Solving Approach", Thomson South Western, 4th Edition, 2015.
3. YogeshMaheshwari, "Managerial Economics", PHI Learning, 1st Edition, 2012.
4. Joel Dean, "Managerial Economics", Prentice Hall of India Private Limited, 7th Edition, 2010.
5. D.N. Dwivedi, "Managerial Economics", Vikas Publishing House, 8th Edition, 2015.

WEB REFERENCES

1. https://businessjargons.com/determinants-of-elasticity-of-demand.html
2. http://www.economicsdiscussion.net/laws-of-production/laws-of-production-laws-ofreturns-toscale-and-variable-proportions/5134
3. https://www.intelligenteconomist.com/profit-maximization-rule/
3. ps://scholar.cu.edu.eg/?q=mahmoudarafa/files/l.3_market_structures_and_price.pdf
4. https://icmai.in/upload/Students/Syllabus2016/Foundation/Paper-1New-29012021.pdf

Note: Latest edition of the text books should be used.

QUESTION PAPER PATTERN

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: *Questions should be asked from all units. Equal importance should be given to each unit.*

SARADHA GANGADHARAN COLLEGE (AUTONOMOUS)

BBA. DEGREE EXAMINATION

(From 2025-26 onwards)

MODEL QUESTION PAPER

Second Semester

MJD–II – MANAGERIAL ECONOMICS

TIME: 3 Hours **MAX: 60 Marks**

SECTION A (10 x 1 = 10 MARKS)
Answer ALL the questions

1. The primary role of a managerial economist is
   a) Assisting in rational decision-making
   b) Controlling the stock market
   c) Enforcing government regulations
   d) Auditing company accounts

2. The traditional objective of a firm is
   a) Sales Maximization
   b) Social Welfare Maximization
   c) Profit Maximization
   d) Employee Satisfaction

3. The demand curve generally slopes
   a) Upward from left to right
   b) Downward from left to right
   c) Horizontal
   d) Vertical

4. When income elasticity of demand is negative, the good is
   a) Normal good
   b) Inferior good
   c) Luxury good
   d) Complementary good

5. An isoquant shows
   a) Different levels of profits from inputs
   b) Different input combinations producing the same level of output
   c) Demand for a product at different prices
   d) Cost of production at various levels

6. The law of variable proportions is applicable in
   a) Long run
   b) Short run
   c) Both long and short run
   d) Neither

7. Market structure refers to
   a) The number of buyers only
   b) The number of sellers and their relationship with buyers
   c) Only government regulation of business
   d) Demand and supply without buyers and sellers

8. Penetration pricing is
   a) Charging high price initially
   b) Charging very low price initially to attract customers
   c) Charging different prices to different buyers
   d) Keeping uniform price in all markets

9. National income refers to
   a) Total money supply in the economy
   b) Total income earned by a country's residents in a given period
   c) Total expenditure of the government
   d) Only wages and salaries earned by people

10. A business cycle refers to
   a) Long-run upward trend in national income
   b) Short-term fluctuations in economic activity
   c) Increase in fiscal deficit
   d) Changes in international trade only

SECTION B (5 x 4 = 20 Marks)
Answer any ALL Questions.

11. a) Explain the objectives of business firms.
   OR
   b) Discuss the role of managerial economics in decision making process.

12. a) Explain determinants of demand.
   OR
   b) Explain the methods of demand forecasting.

13. a) What are the assumptions of the law of variable proportion?
   OR
   b) Differentiate between Economies of scale and Diseconomies of scale.

14. a) Explain the features of monopolistic competition.
   OR
   b) What are the different types of price discrimination?

15. a) Write a short note on the Expansion phase of the business cycle.

OR

b) Write a short note on Deflation and its impact on employment.

SECTION C (3 x 10 = 30 Marks)
Answer any THREE Questions.

16. "Profit maximization is not the only goals of business firms" - comment.
17. Explain the concepts of Elasticity of Demand with illustration.
18. Illustrate the concepts of Law of Return to scale.
19. Explain the various methods of pricing strategies.
20. Define Inflation and explain the different types of inflation.

SEMESTER – II

MID-II – COST ACCOUNTING

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
II	MID-II (Minor Disciplinary Course)	**COST ACCOUNTING**	CIA: 40	ESE: 60	4	4

COURSE OBJECTIVE

- The objective of this paper is to enable the students to ascertain the cost control methods and profitability of planned activities.

COURSE OUTCOMES (COs):

- **CO 1:** Understand the cost principles and prepare cost sheet to ascertain total cost and cost/ unit in order to prepare quotation
- **CO 2:** Apply materials and inventory issue and control techniques to handle the materials effectively
- **CO 3:** Demonstrate labour cost and wage payment methods for maximization of profits
- **CO 4:** Assess overhead costing and conceptualize various methods and techniques of cost accounting and its application.
- **CO 5:** Appreciate the benefits of Activity Based Costing and utilize the concept in cost management

RELATIONSHIP MATRIX: Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	COURSE CODE					COURSE TITLE								HOURS	CREDIT
II	**MID-II**					**COST ACCOUNTING**								**4**	**4**
COURSE OUTCOMES (COS)	PROGRAMME OUTCOME (POS)					PROGRAMME SPECIFIC OUTCOMES (PSOS)								MEAN SCORE OF COS	
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8		
CO1	5	5	4	4	5	5	5	4	4	3	4	5	4	4	
CO2	5	5	4	4	4	5	5	3	4	3	4	4	4	4	
CO3	5	5	3	3	4	5	5	3	5	3	4	5	4	4	
CO4	5	5	4	4	4	5	5	3	4	4	4	5	5	4	
CO5	5	5	5	4	4	5	5	4	4	3	4	4	4	4	
Mean Overall Score														4	

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	**1% - 20%**	**21% - 40%**	**41%- 60%**	**61% - 80%**	**81% - 100%**
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having High association with programme outcomes and programme specific outcomes

SEMESTER – II

MID-II – COST ACCOUNTING

UNIT-I: INTRODUCTION TO COST ACCOUNTING & COST SHEET (12 Hours)

Cost Accounting: Introduction - Meaning of Cost, Costing and Cost Accounting- Comparison between Financial Accounts and Cost Accounts-Application of Cost Accounting- Cost Concepts and Classification of Costs-Cost Unit-Cost Centre-Elements of Costs-Preparation of Cost Sheet.

UNIIT-II: MATERIAL COST & ITS TECHNIQUES (12 Hours)

Material Costing: Classification of Materials-Material Control-Purchasing Procedure- Store Keeping-Techniques of Inventory Control-Setting of Stock Levels- EOQ-Method of Pricing Materials Issues - LIFO-FIFO - Weighted Average Method- Simple Average Method.

UNIT-III: LABOUR COSTING METHODS & TECHNIQUES (12 Hours)

Labour Costing: Control of Labour Cost -Labour Turnover – Method of wage payments-Remuneration and Incentives-Time Rate System-Piece Rate System-Premium and Bonus Plans..

UNIT-IV: OVERHEAD, JOB, BATCH & TRANSPORT COSTING (12 Hours)

Overhead Costing: Meaning- Classification-Procedure - Allocation and Apportionment- Principles of Apportionment -Reapportionment, Direct, Step, Reciprocal, Simultaneous Equation Trial and Error. Costing Methods - Job Costing - Batch Costing - Transport Costing.

UNIT-V: CONTRACT, PROCESS COSTING (12 Hours)

Contract Costing- Profits on Incomplete Contracts -Escalation Clause- Cost Plus Contract- Work-in-Progress-Process Costing-Costing Procedure-Losses and Gains in Process- Normal Loss-Abnormal Losses-Abnormal Gains.

TEXT BOOKS:

1. Jain, S.P. &Narang- K.L “Cost Accounting: Principles & Method” Kalyani Publishers 2016
2. M.N. Arora “A Text Book of Cost Accountancy” Vikas Publishing Pvt. Ltd. 2015
3. TS Reddy &Hari Prasad Reddy, Cost Accounting, MArgham Publication

REFERENCE BOOKS:

1. R. S.N. Pillai &Bhagavati Cost Accounting: -S. Chand Publication

2. S.N. Maheshwari Cost & Management Accounting: - Sultan Chand & Sons
3. B.K.Bhar, Cost Accounting: Method & Problems Academic Publishers

E-RESOURCES:

1. https://www.civilserviceindia.com/subject/Management/notes/ cost-accounting.html
2. https://www.tutorialspoint.com/accounting_basics/cost_accounting_cvp_analysis.htm
3. https:// www.edupristine.com/blog/costing-methods

Note: Latest edition of the text books should be used.

QUESTION PAPER PATTERN

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: *Questions should be asked from all units. Equal importance should be given to each unit.*

SARADHA GANGADHARAN COLLEGE (AUTONOMOUS)

BBA. DEGREE EXAMINATION

(From 2025-26 onwards)

MODEL QUESTION PAPER

Second Semester

MID–II – COST ACCOUNTING

TIME: 3 Hours **MAX: 60 Marks**

SECTION A (10 x 1 = 10 MARKS)
Answer ALL the questions

1. Cost accounting mainly dealt with
   (a) Recording financial transaction (b) Ascertainment and control of cost
   (c) Preparation of Balance Sheet (d) Determining tax liability

2. The Cost per unit of the product is shown in
   (a) Balance Sheet (b) Cost Sheet
   (c) Trial Balance (d) Ledger

3. The term cost centre refers to
   (a) Location of product Sold (b) Small unit of activity of cost
   (c) Warehouse for finished goods (d) Accounting ledger for cost

4. Which method of pricing material issues assume the latest cost is charged first?
   (a) FIFP (b) LIFO
   (c) Simple average (d) Weighted Average

5. Level of stock which trigger the fresh purchase order is called
   (a) Minimum Level (b) Maximum Level
   (c) Reorder Level (d) Danger Level

6. Which of the following are time based incentive system
   (a) Halsey Plan (b) Rowan Plan
   (c) Both (a) & (b) (d) None

7. Factory rent is the example of
   (a) Direct Cost (b) Indirect Cost
   (c) Prime Cost (d) Variable cost

8. In job costing, Cost are allocated on the basis of

(a) Specific Job	(b) Process
(c) Batch	(d) Contract

9. The abnormal loss in process costing is transferred to

(a) Costing P&L Account	(b) Process Account
(c) Balance Sheet	(d) Work-in-Progress

10. Escalation clause in a contract used for:

(a) Increasing profit margin	(b) Compensating price rise in material
(c) Avoiding Penalties	(d) Reducing Overhead

SECTION B (5 x 4 = 20 Marks)
Answer any ALL Questions.

11. (a) Distinguish between Cost accounting and Financial Accounting

OR

(b) Explain the importance and types cost center and profit center

12. (a) The following information, Prepare stores ledger under LIFO method

Material A

Stock on	1-4-96	100 units at Rs.5 per unit
Purchases:	5-4-96	300 units at Rs.6 per unit
	8-4-96	500 units at Rs.7 per unit
	12-4-96	600 units at Rs.8 per unit
Issues:	6-4-96	250 units
	10-4-96	400 units
	14-4-96	500 units

OR

(b) Two components A & B are used as follows:
Normal usage – 50 units per week each
Minimum usage – 25 units per week each,
Maximum usage – 75 units per week each
Reorder Quantity- A- 300 units, B – 500 units,
Reorder Period – A- 4 to 6 weeks, B – 2 to 4 weeks,
Calculate for each component: (a) Reorder level (b) Minimum level (c) Maximum level (d) Average stock level.

13. (a) From the following particulars, prepare a statement of labour cost showing cost per day
(a) Monthly salary Rs. 225
(b) Leave salary 5% of (a)
(c) Employers contribution to PF -8 1/3 % of (a) and (b)
(d) Employers contribution to ESI -3 % of (a) and (b)
(e) Prorata expenditure on amenities to labour – Rs. 28 per head per month
(f) No. Of working hours in a month of 25 days of 8 hours per day

OR

(b) Find out the Economic Order Quantity from the following particulars;

Annual usage - 90,000 units

Cost of material per unit	- Rs.50
Cost of placing and receiving one order	- Rs.10
Annual carrying cost of one unit	- 10% of inventory value

14. (a) From the following information prepare the estimate for Job 151

Direct material Rs. 1,000

Direct Wages Rs. 2,000

Factory Expenses – 60 % on wages

Other Expenses – 20% on factory cost

The tender should include a profit of 20% on selling prices

OR

(b) Calculate the passenger kilometre covered by a fleet of 4 taxis run by CNN travels from Kanchipuram to Chennai (45 km) and back 4 trips each day with 5 passengers on an average on each vehicle, for the month of April 2024

15. (a) A product passes through two processes and then to finished stock. The normal wastage of each process is as follows:

Process A 30% and process B 5 %. The wastage of Process A was sold at Rs, 5 per unit and that process B at Rs. 10 per unit. 20000 were introduced into process A at the beginning of Jan 2017 at a cost at Rs. 40 per unit. Other expenses were as under:

	Process A	Process B
Sundry materials	40,000	60,000
Wages	2,00,000	3,20,000
Manufacturing Expenses	30,000	28,500
Actual Output (units)	19,000	18,200

Prepare process Account.

(Or)

(b) The following is the summary of transaction as on 31st Dec 2016 relating to a special contract completed during the year.

Mateirals bought from the market Rs. 1,500, Materials issued form the stores Rs. 500, wages Rs. 2,440, Office on cost 10% of prime cost Rs.294. You are required the prepare a contract account keeping in view that material returned to RS.240

SECTION C (3 x 10 = 30 Marks)
Answer any THREE Questions.

16. Discuss the classification of cost.

17. M/s Chandu Industries Ltd., are the manufactures of Moonlight Troches. The following data relate to manufacture torches during the month of March 1991.

Raw materials -Rs. 21,000, Direct Wages- 14,000, Machine hours worked- 4,750 hours

Machine hour rate- Rs.4, Office Overheads- 20% of work cost, Selling Overhead -50 paise per unit, Units Produced- 2,00,000 units, Units sold- 18,000 @ Rs. 5per unit

Prepare cost sheet showing the cost and the profit per unit and the total profit earned.

18. Explain the Inventory controlling procedures under material control.

19. Kumar Ltd. Has three production department P1, P2 and P3 and two service departments S1 & S2. The following figures are extracted from the records of the company

Rent and rates Rs. 5,000; Indirect wages Rs.1,500; Depreciation of Machinery Rs. 10,000; General lighting Rs. 600; Power Rs. 1,500 and sundries Rs. 10,000

	Total	P1	P2	P3	S1	S2
Floor space (Sq . meters)	10,000	2,000	2,500	3,000	2,000	500
Light points	60	10	15	20	10	5
H.P of machines	10,000	3,000	2,000	3,000	1,500	500
Value of machinery (Rs.)	2,50,000	60,000	80,000	1,00,000	5,000	5,000

Apportion the cost various departments on the most equitable basis by preparing a primary departmental distribution summary.

20. A Contractor commenced two contracts on January 1 & July 1 respectively. His account disclosed the following on 31.12.2017

	Contract I (Rs.)	Contract II (Rs.)
Contract Price	4,00,000	2,70,000
Expenditure		
Material	72,000	58,000
Wages	1,14,000	1,16,400
General Expenses	4,000	2,800
Plant	20,000	16,000
Stock of Materials (31.12.2017)	4,000	4,000
Work certified	2,20,000	1,60,000
Cash received	1,50,000	1,20,000
Work Uncertified (31.12.2017)	6,000	8,000

Charge depreciation at 10% p.a. on plant. Prepare contract accounts

SEMESTER – II

MLD-II – PSYCHOLOGY OF LEADERSHIP

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
II	MLD-II (Multi-Disciplinary Course)	**PSYCHOLOGY OF LEADERSHIP**	CIA: 40	ESE: 60	3	3

COURSE OBJECTIVES

By the end of this course, students will be able to:

- Understand the need, scope and fundamental concepts of Psychology and leadership and the role of a psychological leader in organizational success.
- Analyze various leadership theories and styles to apply them in diverse organizational scenarios.
- Develop powerful Personality traits; understand the personality characteristics and its impact on performance.
- Examine human motivation, Communication and emotional intelligence in implementing effective leadership in modern organizations.
- Evaluate the importance of strategic power and influence in organizations.

COURSE OUTCOMES

Upon successful completion of this course, students will be able to:

- **CO1:** Identify the key concepts, functions and characteristics of Psychology and leadership.
- **CO2:** Demonstrate different leadership theories and styles to enhance decision-making and problem-solving in organizations.
- **CO3:** Analyse various theories of personality development and apply effective leadership strategies to organizational development.
- **CO4:** Evaluate skills in resolving social group conflicts and leadership interventions
- **CO5:** Applying ethical psychological approach to exhibit effective leadership within organization.

RELATIONSHIP MATRIX: Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	**COURSE CODE**					**COURSE TITLE**								**HOURS**	**CREDIT**
II	**MLD-II**					**PSYCHOLOGY OF LEADERSHIP**								**3**	**3**
COURSE OUTCOMES (COS)	PROGRAMME OUTCOMES (POS)					PROGRAMME SPECIFIC OUTCOMES (PSOS)								MEAN SCORE OF COS	
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8		
CO1	5	4	5	4	4	4	5	4	5	4	5	4	5	4	
CO2	5	4	4	4	4	4	4	4	4	4	4	3	4	4	
CO3	5	4	4	5	4	4	5	4	4	4	5	4	4	4	
CO4	5	4	4	4	4	4	4	5	5	4	4	4	4	4	
CO5	4	3	4	4	5	4	4	3	4	3	4	3	4	4	
Mean Overall Score														4	

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	**1% - 20%**	**21% - 40%**	**41%- 60%**	**61% - 80%**	**81% - 100%**
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating<=2	2.1<=rating<=3	3.1<=rating<=4	4.1<=rating<=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having High association with programme outcomes and programme specific outcomes

SEMESTER – II

MLD-II – PSYCHOLOGY OF LEADERSHIP

UNIT-I: INTRODUCTION TO PSYCHOLOGY & LEADERSHIP (9 Hours)

Psychology: Concept – definition- Roots - Psychology as a scientific discipline - Key Perspectives in Psychology: Behavioural, Cognitive, Humanistic, Psychodynamic and Socio-cultural.

Leadership: Concept- Types–styles – Leadership in practices - Contemporary Issues in Leadership - Leaders Vs Managers

UNIT-II PSYCHOLOGICAL LEADERSHIP – THEORIES & APPROACHES (10 Hours)

Psychological Leadership: Meaning- Tips for Effective Leadership: Situational and Contingency approach, Path-goal theory, Leader-member Exchange theory, Servant and Authentic leadership - Team leadership -Strategic and Adaptive leadership

UNIT-III: LEADERSHIP AND PERSONALITY (10 Hours)

Personality: Concept and Definition- Determinants - Traits- Personality characteristics: Self-evaluation, Locus of control, Self-efficacy, Self-esteem, Self-monitoring, SWOT Analysis- Organizational Context of Leadership and Personality - Contemporary Business Leaders.

UNIT-IV: HUMAN MOTIVATION (8 Hours)

Human motivation: Types of Motivators – Theories of motivation – Powerful Communication of Leadership-Emotional Intelligence and Resilience –Leadership Intervention- Real life situation and case studies

UNIT-V: GROUP & SOCIAL DYNAMICS (8 Hours)

Power and Influence- Strategic Influence - Stereotypes and Diversity -Ethical Leadership - Examination of leadership as a group phenomenon - Social Identity Theory – How to be an effective Leader.

TEXT BOOKS

1. The Psychology of Leadership: New Perspectives and Research, M. Messick, Roderick M. Kramer. 2024
2. Robbins & Judge: Organizational Behavior, 12th Edition, PHI, New Delhi (2007).

REFERENCE BOOKS

1. The New Psychology of Leadership: Identity, Influence and Power Alexander Haslam 2025-09-01
2. Psychology of Success: Finding Meaning in Work and Life, 5e, (2010), by Denis Waitley, McGraw-Hill Higher Education, ISBN-13: 978-0-07-337517-5.
3. The Nature of Leadership, 2e, (2012), by David V. Day and John Antonakis, eds., Sage Publications, ISBN-13: 978-1-4129-8020-3
4. Reena Kumari, "Industrial & Organisational Psychology"Hardcover 1st Edition, 2018

WEB RESOURCES

1. https://api.pageplace.de/preview/DT0400.9781135638986_A24931470/preview-9781135638986_A24931470.pdf
2. https://api.pageplace.de/preview/DT0400.9781135638986_A24931470/preview-9781135638986_A24931470.pdf
3. https://api.pageplace.de/preview/DT0400.9781135638986_A24931470/preview-9781135638986_A24931470.pdf
4. https://ecampusontario.pressbooks.pub/educationleadershipmanagement/

Note: Latest edition of the text books should be used.

QUESTION PAPER PATTERN

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: *Questions should be asked from all units. Equal importance should be given to each unit.*

SARADHA GANGADHARAN COLLEGE (AUTONOMOUS)

BBA. DEGREE EXAMINATION

(From 2025-26 onwards)

MODEL QUESTION PAPER

Second Semester

MLD-II – PSYCHOLOGY OF LEADERSHIP

TIME: 3 Hours **MAX: 60 Marks**

SECTION A (10 x 1 = 10 MARKS)
Answer ALL the questions

1. ___________is the ability of influencing people to strive willingly for mutual objectives
   - (a) Personality (b) Communication
   - (c) Motivation (d) Leadership

2. Who defined 'Psychology' as the scientific study of activities of organism in relation to its environment?
   - (a) J.B Watson (b) Sigmund Freud
   - (c) Wood worth (d) William James

3. Path goal theory introduced by
   - (a) Martin Evans and Robert house (b) Fred Fielder
   - (C) Whetton (d) Cameron

4. Which one of the following is/are leadership theory?
   - (a) Trait Theory (b) Behavioural Theory
   - (c) Contingency Theory (d) Information All the above

5. _________________is the positive or negative way an individual's view himself or herself
   - (a) Self-actualisation (b) Self-Esteem
   - (C) Self-Concept (d) Self-Regulation

6. Which of the following is not the contingency theory of leadership?
   - (a) LPC Theory (b) Path goal theory
   - (C) Vroom- yehon - jego theory (d) Job centered leadership

7. According to Maslow, which is the lowest order of need?
   - (a) Psychological need (b) Cognitive
   - (C) Aesthetic (d) Self-Actualisation

8. In the context of emotional intelligence, which of the following is an example of social skills?

(a) Recognising one's own emotions (b) Controlling ones pulses

(C) Understanding emotional cues (d) managing relational effectively

9. Which of the following characteristics is most important for leaders to develop?

(a) Confidence (b) Talent

(C) Extraversion (d) Confidentiality

10. Public speech means _______

(a) Public Opinion (b) Lecture

(C) Mass Communication (d) Information about general topic

SECTION B (5 x 4 = 20 Marks)
Answer any ALL Questions.

11. (a) Discuss Psychology as a scientific discipline

OR

(b) Explain the concept of Leadership and distinguish between leadership and manager

12. (a) Enumerate situational and contingency approach of psychological leadership

OR

(b) Explain Team leadership with its features

13. (a) Explain the factor affecting personality Development

OR

(b) Explain the concept of Rotter's locus of control affects performance of organisation.

14. (a) Explain the importance of powerful communication in effective leadership

OR

(b) Discuss the various components of Emotional Intelligence

15. (a) Identity the significant principles of Ethical leadership

OR

(b) Examine the psychological leadership in group

SECTION C (3 x 10 = 30 Marks)
Answer any THREE Questions.

16. Explain the behavioural and cognitive perspective of psychology.
17. Discuss the theory of servant authentic leadership and explain in organisational context.
18. Explain the personality traits and leadership style of Contemporary business leader of JRD Tata.
19. Enumerate any three motivational theories in detail.
20. Discuss the qualities of Effective leadership.

SEMESTER – II

SEC-II – BANKING SKILLS

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
II	SEC-II (Skill Enhancement Course)	**BANKING SKILLS**	CIA: 50	ESE: 50	2	3

COURSE OBJECTIVES

The objective of this Course is to enable the students with the knowledge and skills required to effectively utilize and manage digital banking channels and also to enhance customer satisfaction.

COURSE OUTCOMES (COs):

- **CO 1:** Define banking and finance system.
- **CO 2:** Interpret the features of E- Banking and its application
- **CO 3:** Exemplify the ATM facility and mobile banking
- **CO 4:** Demonstrate e-banking services and internet Banking
- **CO 5:** Evaluate the nature of NEFT & RTGS

RELATIONSHIP MATRIX: Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	**COURSE CODE**					**COURSE TITLE**								**HOURS**	**CREDIT**
II	**SEC-II**					**BANKING SKILLS**								**2**	**3**
COURSE OUTCOMES (COS)	PROGRAMME OUTCOMES (POS)					PROGRAMME SPECIFIC OUTCOMES (PSOS)								MEAN SCORE OF COS	
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8		
CO1	5	4	4	4	5	5	5	4	5	3	3	4	5	4	
CO2	5	4	5	3	4	5	4	3	4	3	4	4	4	4	
CO3	5	5	4	4	5	5	5	4	5	4	5	4	4	4	
CO4	5	5	5	4	5	5	5	3	4	4	4	5	5	4	
CO5	5	5	4	4	5	5	5	4	4	4	4	4	5	4	
Mean Overall Score														4	

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	1% - 20%	21% - 40%	41%- 60%	61% - 80%	81% - 100%
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having High association with programme outcomes and programme specific outcomes

SEMESTER – II

SEC-II – BANKING SKILLS

UNIT – I: INTRODUCTION OF BANKING (9 Hours)

Bank, Banking, Banking skills, Banking management- origin and structure of Banking -Types of bank - Features – Banking System - Banks and Economic Development - Nationalization of Banks.

UNIT – II: E-BANKING (9 Hours)

E-Banking: Introduction – Meaning – Definition – Features – use of information technology to banking company – E-Banking channels: Automatic Teller Machine – Internet Banking – Tele banking – Mobile banking – IFSC Number.

UNIT – III: ATM & ITS FEATURES (9 Hours)

ATM: Meaning – Characters – Features – Functions – service available from ATM – Cash Deposit – Cash Withdraw – loan enquiry – Last few transactions – Balance – fund transfer – ticket booking – payments – ATM card – Pin Number

UNIT – IV: INTERNET BANKING (9 Hours)

Internet Banking: Introduction – World Wide Web – Net banking account opening – Username and Password – secrecy of maintaining One Time Password – Net Banking Services – Fund Transfer – Make Payment.

UNIT – V: NATIONAL ELECTRONIC FUND TRANSFER (9 Hours)

National Electronic Fund Transfer (NEFT): Introduction – Meaning – Functions – services. Real Time Gross Settlement (RTGS): Introduction – Meaning – Functions – Service infrastructure requirement – RTGS transactions.

TEXT BOOKS:

1. SrinivasaVallabhan, "An introduction to IT", Sultan Chand & Sons, New Delhi (2011)
2. Mittal D.P., Tax Man, E-Markets, Macmillan "Law of Information Technology" 2007

REFERENCE BOOKS:

1. BhushanDewan, E-Commerce
2. Roger Hunt& John Shelly, Computers and Commonsense.

3. Rayudu C.S., E-Business, Himalaya Publishing House, New Delhi.

E-RESOURCES:

1. https://www.stannescollege.in/wp-content/uploads/2021/05/BOI-notes-II-sem-B.Com-2019-Batch-onwards.pdf
2. https://www.kotak.com/en/stories-in-focus/accounts-deposits/savings-account/what-is-e-banking.html
3. https://www.rbi.org.in/Commonman/English/Scripts/FAQs.aspx?Id=274

Note: Latest edition of the text books should be used.

PRACTICAL EVALUATION PATTERN

Total: 100 Marks

<table>
<tr><td rowspan="3">INTERNAL EVALUATION</td><td>Observation Report</td><td>20 Marks</td><td rowspan="3">50 Marks</td></tr>
<tr><td>Attendance</td><td>05 Marks</td></tr>
<tr><td>Presentation & Viva Voce</td><td>25 Marks</td></tr>
<tr><td rowspan="2">EXTERNAL EVALUATION</td><td>Final Report</td><td>25 Marks</td><td rowspan="2">50 Marks</td></tr>
<tr><td>Final Presentation & Viva Voce</td><td>25 Marks</td></tr>
</table>

Note: *Questions from the internal/external evaluators should be based on the students' presentations and the content of their reports.*

SEMESTER – II

VAC-III – HEALTH & WELLNESS/YOGA EDUCATION

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
II	VAC-III (Value Added Course)	**HEALTH & WELLNESS/YOGA EDUCATION**	CIA: 40	ESE: 60	2	2

COURSE OBJECTIVES

- Describing Health & Wellness programs and services offered how to access them, and their value to their well-being.
- Learn that principles of nutrition are all important parts of overall wellness.
- To learn the basic concept of wellbeing.
- Demonstrate how to get healthy and stay healthy using multiple strategies.
- Identify healthy behaviors and practices that help to avoid and reduce health risks.
- Yoga education to practice mental hygiene, to integrate moral values and to possess emotional stability.
- Learn the physical fitness management.

COURSE OUTCOMES

- **CO1:** To know the components of health wellness viz-a-viz., physical activity
- **CO2:** To understand the relationship between physical fitness and wellness
- **CO3:** To analyse the role of diet and exercise in heath management
- **CO4:** To impart knowledge on the basics of yoga education
- **CO5:** To understand the types and limbs of yoga postures

RELATIONSHIP MATRIX: Course Outcomes, Programme Outcomes and Programme Specific Outcomes

Course Outcomes (COs)	PROGRAMME OUTCOMES (POs)					PROGRAMME SPECIFIC OUTCOMEs (PSOs)						Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	
CO1	4	4	4	3	4	3	3	3	3	3	3	3.36
CO2	4	4	3	4	4	3	3	3	3	3	3	3.36
CO3	4	4	4	4	3	3	3	3	3	3	3	3.29
CO4	4	4	3	4	3	3	3	3	3	2	3	3.43
CO5	4	3	3	3	3	3	3	3	3	3	3	3.07
Mean Overall Score												3.30

Result: This Course is having High Association with Programme Outcomes and Programme Specific Outcomes.

SCALE INTERPRETATION TABLE

Association	Interval	Scale	Rating
1%–20%	0 ≤ rating ≤ 1	1	Very Poor
21%–40%	1.1 ≤ rating ≤ 2	2	Poor
41%–60%	2.1 ≤ rating ≤ 3	3	Moderate
61%–80%	3.1 ≤ rating ≤ 4	4	High
81%–100%	4.1 ≤ rating ≤ 5	5	Very High

SEMESTER – II

VAC-III – HEALTH & WELLNESS/YOGA EDUCATION

UNIT-I HEALTH & WELLNESS **(8 Hours)**

Define and differentiate health and wellness Components of health wellness and their relationship between physical activity Local, demographic, societal issues and factors affecting health and wellness. - Diet and nutrition for health & wellness Essential components of balanced diet for healthy living with specific reference to the role of carbohydrates, proteins, fats, vitamins & minerals - malnutrition, under nutrition and over nutrition.

UNIT-II MANAGEMENT OF HEALTH AND WELLNESS **(7 Hours)**

Meaning & importance of various dimensions of wellness. Relationship of physical fitness in achieving wellness. Drugs, doping and wellness .Role of diet and exercise in health management.

UNIT-III YOGA EDUCATION **(5 Hours)**

Meaning and definition of yoga and its aims and objectives - Basic principles of yoga and its importance in our daily life Yoga for mental attitude - Mind, body, breath and emotional level for higher plan of living.

UNIT-IV YOGA PRACTICES **(5 Hours)**

Types and limbs of Yoga postures Asana Breathing Practices - Pranayama Relaxation-Meditation Mudra.

UNIT-V FITNESS ACTIVITIES **(5 Hours)**

Types of fitness activities - Outdoor activities - Basic movement patterns. Indoor activity Aerobics/Dance Fitness, Resistance Training for fitness.

REFERENCE BOOKS:

1. Physical Activity and Health by Claude Bouchard, Steven N. Blair, William L. Haskell. 2. Mental Health Workbook by Emily Attached &Marzia Fernandez, 2021.
2. Mental Health Workbook for Women: Exercises to Transform Negative Thoughts and Improve WellBeing by NashayLorick, 2022
3. Lifestyle Diseases: Lifestyle Disease Management, by C. Nyambichu& Jeff Lumiri, 2018.

4. Physical Activity and Mental Health by Angela Clow& Sarah Edmunds, 2013.
5. The Fitness Mindset by Brian Keane
6. Health Promotion: Mobilizing Strengths to Enhance Health, Wellness, and Well- being [1 ed.] F.A. Davis Company.

Note: Latest edition of the text books should be used.

QUESTION PAPER PATTERN

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: *Questions should be asked from all units. Equal importance should be given to each unit.*

SEMESTER – II

VAC-IV – DIGITAL TECHNOLOGY EDUCATION

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
II	VAC-IV (Value Added Course)	**DIGITAL TECHNOLOGY EDUCATION**	CIA: 40	ESE: 60	2	2

COURSE OBJECTIVES

- To significantly enhance education by providing access to vast information
- To facilitating personalized learning, and fostering engagement through interactive tools
- To improve teaching productivity, promote distance learning, and support students with special needs.
- To create more inclusive and accessible learning environments.

COURSE OUTCOMES

- **CO1:** Learn about digital paradigm and understand the importance of digital technology, digital financial tools, E-Commerce.
- **CO2:** Analyse the concepts of communication and networks.
- **CO3:** Understand the e-governance and Digital India initiatives.
- **CO4:** Understand the use & applications of digital technology.
- **CO5:** Learn the applications of machine learning and big data.

RELATIONSHIP MATRIX: Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	COURSE CODE	COURSE TITLE	HOURS	CREDIT
II	**VAC-IV**	**DIGITAL TECHNOLOGY EDUCATION**	**2**	**2**

Course Outcomes (COs)	PROGRAMME OUTCOMES (POs)					PROGRAMME SPECIFIC OUTCOMEs (PSOs)						Mean Score of COs
	PO1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	
CO1	4	4	4	3	4	3	3	3	3	3	3	3.36
CO2	4	4	3	4	4	3	3	3	3	3	3	3.36
CO3	4	4	4	4	3	3	3	3	3	3	3	3.29
CO4	4	4	3	4	3	3	3	3	3	2	3	3.43
CO5	4	3	3	3	3	3	3	3	3	3	3	3.07
Mean Overall Score												3.30

Result: This Course is having High Association with Programme Outcomes and Programme Specific Outcomes.

SCALE INTERPRETATION TABLE

Association	**Interval**	**Scale**	**Rating**
1%–20%	0 ≤ rating ≤ 1	1	Very Poor
21%–40%	1.1 ≤ rating ≤ 2	2	Poor
41%–60%	2.1 ≤ rating ≤ 3	3	Moderate
61%–80%	3.1 ≤ rating ≤ 4	4	High
81%–100%	4.1 ≤ rating ≤ 5	5	Very High

SEMESTER – II

VAC-IV – DIGITAL TECHNOLOGY EDUCATION

UNIT I: (7 Hours)

Introduction & Evolution of Digital Systems. Role & Significance of Digital Technology. Information & Communication Technology & Tools. Computer System & it's working, Software and its types. Operating Systems: Types and Functions. Problem Solving: Algorithms and Flowcharts.

UNIT II: (7 Hours)

Communication Systems: Principles, Model & Transmission Media. Computer Networks & Internet: Concepts & Applications, WWW, Web Browsers, Search Engines, Messaging, Email, Social Networking. Computer Based Information System: Significance & Types. E- Commerce& Digital Marketing: Basic Concepts, Benefits & Challenges.

UNIT III: (7 Hours)

Digital India & e-Governance: Initiatives, Infrastructure, Services and Empowerment. Digital Financial Tools: Unified Payment Interface, Aadhaar Enabled Payment System, USSD, Credit/Debit Cards, e-Wallets, Internet Banking, NEFT/RTGS and IMPS, Online Bill Payments and POS. Cyber Security: Threats, Significance, Challenges, Precautions, and Safety Measures, & Tools, legal and ethical perspectives.

UNIT IV: (4 Hours)

Emerging Technologies & their applications: Overview of Cloud Computing, Big Data, Internet of Things, and Virtual Reality.

UNIT V: (5 Hours)

Emerging Technologies & their applications: Block chain &Crypto currency, Robotics, Machine Learning & Artificial Intelligence, 3- D Printing. Digital Signatures.

PRACTICAL COMPONENT

1. Operating System Installation and configuration
2. Application Software Installation and configuration
3. Hardware understanding and minor troubleshooting
4. Networking, cabling, configuration

REFERENCE BOOKS:

1. Pramod Kumar, AnuradhaTomar, R. Sharmila, "Emerging Technologies in Computing - Theory, Practice, and Advances", Chapman and Hall / CRC, 1* Edition, 2021, eBook ISBN: 9781003121466. https://doi.org/10.1201/9781003121466.
2. V. Rajaraman, "Introduction to Information Technology", PHI, 3rd Edition, 2018, ISBN-10: 9387472299, ISBN-13: 978-9387472297.

3. E. Balagurusamy, "Fundamentals of Computers", Tata McGrawHill, 2nd Edition, 2011, ISBN: 9780071077880. 7 7 7 7 7
4. Behrouz A. Forouzan, "Data Communications and Networking", McGraw Hill, 4th Edition, 2007, ISBN 978-0-07-296775-3.
5. RajkumarBuvya, James Broberg, and AndrzejGosciniski, "Cloud Computing- Principals and Paradigms", Wiley, 2011, ISBN: 978-0-470-88799-8.

Note: Latest edition of the text books should be used.

QUESTION PAPER PATTERN

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: *Questions should be asked from all units. Equal importance should be given to each unit.*

SEMESTER – III

MJD-III – ORGANIZATIONAL BEHAVIOUR

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
III	MJD-III (Major Disciplinary Course)	**ORGANIZATIONAL BEHAVIOUR**	CIA: 40	ESE: 60	4	4

COURSE OBJECTIVES

- To introduce students to the fundamental concepts, nature, scope, and significance of Organizational Behaviour in modern organizations.
- To help students understand individual behaviour in organizations, including personality, perception, learning, attitudes, and values.
- To develop knowledge of group behaviour and interpersonal relationships**,** emphasizing group dynamics and transactional analysis.
- To familiarize students with organizational dynamics, including organizational design, culture, climate, and change management.
- To equip students with an understanding of organizational conflicts, conflict resolution strategies, organizational development, and effectiveness**.**

COURSE OUTCOMES

After completing this course, students will be able to:

- **CO1:** Explain the concepts, models, and approaches of Organizational Behaviour and analyze their role in organizational systems and environments.
- **CO2:** Analyze individual behaviour at the workplace by applying theories of personality, perception, learning, attitudes, and values.
- **CO3:** Assess group behaviour and group dynamics**,** including norms, cohesiveness, interpersonal relationships, and transactional analysis.

- **CO4:** Evaluate organizational dynamics such as structure, culture, climate, and change, and their impact on employee behaviour and performance.
- **CO5:** Identify sources and types of organizational conflict and apply appropriate conflict resolution techniques to enhance organizational effectiveness management practices

RELATIONSHIP MATRIX: Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	**COURSE CODE**					**COURSE TITLE**								**HOURS**	**CREDIT**
III	**MJD III**					**ORGANIZATIONAL BEHAVIOUR**								**4**	**4**
COURSE OUTCOMES (COS)	PROGRAMME OUTCOME (POS)					PROGRAMME SPECIFIC OUTCOMES (PSOS)								MEAN SCORE OF COS	
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8		
CO1	5	4	5	4	4	4	5	4	4	5	5	4	5	4	
CO2	4	4	4	4	5	4	4	3	4	4	4	4	4	4	
CO3	5	4	5	4	4	4	5	4	4	4	5	4	4	4	
CO4	4	4	4	5	4	4	4	4	5	4	4	4	5	4	
CO5	4	3	4	5	4	4	4	3	4	3	3	4	4	4	
Mean Overall Score														4	

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	**1% - 20%**	**21% - 40%**	**41%- 60%**	**61% - 80%**	**81% - 100%**
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having High association with programme outcomes and programme specific outcomes

SEMESTER – III

MJD-III – ORGANIZATIONAL BEHAVIOUR

UNIT – I: ORGANISATION BEHAVIOUR (12 Hours)

Concept – Nature – Significance – Disciplines- Challenges - Role – Models - Human Behaviour Approach – Organisational systems and Environment.

UNIT – II: INDIVIDUAL BEHAVIOUR (12 Hours)

Concept of Behaviour- Process of Behaviour -Personality- Concept – Measurement - Perception – Concept – Process – Application - Learning – Concept – Theories – Attitudes &Value - Concept – Theories – Types of values.

UNIT – III: GROUP BEHAVIOUR (12 Hours)

Group Norms – Group Formation – Group Cohesiveness – Group Dynamics – Interpersonal Relationships – Transactional Analysis.

UNIT – IV: ORGANISATIONAL DYNAMICS (12 Hours)

Organizational Design – Organisational Climate - Organisational Change – Resistance to Change, Management to Change, Organisational Culture.

UNIT – V: ORGANISATIONAL CONFLICTS (12 Hours)

Source, Pattern, Levels, and Type of Conflict – Resolution of Conflict – Organizational change and Development – Organisational Effectiveness.

TEXTBOOKS

1. Robbins, S. P., & Judge, T. A. (2022). *Organizational Behavior* (18th ed.). Pearson Education.
2. Aswathappa, K. (2020). *Organizational Behaviour* (13th ed.). Himalaya Publishing House.
3. Luthans, F. (2019). *Organizational Behavior: An Evidence-Based Approach* (13th ed.). McGraw-Hill Education.

REFERENCE BOOKS

1. Pareek, U. (2016). *Understanding Organizational Behaviour* (3rd ed.). Oxford University Press.
2. Griffin, R. W., Phillips, J. M., & Gully, S. M. (2020). *Organizational Behavior: Managing People and Organizations* (13th ed.). Cengage Learning.
3. Ivancevich, J. M., Konopaske, R., & Matteson, M. T. (2018). *Organizational Behavior and Management* (10th ed.). McGraw-Hill Education.
4. Hellriegel, D., & Slocum, J. W. (2017). *Organizational Behavior* (14th ed.). Cengage Learning.

Note: Latest edition of the text books should be used.

WEB REFERENCES:

1. https://www.du.ac.in/uploads/new-web/29122022_Appendix-122.pdf
2. https://baou.edu.in/assets/pdf/PGDHR_102_slm.pdf
3. https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAA1306.pdf

QUESTION PAPER PATTERN

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: Questions should be asked from all units. Equal importance should be given to each unit.

SARADHA GANGADHARAN COLLEGE (AUTONOMOUS)

BBA. DEGREE EXAMINATION

(For 2026-27 onwards)

MODEL QUESTION PAPER

Third Semester

MJD-III – ORGANIZATIONAL BEHAVIOUR

TIME: 3 Hours **MAX: 60 Marks**

SECTION A (10 x 1 = 10 MARKS)

Answer ALL the questions

1. Organizational Behaviour is the study of:
   a) Machines at work
   b) Human behaviour in organizations
   c) Financial performance
   d) Marketing strategies

2. Which of the following is NOT a discipline contributing to Organizational Behaviour?
   a) Psychology
   b) Sociology
   c) Anthropology
   d) Engineering

3. Personality is mainly influenced by:
   a) Heredity and environment
   b) Salary and incentives
   c) Job design
   d) Organizational structure

4. Perception refers to:
   a) Learning process
   b) Attitude formation
   c) Interpretation of sensory information
   d) Group behaviour

5. Group norms are:
   a) Written rules of the organization
   b) Informal standards of behaviour
   c) Legal regulations
   d) Company policies

6. Group cohesiveness means:
   a) Size of the group
   b) Degree of attraction among members

c) Leadership style
d) Conflict within the group

7. Organizational culture refers to:
a) Physical layout
b) Shared values and beliefs
c) Formal rules
d) Technology used

8. Resistance to change occurs mainly due to:
a) Job satisfaction
b) Fear of uncertainty
c) High motivation
d) Effective leadership

9. Which type of conflict occurs within an individual?
a) Inter-group conflict
b) Intra-group conflict
c) Intra-personal conflict
d) Organizational conflict

10. Organizational effectiveness relates to:
a) Profit alone
b) Employee satisfaction only
c) Achievement of organizational goals
d) Individual performance

SECTION B (5 x 4 = 20 Marks)

Answer any ALL Questions.

11. a) Define Organizational Behaviour and explain its significance.

OR

b) Explain the human behaviour approach to Organizational Behaviour.

12. a) What is personality? Briefly explain any two personality traits.

OR

b) Describe the process of perception with a suitable example.

13. a) Explain group formation and group norms.

OR

b) What is group cohesiveness? State its importance.

14. a) Explain organizational climate and its characteristics.

OR

b) Discuss resistance to organizational change.

15. a) Define organizational conflict and explain its sources.

OR

b) Explain any four methods of conflict resolution.

SECTION C (3 x 10 = 30 Marks)

Answer any THREE Questions.

16. Explain the nature, scope, and challenges of Organizational Behaviour.
17. Discuss theories of learning and their application in organizations.
18. Examine group dynamics and interpersonal relationships in organizations.
19. Explain organizational culture and organizational change management.
20. Discuss organizational conflict, organizational development, and organizational effectiveness.

SEMESTER – III

MJD-IV – BUSINESS ENVIRONMENT

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
III	MJD-IV (Major Disciplinary Course)	**BUSINESS ENVIRONMENT**	CIA: 40	ESE: 60	4	4

COURSE OBJECTIVES

- To familiarize students with the concept, nature, and significance of business environment and its components.
- To help students understand the social and cultural **forces** influencing business operations.
- To provide knowledge about the economic environment, economic systems, and government policies affecting business.
- To analyze the political and legal framework governing business activities in India.
- To create awareness about the technological and natural environment and their impact on business sustainability.

COURSE OUTCOMES

After completing this course, students will be able to:

CO1: Explain the concept, components, and importance of the business environment.

CO2: Analyze the influence of social and cultural factors on business decisions.

CO3: Examine economic systems, policies, and macroeconomic variables affecting business.

CO4: Interpret political, legal, and constitutional provisions regulating business in India.

CO5: Evaluate the impact of technological advancements and environmental issues on business.

RELATIONSHIP MATRIX: Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	COURSE CODE	COURSE TITLE	HOURS	CREDIT
III	**MJD-IV**	**BUSINESS ENVIRONMENT**	4	4

COURSE OUTCOMES (COS)	PROGRAMME OUTCOME (POS)					PROGRAMME SPECIFIC OUTCOMES (PSOS)								MEAN SCORE OF COS
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8	
CO1	4	5	4	4	5	4	5	4	4	5	5	4	5	4
CO2	4	4	4	4	5	4	4	4	3	4	4	4	4	4
CO3	5	4	5	4	4	4	5	4	4	5	4	4	4	4
CO4	5	4	4	4	4	4	4	4	5	4	4	5	4	4
CO5	4	3	4	5	4	4	4	3	4	3	3	4	4	4
Mean Overall Score														4

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	**1% - 20%**	**21% - 40%**	**41%- 60%**	**61% - 80%**	**81% - 100%**
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having High association with programme outcomes and programme specific outcomes

SEMESTER – III

MJD-IV – BUSINESS ENVIRONMENT

UNIT – I: INTRODUCTION (12 Hours)

The Concept of Business Environment - its Nature and Significance - Components of Business Environment - Impact of environment on business and strategic decisions.

UNIT – II: SOCIAL AND CULTURAL ENVIRONMENT (12 Hours)

Introduction - Social environment - Cultural environment - Impact of Foreign Culture on Business - Types of Social Organization - Social Responsibilities of Business.

UNIT – III: ECONOMIC ENVIRONMENT (12 Hours)

Introduction - Economic environment of Business - Economic systems - Macroeconomic parameters and their impact of business - Economic policies - Five Year Plans in India.

UNIT – IV: POLITICAL AND LEGAL ENVIRONMENT (12 Hours)

Introduction -Political environment - Relationship between Government and Business in India - Role of Government in Business - Constitutional provisions regarding regulation of business in India. Legal Environment - Implementations of Business - Corporate Governance.

UNIT – V: TECHNOLOGICAL AND NATURAL ENVIRONMENT (12 Hours)

Features of Technological Environment - Factors and Impact of Technological Environment - Technological Environment in India - Elements of Natural Environment - Environmental Pollution.

TEXTBOOKS

1. **Aswathappa, K.** (2025), *Business Environment*, 17th Edition, Himalaya Publishing House,
2. **Cherunilam, F.** (2022), *Business Environment*, 30th Edition Himalaya Publishing House.

REFERENCE BOOKS

1. **Brooks, I., Weatherston, J., & Wilkinson, G.** (2010), *The International Business Environment*, 2nd Edition, Pearson Education.
2. **Mishra, S. K., & Puri, V. K.** (2022) *Economic Environment of Business*, 12th Edition, Himalaya Publishing House.
3. **Francis Cherunilam** (2025), *Global Economy and Business Environment*, 4th Edition, Himalaya Publishing House.

Note: Latest edition of the text books should be used.

WEB REFERENCES:

1. https://iimm.org/wp-content/uploads/2019/04/IIMM_BE_Book.pdf
2. https://mis.alagappauniversity.ac.in/siteAdmin/dde-admin/uploads/6/__PG_M.B.A%20Five%20years%20Intergrated_5%20year%20Integrated_347%2063%20BUSINESS%20ENVIRONMENT_2305.pdf

QUESTION PAPER PATTERN

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: Questions should be asked from all units. Equal importance should be given to each unit.

SARADHA GANGADHARAN COLLEGE (AUTONOMOUS)

BBA. DEGREE EXAMINATION

(From 2026-27 onwards)

MODEL QUESTION PAPER

Third Semester

MJD-IV – BUSINESS ENVIRONMENT

TIME: 3 Hours **MAX: 60 Marks**

SECTION A (10 x 1 = 10 MARKS)

Answer ALL the questions

1. Business environment refers to:
   a) Internal factors only
   b) External factors only
   c) Both internal and external factors
   d) Financial factors

2. Which of the following is NOT a component of business environment?
   a) Economic environment
   b) Social environment
   c) Personal environment
   d) Political environment

3. Social responsibility of business mainly relates to:
   a) Profit maximization
   b) Welfare of society
   c) Market expansion
   d) Cost reduction

4. Which of the following is a macroeconomic variable?
   a) Sales
   b) Inflation
   c) Inventory
   d) Advertising

5. Mixed economy is characterized by:
   a) Private ownership only
   b) Government ownership only
   c) Co-existence of public and private sectors
   d) No government control

6. Five Year Plans in India were introduced to promote:
   a) Free trade

b) Economic development
c) Privatization
d) Globalization

7. Corporate governance deals with:
a) Employee welfare
b) Ethical management and accountability
c) Marketing strategies
d) Production techniques

8. Which Article of the Indian Constitution guarantees freedom of trade?
a) Article 14
b) Article 19(1)(g)
c) Article 21
d) Article 32

9. Technological environment mainly affects:
a) Production methods
b) Social values
c) Political ideology
d) Cultural beliefs

10. Environmental pollution mainly affects:
a) Business ethics
b) Natural environment
c) Corporate governance
d) Legal environment

SECTION B (5 x 4 = 20 Marks)

Answer any ALL Questions.

11. **a)** Define business environment and explain its significance.

OR

b) Explain the components of business environment.

12. **a)** Discuss the impact of social environment on business.

OR

b) Explain cultural environment and its influence on business.

13. **a)** Describe economic systems with suitable examples.

OR

b) Explain any four macroeconomic variables affecting business.

14. **a)** Explain the role of Government in business.

OR

b) Discuss the relationship between Government and business in India.

15. **a)** Explain the features of technological environment.

OR

b) Discuss the elements of natural environment.

SECTION C (3 x 10 = 30 Marks)

Answer any THREE Questions.

16. Explain the nature, significance, and impact of business environment on strategic decisions.
17. Discuss the social and cultural environment of business and explain the social responsibilities of business**.**
18. Analyze the economic environment of business with reference to economic policies and Five-Year Plans in India.
19. Examine the political and legal environment of business in India and explain the role of constitutional provisions.
20. Discuss the technological and natural environment, highlighting their impact on business and environmental pollution.

SEMESTER – III

MID-III - MANAGEMENT ACCOUNTING

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
III	MID-III (Minor Disciplinary Course)	**MANAGEMENT ACCOUNTING**	CIA: 40	ESE: 60	4	4

COURSE OBJECTIVES

- To provide students with a clear understanding of the concept, nature, scope, and functions of Management Accounting**.**
- To develop the ability to analyze and interpret financial statements using various accounting techniques.
- To familiarize students with ratio analysis and fund flow statements for managerial decision-making.
- To equip students with practical knowledge of cash flow analysis and working capital management**.**
- To enable students to apply marginal costing techniques for cost control, profit planning, and business decisions.

COURSE OUTCOMES

After successful completion of the course, students will be able to:

CO1: Explain the meaning, role, and importance of Management Accounting in business decision-making.
CO2: Analyze financial statements using comparative, common size, and trend analysis.
CO3: Compute and interpret accounting ratios and prepare balance sheets using ratios.
CO4: Prepare fund flow and cash flow statements and evaluate changes in working capital.
CO5: Apply marginal costing concepts such as break-even analysis and decision-making techniques.

RELATIONSHIP MATRIX: Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	COURSE CODE	COURSE TITLE	HOURS	CREDIT
III	**MID-III**	**MANAGEMENT ACCOUNTING**	4	4

COURSE OUTCOMES (COS)	PROGRAMME OUTCOME (POS)					PROGRAMME SPECIFIC OUTCOMES (PSOS)								MEAN SCORE OF COS
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8	
CO1	5	4	5	4	4	4	5	4	4	5	5	4	5	4
CO2	4	4	4	4	5	4	4	3	4	4	4	4	4	4
CO3	5	4	4	4	5	4	5	4	4	4	5	4	4	4
CO4	4	4	4	5	4	4	4	4	5	4	4	4	5	4
CO5	4	3	4	5	4	4	4	3	3	4	3	4	4	4
Mean Overall Score														4

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	**1% - 20%**	**21% - 40%**	**41%- 60%**	**61% - 80%**	**81% - 100%**
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having High association with programme outcomes and programme specific outcomes

SEMESTER – III

MID-III - MANAGEMENT ACCOUNTING

UNIT-1: MANAGEMENT ACCOUNTING **(12 Hours)**

Meaning – Nature – Scope – Function - Role of Management Accounting in Decision Making Management Accounting VS Financial Accounting - Management Accounting vs. Cost Accounting - Tools and Techniques of Management Accounting.

UNIT-II: FINANCIAL STATEMENT ANALYSIS **(12 Hours)**

Meaning - Objectives and Types of Financial Statements - Limitation of Financial Statement Analysis - Techniques of Financial Statement Analysis - Comparative Statement - Common Size Statement - Trend Percentage.

UNIT-III: RATIO ANALYSIS **(12 Hours)**

Meaning, Advantage and Limitation of Accounting Ratio- Classification of Ratios-Profitability Ratio, Turnover Ratio and Liquidity Ratio-Construction of Balance Sheet using Ratios.

UNIT-IV: FUND FLOW STATEMENT **(12 Hours)**

Meaning, Need and Objectives- Statement of changes in Working Capital-Computation of Fund from operations- Workings for Computation of various sources and uses-Preparation of Fund Flow Statement-Cash Flow Statement Analysis-Computation of Cash from operation- Cash Flow Statement.

UNIT-V: MARGINAL COSTING **(12 Hours)**

Definition-Distinction between Marginal Costing and Absorption Costing- Break Even Po int Analysis – Contribution-P/V Ratio, Margin of Safety – Decision Making under Marginal Costing System- Key Factor Analysis-Make or Buy Decision, Sales Mix Decision.

TEXTBOOKS

1. **R.S.N. Pillai & Bagavathi**, (2021), *Management Accounting*, Revised Edition, S. Chand & Co.
2. **J. Batty**, (2022), *Management Accounting*, Macmillan Publishers (Indian) Ltd.

REFERENCE BOOKS

1. **I.M. Pandey**, (2015) *Management Accounting*, 6th Edition, Vikas Publishing House.
2. **Dr. S.N. Maheshwari**, 2(014), *Management Accounting*, 14th Edition, Sultan Chand & Sons.
3. **Charles T. Horngren**, (2018), *Cost and Management Accounting*, 16th Edition, Pearson Education.

Note: Latest edition of the text books should be used.

WEB REFERENCES:

1. https://www.drnishikantjha.com/booksCollection/Accounting%20for%20Management%20for%20MBA%20.pdf
2. https://www.bdu.ac.in/cde/docs/ebooks/mba/I/P16MBA6%20-%20MANAGEMENT%20ACCOUNTING.pdf

QUESTION PAPER PATTERN

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: Questions should be asked from all units. Equal importance should be given to each unit.

SARADHA GANGADHARAN COLLEGE (AUTONOMOUS)

BBA. DEGREE EXAMINATION

(For 2026-27 onwards)

MODEL QUESTION PAPER

Third Semester

MID-III - MANAGEMENT ACCOUNTING

TIME: 3 Hours **MAX: 60**

SECTION A (10 x 1 = 10 MARKS)

Answer ALL the questions

1. Management Accounting is mainly concerned with:
   a) Past data b)
   Present data
   c) Future planning
   d) Statutory reporting

2. Which of the following is a tool of Management Accounting?
   a) Auditing
   b) Budgetary Control
   c) Book-keeping
   d) Cost audit

3. Common size statements express figures as a percentage of:
   a) Capital
   b) Sales or Total Assets
   c) Profit
   d) Working capital

4. Liquidity ratios indicate the firm's ability to:
   a) Earn profits
   b) Repay long-term loans
   c) Meet short-term obligations
   d) Increase sales

5. Current Ratio is calculated as:
   a) Current Assets / Current Liabilities
   b) Current Liabilities / Current Assets
   c) Net Profit / Sales
   d) Sales / Current Assets

6. Fund Flow Statement shows:
   a) Cash movements
   b) Changes in working capital

c) Changes in financial position
d) Profit and loss

7. Funds from operations are calculated from:
   a) Balance Sheet
   b) Cash Flow Statement
   c) Profit and Loss Account
   d) Trial Balance

8. Cash Flow Statement is prepared according to:
   a) Companies Act, 1956
   b) Accounting Standard – 3
   c) Accounting Standard – 2
   d) Income Tax Act

9. Contribution is equal to:
   a) Sales – Fixed Cost
   b) Sales – Variable Cost
   c) Fixed Cost – Variable Cost
   d) Sales – Total Cost

10. Break-even point occurs when:
    a) Profit is maximum
    b) Fixed cost is zero
    c) Contribution equals fixed cost
    d) Sales are zero

SECTION B (5 x 4 = 20 Marks)

Answer any ALL Questions.

11. a) Define Management Accounting and explain its nature.

OR

b) Distinguish between Management Accounting and Financial Accounting.

12. a) Explain the objectives of Financial Statement Analysis.

OR

b) What are the limitations of Financial Statement Analysis?

13. a) Explain profitability ratios with examples.

OR

b) Explain liquidity ratios with examples.

14. a) State the meaning and objectives of Fund Flow Statement.

OR

b) Explain the concept of working capital.

15. a) Define marginal costing and state its advantages.

OR

b) Explain the concept of contribution and P/V ratio.

SECTION C (3 x 10 = 30 Marks)

Answer any THREE Questions.

16. Explain the scope, functions, and role of Management Accounting in decision-making.
17. From the following information, prepare:
    a) Comparative Income Statement
    b) Common Size Balance Sheet.
18. Calculate the following ratios and comment on the financial position of the firm:
    a) Current Ratio
    b) Gross Profit Ratio
    c) Stock Turnover Ratio
    d) Net Profit Ratio.
19. Prepare a Fund Flow Statement from the given Balance Sheets and supporting schedules.
20. From the following data, calculate:
    a) Break-even point
    b) Margin of Safety
    c) P/V Ratio

    Also, Explain **Make or Buy Decision** under marginal costing.

SEMESTER – III

MLD-III – INTRODUCTION TO ENTREPRENEURSHIP AND STARTUPS

Semester	**Course Code**	**Course Title**	**Total Marks 100**		**Hours Per Week**	**Credits**
III	MLD-III (Multi-Disciplinary Course)	**INTRODUCTION TO ENTREPRENEURSHIP AND STARTUPS**	CIA: 40	ESE: 60	3	3

COURSE OBJECTIVES

- To introduce students to the concept, evolution, and importance of entrepreneurship and startups in economic development.
- To develop entrepreneurial skills such as leadership, teamwork, problem-solving, and critical thinking.
- To familiarize students with institutional support systems and funding sources for entrepreneurs in India.
- To enable students to identify and evaluate entrepreneurial opportunities and feasibility of business ideas**.**
- To impart practical knowledge on business model development and preparation of business plans**.**

COURSE OUTCOMES

After completing the course, students will be able to:

CO1: Explain the meaning, types, and characteristics of entrepreneurship and startups.

CO2: Demonstrate essential entrepreneurial and managerial skills required to start and manage enterprises.

CO3: Identify the role of supporting entrepreneurs. government, financial, and non-financial institutions

CO4: Analyze and select viable entrepreneurial opportunities using feasibility analysis**.**

CO5: Prepare a comprehensive business plan and business model for a startup venture.

CO5: Describe and apply leadership styles and control techniques to ensure effective management practices.

RELATIONSHIP MATRIX: Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	COURSE CODE					COURSE TITLE								HOURS	CREDIT
III	**MLD-III**					**INTRODUCTION TO ENTREPRENEURSHIP AND STARTUPS**								3	3
COURSE OUTCOMES (COS)	PROGRAMME OUTCOME (POS)					PROGRAMME SPECIFIC OUTCOMES (PSOS)								MEAN SCORE OF COS	
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8		
CO1	5	4	5	4	4	4	5	4	4	5	5	4	5	4	
CO2	4	4	4	4	5	4	4	4	4	3	4	4	4	4	
CO3	5	4	5	4	4	4	5	4	4	4	5	4	4	4	
CO4	5	4	4	4	4	4	4	4	5	4	4	4	5	4	
CO5	4	3	4	5	4	4	4	3	3	4	3	4	4	4	
Mean Overall Score														4	

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	**1% - 20%**	**21% - 40%**	**41%- 60%**	**61% - 80%**	**81% - 100%**
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having High association with programme outcomes and programme specific outcomes

SEMESTER – III

MLD-III – INTRODUCTION TO ENTREPRENEURSHIP AND STARTUPS

UNIT – I: INTRODUCTION: (9 Hours)

Meaning and importance of Entrepreneurship, Evolution of the term entrepreneurship, Factors influencing entrepreneurship, characteristics of entrepreneurship, types of entrepreneurships, objectives of entrepreneurship development, Startups- Definition, Types.

UNIT – II: ENTREPRENEURSHIP DEVELOPMENT SKILLS (9 Hours)

Types of Entrepreneurial Skills - team work and leadership skill, analytical and problem-solving skills, critical thinking skills, branding, marketing and networking skills. Role of entrepreneurship development programmes (EDP)

UNIT – III: INSTITUTIONS SUPPORTING ENTREPRENEURS (9 Hours)

Various Central and State Level Organizations Which Help the Entrepreneurs, Banks and non-banking financial organisations, Fund Collection for Entrepreneurship

UNIT – IV: ENTERPRISE PLANNING (9 Hours)

Sensing entrepreneurial opportunities, selecting the right opportunity, Site Selection, Feasibility Analysis

UNIT – V: PREPARATION OF BUSINESS MODEL/PLAN (9 Hours)

Business plan - concept, format, components of business plan. Significance of Business Plan. Making of a Business plan – Stepping stones to success: Case studies of Young Entrepreneurs in India.

TEXTBOOKS

1. Vasant Desai (2015), *Dynamics of Entrepreneurial Development and Management*, 6th Edition, Himalaya Publishing House..
2. Poornima M. Charantimath (2014) *Entrepreneurship Development and Small Business Enterprises*, 2nd Edition, Pearson Education.
3. K. Ramachandran (2009), *Entrepreneurship Development*, 1st Edition Tata McGraw-Hill Publication.

REFERENCE BOOKS

1. Hisrich, Peters & Shepherd (2017), *Entrepreneurship*, 10th Edition, McGraw-Hill Education.
2. , 10th Edition Timmons & Spinelli (2010) *New Venture Creation*, McGraw-Hill, 9th Edition.
3. Robert D. Hisrich (2008) *Entrepreneurship*, 6th Edition, Tata McGraw-Hill (Indian adaptation).
4. Note: Latest edition of the text books should be used.

WEB REFERENCES:

1. https://icmai.in/upload/Students/Syllabus2022/Final_Stdy_Mtrl/P20C.pdf
2. https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA3SemesterElective/3EntrepreneurshipandStartup.pdf

QUESTION PAPER PATTERN

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: Questions should be asked from all units. Equal importance should be given to each unit.

SARADHA GANGADHARAN COLLEGE (AUTONOMOUS)

BBA. DEGREE EXAMINATION

(For 2026-27 onwards)

MODEL QUESTION PAPER
Third Semester
MLD-III – INTRODUCTION TO ENTREPRENEURSHIP AND STARTUPS

TIME: 3 Hours **MAX: 60**

SECTION A (10 x 1 = 10 MARKS)
Answer ALL the questions

1. Entrepreneurship refers to
   a) Managing a business
   b) Starting a government enterprise
   c) Identifying opportunities and taking risks
   d) Working for wages

2. The term "Entrepreneur" originated from
   a) Latin
   b) Greek
   c) French
   d) German

3. Which of the following is NOT a characteristic of an entrepreneur?
   a) Risk taking
   b) Innovation
   c) Dependency
   d) Leadership

4. A startup is best defined as
   a) Any small business
   b) A new government firm
   c) A scalable business model based on innovation
   d) A traditional family business

5. Leadership skill comes under
   a) Technical skills
   b) Entrepreneurial development skills
   c) Financial skills
   d) Operational skills

6. EDP stands for
   a) Enterprise Development Programme
   b) Entrepreneurship Development Programme

c) Economic Development Programme
d) Employment Development Programme

7. SIDBI is a
a) Commercial Bank
b) Cooperative Bank
c) Development Financial Institution
d) Foreign Bank

8. Opportunity identification mainly focuses on
a) Personal interest only
b) Market needs and gaps
c) Availability of funds
d) Government support

9. Feasibility analysis is conducted to
a) Increase profit
b) Reduce tax
c) Assess viability of a business idea
d) Select employees

10. A business plan mainly helps in
a) Daily operations
b) Legal compliance
c) Guiding and attracting investors
d) Advertising products

SECTION B (5 x 4 = 20 Marks)

Answer any ALL Questions.

11. a) Explain the meaning and importance of Entrepreneurship.

OR

b) Describe the types of Entrepreneurships.

12. a) Explain the characteristics of an entrepreneur.

OR

b) Discuss the types of startups.

13. a) Explain the entrepreneurial skills required for startup success.

OR

b) Describe the role of Entrepreneurship Development Programmes (EDPs).

14. a) Explain the role of banks in promoting entrepreneurship.

OR

b) Discuss the role of non-banking financial institutions in entrepreneurship development.

15. a) Explain the concept of entrepreneurial opportunity identification.

OR

b) Discuss the importance of feasibility analysis in enterprise planning.

SECTION C (3 x 10 = 30 Marks)

Answer any THREE Questions

16. Explain the evolution and factors influencing entrepreneurship.
17. Discuss entrepreneurial skills required for startup success.
18. Describe institutions supporting entrepreneurs in India.
19. Explain opportunity identification and feasibility analysis.
20. Explain the concept, components, and significance of a business plan.

SEMESTER – III

SEC-III - SOFT SKILLS FOR BUSINESS

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
III	SEC-III (Skill Enhancement Course)	**SOFT SKILLS FOR BUSINESS**	CIA: 50	ESE: 50	2	3

COURSE OBJECTIVES

- To introduce students to the concept and importance of soft skills in the business and corporate environment.
- To develop effective business communication skills, including verbal, non-verbal, written, and digital communication.
- To enhance interpersonal, teamwork, leadership, and emotional intelligence skills required in organizations.
- To improve personality development, professional ethics, time management, and stress management skills.
- To equip students with practical workplace skills such as presentation, interview, group discussion, and problem-solving abilities.

COURSE OUTCOMES

After successful completion of the course, students will be able to:

CO1: Understand the role of soft skills in employability, career development, and corporate success.

CO2: Apply effective communication and listening skills in business and professional situations.

CO3: Demonstrate interpersonal, teamwork, leadership, and conflict-management skills in the workplace.

CO4: Develop a positive personality with professional ethics, self-confidence, and stress-handling abilities.

CO5: Exhibit workplace readiness through effective presentations, interviews, group discussions, and problem-solving skills.

RELATIONSHIP MATRIX: Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	COURSE CODE					COURSE TITLE								HOURS	CREDIT
III	**SEC-III**					**SOFT SKILLS FOR BUSINESS**								2	2
COURSE OUTCOMES (COS)	PROGRAMME OUTCOME (POS)					PROGRAMME SPECIFIC OUTCOMES (PSOS)								MEAN SCORE OF COS	
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8		
CO1	5	4	5	4	4	4	5	4	4	5	5	4	5	4	
CO2	4	4	4	4	5	4	4	3	4	4	4	4	4	4	
CO3	5	4	5	4	4	4	5	4	4	4	5	4	4	4	
CO4	4	4	4	5	4	4	4	4	5	4	4	4	5	4	
CO5	4	3	4	5	4	4	4	3	4	3	3	4	4	4	
Mean Overall Score														4	

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	**1% - 20%**	**21% - 40%**	**41%- 60%**	**61% - 80%**	**81% - 100%**
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having High association with programme outcomes and programme specific outcomes

SEMESTER – III

SEC-III - SOFT SKILLS FOR BUSINESS

UNIT – I: INTRODUCTION TO SOFT SKILLS **(6 Hour**s)

Meaning and Definition of Soft Skills – Importance of Soft Skills in Business – Difference between Soft Skills and Hard Skills – Role of Soft Skills in Career Development – Employability Skills – Soft Skills in the Corporate World.

UNIT – II: COMMUNICATION SKILLS FOR BUSINESS **(6 Hours)**

Concept of Communication – Types of Communication (Verbal, Non-Verbal, Written, Visual) – Business Communication Process – Barriers to Communication – Listening Skills – Business Etiquette – Email and Telephone Etiquette.

UNIT – III: INTERPERSONAL AND TEAM SKILL **(6 Hours)**

Interpersonal Skills – Building Positive Workplace Relationships – Team Work and Team Building – Leadership Skills – Motivation – Conflict Management – Emotional Intelligence in Business – Negotiation Skills.

UNIT – IV: PERSONALITY DEVELOPMENT AND PROFESSIONAL SKILLS **(6 Hours)**

Personality – Determinants of Personality – Self-Awareness and Self-Confidence – Time Management – Stress Management – Goal Setting – Positive Attitude – Professional Ethics and Values.

UNIT – V: PRESENTATION, INTERVIEW AND WORKPLACE SKILLS **(6 Hours)**

Presentation Skills – Public Speaking – Body Language – Resume and Cover Letter Writing – Interview Skills – Group Discussion – Workplace Behavior – Adaptability and Problem-Solving Skills.

TEXTBOOKS

1. **Raman, M., & Singh, P.** (2012) *Business Communication*, Oxford University Press India, 2nd Edition.
2. **Barun K. Mitra** (2011), *Personality Development and Soft Skills*, Oxford University Press India, 2nd Edition.

REFERENCE BOOKS

1. **Goleman, D.** (2005), *Emotional Intelligence*, Bantam Books, 10^{th} Edition.
2. **Lesikar, R. V., Flatley, M. E., & Rentz, K.** (2014), *Business Communication: Making Connections in a Digital World*, McGraw-Hill, 13^{th} Edition.
3. **Bhatia, R. C.** (2008), *Professional Communication*, Ane Books, 2^{nd} Edition.

Note: Latest edition of the text books should be used.

WEB REFERENCES:

1. https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SHS5020.pdf
2. https://www.osou.ac.in/eresources/Soft-Skills-ccs04.pdf
3. https://ebooks.lpude.in/new-scheme/commerce/bcom/sem_4/DEPES201_SOFT_SKILLS.pdf

PRACTICAL EVALUATION PATTERN

Total: 100 Marks

<table>
<tr><td rowspan="3">INTERNAL EVALUATION</td><td>Observation Report</td><td>20 Marks</td><td rowspan="3">50 Marks</td></tr>
<tr><td>Attendance</td><td>05 Marks</td></tr>
<tr><td>Presentation & Viva Voce</td><td>25 Marks</td></tr>
<tr><td rowspan="2">EXTERNAL EVALUATION</td><td>Final Report</td><td>25 Marks</td><td rowspan="2">50 Marks</td></tr>
<tr><td>Final Presentation & Viva Voce</td><td>25 Marks</td></tr>
</table>

Note: Questions from the internal/external evaluators should be based on the students' presentations and the content of their reports.

SEMESTER – IV

MJD-V – MARKETING MANAGEMENT

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
IV	MJD-V (Major Disciplinary Course)	**MARKETING MANAGEMENT**	CIA 40	ESE 60	4	4

COURSE OBJECTIVES

- To understand the basic concepts, functions and importance of marketing in a competitive business environment.
- To analyse consumer buying behaviour
- To gain knowledge of product management and pricing decisions
- To understand distribution and promotional strategies used by organizations to reach customers effectively.
- To familiarize students with digital marketing and emerging trends

COURSE OUTCOMES (COs)

CO1: Explain fundamental marketing concepts, functions and the role of marketing in economic development.

CO2: Analyse consumer buying behaviour and develop appropriate segmentation, targeting, positioning and value propositions.

CO3: Apply product and pricing strategies, including PLC, branding and new product development.

CO4: Evaluate distribution channels and promotional mix strategies for effective market reach.

CO5: Assess digital marketing tools and emerging marketing trends, while recognizing ethical and legal issues in digital marketing.

RELATIONSHIP MATRIX: Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	COURSE CODE					COURSE TITLE								HOURS	CREDIT
IV	MJD -V					MARKETING MANAGEMENT								4	4
COURSE OUTCOMES (COS)	PROGRAMME OUTCOMES (POS)					PROGRAMME SPECIFIC OUTCOMES (PSOS)								MEAN SCORE OF COS	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8		
CO1	4	5	5	4	4	4	5	4	4	3	4	4	5	4	
CO2	4	4	4	4	5	4	4	4	4	3	4	4	4	4	
CO3	5	4	3	5	4	4	5	4	4	4	5	4	4	4	
CO4	4	4	5	3	4	4	4	4	5	4	4	4	5	4	
CO5	4	3	4	5	4	4	4	3	3	4	4	4	4	4	
Mean Overall Score														4	

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	1% - 20%	21% - 40%	41%- 60%	61% - 80%	81% - 100%
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having **High** association with programme outcomes and programme specific outcomes

SEMESTER – IV

MJD- V-MARKETING MANAGEMENT

UNIT I BASICS OF MARKETING **(12 Hours)**

Introduction to Marketing Management -Market and Marketing – Core Concepts of Marketing – Functions and Importance of Marketing – Marketing Vs. Selling – Modern Marketing Concept – Marketing Mix and Extended Marketing Mix- Role of Marketing in Economic Development – Ethics in Marketing.

UNIT II CONSUMER BUYING BEHAVIOUR **(10 Hours)**

Consumer Buying Behaviour - Introduction – Consumer Buying Decision Process – Role of a Buyer. Concept of Market Segmentation – Bases for Segmentation- Target Marketing – Positioning – Value Proposition.

UNIT III PRODUCT & PRICING **(10 Hours)**

Product: Meaning, Classification, Product Life Cycle (PLC)- Stages in PLC – Branding – Packaging and Labelling – New Product Development Process. Pricing: Meaning and Objectives – Pricing Methods and Strategies.

UNIT IV PHYSICAL DISTRIBUTION AND PROMOTION **(15 Hours)**

Distribution: Meaning, Types and Functions- Marketing Channels – Factors governing choice of channel. Promotion – Promotion Mix – Advertising: Meaning, Objectives, Types of Media- Media Selection – Sales Promotion – Personal Selling – Public Relations.

UNIT V EMERGING TRENDS IN MARKETING **(13 Hours)**

Digital Marketing – Meaning and Importance – Online Consumer Behaviour – Social Media Marketing – Content Marketing – AI in Marketing- Green Marketing- Search Engine Marketing (SEM) – Mobile Marketing – Customer Relationship Management (CRM) – Ethical and Legal Issues in Digital Marketing.

TEXT BOOKS

1. Philip Kotler, (2008), Principles of Marketing, 12th Edition, Prentice Hall of India.
2. R.S.N.Pillai & Bagavathi, (2010), Marketing Management, S Revised Edition Chand Publishing.
3. Rajan Sexna (2022), Marketing Management, MC Graw Hill Education.

REFERENCE BOOKS

1. Kotler, P. and Armstrong, G. (1997) Marketing An Introduction. Fourth Edition. New Jersey. Prentice Hall International
2. Kotler, P., Armstrong, G., Saunders, J. and Wong, V. (1999) Principles of Marketing, 2nd Edition, New Jersey: Prentice Hall
3. Baker, M. (2000) Marketing Management and Strategy, 3rd edition, Macmillan Business.
4. Blythe, J. (2001) Essentials of Marketing, 2nd edition, Prentice Hall

WEB REFERENCES

1. https://www.managementstudyguide.com/marketing-management.htm
2. https://www.managementstudyguide.com/consumer-decision-making-process.htm
3. https://www.investopedia.com/terms/v/valueproposition.asp
4. https://www.managementstudyguide.com/new-product-development.htm

QUESTION PAPER PATTERN

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: *Questions should be asked from all units. Equal importance should be given to each unit.*

SARADHA GANGADHARAN COLLEGE (AUTONOMOUS)

BBA DEGREE EXAMINATIONS

(For 2026-27 onwards)

MODEL QUESTION PAPER

Fourth Semester

MJD–V – MARKETING MANAGEMENT

TIME: 3 Hours **MAX: 60 Marks**

SECTION A (10 x 1 = 10 MARKS)
Answer ALL the questions

1. Marketing is mainly concerned with the satisfaction of
   a) Sellers
   b) Society
   c) Customers
   d) Middlemen

2. Which of the following is a core concept of marketing?
   a) Profit
   b) Exchange
   c) Accounting
   d) Production

3. Marketing focuses on ________, whereas selling focuses on the seller.
   a) Product
   b) Profit
   c) Customer
   d) Price

4. Market segmentation refers to
   a) Selling the same product to all customers
   b) Advertising products
   c) Dividing a market into homogeneous groups
   d) Pricing strategies

5. The final stage of the consumer buying decision process is:
   a) Need recognition
   b) Information search
   c) Purchase decision
   d) Post-purchase behaviour

6. Product Life Cycle includes all the following stages except
   a) Introduction

b) Growth
c) Maturity
d) Saturation

7. Branding mainly helps in:
a) Cost reduction
b) Product identification
c) Inventory control
d) Distribution

8. The channel of distribution that involves no intermediaries is called
a) Indirect channel
b) Wholesale channel
c) Retail channel
d) Direct channel

9. Sales promotion is mainly used to
a) Build long-term image
b) Increase short-term sales
c) Improve public relations
d) Reduce competition

10. Search Engine Marketing (SEM) refers to
a) Free website promotion
b) Social media marketing
c) Paid search advertising
d) Email marketing

SECTION B (5 x 4 = 20 Marks)

Answer any ALL Questions.

11. a) Explain the functions and importance of marketing.

OR

b) Distinguish between marketing and selling.

12. a) Describe the consumer buying decision process.

OR

b) Explain the concept and bases of market segmentation.

13. a) Explain the Product Life Cycle with its stages.

OR

b) Describe the new product development process.

14. a) Explain the pricing objectives and pricing methods.

OR

b) Discuss the factors governing the choice of distribution channels.

15. a) Explain the promotion mix.

OR

b) Describe the role of advertising and media selection.

SECTION C (3 x 10 = 30 Marks)

Answer any THREE Questions

16. Explain the role of marketing in economic development.
17. Discuss targeting, positioning, and value proposition.
18. Explain product classification, branding, packaging and labelling,
19. Describe physical distribution and promotion mix.
20. Explain emerging trends in marketing and ethical issues in digital marketing.

SEMESTER – IV

MJD-VI – BUSINESS LAW

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
IV	MJD-VI (Major Disciplinary Course)	**BUSINESS LAW**	CIA 40	ESE 60	4	4

COURSE OBJECTIVES

- To understand the basics of law and principles of the Indian Contract Act, 1872**.**
- To familiarise students with the law of agency**.**
- To impart knowledge of the Sale of Goods Act, 1930**.**
- To develop an understanding of the Negotiable Instruments Act, 1881 and the Consumer Protection Act, 2019.
- To familiarise the students with Limited Liability Partnership Act, 2008**.**

COURSE OUTCOMES (COs)

CO1: Understand and explain the fundamental principles of the Indian Contract Act, 1872**.**

CO2: Know the aspects of creating an agency

CO3: Enhance the fundamentals of Sale of Goods Act

CO4: Interpret the provisions of the Negotiable Instruments Act, 1881 and the Consumer Protection Act, 2019

CO5: Examine the legal framework governing Limited Liability Partnerships under the LLP Act, 2008

RELATIONSHIP MATRIX: Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	COURSE CODE					COURSE TITLE								HOURS	CREDIT
IV	MJD-VI					BUSINESS LAW								4	4
COURSE OUTCOMES (COS)	PROGRAMME OUTCOMES (POS)					PROGRAMME SPECIFIC OUTCOMES (PSOS)								MEAN SCORE OF COS	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8		
CO1	5	4	5	4	4	5	4	4	5	4	5	4	5	4	
CO2	4	4	4	4	5	4	4	4	3	4	4	4	4	4	
CO3	5	4	5	4	4	4	5	4	4	4	5	4	4	4	
CO4	4	4	5	3	4	4	4	4	5	4	4	3	5	4	
CO5	4	5	4	5	3	5	4	5	4	5	4	3	3	4	
Mean Overall Score														4	

Result: the score of this course is 4 (High

SCALE INTERPRETATION TABLE

Association	**1% - 20%**	**21% - 40%**	**41%- 60%**	**61% - 80%**	**81% - 100%**
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having **High** association with programme outcomes and programme specific outcomes

SEMESTER – IV

MJD- VI-BUSINESS LAW

UNIT I INTRODUCTION TO LAW & BUSINESS (18 Hours)

Introduction to Law and Business - Indian Contract Act, 1872– Definition of Contract– Agreement and Contract– Essential elements of a valid contract– Kinds of contracts– Offer and Acceptance– Consideration–Capacity of parties– Free consent– Legality of object- Discharge of contract– Breach of contract– Remedies for breach of contract.

UNIT II AGENCY (8 Hours)

Agency– Meaning and creation of agency– Kinds of agents– Rights and duties of Agent and Principal– Termination of agency.

UNIT III: SALE OF GOODS ACT, 1930 (9 Hours)

Sale of Goods Act, 1930– Contract of sale– Goods and classification of goods– Conditions and Warranties– Doctrine of Caveat Emptor– Transfer of Ownership– Unpaid seller– Rights of Unpaid Seller.

UNIT IV: NEGOTIABLE INSTRUMENTS & CONSUMER PROTECTION ACT (15 Hours)

Negotiable Instruments Act, 1881– Meaning and characteristics of negotiable instruments–Promissory Note– Bill of Exchange– Cheque–Types of crossing of cheques– Endorsement–Consumer Protection Act 2019 – Meaning of Consumer– Consumer Rights– Consumer Disputes Redressal Agencies– Remedies available to consumers.

UNIT V: LIMITED LIABILITY PARTNERSHIP ACT, 2008 (10 Hours)

Limited Liability Partnership Act, 2008– Meaning, Nature and Scope of LLP– Need for LLP– Salient Features– Difference between LLP, Partnership and Company– Incorporation of LLP– Partners and designated partners– Winding up and Dissolution.

TEXT BOOKS

1. ND Kapoor (2001).Elements of Mercantile Law, Sultan Chand & Co., New Delhi
2. Shukla & Gulshan (2018), Principles of Company Law 14th Edition S.Chand & Co.,
3. Kucchal (2018), Business Law/Mercantile Law, 8th Edition Vikas Publishing House (P) Ltd.
4. P C Tulsian, (2014), Business Law - Tata McGraw, 3rd Editon, Hill Education,.
5. M.C.Shukla (2017), A Manual of Mercantile law Reprint Edition, S.Chand Publishing.

REFERENCE BOOKS

1. Arora Sushma (2022), Business Law, Taxmann Publication
2. Jena B and Mohapatra, (2019), A Book of Business Laws, Himalaya Publishing House
3. Ashok Sharma, V.K. (2018), Business Law, Global Publication.

WEB REFERENCES

1. https://www.lawteacher.net/free-law-essays/contract-law/kinds-of-agents.php
2. https://www.indiacode.nic.in/handle/123456789/2397
3. https://www.lawteacher.net/free-law-essays/contract-law/negotiable-instruments.php
4. https://consumeraffairs.nic.in/acts-and-rules/consumer-protection

QUESTION PAPER PATTERN

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: *Questions should be asked from all units. Equal importance should be given to each unit.*

SARADHA GANGADHARAN COLLEGE (AUTONOMOUS)

BBA DEGREE EXAMINATIONS

(From 2025-26 onwards)

MODEL QUESTION PAPER

Fourth Semester

MJD–VI – BUSINESS LAW

TIME: 3 Hours **MAX: 60 Marks**

SECTION A (10 x 1 = 10 MARKS)
Answer ALL the questions

1. An agreement enforceable by law is called a
   a) Promise
   b) Offer
   c) Contract
   d) Proposal

2. Which of the following is not an essential element of a valid contract?
   a) Lawful consideration
   b) Free consent
   c) Written agreement
   d) Capacity of parties

3. A contract made by a minor is
   a) Valid
   b) Void
   c) Voidable
   d) Illegal

4. Discharge of contract by impossibility of performance is also known as
   a) Breach
   b) Frustration
   c) Novation
   d) Assignment

5. In agency, the person who is represented by another is called
   a) Agent
   b) Servant
   c) Principal
   d) Contractor

6. The doctrine of Caveat Emptor means
   a) Seller beware

b) Buyer beware
c) Contract beware
d) Goods beware

7. Who is an unpaid seller under the Sale of Goods Act, 1930?
a) Seller who has sold goods on credit
b) Seller who has not received the whole price
c) Seller who has delivered goods
d) Seller who has accepted a cheque

8. A cheque crossed with two parallel lines is called
a) Open cheque
b) Special crossing
c) General crossing
d) Bearer cheque

9. The Consumer Protection Act, 2019 introduced
a) Lok Adalat
b) Product liability
c) Arbitration
d) Company Tribunal

10. LLP is governed by
a) Companies Act, 2013
b) Partnership Act, 1932
c) LLP Act, 2008
d) Contract Act, 1872

SECTION B (5 x 4 = 20 Marks)

Answer any ALL Questions.

11. a) Define contract and explain the essential elements of a valid contract.

OR

b) Explain offer and acceptance with suitable examples.

12. a) What is discharge of contract? Explain any two modes of discharge.

OR

b) Explain breach of contract and remedies available for breach.

13. a) Define agency and explain the creation of agency.

OR

b) Explain the rights and duties of an agent.

14. a) Distinguish between conditions and warranties.

OR

b) Explain the doctrine of Caveat Emptor and its exceptions.

15. a) Explain the rights of consumers under the Consumer Protection Act, 2019.

OR

b) Explain the meaning and features of Limited Liability Partnership.

SECTION C (3 x 10 = 30 Marks)

Answer any THREE Questions

16. Explain the Indian Contract Act, 1872 and discuss the essential elements of a valid contract.
17. Define agency. Explain the rights and duties of agent and principal and the modes of termination of agency.
18. Illustrate the Sale of Goods Act, 1930 with special reference to transfer of ownership and rights of an unpaid seller.
19. Discuss the Negotiable Instruments Act, 1881. Explain promissory note, bill of exchange and cheque along with types of crossing.
20. Enumerate the salient features of the Limited Liability Partnership Act, 2008 and distinguish LLP from partnership and company.

SEMESTER – IV

MJD-VII – HUMAN RESOURCE MANAGEMENT

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
IV	MJD-VII (Major Disciplinary Course)	**Human Resource Management**	CIA 40	ESE 60	4	4

COURSE OBJECTIVES

- To understand the fundamentals of HRM.
- To develop knowledge of human resource planning and staffing,
- To gain insights into training, performance appraisal and career development.
- To understand compensation, employee welfare and quality of work life.
- To analyse employee relations and emerging trends in HRM.

COURSE OUTCOMES (COs)

CO1: Explain the concepts, functions and strategic role of HRM in a dynamic business environment.

CO2: Apply human resource planning, job analysis, recruitment and selection techniques to organizational contexts.

CO3: Analyse training and development practices, performance appraisal systems and career management processes.

CO4: Evaluate compensation management, employee welfare measures, occupational safety, health, environment (OSHE) and quality of work life.

CO5: Assess employee relations, industrial relations practices and emerging trends in HRM such as AI, Green HRM, DEI and IT applications.

RELATIONSHIP MATRIX: Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	COURSE CODE					COURSE TITLE								HOURS	CREDIT
IV	MJD-VII					HUMAN RESOURCE MANAGEMENT								4	4
COURSE OUTCOMES (COS)	PROGRAMME OUTCOMES (POS)					PROGRAMME SPECIFIC OUTCOMES (PSOS)								MEAN SCORE OF COS	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8		
CO1	5	4	4	3	4	4	5	4	5	4	4		5	4	
CO2	4	4	4	4	5	4	4	4	4	3	4	4	4	4	
CO3	5	4	4	5	3	4	5	4	4	4	4	5	4	4	
CO4	4	4	5	4	4	4	4	4	5	4	4	4	5	4	
CO5	4	3	4	4	5	4	4	4	3	3	4	4	4	4	
Mean Overall Score														**4**	

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	**1% - 20%**	**21% - 40%**	**41%- 60%**	**61% - 80%**	**81% - 100%**
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having **High** association with programme outcomes and programme specific outcomes

SEMESTER – IV

MJD-VII – HUMAN RESOURCE MANAGEMENT

UNIT I INTRODUCTION TO HUMAN RESOURCE MANAGEMENT (10 Hours)

Human Resource Management– Meaning, Nature, Scope, Objectives, Importance and Functions of HRM– Duties and responsibilities of HR manager– HRM in a changing business environment– Strategic HRM– Human Resource Policies.

UNIT II HUMAN RESOURCE PLANNING (10 Hours)

Human Resource Planning– Meaning, Objectives, Process– Job Analysis– Job Description and Job Specification– Recruitment– Sources of Recruitment– Selection Process– Placement and Induction– Challenges in Recruitment and Selection.

UNIT III TRAINING, DEVELOPMENT AND PERFORMANCE APPRAISAL (10 Hours)

Training– Meaning and Importance– Types and Methods of Training– Management Development– Performance Appraisal– Meaning, Objectives, Methods of Performance Appraisal– Career Planning and Development– Promotion, Transfer and Demotion.

UNIT IV COMPENSATION AND EMPLOYEE WELFARE (15 Hours)

Wage and Salary Administration– Factors influencing Compensation– Incentives and Fringe Benefits– Employee Welfare Measures– Social Security– Health and Safety Measures– OSHE- Occupational Safety, Health and Environment - Quality Of Work Life (QWL) - Factors influencing QWL.

UNIT V EMPLOYEE RELATIONS AND EMERGING TRENDS IN HRM (15 Hours)

Employee Relations– Industrial Relations– Trade Unions– Collective Bargaining– Grievance Handling– Disciplinary Procedures– Employee Engagement– HRM Challenges– Emerging Trends in HRM- Green HRM, AI in HRM, Diversity, Equity and Inclusion (DEI) - Applications of IT in HRM.

RECOMMENDED TEXT BOOKS:

1. Dessler (2007) Human Resource Management, Pearson Education Limited,
2. Decenzo and Robbins, (2007), Human Resource Management, 8th Edition, Wiley.

REFERENCE BOOKS:

1. Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. (2012), Managing Human Resource. PHI

Learning.
2. Bernadin, (2012), Human Resource Management, 8th edition, Tata Mcgraw Hill.
3. Wayne Cascio (2007), Managing Human Resource, McGraw Hill.
4. Ivancevich (2012), Human Resource Management, McGraw Hill
5. Uday Kumar Haldar, Juthika Sarkar (2012). Human Resource Management. Oxford.

WEB REFERENCES:

1. https://www.drnishikantjha.com/booksCollection/hrm-basic-notes.pdf
2. https://www.scribd.com/document/907803333/Module-1-Introduction-to-HRM
3. https://www.aihr.com/blog/hr-trends

QUESTION PAPER PATTERN

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: Questions should be asked from all units. Equal importance should be given to each unit.

SARADHA GANGADHARAN COLLEGE (AUTONOMOUS)

BBA DEGREE EXAMINATIONS

(From 2025-26 onwards)

MODEL QUESTION PAPER

Fourth Semester

MJD–VII – HUMAN RESOURCE MANAGEMENT

TIME: 3 Hours **MAX: 60 Marks**

SECTION A (10 x 1 = 10 MARKS)

Answer ALL the questions

Answer ALL the questions

1. Human Resource Management is mainly concerned with
   a) Machines
   b) Money
   c) Materials
   d) People

2. Strategic HRM focuses on
   a) Short-term employee needs
   b) Welfare activities only
   c) Alignment of HR practices with organizational strategy
   d) Payroll management

3. Job description mainly contains information about
   a) Qualifications of employees
   b) Duties and responsibilities of a job
   c) Salary structure
   d) Promotion policy

4. Which of the following is an internal source of recruitment?
   a) Employment exchange
   b) Campus recruitment
   c) Promotion
   d) Advertisement

5. Training given to newly appointed employees is called
   a) Refresher training
   b) Apprenticeship training
   c) Induction training
   d) Vestibule training

6. Performance appraisal is primarily used to
   a) Punish employees
   b) Measure employee performance
   c) Reduce workforce
   d) Increase workload

7. Wages paid based on time spent at work are known as
   a) Piece wages
   b) Incentive wages
   c) Time wages
   d) Bonus wages

8. Occupational Safety, Health and Environment (OSHE) is concerned with
   a) Employee motivation
   b) Workplace safety and health
   c) Recruitment policy
   d) Wage fixation

9. Collective bargaining takes place between
   a) Employer and customers
   b) Government and employees
   c) Trade unions and management
   d) Supervisors and workers

10. Green HRM mainly focuses on
   a) Profit maximization
   b) Employee discipline
   c) Environment-friendly HR practices
   d) Industrial disputes

SECTION B (5 x 4 = 20 Marks)

Answer any ALL Questions.

11. a) Explain the nature and scope of Human Resource Management.

OR

b) Discuss the duties and responsibilities of an HR manager.

12. a) Describe the process of Human Resource Planning.

OR

b) Explain job analysis, job description and job specification.

13. a) Illustrate training, its types and methods.

OR

b) Expound the objectives and methods of performance appraisal.

14. a) Explain the factors influencing compensation.

OR

b) Describe the various employee welfare measures adopted by the organizations.

15. a) Explain the grievance handling procedure in an organization.

OR

b) Illustrate the role of trade unions in industrial relations.

SECTION C (3 x 10 = 30 Marks)

Answer any THREE Questions

16. Summarise the concept, importance and functions of Human Resource Management in detail.
17. Discuss the recruitment and selection process and highlight the challenges involved.
18. Explain training and development, management development and their role in career planning and development.
19. Describe quality of work life and factors influencing QWL.
20. Enumerate the emerging trends in HRM.

SEMESTER IV

MJD- VIII- STRATEGIC MANAGEMENT

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
IV	MJD-VIII (Major Disciplinary Course)	**STRATEGIC MANAGEMENT**	CIA: 40	ESE: 60	4	4

COURSE OBJECTIVES:

The course aims to make the students to

- Identify the concepts and importance of strategic management.
- Analyse the business environment to identify opportunities and threats
- Formulate effective strategies by applying appropriate strategic tools and models
- Help learners understand strategy implementation and control.
- Build skills to evaluate and choose appropriate strategies of business

COURSE OUTCOMES (COs):

By the end of the course, students will be able to:

CO1: Understand the concept, process, and importance of strategic management in organizations

CO2: Analyse the external and internal business environment for strategy formulation.

CO3: Evaluate strategic alternatives and select appropriate strategies for competitive advantage.

CO4: Apply suitable strategy implementation techniques in different business scenario

CO5: Demonstrate strategic thinking and decision-making skills for long-term business success.

Relationship Matrix Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	COURSE CODE					COURSE TITLE								HOURS	CREDIT
IV	MJD- VIII					STRATEGIC MANAGEMENT								4	4
COURSE OUTCOMES (COS)	PROGRAMME OUTCOME (POS)					PROGRAMME SPECIFIC OUTCOMES (PSOS)								MEAN SCORE OF COS	
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8		
CO1	5	4	4	4	4	4	5	4	5	4	5	5	5	4	
CO2	4	5	5	5	3	3	4	4	4	3	3	4	4	4	
CO3	5	4	4	5	4	4	3	4	3	4	4	4	4	4	
CO4	4	3	5	5	4	4	4	5	4	4	3	4	5	4	
CO5	4	3	4	4	3	4	4	4	4	4	4	3	4	4	
Mean Overall Score														4	

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	**1% - 20%**	**21% - 40%**	**41%- 60%**	**61% - 80%**	**81% - 100%**
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having **High** association with programme outcomes and programme specific outcomes

SEMESTER IV

MJD- VIII- STRATEGIC MANAGEMENT

UNIT I: STRATEGIC MANAGEMENT **(12 Hours)**

Strategic Management: Meaning– Definition – Nature and Scope – Benefits – Risks – Approaches – Strategic intent, Vision, Mission, and Objectives- Strategic Decision-making process – Participants in strategic Management

UNIT II: ENVIRONMENTAL ANALYSIS **(12 Hours)**

Environmental Scanning – PESTLE - Industry analysis Poster 5 Forces– forecasting – Internal scanning – SWOT Analysis – vision of the company – Mission – Objectives – Stakeholder theory – Cyert and March's behaviour theory – social responsibility and business ethics

UNIT III: **STRATEGIC FORMULATION** **(12 Hours)**

Strategic formulation – Business Strategy – Corporate Strategy – Generic Strategy – Portfolio Analysis – BCG Growth/share matrix -Anoff matrix- Value chain Analysis

UNIT IV: STRATEGIC IMPLEMENTATION **(11 Hours)**

Strategic Implementation – Organization for action – Staffing – Leading – Total quality management – Functional Strategies – Growth Strategies – Diversification acquisition and Joint Venture – Turn Around Strategies.

UNIT V: STRATEGIC CONTROL & EVALUATION **(13 Hours)**

Strategic control and evaluation – Establishing strategic control – Implementation control – special alert control – evaluation techniques – Participant in Strategic evaluation and control – Strategy for diversified company – Strategy for MNC.

TEXT BOOKS

1. Narayan B. (2000) Strategic Management APH Publishing,
2. Ghosh P.K., (2014) Strategic Management, Sultan Chand & Sons,
3. Prasad L.M., (2024) Business policy and Strategic Management, Sultan Chand & Sons, (recent edition)

REFERENCE BOOKS

1. Gregory G. Dess, Gerry McNamara, Alan Eisners (2024), Strategic Management: Text and Cases, 11th Edition (latest) McGraw-Hill Publication.

2. Azhar Kazmi & Adela Kazmi, Strategic Management, 5th Edition – 2021/2023 McGraw Hill Education (India),
3. Chandrasekaran N. & Ananthanarayanan P.S., (2011) Strategic Management, Oxford University Press,
4. Vaishali Dhingra & Manish Dhingra, (2025), Strategic Management, 2nd Edition, AkiNik Publication.

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2. http://www.yourarticlelibrary.com/marketing/top-10-advantages-of-marketing/53152
3. http://www.notesdesk.com/notes/marketing/the-marketing-mix-4-ps-of-marketing/
4. https://www.enotesmba.com/2013/03/marketing-notes-marketing-mix.html
5. https://www.marketingtutor.net/consumer-decision-making-process-stages/
6. https://courses.lumenlearning.com/boundless-marketing/chapter/ethics-in-marketing/
7. https://www.youtube.com/watch?v=Mco8vBAwOmA

QUESTION PAPER PATTERN

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: Questions should be asked from all units. Equal importance should be given to each unit.

SARADHA GANGADHARAN COLLEGE (AUTONOMOUS)

BBA. DEGREE EXAMINATION

(From 2025-26 onwards)

MODEL QUESTION PAPER

Fourth Semester

MJD–VIII – STRATEGIC MANAGEMENT

TIME: 3 Hours **MAX: 60 Marks**

SECTION A (10 x 1 = 10 MARKS)

Answer ALL the questions

Answer ALL the questions

1. Strategic management is concerned with
   a) Short-term planning
   b) Day-to-day operations
   c) Long-term organizational goals
   d) Employee welfare

2. Strategy is a
   a) Plan of action
   b) Routine decision
   c) Policy
   d) Rule

3. Stakeholder theory focuses on
   a) Only shareholders
   b) Government only
   c) All parties affected by the firm
   d) Employees only

4. Social responsibility means
   a) Profit only
   b) Ethical business practices
   c) Tax evasion
   d) Market control

5. Corporate strategy deals with
   a) One product
   b) Entire organization
   c) Employees
   d) Marketing

6. Business strategy relates to
   a) Overall company

b) Individual business units
c) Only production
d) Employees

7. Strategic implementation is concerned with
   a) Planning
   b) Execution of strategy
   c) Environmental scanning
   d) Analysis

8. Staffing involves
   a) Planning
   b) Recruiting employees
   c) Marketing
   d) Finance

9. Strategic control ensures
   a) Proper execution
   b) High profits
   c) More employees
   d) More sales

10. Evaluation of strategy is done to
   a) Identify deviations
   b) Increase cost
   c) Reduce staff
   d) Avoid planning

SECTION B (5 x 4 = 20 Marks)

Answer any ALL Questions

11. (a) Explain the nature and scope of strategic management.

OR

(b) What are strategic decisions?

12. (a) Explain PESTLE analysis.

OR

(b) Explain Porter's Five Forces Model

13. (a) Distinguish between corporate and business strategy

OR

(b) What are generic strategies?

14. (a) Write a note on joint ventures.

OR

(b) What are turnaround strategies

15. (a) Write a note on strategies for diversified companies

OR

(b) Write a note on strategies for MNCs

SECTION C (3 x 10 = 30 Marks)

Answer any THREE Questions.

16. Describe the different approaches to strategic management.
17. Explain Cyert and March's behavioural theory of the firm.
18. Explain the concept of value chain analysis.
19. Discuss organization structure and staffing for strategy execution.
20. Discuss the role of participants in strategic control and evaluation

SEMESTER IV

RURAL BASED FIELD STUDY

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
IV	Project	**RURAL BASED FIELD STUDY**	CIA 50	ESE 50	0	2

COURSE OBJECTIVES

- To understand the geographical, social and infrastructural framework of rural areas and its influence on the functioning of rural businesses.
- To study the impact of weather, seasonality and consumption patterns on the performance of rural enterprises.
- To analyse the role of government schemes, financial institutions and skill development programs in supporting rural entrepreneurship.
- To examine the status of women, employment conditions and migration trends in rural business.
- To evaluate the challenges, opportunities and strategic practices of rural entrepreneurs through SWOT analysis.

COURSE OUTCOMES (COs)

CO1: Gain experience in integrating the theoretical perspectives learned in the classroom with field experiences.

CO2: Develop entrepreneurial insights relevant to inclusive and sustainable development**.**

CO3: Analyse and interpret life skill experiences and functional literacy that will help the students operate and manage enterprises.

CO4: Communicate field findings effectively through reports and presentations.

CO5: Explore and apply innovative approaches to solve common challenges faced by the rural entrepreneurs.

RELATIONSHIP MATRIX: Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	COURSE CODE					COURSE TITLE								HOURS	CREDIT
IV	PROJECT					RURAL BASED FIELD STUDY								0	2
COURSE OUTCOMES (COS)	PROGRAMME OUTCOMES (POS)					PROGRAMME SPECIFIC OUTCOMES (PSOS)								MEAN SCORE OF COS	
	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8		
CO1	3	4	3	3	4	3	4	3	3	3	4	3	3	4	
CO2	3	4	3	4	4	4	4	3	5	3	4	3	4	4	
CO3	4	4	4	3	3	3	3	3	3	4	5	3	4	4	
CO4	3	4	3	3	4	4	4	4	4	3	4	3	3	4	
CO5	3	5	3	3	4	3	3	3	4	3	3	3	4	4	
Mean Overall Score														4	

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	1% - 20%	21% - 40%	41%- 60%	61% - 80%	81% - 100%
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having **High** association with programme outcomes and programme specific outcomes

SEMESTER IV

RURAL BASED FIELD STUDY

The subject aims to provide a better understanding to the students on the functioning of rural business through the field visits. The Department is expected to organise the field visits during the semester. Each student should visit at least two businesses apart from the visits organised by the Department. Each student is expected to submit a final report on the field visits, on the following details at the end of the semester.

1. Geographical and social structure
2. Weather and Seasonality
3. Infrastructure available in rural areas
4. Government Schemes
5. Consumption Pattern
6. Status of Women in Rural Business
7. SWOT analysis of Rural Business
8. Marketing and Financial Strategies
9. Financial Institutions supporting Rural Business
10. Skill Development Programs
11. Entrepreneurial Ecosystem and Support Networks
12. Cultural and Traditional influences on Business
13. Environmental and Sustainability Practices
14. Challenges faced by Entrepreneurs
15. Employment and Migration Trends.

GUIDELINES FOR THE FIELD VISIT

1. The students shall be allotted a faculty member as a Guide.
2. The field visit duration shall be approximately four weeks.

3. After the completion of the field visits, students will be given 10–12 days to prepare and submit the final report.

4. Each student should submit individual report based on their observation. No reporsts should be identical.

5. Students are required to present their learnings through a PowerPoint presentation before the class and a panel of faculty members.

6. The maximum marks allotted for the Project are 100 marks, distributed as follows:

PRACTICAL EVALUATION PATTERN

Total: 100 Marks

INTERNAL EVALUATION	Observation Report	20 Marks	**50 Marks**
	Attendance	05 Marks	
	Presentation & Viva Voce	25 Marks	
EXTERNAL EVALUATION	Final Report	25 Marks	**50 Marks**
	Final Presentation & Viva Voce	25 Marks	

Note: *Questions from the internal/external evaluators should be based on the students' presentations and the content of their reports.*

SEMESTER V

MJD – IX - OPERATIONS MANAGEMENT

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
V	MJD-IX (Major Disciplinary Course)	**OPERATIONS MANAGEMENT**	CIA: 40	ESE: 60	4	4

COURSE OBJECTIVES:

To provide a comprehensive understanding of the strategic and operational frameworks required to manage production systems, optimize resources, and ensure quality in both manufacturing and service environments.

COURSE OUTCOMES (COs):

CO1: Identify key operation trends and calculate productivity across different business sectors.

CO2: Select the most efficient process types for various manufacturing and service environments.

CO3: Solve location and layout problems using mathematical models and strategic site analysis

CO4: Apply work-study methods and forecasting techniques to improve workplace efficiency and planning.

CO5: Manage inventory levels and quality standards using SQC tools and Lean principles

Relationship Matrix Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	COURSE CODE					COURSE TITLE								HOURS	CREDIT
V	MJD – IX					OPERATIONS MANAGEMENT								4	4
COURSE OUTCOMES (COS)	PROGRAMME OUTCOME (POS)					PROGRAMME SPECIFIC OUTCOMES (PSOS)								MEAN SCORE OF COS	
	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8		
CO1	5	4	5	4	4	4	5	4	5	4	5	4	5	4	
CO2	4	4	4	4	5	4	4	4	4	3	4	4	4	4	
CO3	5	4	4	5	4	4	5	4	4	4	5	4	4	4	
CO4	4	4	5	4	4	4	4	4	5	4	4	4	5	4	
CO5	4	3	4	4	5	4	4	3	4	3	4	3	4	4	
Mean Overall Score														**4**	

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	**1% - 20%**	**21% - 40%**	**41%- 60%**	**61% - 80%**	**81% - 100%**
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having **High** association with programme outcomes and programme specific outcomes

SEMESTER V

MJD-IX -OPERATIONS MANAGEMENT

UNIT I: (12 Hours)

Introduction to Operations Management- Definition, Objectives and Functions – Relationship between operations, Production and other Functions: Production Vs Productivity – Product Design . Capacity Planning**:** Importance Of Capacity Planning – Capacity Measurement – Capacity Requirement Planning (CRP) Process: Forecasting**:** Nature- Use- Factors Affecting forecasting-Models.

UNIT II: (12 Hours)

Facility Location – Factors influencing –location analysis – Plant Layout – Objectives, Principles, Factors for good Layout- Types of Layout – Merits and Demerits –Materials handling.: Aggregate Planning: Definition, Nature, Strategies- Methods -MPS**.**

UNIT III: (12 Hours)

Materials Management-Meaning–Needs – Functions-Materials planning – Material Requirement Planning (MRP) and Control : MRP Concept and Process – Inventory Control Systems: Importance, Objectives – Tools – ABC, VED, FSN Analysis –purchase management – stores management- JIT (Elementary level).

UNIT IV: (12 Hours)

Production Planning and Control- Needs, Functions – Planning – Routing – Scheduling – Despatching – Inspection and it Models: Modern Production Management Tools. WORK STUDY- Definition – Meaning - Advantages of work Study – method Study, Objectives of method Study -work Measurement – Meaning and Objectives – Time Study and Motion Study.

UNIT V: (12 Hours)

Quality Control- Need, Objectives, Techniques– Statistical Quality Control: Control Chart -Acceptance Sampling Procedures – Total Quality Management – Six Sigma Approach and Zero Defect Manufacturing: Maintenance Management– Meaning-Objectives-Types-TPM.

TEXT BOOKS

1. Panneerselvam. R, Production and Operations Management – Prentice Hall

2. Khanne O. P, Industrial Engineering

3. Chary S.N, Production and Operations Management, TMH Publications, 2010.

4. Production / Operations Management – Elwood Buffa

REFERENCE BOOKS

1. Chase, Shankar & Jacob (2010), Operations & Supply Chain Management, 14th Edition, McGraw Hill

2. Buffa, E.S. (2007), Modern Production Management /Operations Management, 8th edition, Wiley India
3. Russel & Taylor (2008), Operations Management - Operations Management: Creating Value Along the Supply Chain, 6th edition, John Wiley & Sons.

WEB REFERENCES:

1. https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAA5204.pdf
2. https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA2SemesterCommonCBCS/MBCP2007OperationsManagement.pdf
3. https://icmai.in/upload/Students/Syllabus2016/Inter/Paper-9-January-2021.pdf

QUESTION PAPER PATTERN

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: Questions should be asked from all units. Equal importance should be given to each unit.

SARADHA GANGADHARAN COLLEGE (AUTONOMOUS)

BBA, DEGREE EXAMINATION

(From 2025-2026 onwards)

MODEL QUESTION PAPER

FIFTH SEMESTER

MJD-IX- OPERATIONS MANAGEMENT

Time: 3 hours **Marks: 60**

SECTION A (10 x 1 Marks = 10 Marks)
Answer ALL the Questions (MCQ)

1. Which of the following is a key characteristic of service operations compared to manufacturing?
   a. Tangible output
   b. High customer contact
   c. Easy to inventory
   d. Capital intensive

2. Total Productivity is calculated as the ratio of:
   a. Total Output / Total Input
   b. Labor / Capital
   c. Output / Labor
   d. Machine hours / Total Units

3. Which process type is best suited for high-volume, highly standardized products like sugar or oil?
   a. Job Shop
   b. Batch
   c. Continuous
   d. Project

4. A "Job Shop" is characterized by:
   a. Low volume, high variety
   b. High volume, low variety
   c. Fixed-position layout
   d. Continuous flow

5. Which method uses a weighted average of qualitative factors to choose a site?
   a. Break-even analysis
   b. Factor Rating Method
   c. Load-distance method
   d. Center of Gravity

6. A "Cellular Layout" is primarily based on:
   a. Fixed positions

b. Group Technology
c. Sequential flow
d. High inventory levels

7. "Therbligs" are basic elemental motions used in:
    a. Time Study
    b. Method Study
    c. MRP
    d. Forecasting

8. Which forecasting method uses a panel of experts to reach a consensus?
    a. Moving Average
    b. Delphi Method
    c. Exponential Smoothing
    d. Regression

9. In ABC analysis, 'A' items are those that have:
    a. High consumption value, low quantity
    b. Low consumption value, high quantity
    c. Critical functional importance
    d. High stock-out risk

10. Which quality tool is used to monitor if a process is within statistical limits?
    a. Quality Circles
    b. Control Charts (SQC)
    c. ISO 9000
    d. Lean Manufacturing

SECTION B (5 x 4 Marks = 20 Marks)

Answer any ALL Questions

11. (a) Explain the scope of Operations Management

OR

(b) Discuss the recent trends in POM like Industry 4.0 and Sustainability.

12. (a) List the advantages of Batch Processing

OR

(b) Describe the limitations of an Assembly Line process.

13. (a) Explain the steps in the location selection process

OR

(b) Discuss the objectives of a good facility layout

14. (a) Describe the Principles of Motion Economy

OR

(b) Explain the components of a Bill of Materials.

15. (a) Explain the concept of EOQ

OR

(b) Discuss the benefits of TQM (Total Quality Management)

SECTION C (3 x 10 = 30 Marks)

Answer any THREE Questions.

16. Define Productivity. Discuss the factors that influence productivity in a manufacturing organization
17. Explain a detailed comparative analysis of Job Shop, Batch, Assembly, and Continuous processes.
18. Explain the different types of layouts with neat sketches and their specific applications
19. What is Work Study? Detail the procedure for conducting a Time Study using a stopwatch.
20. Discuss the role of ISO standards in maintaining organizational quality.

SEMESTER V

MJD- X- FINANCIAL MANAGEMENT

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
V	MJD-X (Major Disciplinary Course)	**FINANCIAL MANAGEMENT**	CIA: 40	ESE: 60	4	4

COURSE OBJECTIVES:

The course aims to make the students to

1. Understand financial management and develop financial planning.
2. Apply capital budgeting techniques.
3. Compute cost of capital and WACC.
4. Analyse leverage and capital structure.
5. Manage working capital and dividend decisions.

COURSE OUTCOMES (COs):

After completing this course, students will be able to**:**

CO1: Understand the concept, objectives, and functions of financial management, including financial planning, risk, return, and time value of money.

CO2: Evaluate investment decisions using capital budgeting techniques.

CO3: Analyse the cost of capital and determine the weighted average cost of capital.

CO4: Examine the effect of operating and financial leverage on profitability and understand capital structure decisions**.**

CO5: Manage working capital requirements efficiently and evaluate dividend decisions of a firm.

Relationship Matrix Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	COURSE CODE					COURSE TITLE								HOURS	CREDIT
V	**MJD- X**					**FINANCIAL MANAGEMENT**								4	4
COURSE OUTCOMES (COS)	**PROGRAMME OUTCOMES (POS)**					**PROGRAMME SPECIFIC OUTCOMES (PSOS)**								**MEAN SCORE OF COS**	
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO 1**	**PSO 2**	**PSO 3**	**PSO 4**	**PSO 5**	**PSO 6**	**PSO 7**	**PSO 8**		
CO1	3	4	5	4	4	4	4	4	5	5	4	4	4	4	
CO2	4	5	5	4	4	3	4	5	4	4	4	3	4	4	
CO3	4	4	3	4	5	5	4	4	4	4	4	3	4	4	
CO4	4	4	3	4	4	3	4	4	4	4	5	5	4	4	
CO5	4	5	5	4	4	4	4	5	5	4	4	4	4	4	
Mean Overall Score														**4**	

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	**1% - 20%**	**21% - 40%**	**41%- 60%**	**61% - 80%**	**81% - 100%**
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having **High** association with programme outcomes and programme specific outcomes

SEMESTER V

MJD-X-FINANCIAL MANAGEMENT

UNIT I: INTRODUCTION TO FINANCIAL MANAGEMENT (14 Hours)

Financial Management: Meaning – Objectives – Functions. Finance - Sources of Finance-Role of Financial Manager - Financial Goals- Financial Planning - Profit maximization Vs. Wealth maximization – Concept of Time Value of Money Risk and return

UNIT II: CAPITAL BUDGETING (10 Hours)

Capital Budgeting: Meaning – Nature of Investment Decisions – Evaluation Criteria – Pay-Back Period – Accounting Rate of Return, Net Present Value – Profitability Index – Internal rate of return method.

UNIT III: COST OF CAPITAL (12 Hours)

Cost of Capital: Meaning – Components – Calculation of Cost of Debt – Cost of Preference Shares – Cost of Equity and Retained Earnings – Weighted Average Cost of Capital.

UNIT IV: LEVERAGES (12 Hours)

Leverage: Meaning – Operating and Financial Leverage, Measurement of Leverage; Effects of Operating and Financial Leverage on Profit – Capital structure, Theories and Determinants of Capital Structure.

UNIT V: WORKING CAPITAL MANAGEMENT (12 Hours)

Working capital management: Meaning, Nature, Significance and types of Working capital – Operating cycle and Determinant of Working capital requirements -Dividend Decisions: Importance of Dividend Divisions - Relevance and Irrelevance Dividend Decisions .

TEXT BOOKS

1. Pandey IM (2021) “Financial Management, Core text Book, Vikas Publication.

2. T.S. Reddy & A. Murthy, (2019) “Financial Management” Margham Publication.

4.Khan MY, Jain PK, (2017) "Financial Management: Text, Problems and Cases" McGraw Hill Education.

REFERENCE BOOKS

1. Ravi M Kishore, (2020) Financial Management, Taxmann Publication, Indian Text Book.
2. Prasanna Chandra (2019) “Financial Management”, McGraw Hill Publication.

3. Eugene F. Brigham, (2022)"Michael C. Ehrhardt, "Financial Management: Theory and Practices", Cengage Publication.
4. Maheshwari SN, (2017) Financial Management: Concepts and Applications, Sultan chand & sons Publication.
5. Hudson Arul, Vethamanikam G &. Rajamohan S, (2024)Financial Management: Concepts, Text and Cases, Himalaya Publishing House.

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2. https://corporatefinanceinstitute.com/resources/knowledge/finance/cost-of-capital/
3. https://www.investopedia.com/terms/c/capitalbudgeting.asp
4. https://efinancemanagement.com/dividend-decisions
5. https://cleartax.in/s/working-capital-management-formula-ratio
6. https://books.google.co.in/books?isbn=812591658X

QUESTION PAPER PATTERN

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: Questions should be asked from all units. Equal importance should be given to each unit.

SARADHA GANGADHARAN COLLEGE (AUTONOMOUS)

BBA. DEGREE EXAMINATION

(From 2025-26 onwards)

MODEL QUESTION PAPER

Fifth Semester

MJD- X- FINANCIAL MANAGEMENT

TIME: 3 Hours **MAX: 60 Marks**

SECTION A (10 x 1 = 10 MARKS)

Answer ALL the questions

1. Financial management is concerned with
   A) Production
   B) Marketing
   C) Personnel
   D) Planning and controlling financial resources

2. The main objective of financial management is
   A) Profit maximization
   B) Wealth maximization
   C) Sales maximization
   D) Cost minimization

3. Capital budgeting deals with
   A) Short-term finance
   B) Long-term investment decisions
   C) Dividend decisions
   D) Working capital

4. Cost of capital is
   A) Cost of production
   B) Cost of raising funds
   C) Cost of sales
   D) Cost of labour

5. Cost of debt refers to
   A) Interest on loans
   B) Dividend on shares
   C) Retained profit
   D) Tax

6. Operating leverage is related to
   A) Sales
   B) Fixed operating cost
   C) Debt

D) Dividend

7. Financial leverage is related to
   A) Equity
   B) Fixed financial charges
   C) Working capital
   D) Sales

8. Operating cycle refers to
   A) Production time
   B) Time taken to convert cash into cash
   C) Sales period
   D) Purchase cycle

9. Dividend is paid to
   A) Creditors
   B) Debenture holders
   C) Shareholders
   D) Employees

10. An ideal capital structure minimizes
    A) Risk
    B) Cost of capital
    C) Sales
    D) Dividend

SECTION B (5 x 4 = 20 Marks)

Answer any ALL Questions

11. (a) Explain the functions of financial management

OR

(b) Discuss the sources of finance?

12. (a) Find Net present value. Initial investment ₹1,00,000, Cash inflows is ₹40,000 for 3 years Discount rate 10% if present value is Year 1 = 0.909, Year 2 = 0.826, Year 3 = 0.751

OR

(b) Explain the nature of investment decisions

13. (a) Find cost of Debt if Debt is Rs.10,000, Interest and tax rate is 10% and 30 % respectively

OR

(b) Explain the components of cost of capital.

14. (a) A Firm's contribution Rs.1,00,000, Earning before interest and Tax Rs.50,000, Interest Rs. 5,000. Find Operating and financial leverages.

OR

(b) Enumerate the determinants of capital structure.

15. (a) Write a note about determinants of working capital

OR

(b) Explain relevance of dividend policy.

SECTION C (3 x 10 = 30 Marks)

Answer any THREE Questions.

16. Explain risk and return in financial decision-making.

17. A Project requires an investment of ₹1,20,000. It yields the following profits after depreciation:

Year	1	2	3	4
Profit (₹)	20,000	30,000	40,000	30000

Depreciation = ₹20,000 per year. Calculate (a) Payback Period and (b) Accounting Rate of Return.

18. Spice jet airlines issued 20,000 10% preference share of Rs. 100 each. Cost of issue is Rs.2 per share. Calculate cost of preference capital if these shares are issued (a) at premium of 10%. (b) at a discount of 5%.

19. It is proposed to start abusiness requiring a capital of Rs. 10, 00,000 and an assured return of 15% on investment. Calculate the EPS if (i) the entire capital is raised by means of Rs. 100 equity share; and (ii) if 50% is raised from equity share and 50% capital is raised by means of 10% debentures, (ignoring tax).

20. Explain the operating cycle and determinants of working capital

SEMESTER V

MJD- XI- ADVERTISING AND SALES PROMOTION

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
V	MJD-XI (Major Disciplinary Course)	**ADVERTISING AND SALES PROMOTION**	CIA: 40	ESE: 60	4	4

COURSE OBJECTIVES:

The course aims to make the students to

- Understand the meaning, nature, and role of advertising in modern marketing.
- Develop knowledge about advertising agencies, budgeting, appeals, and media planning.
- Comprehend the principles of advertising layout, message design, and campaign planning.
- Apply skills in sales force management, personal selling, and sales organization.
- Construct various sales promotion techniques for consumers and dealers.

COURSE OUTCOMES (COs):

By the end of the course, students will be able to:

CO1: Explain the importance of advertising and forms of advertisements**.**

CO2: Examine the advertising agency and media planning**.**

CO3: Construct the advertising layout and campaign

CO4: Apply sales management concepts for improving sales performance and customer relationships

CO5: Evaluate the role of advertising for an effective sales promotion**.**

Relationship Matrix Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	COURSE CODE					COURSE TITLE								HOURS	CREDIT
V	MJD- XI					ADVERTISING AND SALES PROMOTION								4	4
COURSE OUTCOMES (COS)	PROGRAMME OUTCOME (POS)					PROGRAMME SPECIFIC OUTCOMES (PSOS)								MEAN SCORE OF COS	
	PO1	PO2	PO3	PO4	PO 5	PS O 1	PS O 2	PS O 3	PS O 4	PS O 5	PS O 6	PS O 7	PS O 8		
CO1	5	4	4	4	4	4	5	4	4	4	4	4	5	4	
CO2	4	4	4	4	4	4	4	4	4	3	4	4	4	4	
CO3	3	4	4	5	4	4	4	4	4	4	4	4	4	4	
CO4	4	4	5	5	4	4	4	5	4	4	4	4	5	4	
CO5	4	4	4	4	5	4	4	3	4	4	4	3	4	4	
Mean Overall Score														4	

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	**1% - 20%**	**21% - 40%**	**41%- 60%**	**61% - 80%**	**81% - 100%**
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having **High** association with programme outcomes and programme specific outcomes

SEMESTER V

MJD- XI- ADVERTISING AND SALES PROMOTION

UNIT I: INTRODUCTION TO ADVERTISING (12 Hours)

Advertising: Meaning-Importance-Objectives-Media: Forms of media-Press Newspaper trade Journal, Magazines-Outdoor advertising: Poster, Banners, Neon signs, Publicity literature Booklets, Folders, House Organs, Direct mail, Cinema and Theatre programme Radio and Television Advertising-Exhibition-Trade Fair-Transportation advertising.

UNIT II: ADVERTISING AGENCIES & MEDIA PLAN (12 Hours)

Advertising agencies-Advertising Budget -Advertising appeals - Social Effects of advertising. Advertising Writing: Headlines, Body copy – Illustration - Catch phrases and slogans-Identification marks. Media plan – Type and choice criteria - Media strategy and scheduling.

UNIT III: ADVERTISING LAYOUT & PRODUCTION (12 Hours)

Advertising layout: Functions -Design - Qualities of a good layout, Layout principles. Size of advertising-repeat advertising campaign- Steps in campaign planning. Message development – Different types of advertisements – Advertisement production –Media Research.

UNIT IV: SALES FORCE MANAGEMENT (12 Hours)

Sales force Management-Importance-sales force decision-sales force size-recruitment & Selection-training-methods- Personal selling- Objectives-Salesmanship-Process of personal selling-Types of Salesmen - compensation &incentives fixing sales territories-quota - Evaluation.

UNIT V: SALES PROMOTION (12 Hours)

Sales promotion: Meaning-Methods-Promotional Strategy-Marketing communication and persuasion-Promotional instruments: advertising -Techniques of sale promotion-Consumer and Dealers promotion. After sales service - Packing – Guarantee & Schemes.

TEXT BOOKS

1. Wells, Moriarty & Burnett, (2007) *Advertising, Principles & Practice,* Pearson Education 7th Edition.

2. Kenneth & Donald, (2003), *Integrated Advertisements, Promotion and Marketing communication*, Prentice Hall of India, New Delhi.

REFERENCE BOOKS

1. Kazmi S. H. H. and Satish K Batra (2001), *Advertising & Sales Promotion*, Excel Books, New Delhi.

2. George E Belch and Michel A Belch (1998), *Advertising & Promotion*, McGraw Hill, Singapore.

3. Betch & Michael (2003), Advertising and Promotion, McGraw Hill.

4. Bhatia, T.K., (2007), Advertising and Marketing in Rural India, 2nd Edition, Macmillan India Ltd.,

5. Hackley, C., Advertising and Promotion: (2010).An integrated communication approach, 2nd Edition, Sage Publications.

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2. https://www.bimkadapa.in/materials/ASPMBALAJI%20MBA%20COLLEGE_KADAPA.pdf
3. https://www.gacbe.ac.in/pdf/ematerial/18BBA63C-U3.pdf
4. https://egyankosh.ac.in/bitstream/123456789/72039/1/Unit-8.pdf
5. https://www.gacbe.ac.in/pdf/ematerial/18BBA63C-U3.pdf

QUESTION PAPER PATTERN

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: Questions should be asked from all units. Equal importance should be given to each unit.

SARADHA GANGADHARAN COLLEGE (AUTONOMOUS)

BBA. DEGREE EXAMINATION

(From 2025-26 onwards)

MODEL QUESTION PAPER

Fifth Semester

MJD–XI– ADVEVERTISING & SALES PROMOTION

TIME: 3 Hours **MAX: 60 Marks**

SECTION A (10 x 1 = 10 MARKS)

Answer ALL the questions

1. Advertising is a form of
   a) Personal communication
   b) Paid non-personal communication
   c) Free publicity
   d) Direct selling

2. The main objective of advertising is to
   a) Increase cost
   b) Inform and persuade customers
   c) Reduce sales
   d) Control production

3. A slogan is a part of
   a) Advertising copy
   b) Media plan
   c) Sales promotion
   d) Price

4. Reach in media planning refers to
   a) Number of advertisements
   b) Number of people exposed
   c) Advertising budget
   d) Sales volume

5. Advertising campaign means
   a) One single ad
   b) Series of ads for a common objective
   c) Free publicity
   d) Personal selling

6. Message development refers to
   a) Printing ads

b) Creating the advertising message
c) Distributing ads
d) Selling goods

7. Personal selling is
a) Mass communication
b) Face-to-face selling
c) Advertising
d) Publicity

8. Sales training helps in
a) Increasing cost
b) Improving selling skills
c) Reducing sales
d) Eliminating customers

9. Coupons and free samples are
a) Advertising tools
b) Sales promotion tools
c) Media tools
d) Pricing tools

10. Consumer promotion is aimed at
a) Wholesalers
b) Retailers
c) Final consumers
d) Employees

SECTION B (5 x 4 = 20 Marks)

Answer any ALL Questions

11. (a) Define advertising and explain its importance and objectives.

OR

(b) Describe the different forms of advertising media.

12. (a) Explain the methods of determining advertising budget.

OR

(b) Explain the components of advertising copy.

13. (a) Describe the qualities of a good advertisement layout.

OR

(b) Explain advertisement production.

14. (a) Describe the recruitment and selection process of salesmen

OR

(b) What is personal selling? Explain its process.

15. (a) Explain consumer promotion and dealer promotion.

OR

(b) Explain the importance of after-sales service.

SECTION C (3 x 10 = 30 Marks)

Answer any THREE Questions.

16. Discuss outdoor advertising and its various forms.
17. Explain reach, frequency, cost and scheduling of media
18. Explain the steps in advertising campaign planning.
19. Explain training methods for sales force.
20. Describe the methods of sales promotion.

SEMESTER -V

MJD- XII- SERVICES MARKETING

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
V	MJD-XII (Major Disciplinary Course)	**SERVICES MARKETING**	CIA: 40	ESE: 60	4	4

COURSE OBJECTIVES:

- Understand the basic concepts of services marketing, including its nature, scope, growth, and characteristics of the service economy.
- Study service marketing opportunities, environment, and key strategies like segmentation, targeting, positioning, and the service marketing mix.
- Learn how services are designed and developed, including service lifecycle, new service development, service blueprinting, and quality measurement
- Understand service delivery and promotion methods, including pricing, demand management, delivery systems, and marketing communication.
- Evaluate service marketing in different sectors such as healthcare, education, tourism, banking, IT, logistics, and online services.

COURSE OUTCOMES (COs):

CO1: Analyze the growth of the service economy and unique service characteristics.

CO2: Develop targeted marketing mixes and positioning strategies for diverse service markets.

CO3: Build service blueprints and apply GAP models to ensure quality standards.

CO4: Manage service delivery systems and pricing using the service marketing triangle.

CO5: Formulate specialized marketing strategies for global healthcare, banking, and IT sectors

Relationship Matrix Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	COURSE CODE					COURSE TITLE								HOURS	CREDIT
V	**MJD- XII**					**SERVICES MARKETING**								**4**	**4**
COURSE OUTCOMES (COS)	PROGRAMME OUTCOME (POS)					PROGRAMME SPECIFIC OUTCOMES (PSOS)								MEAN SCORE OF COS	
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8		
CO1	5	4	5	4	4	4	5	4	5	4	5	4	5	4	
CO2	4	4	4	4	5	4	4	4	4	3	4	4	4	4	
CO3	5	4	4	5	4	4	5	4	4	5	4	4	4	4	
CO4	4	5	4	4	4	4	4	4	5	4	4	4	5	4	
CO5	4	3	4	4	5	4	4	3	4	4	3	3	4	4	
Mean Overall Score														4	

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	**1% - 20%**	**21% - 40%**	**41%- 60%**	**61% - 80%**	**81% - 100%**
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having **High** association with programme outcomes and programme specific outcomes

SEMESTER -V

MJD- XII -SERVICES MARKETING

UNIT-I INTRODUCTION TO SERVICES MARKETING **12 Hours**

Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Unique characteristics of services – Need for service marketing and growth in Services Marketing – Challenges and Issues in Services Marketing.

UNIT-II SERVICES MARKETING OPPORTUNITIES: **12 Hours**

Services Marketing Opportunities: Assessing service market potential – Classification of services – Expanded marketing mix – Service Marketing - Environment and trends – Service market segmentation, strategies in targeting and Positioning.

UNITY-III SERVICE DESIGN AND DEVELOPMENT: **12 Hours**

Service Design and Development: Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring Service quality – SERVQUAL – Service Quality function development

UNIT-IV SERVICE DELIVERY AND PROMOTION **12 Hours**

Service Delivery and promotion: Positioning of services – Designing service delivery System, Service Channel – employee role in service delivery – Pricing of services, methods – Service marketing triangle – Managing Demand and Supply of Service - Integrated Service marketing communication.

UNIT-V SERVICES STRATEGIES **12 Hours**

Service Strategies: Service Marketing Strategies for Health and Education – Hospitality – Tourism Financial and Banking – Logistics – Entertainment – Public utility – Information Technology – Marketing of Online Services – Marketing of Professional Services.

TEXT BOOKS:

1. Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler, (2013), Services Marketing, 6thedition, McGraw-Hill.
2. Christopher Lovelock, Jayanta Chatterjee, Jochen Wirtz, (2011), Services Marketing, 7thedition, Pearson Education.

REFERENCE BOOKS

1. James A. Fitz simmons, Monaj Fitz simmons, (2013), Services Management: Operations, Strategy and Information Technology, 8th edition, Mc Graw Hill.
2. Douglas Hoftman, John G. Bateson, (2011), Services Marketing: Concepts, Strategy and Cases; 4th edition, Thomson – South western, Singapore.

WEB REFERENCES:

1. https://ebooks.lpude.in/management/mba/term_4/DMGT510_SERVICES_MARKETING.pdf
2. https://mis.alagappauniversity.ac.in/siteAdmin/dde-admin/uploads/10/PG_M.B.A%20Five%20years%20Intergrated_English_347%2010A3%20Marketing%20of%20Services_4764.pdf
3. https://mis.alagappauniversity.ac.in/siteAdmin/dde-admin/uploads/10/__PG_M.B.A%20Five%20years%20Intergrated_English_347%2010A3%20Marketing%20of%20Services_4764.pdf

QUESTION PAPER PATTERN

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: Questions should be asked from all units. Equal importance should be given to each unit.

SARADHA GANGADHARAN COLLEGE (AUTONOMOUS)

BBA, DEGREE EXAMINATION

(From 2025-2026 onwards)

MODEL QUESTION PAPER

FIFTH SEMESTER

MJD-XII- SERVICES MARKETING

Time: 3 hours **Marks: 60**

SECTION A

Answer ALL the Questions (MCQ) (10 x 1 Marks =10 Marks)

1. Which characteristic of services refers to the fact that services cannot be stored for future use?
    a) Intangibility
    b) Perishability
    c) Heterogeneity
    d) Inseparability

2. The "Service Economy" primarily grows when a nation's:
    a) Agricultural output doubles
    b) Manufacturing sector dominates GDP
    c) Employment shifts from industry to service sectors
    d) Export of raw materials increases

3. In the Expanded Marketing Mix (7Ps) for services, which three Ps are added to the traditional 4Ps?
    a) People, Process, Physical Evidence
    b) Performance, People, Profit
    c) Planning, Pricing, Promotion
    d) Packaging, Personnel, Placement

4. Service market segmentation based on the benefits a customer seeks is called:
    a) Demographic segmentation
    b) Geographic segmentation
    c) Psychographic segmentation
    d) Behavioral segmentation

5. A visual map that displays the service process, points of customer contact, and evidence of service is a:
    a) Service Roadmap
    b) Service Blueprint
    c) Service Lifecycle
    d) Service Audit

6. The difference between customer expectations and management perceptions of those expectations is known as:
    a) Gap 1
    b) Gap 2
    c) Gap 3
    d) Gap 4

7. The "Service Marketing Triangle" represents the relationships between:
    a) Company, Employees, and Customers
    b) Product, Price, and Promotion
    c) Suppliers, Distributers, and Retailers
    d) Management, Competitors, and Government

8. Which pricing method is commonly used when service demand is high but capacity is limited (e.g., airlines)?
    a) Cost-plus pricing
    b) Penetration pricing
    c) Demand-based / Dynamic pricing
    d) Skimming pricing

9. In Banking services, the primary focus of marketing strategy is usually on:
    a) Product tangibility
    b) Relationship marketing and trust
    c) Mass advertising
    d) Low-cost leadership

10. Marketing of "Professional Services" (like legal or consulting) relies heavily on:
    a) Visual packaging
    b) Celebrity endorsements
    c) Credibility and personal reputation
    d) Seasonal discounts

SECTION B (5 x 4 Marks = 20 Marks)

Answer ALL Questions

11. (a) Discuss the evolution and growth of the service sector in the modern economy

OR

(b) Explain the unique challenges faced by marketers due to the "Inseparability" of services.

12. (a) Explain the importance of "Physical Evidence" in the service marketing mix

OR

(b) Describe the strategies used for effective Service Positioning.

13. (a) Discuss the stages of the Service Life Cycle

OR

(b) Explain the five dimensions of Service Quality (SERVQUAL).

14. (a) Explain the role of employees as "Boundary Spanners" in service delivery

OR

(b) Discuss strategies for managing demand and supply in services.

15. (a) Compare the marketing strategies for the Healthcare sector versus the Education sector

OR

(b) Discuss the challenges of Marketing Online Services (E-services).

SECTION C (3 x 10 = 30 Marks)

Answer any THREE Questions.

16. Detail the characteristics of services and explain how each characteristic creates specific marketing issues.
17. Explain the Expanded Marketing Mix (7Ps). Why the traditional 4P model is considered insufficient for marketing services?
18. Explain the GAP Model of Service Quality in detail.
19. What is Integrated Service Marketing Communication (ISMC)? Discuss the importance of aligning external marketing, internal marketing, and interactive marketing in the Service Triangle.
20. Choose any two sectors (e.g., Hospitality and Tourism) and develop a comprehensive 7P marketing strategy for each.

SEMESTER -V

MJD-XIII-CONSUMER BEHAVIOUR

<table>
<tr><th rowspan="2">Semester</th><th rowspan="2">Course Code</th><th rowspan="2">Course Title</th><th colspan="2">Total Marks 100</th><th rowspan="2">Hours Per Week</th><th rowspan="2">Credits</th></tr>
<tr></tr>
<tr><td>V</td><td>MJD-XIII (Major Disciplinary Course)</td><td>CONSUMER BEHAVIOUR</td><td>CIA: 40</td><td>ESE: 60</td><td>4</td><td>4</td></tr>
</table>

COURSE OBJECTIVES

- To introduce the fundamental concepts and scope of consumer behaviour in marketing.
- To understand the consumer decision-making process and factors influencing purchase behaviour.
- To analyze environmental, social, and cultural influences on consumer behaviour.
- To examine psychological factors such as perception, learning, motivation, personality, and lifestyle of consumers.
- To familiarize students with consumer decision models and their application in traditional and online marketing contexts.

COURSE OUTCOMES

After completing this course, students will be able to:

CO1: Explain the concepts, nature, and importance of consumer behaviour in marketing decisions.
CO2: Analyze the consumer decision-making process and levels of consumer involvement.
CO3: Evaluate the influence of culture, social class, family, and reference groups on consumer behaviour.
CO4: Assess individual consumer factors such as perception, motivation, attitude, personality, and lifestyle.
CO5: Apply consumer decision models to understand buying behaviour in offline and online markets.

RELATIONSHIP MATRIX: Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	COURSE CODE					COURSE TITLE								HOURS	CREDIT
V	**MJD-XIII**					**CONSUMER BEHAVIOUR**								4	4
COURSE OUTCOMES (COS)	PROGRAMME OUTCOME (POS)					PROGRAMME SPECIFIC OUTCOMES (PSOS)								MEAN SCORE OF COS	
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8		
CO1	5	4	5	4	4	4	5	4	4	5	5	4	5	4	
CO2	4	4	4	4	5	4	4	3	4	4	4	4	4	4	
CO3	5	4	5	4	4	4	5	4	4	4	5	4	4	4	
CO4	4	4	4	5	4	4	4	4	5	4	4	4	5	4	
CO5	4	3	4	5	4	4	4	3	4	3	3	4	4	4	
Mean Overall Score														4	

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	**1% - 20%**	**21% - 40%**	**41%- 60%**	**61% - 80%**	**81% - 100%**
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having High association with programme outcomes and programme specific outcomes

SEMESTER -V

MJD-XIII-CONSUMER BEHAVIOUR

UNIT – I: INTRODUCTION TO CONSUMER BEHAVIOUR (12 Hours)

Consumer behaviour **-**Introduction – Consumer and Customers - Consumer decision process - Consumer involvement decision – Applications of consumer behaviour knowledge in marketing.

UNIT – II: ENVIRONMENTAL INFLUENCES (12 Hours)

Environmental influences on consumer behaviour **-** Consumer's Cultural influences – Social class influence- Reference group influence- Family influence and their marketing implications.

UNIT – III: CONSUMER/ INDIVIDUAL BEHAVIOUR (12 Hours)

Consumer as an Individual- Consumer perception – Learning –Attitude -Motivation and personality – Psychographics - Value and Lifestyles.

UNIT – IV: INNOVATION & OPINION LEADERSHIP (12 Hours)

Diffusion of Innovation and opinion leadership **-** Introduction – Types of Innovation – Diffusion Process –The adoption process – Opinion leadership and firm's promotional strategy.

UNIT – V: CONSUMER DECISION MODELS (12 Hours)

Consumer Decision Models **-**Types of Consumer Decision – Nicosia Model – Howard- Sheth Model – Engel – Blackwell – Miniard Model **-** Consumer responses to online marketing approaches.

TEXTBOOKS

1. Schiffman, L. G., & Kanuk, L. L.,(2021) *Consumer Behaviour*, Pearson Education.
2. Blackwell, R. D., Miniard, P. W., & Engel, J. F. (2018) *Consumer Behaviour*, Cengage Learning.

REFERENCE BOOKS

1. Solomon, M. R. (2022), *Consumer Behaviour: Buying, Having, and Being*, Pearson Education.
2. Loudon, D. L., & Bitta, A. J. D. (2015) *Consumer Behaviour: Concepts and Applications*, McGraw-Hill.
3. Assael, H. (2017) *Consumer Behaviour and Marketing Action*, Cengage Learning.
4. Peter, J. P., & Olson, J. C. (2010), *Consumer Behaviour and Marketing Strategy*, McGraw-Hill.

Note: Latest edition of the text books should be used.

WEB REFERENCES:

1. https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAA7009.pdf
2. https://mrcet.com/downloads/MBA/digitalnotes/MARKETING/CB%20Digital%20Notes.pdf
3. https://ebooks.lpude.in/new-scheme/management/mba/sem_3-4/DEMKT529_CONSUMER_BEHAVIOUR.pdf

QUESTION PAPER PATTERN

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: *Questions should be asked from all units. Equal importance should be given to each unit.*

SARADHA GANGADHARAN COLLEGE (AUTONOMOUS)

BBA. DEGREE EXAMINATION

(For 2026-27 onwards)

MODEL QUESTION PAPER

FIFTH SEMESTER

MJD-XIII-CONSUMER BEHAVIOUR

TIME: 3 Hours **MAX: 60 Marks**

SECTION A (10 x 1 = 10 MARKS)

Answer ALL the questions

1. Consumer behaviour deals with the study of
   a) Producers
   b) Distributors
   c) Consumers
   d) Retailers

2. Which stage involves recognizing a need or problem?
   a) Information search
   b) Evaluation of alternatives
   c) Problem recognition
   d) Purchase decision

3. Cultural values are learned through
   a) Family
   b) Media
   c) Society
   d) All of the above

4. A reference group mainly influences consumer's
   a) Income
   b) Attitudes and behaviour
   c) Age
   d) Occupation

5. Perception is the process by which consumers
   a) Learn behaviour
   b) Form attitudes
   c) Interpret information
   d) Evaluate products

6. Motivation is based on
   a) Needs and wants

b) Learning
c) Perception
d) Culture

7. Opinion leaders are
a) Company executives
b) Early adopters
c) Influential consumers
d) Retailers

8. Diffusion of innovation explains
a) Product pricing
b) Product promotion
c) Adoption of new products
d) Market segmentation

9. Which model emphasizes buyer–seller communication?
a) Howard–Sheth Model
b) Nicosia Model
c) Engel–Blackwell–Miniard Model
d) Economic Model

10. Online consumer behaviour is influenced by
a) Website design
b) Trust
c) Convenience
d) All of the above

SECTION B (5 x 4 = 20 Marks)

Answer any ALL Questions.

11. a) Explain the concept and importance of consumer behaviour.

OR

b) Distinguish between consumers and customers.

12. a) Describe the stages in the consumer decision-making process.

OR

b) Explain consumer involvement decisions with examples.

13. a) Explain cultural influences on consumer behaviour.

OR

b) Discuss family influence on consumer buying behaviour.

14. a) Explain perception and its role in consumer behaviour.

OR

b) Discuss motivation theories relevant to consumer behaviour.

15. a) Explain the diffusion process of innovation.

OR

b) Describe the role of opinion leaders in marketing.

SECTION C (3 x 10 = 30 Marks)

Answer any THREE Questions.

16. Explain in detail the consumer decision-making process and its marketing implications.
17. Analyze the environmental influences on consumer behaviour with suitable examples.
18. Discuss the individual factors affecting consumer behaviour such as learning, attitude, personality, and lifestyle.
19. Explain the diffusion of innovation and adoption process with a neat diagram.
20. Compare and explain the major consumer decision models including Nicosia, Howard–Sheth, and Engel–Blackwell–Miniard models.

SEMESTER -VI

MJD-XIV-ENTREPRENEURSHIP DEVELOPMENT

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
VI	MJD-XIV (Major Disciplinary Course)	**ENTREPRENEURSHIP DEVELOPMENT**	CIA: 40	ESE: 60	4	4

COURSE OBJECTIVES:

- To develop a fundamental understanding of the entrepreneurial process, from identifying innovative ideas and drafting business plans to managing growth and sustainability.
- To equip students with the knowledge of financial, legal, and support ecosystems required to mobilize resources and execute successful exit strategies like IPOs or sales.

COURSE OUTCOMES (COs):

CO1: Analyze the entrepreneurial mindset, types of entrepreneurs, and the impact of modern trends like E-commerce and sustainability

CO2: Formulate a professional business plan by conducting feasibility tests and designing core operational processes

CO3: Identify and utilize the support ecosystem, including business incubators and vendor networks, to mobilize startup resources.

CO4: Evaluate legal structures and financial markets to choose between debt, equity, and venture capital funding.

CO5: Develop long-term strategic plans for venture growth, management succession, and final harvest strategies like IPOs

Relationship Matrix Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	COURSE CODE					COURSE TITLE								HOURS	CREDIT
VI	MJD-XIV					ENTREPRENEURSHIP DEVELOPMENT								4	4
COURSE OUTCOMES (COS)	PROGRAMME OUTCOME (POS)					PROGRAMME SPECIFIC OUTCOMES (PSOS)								MEAN SCORE OF COS	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8		
CO1	5	4	3	4	3	4	5	3	3	4	3	4	5	4	
CO2	4	3	4	3	4	4	4	4	4	3	4	4	4	4	
CO3	4	4	4	5	4	4	3	4	3	4	3	4	4	4	
CO4	4	3	5	5	4	4	4	5	4	4	4	4	5	4	
CO5	4	3	4	4	3	4	4	3	3	3	4	3	4	4	
Mean Overall Score														**4**	

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	**1% - 20%**	**21% - 40%**	**41%- 60%**	**61% - 80%**	**81% - 100%**
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having **High** association with programme outcomes and programme specific outcomes

SEMESTER -VI

MJD- XIV- ENTREPRENEURSHIP DEVELOPMENT

UNIT-I INTRODUCTION TO ENTREPRENEURSHIP **12 Hours**

Entrepreneurship: Definition, Role, Entrepreneurial styles and types, Characteristics and Functions of an Entrepreneur. Emerging trends, The Internet & E-commerce, Sustainability of Entrepreneurship. Government Role: Public and private system of stimulation; Governmental initiatives to foster entrepreneurship across sectors.

UNIT-II BUSINESS IDEAS & FEASIBILITY STUDY **12 Hours**

Sources of business ideas and tests of feasibility: Significance & Contents of business plan/ project proposal, Designing business processes, location selection, layout and operation planning & control; preparation of project report

UNIT-III ENTREPRENEURIAL ASSOCIATIONS **12 Hours**

Role of industries/entrepreneur's associations and Self-Help Groups and marketing & Technical assistance, Industrial accommodation, utilities and business incubations. Mobilizing Resources: Mobilizing resources for start-up, Preliminary contracts with the vendors, suppliers, bankers, principal customers; Basic startup problems

UNIT-IV LEGAL PROVISIONS **12 Hours**

Legal forms of Entrepreneurial Organizations: Sole proprietorship, Partnerships, Corporations; Identifying legal structures- Debt versus Equity, Formal Venture Market: Venture Capital Market and Private Equity (PE) funds. Informal Risk Capital: Angel Investors and private networks. Access to finance: Requirement, availability, and barriers to accessing capital.

UNIT-V **12 Hours**

Strategic Planning and Entrepreneurship: Nature and Value of Planning in emerging firms, The Entrepreneurial Edge, Implementing Strategic Plan: Venture Development Stages, Entrepreneurial Ventures, Management succession challenge, Developing a succession strategy; Harvest strategy: Liquidity events – Initial Public Offer (IPO); Complete sale of the venture.

TEXT BOOKS

1. Mukherjee & Roy, (2018) Entrepreneurship Development and Business Ethics:, Oxford University Press.

2. Desai V(2016), Entrepreneurship Development and Business Ethics- Himalaya Publishing House-Himalaya Publishing House
3. Kuratko, Hodgetts, (2014), Entrepreneurship - Theory, Process and Practice,10thedition. Cengage Learning.

REFERENCE BOOKS

1. Timmons, Spinelli, (2012), New Venture Creation, 9thedition. McGraw Hill.
2. Bruce R Barringer, (2011), Entrepreneurship: Successfully Launching New Ventures,4thedition, Pearson Education.
3. Hisrich, Peters, Shepherd, (2016), Entrepreneurship, 10thedition. McGraw Hill. Kuratko, Rao, (2012), Entrepreneurship A South-Asian Perspective, 8thedition, Cengage Learning.

WEB REFERENCES:

1. https://icmai.in/upload/Students/Syllabus2022/Final_Stdy_Mtrl/P20C.pdf
2. https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA3SemesterElective/3EntrepreneurshipandStartup.pdf

<u>QUESTION PAPER PATTERN</u>

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: Questions should be asked from all units. Equal importance should be given to each unit.

SARADHA GANGADHARAN COLLEGE (AUTONOMOUS)

BBA, DEGREE EXAMINATION

(For 2026-27 onwards)

MODEL QUESTION PAPER

SIXTH SEMESTER

MJD-XIV-ENTREPRENEURSHIP DEVELOPMENT

Time: 3 hours **Marks: 60**

SECTION A (10 x 1 Marks =10 Marks)

Answer ALL the Questions (MCQ)

1. An entrepreneur who is characterized by skepticism and follows others only after being convinced of success is known as a:
   a) Innovative entrepreneur
   b) (b) Fabian entrepreneur
   c) (c) Drone entrepreneur
   d) (d) Imitative entrepreneur.

2. Which of the following is a "pull factor" for entrepreneurship?
   (a) Unemployment
   (b) Job dissatisfaction
   (c) Desire for independence
   (d) Financial distress.

3. The document that outlines the goals of a new business and the strategy for achieving them is the:
   (a) Articles of Association
   (b) Business Plan
   (c) Annual Report
   (d) Technical Manual.

4. Feasibility study is conducted to:
   (a) Hire new staff
   (b) Check if the project is technically and economically viable
   (c) Calculate the final profit
   (d) Impress the competitors.

5. Business Incubators are designed to:
   (a) Liquidate failing companies
   (b) Provide support and resources to startups in their early stages

(c) Direct tax collection
(d) Manage large scale mergers.

6. Which group provides mutual help and micro-finance to small-scale entrepreneurs at the grassroots level?
   (a) Trade Unions
   (b) Self-Help Groups (SHGs)
   (c) Venture Capitalists
   (d) Board of Directors.

7. High-growth startups seeking large capital in exchange for equity usually approach:
   (a) Commercial Banks
   (b) Venture Capitalists
   (c) Money Lenders
   (d) Pawn Brokers.

8. Which legal structure offers "Limited Liability" to its owners?
   (a) Sole Proprietorship
   (b) General Partnership
   (c) Corporation
   (d) Hindu Undivided Family.

9. An Initial Public Offering (IPO) is an example of:
   (a) A marketing strategy
   (b) A harvest/exit strategy
   (c) A production technique
   (d) A recruitment process.

10. Management Succession refers to:
   (a) Expanding to international markets
   (b) Planning for the transfer of leadership to the next generation
   (c) Closing down the business
   (d) Changing the product line.

SECTION B (5 x 4 Marks = 20 Marks)

Answer ALL the Questions

11. (a) Explain the key Characteristics and Functions of a successful entrepreneur

OR

(b) Discuss the Government's Role in stimulating entrepreneurship.

12. (a) Outline the core Contents of a Business Plan

OR

(b) Explain the factors involved in Location Selection and Layout Planning.

13. (a) Explain the role of Self-Help Groups (SHGs) in entrepreneurship

OR

(b) Discuss the common Basic Startup Problems faced by new entrepreneurs.

14. (a) Differentiate between Debt and Equity Financing

OR

(b) Explain the role of Angel Investors as informal risk capital.

15. (a) Explain the Nature and Value of Planning in emerging firms

OR

(b) Describe the concept of a Harvest Strategy.

SECTION C (3 x 10 = 30 Marks)

Answer any THREE Questions.

16. Explain the Emerging Trends in entrepreneurship with special reference to the impact of the Internet and E-commerce on modern business sustainability.
17. Describe the detailed process of preparing a Project Report for a new venture.
18. Discuss the importance of Industrial Accommodations and Business Incubators
19. Explain and compare the various Legal Forms of Entrepreneurial Organizations and analyse the Barriers to Accessing Capital.
20. Elaborate on the different Venture Development Stages and the challenges involved in developing an effective Management Succession Strategy.

SEMESTER -VI

MJD-XV-INDUSTRY BASED PROJECT WORK

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
VI	MJD-XV (Major Disciplinary Course)	**INDUSTRY BASED PROJECT WORK**	CIA: 50	ESE: 50	0	4

COURSE OBJECTIVES:

- Identify and discuss the role and importance of research in the social sciences.
- Identify and discuss the issues and concepts salient to the research process.
- Identify and discuss the complex issues inherent in selecting a research problem, choosing an appropriate research design, and implementing a research project.
- Identify and discuss the concepts and procedures of sampling, data collection, analysis and reporting.

COURSE OUTCOMES (COs):

CO1: To analyze foundational research concepts and scientific methods to formulate a structured research inquiry.

CO2: To enable the effective explanation and selection of research designs, sampling techniques, and data collection instruments.

CO3: To read and critically evaluate peer-reviewed research articles to synthesize existing literature within the academic discipline.

CO4: To practically apply previous research findings and statistical outcomes for data-driven decision-making in real-world scenarios.

Relationship Matrix Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	COURSE CODE					COURSE TITLE								HOURS	CREDIT
VI	**MJD-XV**					**MINOR RESEARCH PROJECT**								**0**	**4**
COURSE OUTCOMES (COS)	**PROGRAMME OUTCOME (POS)**					**PROGRAMME SPECIFIC OUTCOMES (PSOS)**								**MEAN SCORE OF COS**	
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8		
CO1	5	3	3	4	3	4	5	3	3	4	3	4	5	4	
CO2	4	3	4	4	3	4	4	4	4	3	4	4	4	4	
CO3	3	4	4	5	4	4	3	4	3	4	3	4	4	4	
CO4	4	3	5	5	4	4	4	5	4	4	4	4	5	4	
CO5	4	3	4	4	3	4	4	3	3	3	4	3	4	4	
Mean Overall Score														4	

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	**1% - 20%**	**21% - 40%**	**41%- 60%**	**61% - 80%**	**81% - 100%**
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having **High** association with programme outcomes and programme specific outcomes

SEMESTER -VI

MJD- XV- INDUSTRY BASED PROJECT WORK

A Industry based project work is an academic exercise that provides students with an opportunity to apply theoretical knowledge to real-world problems through systematic investigation. It serves as a bridge between classroom learning and practical research experience, helping students to understand the functioning of industries / business organizations to students through factory visits or any business reality. The department is expected to organize a minimum of three field visits in that semester. Each student should submit a final record at the end of semester about each visit on the following items.

1. Industrial Profile
2. Company Profile
3. Organization of facilities in the company / filed (Layout)
4. Unique practices of the company
5. Lessons learned through visits

Each field visit can be for about 4 weeks

Guidelines for Field Visit

1. Each Student must be allotted a faculty guide. The HOD may allot the guide by discussing with other faculty members.
2. The students may be allowed to visit three different organizations for example one small entrepreneurial company, one big store or shop and an agency company or any other venture the guide sees fit. Each visit should not be more than 5 days.
3. As the minimum numbers of field visits are three, after completing all the three visits the students may be allowed to submit a single report in which they must write about all the three visits.
4. After completing the project 10-12 days may be given for the students to prepare and submit the report
5. The students should submit Two bookbinding copies of Research Report and present power-point before the class and all faculty members
6. No two or more reports could be identical even if the organization and project is common. Each student should write a separate report and clearly mention his /her individual contribution.

<u>**PRACTICAL EVALUATION PATTERN**</u>

Total: 100 Marks

<table>
<tr><td rowspan="3">INTERNAL EVALUATION</td><td>Observation Report</td><td>20 Marks</td><td rowspan="3">50 Marks</td></tr>
<tr><td>Attendance</td><td>05 Marks</td></tr>
<tr><td>Presentation & Viva Voce</td><td>25 Marks</td></tr>
<tr><td rowspan="2">EXTERNAL EVALUATION</td><td>Final Report</td><td>25 Marks</td><td rowspan="2">50 Marks</td></tr>
<tr><td>Final Presentation & Viva Voce</td><td>25 Marks</td></tr>
</table>

Note: *Questions from the internal/external evaluators should be based on the students' presentations and the content of their reports.*

SEMESTER -VII

MJD-XVI - INTERNATIONAL BUSINESS

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
VII	MJD-XVI (Major Disciplinary Course)	**INTERNATIONAL BUSINESS**	CIA: 40	ESE: 60	4	4

COURSE OBJECTIVES

- To introduce students to the concept, scope, and importance of international business in the global economy.
- To develop an understanding of international trade, exports, imports, and marketing practices.
- To familiarize students with government policies, export assistance, and international trade procedures.
- To explain theories of international business, foreign exchange mechanisms, and trade barriers.
- To analyze the role of international financial institutions and global business strategies.

COURSE OUTCOMES

After completing the course, students will be able to:

CO1: Understand the fundamentals and significance of international business and trade.

CO2 Explain export–import procedures, finance, and government support mechanisms.

CO3: Apply theories of international trade to real-world business situations.

CO4: Analyses foreign exchange systems, trade barriers, and global currencies.

CO5: Evaluate the role of international institutions and global sourcing, production, and HRM practices.

RELATIONSHIP MATRIX: Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	COURSE CODE					COURSE TITLE								HOURS	CREDIT
VII	**MJD-XVI**					**INTERNATIONAL BUSINESS**								4	4
COURSE OUTCOMES (COS)	PROGRAMME OUTCOME (POS)					PROGRAMME SPECIFIC OUTCOMES (PSOS)								MEAN SCORE OF COS	
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8		
CO1	5	4	5	4	4	4	5	4	4	5	5	4	5	4	
CO2	4	4	4	4	5	4	4	3	4	4	4	4	4	4	
CO3	5	4	5	4	4	4	5	4	4	4	5	4	4	4	
CO4	4	4	4	5	4	4	4	4	5	4	4	4	5	4	
CO5	4	3	4	5	4	4	4	3	4	3	3	4	4	4	
Mean Overall Score														4	

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	**1% - 20%**	**21% - 40%**	**41%- 60%**	**61% - 80%**	**81% - 100%**
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having High association with programme outcomes and programme specific outcomes.

SEMESTER -VII

MJD-XVI - INTERNATIONAL BUSINESS

UNIT- I: INTERNATIONAL BUSINESS & MARKETING (12 Hours)

International Business & Marketing**:** Need for Exports - Internal and External-International Marketing - Special Considerations or Factors Relevant for International Marketing - Protectionism, Tariff Barriers-Trade Agreements Etc.

UNIT- II: INTERNATIONAL BUSINESS ASSISTANCE (12 Hours)

Export Assistance: Government Assistance - Qualitative and Quantitative - Export Finance - Procedure for Imports and Exports

UNIT- III: INTERNATIONAL BUSINESS THEORIES (12 Hours)

International Business Theories: Theories of International Business (Absolute Advantage Theory, Comparative Advantage Theory - Terms of Trade - Gains from International **Trade**

UNIT- IV: BARRIERS & FOREIGN EXCHANGES (12 Hours)

Barriers **& Foreign Exchange:** Barriers - Foreign Exchange - Exchange Rate Determinations – SDR – Euro – Dollar

UNIT- V: INTERNATIONAL FINANCIAL INSTITUTIONS (12 Hours)

International Financial Institutions**:** International Monitory Funds - Banks for Reconstruction and Other Institutions - Role of IMF and IBRD (World Bank)**-** Global Human Resource Management - Global Sourcing and Production

TEXTBOOKS

1. Francis Cherunilam (2016)**,** *International Business: Text and Cases*, 6th Edition, Himalaya Publishing House.

2. Sankaran (2013), *International Business*, Margham Publications.

3. Justin Paul**,** (2013), *International Business*, McGraw Hill Education.

REFERENCE BOOKS

1. Charles W. L. Hill (2017), *International Business: Competing in the Global Marketplace,* 11th Edition, McGraw Hill.
2. Daniels, Radebaugh & Sullivan (2018), *International Business*, 18th Edition, Pearson Education.
3. Dominick Salvatore (2019), *International Economics*, 12th Edition,Wiley India.
4. Bo Sodersten (1994), *International Economics*, 3rd Commonly cited, Macmillan.

Note: Latest edition of the text books should be used.

WEB REFERENCES:

1. https://mrcet.com/downloads/MBA/digitalnotes/I-II/I%20B%20Digital%20Notes.pdf
2. https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBA1602.pdf
3. https://www.bdu.ac.in/cde/SLM/MBA/MBA%20IV%20Semester/CORE/International%20Business%20Environment.pdf

QUESTION PAPER PATTERN

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: *Questions should be asked from all units. Equal importance should be given to each unit.*

SARADHA GANGADHARAN COLLEGE (AUTONOMOUS)

BBA DEGREE EXAMINATION

(For 2026-27 onwards)

MODEL QUESTION PAPER

SEVENTH SEMESTER

MJD-XVI - INTERNATIONAL BUSINESS

TIME: 3 Hours **MAX: 60 Marks**

SECTION A (10 x 1 = 10 MARKS)

Answer ALL the questions

1. International business refers to
   a) Domestic trade
   b) Inter-state trade
   c) Trade across national boundaries
   d) Local trade

2. Protectionism aims to
   a) Encourage imports
   b) Protect domestic industries
   c) Promote free trade
   d) Eliminate tariffs

3. Tariff is a
   a) Tax on exports
   b) Tax on imports
   c) Subsidy
   d) Quota

4. Export finance is required mainly to
   a) Increase imports
   b) Meet working capital needs
   c) Reduce risk
   d) Avoid taxation

5. Terms of Trade refers to
   a) Export procedures
   b) Import duties
   c) Ratio of export prices to import prices
   d) Exchange rate

6. Which theory explains comparative cost advantage?
   a) Absolute cost theory

b) Comparative advantage theory
c) Opportunity cost theory
d) Modern trade theory

7. Foreign exchange rate is the price of
a) Goods
b) Services
c) One currency in terms of another
d) Gold

8. SDR is issued by
a) World Bank
b) IMF
c) WTO
d) UN

9. Euro is the currency of
a) Asia
b) African nations
c) European Union
d) America

10. IMF was established to
a) Promote world peace
b) Provide military aid
c) Ensure international monetary stability
d) Regulate trade

SECTION B (5 x 4 = 20 Marks)

Answer any ALL Questions.

11 (a) Explain the need for exports.

OR

(b) What is international marketing? Mention its special considerations.

12 (a) Discuss government assistance for exports.

OR

(b) Explain export finance.

13 (a) Explain any two theories of international business.

OR

(b) What are gains from international business?

14 (a) Explain barriers to international business.

OR

(b) What is foreign exchange rate determination?

15 (a) Explain the role of IMF.

OR

(b) Discuss global sourcing and production.

SECTION C (3 x 10 = 30 Marks)

Answer any THREE Questions.

16. Explain the internal and external factors influencing international marketing.
17. Describe the procedure for imports and exports in detail.
18. Explain the theories of international business and terms of trade.
19. Discuss foreign exchange systems, SDR, Euro, and Dollar.
20. Examine the role of IMF and IBRD in economic development.

SEMESTER -VII

MJD-XVII - INDUSTRIAL RELATIONS AND LABOUR WELFARE

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
VII	MJD-XVII (Major Disciplinary Course)	**INDUSTRIAL RELATIONS AND LABOUR WELFARE**	CIA: 40	ESE: 60	4	4

COURSE OBJECTIVES

- To provide students with a clear understanding of the concept, nature, and scope of Industrial Relations.
- To familiarize students with the role of trade unions and the trade union movement in India.
- To impart knowledge about industrial disputes, their causes, forms, and settlement mechanisms.
- To develop awareness about labour welfare measures and the role of various agencies in promoting worker welfare.
- To introduce major labour legislations and the concept of social security in India.

COURSE OUTCOMES

After successful completion of the course, students will be able to:

CO1: Explain the fundamentals of Industrial Relations and analyze factors affecting employer–employee relationships.

CO2: Describe the objectives, functions, and legal framework governing trade unions in India.

CO3: Identify various forms of industrial disputes and evaluate dispute settlement machinery.

CO4: Assess labour welfare measures and the roles of government, employers, and trade unions.

CO5: Interpret important labour laws and understand the significance of social security provisions.

RELATIONSHIP MATRIX: Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	COURSE CODE					COURSE TITLE								HOURS	CREDIT
VII	**MJD – XVII**					**INDUSTRIAL RELATIONS AND LABOUR WELFARE**								4	4
COURSE OUTCOMES (COS)	PROGRAMME OUTCOME (POS)					PROGRAMME SPECIFIC OUTCOMES (PSOS)								MEAN SCORE OF COS	
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8		
CO1	5	4	4	5	4	4	5	4	4	5	5	4	5	4	
CO2	4	4	4	4	5	4	4	3	4	4	4	4	4	4	
CO3	5	4	5	5	4	4	5	4	4	4	5	4	4	4	
CO4	4	4	4	4	4	5	4	4	5	4	4	4	5	4	
CO5	4	3	4	5	4	4	4	3	3	4	3	4	4	4	
Mean Overall Score														4	

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	**1% - 20%**	**21% - 40%**	**41%- 60%**	**61% - 80%**	**81% - 100%**
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having High association with programme outcomes and programme specific outcomes

SEMESTER -VII

MJD-XVII - INDUSTRIAL RELATIONS AND LABOUR WELFARE

UNIT I: INTRODUCTION TO INDUSTRIAL RELATIONS: (12 Hours)

Concept and meaning of Industrial Relations-Nature and scope of Industrial Relations-Importance of Industrial Relations in industry-Parties to Industrial Relations: Employers, Employees, Trade Unions, Government-Objectives of Industrial Relations-Causes of poor Industrial Relations

UNIT II: TRADE UNIONS: (12 Hours)

Meaning and definition of Trade Union-Objectives and functions of Trade Unions-Types of Trade Unions-Trade Union movement in India-Problems of Trade Unions in India-Trade Union Act, 1926 – salient features

UNIT III: INDUSTRIAL DISPUTES: (12 Hours)

Meaning and causes of Industrial Disputes--Forms of Industrial Disputes: Strike, Lockout, Gherao, Layoff, Retrenchment-Industrial Disputes Act, 1947 – objectives and important provisions-Prevention and settlement of Industrial Disputes-Collective bargaining-Conciliation-Arbitration-Adjudication

UNIT IV LABOUR WELFARE (12 Hours)

Concept and meaning of Labour Welfare-Objectives and scope of Labour Welfare-Types of Labour Welfare Measures-Statutory welfare measures-Non-statutory welfare measures-Voluntary welfare measures-Role of government, employers, and trade unions in labour welfare

UNIT V: LABOUR LEGISLATION AND SOCIAL SECURITY: (12 Hours)

Factories Act, 1948-Minimum Wages Act, 1948-Employees' State Insurance Act, 1948-Employees' Provident Fund Act, 1952-Payment of Bonus Act, 1965-Payment of Gratuity Act, 1972-Concept of social security and its importance

TEXTBOOKS

1. Mamoria, C.B. & Mamoria, S.**,** (2017) *Dynamics of Industrial Relations*, Latest Revised Ed., Himalaya Publishing House.
2. Monappa, A.**(**2009), *Industrial Relations*, 2nd EditionTata McGraw-Hill.
3. Venkata Ratnam, C.S, (2011), *Industrial Relations*, Oxford University Press.

REFERENCE BOOKS

1. Giri, V.V.**,** (1972) *Labour Problems in Indian Industry*, Asia Publishing House.

2. Srivastava, S.C. (2012), *Industrial Relations and Labour Laws*, Vikas Publishing House.
3. Kumar, H.L. (2016), *Industrial Relations and Labour Laws*, Universal Law Publishing.
4. Malik, P.L. (2018), *Industrial Law*, Eastern Book Company.

WEB REFERENCES:

1. https://www.msuniv.ac.in/images/distance%20education/learning%20materials/ug%20pg/pg/mba_human_resource/II%20Year%20-%20DKU26%20-%20Industrial%20and%20Labour%20Relation.pdf
2. https://baou.edu.in/assets/pdf/PGDHR_201_slm.pdf
3. https://www.scribd.com/document/564964902/Industrial-and-Labour-Relations-notes

Note: Latest edition of the text books should be used.

QUESTION PAPER PATTERN

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: *Questions should be asked from all units. Equal importance should be given to each unit.*

SARADHA GANGADHARAN COLLEGE (AUTONOMOUS)

BBA. DEGREE EXAMINATION

(For 2026-27 onwards)

MODEL QUESTION PAPER

SEVENTH SEMESTER

MJD-XVII - INDUSTRIAL RELATIONS AND LABOUR WELFARE

TIME: 3 Hours **MAX: 60 Marks**

SECTION A (10 x 1 = 10 MARKS)

Answer ALL the questions

1. Industrial Relations mainly deals with the relationship between
   a) Employer and customer
   b) Employer and employee
   c) Employer and supplier
   d) Employer and government

2. Which of the following is a party to Industrial Relations?
   a) Consumers
   b) Shareholders
   c) Trade Unions
   d) Middlemen

3. Trade Union Act was passed in the year
   a) 1920
   b) 1926
   c) 1936
   d) 1947

4. A temporary refusal to work by workers is known as
   a) Lockout
   b) Strike
   c) Retrenchment
   d) Layoff

5. Which Act deals with settlement of industrial disputes?
   a) Factories Act
   b) Minimum Wages Act
   c) Industrial Disputes Act
   d) Bonus Act

6. Gherao means
   a) Closure of factory
   b) Temporary suspension of workers
   c) Physical blockade of management
   d) Legal strike

7. Labour welfare measures prescribed by law are called
   a) Voluntary
   b) Non-statutory
   c) Statutory
   d) Informal

8. ESI Act was enacted in the year
   a) 1948
   b) 1952
   c) 1965
   d) 1972

9. Provident Fund Act was enacted in
   a) 1947
   b) 1948
   c) 1952
   d) 1965

10. Social security mainly aims at
    a) Profit maximization
    b) Employee discipline
    c) Worker protection
    d) Industrial expansion

SECTION B (5 x 4 = 20 Marks)

Answer any ALL Questions.

11. a) Define Industrial Relations and explain its importance.

OR

b) Explain the objectives of Industrial Relations.

12. a) Define Trade Union and state its functions.

OR

b) Explain the problems of Trade Unions in India.

13. a) What is an Industrial Dispute? Explain its causes.

OR

b) Explain Strike and Lockout.

14. a) Define Labour Welfare and explain its objectives.

OR

b) Explain statutory and non-statutory labour welfare measures.

15. a) Explain the objectives of Minimum Wages Act, 1948.

OR

b) Explain the importance of social security.

SECTION C (3 x 10 = 30 Marks)

Answer any THREE Questions.

16. Explain the nature, scope, and importance of Industrial Relations.
17. Discuss the Trade Union movement in India and the salient features of the Trade Union Act, 1926.
18. Describe the forms of Industrial Disputes and explain the machinery for settlement of disputes.
19. Explain the types of Labour Welfare measures and the role of government, employers, and trade unions.
20. Discuss the major provisions of labour legislations and the significance of social security in India.

SEMESTER -VII

MJD-XVIII- ORGANIZATIONAL CHANGE AND DEVELOPMENT

<table>
<tr><th>Semester</th><th>Course Code</th><th>Course Title</th><th colspan="2">Total Marks 100</th><th>Hours Per Week</th><th>Credits</th></tr>
<tr><td>VII</td><td>MJD-XVIII (Major Disciplinary Course)</td><td>ORGANIZATIONAL CHANGE AND DEVELOPMENT</td><td>CIA: 40</td><td>ESE: 60</td><td>4</td><td>4</td></tr>
</table>

COURSE OBJECTIVES

- To understand the concept, nature, and importance of organisational change in modern organisations.
- To familiarize students with different models and approaches to managing organisational change.
- To analyze the causes of resistance to change and techniques for overcoming it.
- To provide knowledge on change programmes, job redesign, and socio-technical systems.
- To introduce Organisational Development (OD) concepts, processes, and interventions for organisational effectiveness.

COURSE OUTCOMES

After completing the course, students will be able to:

CO1: Explain the concepts, forces, and types of organisational change.

CO2: Apply models of organisational change, including Lewin’s Three-Step Model, in real situations.

CO3: Identify sources of resistance to change and suggest suitable coping strategies.

CO4: Evaluate change programmes and OD processes for organisational effectiveness.

CO5: Analyze and recommend appropriate OD interventions for organisational development.

RELATIONSHIP MATRIX: Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	COURSE CODE					COURSE TITLE								HOURS	CREDIT
VII	**MJD-XVIII**					**ORGANIZATIONAL CHANGE AND DEVELOPMENT**								4	4
COURSE OUTCOMES (COS)	PROGRAMME OUTCOME (POS)					PROGRAMME SPECIFIC OUTCOMES (PSOS)								MEAN SCORE OF COS	
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8		
CO1	5	4	5	4	4	4	5	4	4	5	5	4	5	4	
CO2	4	4	4	4	5	4	4	3	4	4	4	4	4	4	
CO3	5	4	5	4	4	4	5	4	4	4	5	4	4	4	
CO4	4	4	4	5	4	4	4	4	5	4	4	4	5	4	
CO5	4	3	4	5	4	4	4	3	4	3	3	4	4	4	
Mean Overall Score														4	

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	**1% - 20%**	**21% - 40%**	**41%- 60%**	**61% - 80%**	**81% - 100%**
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having High association with programme outcomes and programme specific outcomes

SEMESTER -VII

MJD-XVIII - ORGANIZATIONAL CHANGE AND DEVELOPMENT

UNIT I INTRODUCTION TO CHANGE **(12 Hours)**

Change – Stimulating Forces – Change Agents – Planned & Unplanned Change – Models of Organisational Change – Lewin's Three-Step Model

UNIT II RESISTANCE TO CHANGE **(12 Hours)**

Resistance to Change – Individual Factors – Organisational Factors – Techniques to Overcome Change

UNIT III CHANGE PROGAMS **(12 Hours)**

Change Programs – Effectiveness of Change Programs – Change Process – Job Redesign – Socio-Technical Systems

UNIT IV ORGANISATIONAL DEVELOPMENT **(12 Hours)**

Organisational Development – Basic Values – Phases of OD – Entry – Contracting – Diagnosis – Feedback – Change Plan – Intervention – Evaluation – Termination

UNIT V ORGANISATIONAL DEVELOPMENT INTERVENTION **(12 Hours)**

Organisational Development Interventions – Human Process – Structural & Technological – Strategy Interventions – Sensitivity Training – Survey Feedback – Process Consultation – Team Building – Inter-group Development – Innovations – Learning Organisations

TEXTBOOKS

1. French, W. L., Bell, C. H., & Zawacki, R. A**.** *O (2005), rganisation Development and Transformation*, McGraw-Hill.
2. Robbins, S. P**.** (2017), *Organisational Behaviour*, Pearson Education.

3. Cummings, T. G., & Worley, C. G. (2014), *Organisation Development and Change*, Cengage Learning.

REFERENCE BOOKS

1. Burnes, B. (2017), *Managing Change*, Pearson Education.
2. John P. Kotter (1999), *Leading Change*, Harvard Business School Press.
3. Lippitt, R., Watson, J., & Westley, B. (1958) *The Dynamics of Planned Change*, Harcourt Brace.
4. Schein, E. H. (1999), *Process Consultation Revisited*, Addison-Wesley.

Note: Latest edition of the text books should be used.

WEB REFERENCES:

1. https://www.bdu.ac.in/cde/SLM/MBA/MBA%20III%20Semester/Elective/Human%20Resource%20Management/Organisation%20Development.pdf
2. https://anucde.info/sem4/PG/M.A.%20(HRM)/402HM21.pdf
3. https://www.msuniv.ac.in/images/distance%20education/learning%20materials/ug%20pg/pg/mba_human_resource/II%20Year%20-%20DKU25%20-%20Organizational%20development.pdf

QUESTION PAPER PATTERN

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: *Questions should be asked from all units. Equal importance should be given to each unit.*

SARADHA GANGADHARAN COLLEGE (AUTONOMOUS)

BBA. DEGREE EXAMINATION

(For 2026-27 onwards)

MODEL QUESTION PAPER

SEVENTH SEMESTER

MJD-XVIII - ORGANIZATIONAL CHANGE AND DEVELOPMENT

TIME: 3 Hours **MAX: 60 Marks**

SECTION A (10 x 1 = 10 MARKS)

Answer ALL the questions

1. Organisational change refers to:
   a) Maintaining status quo
   b) Planned and unplanned modifications in an organisation
   c) Only structural changes
   d) Only technological changes

2. Which of the following is a force stimulating change?
   a) Stability
   b) Competition
   c) Routine work
   d) Fixed rules

3. A person who initiates and manages change is called a:
   a) Leader
   b) Supervisor
   c) Change agent
   d) Manager

4. Lewin's first step in the change process is:
   a) Refreezing
   b) Changing
   c) Unfreezing
   d) Evaluating

5. Resistance to change can arise due to:
   a) Fear of unknown
   b) Job security
   c) Motivation
   d) Innovation

6. Which technique helps overcome resistance to change?
   a) Coercion
   b) Communication
   c) Isolation
   d) Delay

7. Job redesign mainly focuses on:
   a) Increasing hierarchy
   b) Improving efficiency and satisfaction
   c) Reducing employees
   d) Eliminating technology

8. Socio-technical systems emphasize:
   a) Only technology
   b) Only social aspects
   c) Interaction between people and technology
   d) Only organisational structure

9. OD stands for:
   a) Organisational Design
   b) Organisational Development
   c) Operational Development
   d) Organisational Decision

10. Team building is an example of:
   a) Strategy intervention
   b) Structural intervention
   c) Human process intervention
   d) Technological intervention

SECTION B (5 x 4 = 20 Marks)

Answer any ALL Questions.

11. a) Define organisational change.

OR

b) Distinguish between planned and unplanned change.

12. a) Explain the role of a change agent.

OR

b) Briefly explain Lewin's Three-Step Model.

13. a) What is resistance to change?

OR

b) Explain individual factors causing resistance to change.

14. a) What is job redesign?

OR

b) Explain the concept of socio-technical systems.

15. a) Define Organisational Development (OD).

OR

b) Explain the basic values of OD.

SECTION C (3 x 10 = 30 Marks)

Answer any THREE Questions.

16. Explain the forces stimulating organisational change and discuss the models of organisational change with special reference to Lewin's model.
17. Analyze the causes of resistance to change and explain techniques to overcome resistance.
18. Discuss various change programmes and explain the effectiveness of change programmes in organisations.
19. Describe the phases of Organisational Development from entry to termination.
20. Explain OD interventions in detail, including human process, structural, and strategic interventions.

SEMESTER -VII

MID-VII - DIGITAL MARKETING

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
VII	MID-VII (Minor Disciplinary Course)	**DIGITAL MARKETING**	CIA: 40	ESE: 60	4	4

COURSE OBJECTIVES

- To introduce students to the concepts, evolution, and scope of Digital Marketing in comparison with traditional marketing
- To develop understanding of digital marketing frameworks, online marketing mix, and advertising ecosystems, especially in the Indian context.
- To provide practical knowledge of content marketing, SEO, SEM, social media, email, and mobile marketing tools.
- To familiarize learners with social media strategy, online reputation management, influencer and affiliate marketing practices.
- To equip students with skills in digital analytics, performance measurement, KPIs, ROI, and campaign effectiveness evaluation.

COURSE OUTCOMES

After successful completion of the course, students will be able to:

CO1: Explain the fundamentals, evolution, and frameworks of digital marketing and differentiate it from traditional marketing.

CO2: Apply content marketing, SEO, SEM, display advertising, and email marketing strategies for business growth.

CO3: Design and manage effective social media strategies for branding, lead generation, and sales.

CO4: Analyze and manage online reputation, social commerce, influencer, affiliate, and co-marketing initiatives.

CO5: Measure and evaluate digital marketing performance using analytics, KPIs, ROI, CLV, and engagement metrics**.**

RELATIONSHIP MATRIX: Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	**COURSE CODE**					**COURSE TITLE**								**HOURS**	**CREDIT**
VII	**MID-VII**					**DIGITAL MARKETING**								4	4
COURSE OUTCOMES (COS)	PROGRAMME OUTCOME (POS)					PROGRAMME SPECIFIC OUTCOMES (PSOS)								MEAN SCORE OF COS	
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8		
CO1	5	4	5	4	4	4	5	4	4	5	5	4	5	4	
CO2	4	4	4	4	5	4	4	3	4	4	4	4	4	4	
CO3	5	4	4	5	4	4	5	4	4	4	5	4	4	4	
CO4	4	4	4	5	4	4	4	4	5	4	4	4	5	4	
CO5	4	3	4	5	4	4	4	3	4	3	4	3	4	4	
Mean Overall Score														4	

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	**1% - 20%**	**21% - 40%**	**41%- 60%**	**61% - 80%**	**81% - 100%**
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having High association with programme outcomes and programme specific outcomes

SEMESTER -VII

MID-VII – DIGITAL MARKETING

UNIT – I: INTRODUCTION TO DIGITAL MARKETING **(12 Hours)**

Origin & Development of Digital Marketing – Traditional vs Digital Marketing – Opportunities & Challenges- Online Marketing Mix – Digital Advertising Market in India. 6M Framework – ASCOR & POEM Digital Marketing Framework.

UNIT – II: CONTENT MARKETING **(12 Hours)**

Content creation process – Content pillar - Types – A/B Testing – Display Advertising – Search Engine Marketing –Search Engine Optimization (On page & off page optimization) **-** Email Marketing, – Mobile Marketing.

UNIT – III: **(12 Hours)**

SOCIAL MEDIA MARKETING & ONLINE REPUTATION MANAGEMENT

Building successful social media digital strategy – Piggy bank theory – Personal branding in social media – Crowdsourcing – Lead generation & sales in social media. Social commerce: Ratings & Reviews -Word of Mouth- User generated content – Co-Marketing – Affiliate Marketing - Influencer Marketing.

UNIT – IV: SEARCH ENGINE OPTIMISATION **(12 Hours)**

SEO: Meaning – Importance – Benefits - Types. Search Engines: Functions- method of search engine working- SERP- Key word research Analysis – Search Intent Analysis - Competitor Analysis- Onpage optimization – Off- page optimization – Technical SEO

UNIT – V: DIGITAL ANALYTICS & MEASUREMENT **(12 Hours)**

Importance of Analytics in digital space – Data capturing in online space – Types – Tracking Mechanism – Google Analytics structure – Conversion tracking – Digital Engagement funnel; Define – Key performance indicator(s) (KPIs) – Ad words & Display Networks. Overview – Applications of Sentiment analysis & Text Mining; measuring campaign effectiveness – ROI (Return on Investment) & CLV (Customer life term value)

TEXTBOOKS

1. Vivek Bindra (2019), *Digital Marketing*, Excel Books.
2. Philip Kotler (2017), Hermawan Kartajaya & Iwan Setiawan**,** *Marketing 4.0*, Wiley India.
3. Seema Gupta (2018), *Digital Marketing*, McGraw-Hill Education.

REFERENCE BOOKS

1. Dave Chaffey (2019), *Digital Marketing: Strategy, Implementation and Practice,* 7th Edition, Pearson Education.
2. Ryan Deiss & Russ Henneberry (2016), *Digital Marketing for Dummies*, Wiley.
3. Chuck Hemann & Ken Burbary (2013), *D3igital Marketing Analytics*, Pearson.
4. Paul Selden & Amanda T. Kahl**,** (2010), *Content Marketing*, McGraw-Hill.

WEB REFERENCES:

b) https://ebooks.lpude.in/new-scheme/management/mba/sem_3/DEMKT525_DIGITAL_AND_SOCIAL_MEDIA_MARKETING.pdf

c) https://www.msuniv.ac.in/images/distance%20education/learning%20materials/ug%20pg%202023/pg%202021/Mcom%202023%20english%20medium/SCOM12%20-%20I%20Sem%20-%20Digital%20Marketing.pdf

d) https://kamarajcollege.ac.in/wp-content/uploads/Core-14-Digital-Marketing.pdf

Note: Latest edition of the text books should be used.

QUESTION PAPER PATTERN

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: *Questions should be asked from all units. Equal importance should be given to each unit.*

SARADHA GANGADHARAN COLLEGE (AUTONOMOUS)

BBA. DEGREE EXAMINATION

(From 2026-27 onwards)

MODEL QUESTION PAPER

SEVENTH SEMESTER

MID-VII - DIGITAL MARKETING

TIME: 3 Hours **MAX: 60 Marks**

SECTION A (10 x 1 = 10 MARKS)

Answer ALL the questions

1. Digital marketing mainly uses which type of media?
   a) Print
   b) Broadcast
   c) Online
   d) Outdoor

2. Which framework includes Paid, Owned and Earned Media?
   a) 6M
   b) ASCOR
   c) POEM
   d) AIDA

3. Which of the following is an On-page SEO factor?
   a) Backlinks
   b) Meta tags
   c) Social signals
   d) Influencer links

4. A/B testing is mainly used to:
   a) Increase website speed
   b) Compare two versions
   c) Improve security
   d) Reduce cost

5. Content Pillar refers to:
   a) Paid ads
   b) Core content themes
   c) Keywords
   d) Hashtags

6. Piggy Bank Theory is related to:
   a) SEO
   b) Social Media Marketing
   c) Email Marketing
   d) Affiliate Marketing

7. Which platform is widely used for professional personal branding?
   a) Instagram
   b) Facebook
   c) LinkedIn
   d) Snapchat

8. Online reviews and ratings come under:
   a) Display advertising
   b) Online Reputation Management
   c) SEO
   d) Email marketing

9. KPI stands for:
   a) Key Performance Indicator
   b) Knowledge Process Index
   c) Key Profit Investment
   d) Key Promotion Indicator

10. ROI measures:
   a) Brand image
   b) Customer loyalty
   c) Profitability
   d) Website traffic

SECTION B (5 x 4 = 20 Marks)

Answer any ALL Questions.

11. a) Explain Traditional Marketing vs Digital Marketing.

OR

b) Explain the 6M Framework of Digital Marketing.

12. a) Explain the Content Creation Process.

OR

b) Explain Types of Content Marketing.

13. a) Explain On-page SEO.

OR

b) Explain Email Marketing.

14. a) Explain Piggy Bank Theory.

OR

b) Explain Lead Generation through Social Media.

15. a) Explain Online Reputation Management.

OR

b) Explain Influencer Marketing.

SECTION C (3 x 10 = 30 Marks)

Answer any THREE Questions.

16. Explain the evolution of Digital Marketing and discuss its opportunities and challenges.
17. Explain Content Marketing strategies and the role of A/B Testing.
18. Discuss Social Media Marketing strategy and personal branding.
19. Explain Social Commerce, Affiliate Marketing, and Co-Marketing.
20. Explain Digital Analytics and Measurement. Discuss KPIs, ROI, and CLV.

SEMESTER -VII

MID-VIII - INVESTMENT MANAGEMENT

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
VII	MID-VIII (Minor Disciplinary Course)	**INVESTMENT MANAGEMENT**	CIA: 40	ESE: 60	4	4

COURSE OBJECTIVES

- To provide students with a clear understanding of the concept, nature, and scope of investment management.
- To familiarize students with the structure and functioning of financial markets and financial instruments in India.
- To impart knowledge on security analysis techniques for informed investment decisions.
- To develop skills in portfolio construction, risk diversification, and portfolio evaluation.
- To introduce students to mutual funds and derivative instruments as modern investment avenues.

COURSE OUTCOMES

After successful completion of the course, students will be able to:

CO1: Explain the fundamentals of investment, investor types, and investment avenues in India.
CO2: Analyze the role of financial markets, institutions, and regulatory bodies in investment decisions.
CO3: Apply fundamental and technical analysis techniques to evaluate securities.
CO4: Construct and manage an optimal investment portfolio using modern portfolio theories.
CO5: Evaluate mutual fund performance and understand the use of derivatives for risk management.

RELATIONSHIP MATRIX: Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	**COURSE CODE**					**COURSE TITLE**								**HOURS**	**CREDIT**
VII	**MID – VIII**					**INVESTMENT MANAGEMENT**								4	4
COURSE OUTCOMES (COS)	PROGRAMME OUTCOME (POS)					PROGRAMME SPECIFIC OUTCOMES (PSOS)								MEAN SCORE OF COS	
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8		
CO1	5	4	5	4	4	4	4	5	4	5	5	4	5	4	
CO2	4	4	4	4	5	4	4	3	4	4	4	4	4	4	
CO3	5	4	5	4	4	4	5	4	4	4	5	4	4	4	
CO4	4	4	4	5	4	4	4	4	5	4	4	4	5	4	
CO5	4	3	4	5	4	4	4	3	3	4	3	4	4	4	
Mean Overall Score														4	

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	**1% - 20%**	**21% - 40%**	**41%- 60%**	**61% - 80%**	**81% - 100%**
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having High association with programme outcomes and programme specific outcomes

SEMESTER -VII

MID-VIII – INVESTMENT MANAGEMENT

UNIT I – INTRODUCTION TO INVESTMENT **(12 Hours)**

Meaning and objectives of investment-Investment vs speculation and gambling-Investment process-Types of investors-Investment avenues in India-Risk–return trade-off-Factors influencing investment decisions

UNIT II – FINANCIAL MARKETS & INSTRUMENTS **(12 Hours)**

Financial system – structure and functions-Capital market and money market-Primary market and secondary market-Stock exchanges – functions and trading mechanism-SEBI – role and regulations-Financial instruments: equity, debentures, bonds, government securities

UNIT III – SECURITY ANALYSIS **(12 Hours)**

Meaning and objectives of security analysis-Fundamental analysis-Economic analysis-Industry analysis-Company analysis--Technical analysis-Dow theory-Charts and trends-Market indicators

UNIT IV – PORTFOLIO MANAGEMENT **(12 Hours)**

Portfolio theory-Markowitz model-Efficient frontier-Portfolio risk and return-Capital Asset Pricing Model (CAPM)-Portfolio diversification-Portfolio construction and revision

UNIT V – MUTUAL FUNDS & DERIVATIVES **(12 Hours)**

Mutual funds – meaning and types-NAV and performance evaluation-SEBI regulations for mutual funds-Introduction to derivatives-Futures and options-Hedging, speculation and arbitrage-Risk management using derivatives

TEXTBOOKS

1. Prasanna Chandra (2017), *Investment Analysis and Portfolio Management*, McGraw-Hill Education.

2. Donald E. Fischer & Ronald J. Jordan (2011) *Security Analysis and Portfolio Management*, Pearson Education.
3. Kevin S (2015) *Security Analysis and Portfolio Management*, PHI Learning.

REFERENCE BOOKS

1. Frank K. Reilly & Keith C. Brown (2012) *Investment Analysis and Portfolio Management*, Cengage Learning.
2. Avadhani, V. A. (2016) *Investment Management*, Himalaya Publishing House.
3. Bodie, Kane & Marcus, (2018)*Investments*, McGraw-Hill Education.
4. Preeti Singh (2014) *Investment Management*, Himalaya Publishing House.

WEB REFERENCES:

1. https://kimsbengaluru.edu.in/assets/pdfs/criterias/criteria-1/criteria-1.1.1/INVESTMENT%20MANAGEMENT%20NOTES.pdf
2. https://sde.uoc.ac.in/sites/default/files/sde_videos/SLM-BBA-%20INVESTMENT%20MANAGEMENT.pdf
3. https://backup.pondiuni.edu.in/sites/default/files/investment%26portfolio-260214.pdf

Note: Latest edition of the text books should be used.

QUESTION PAPER PATTERN

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: *Questions should be asked from all units. Equal importance should be given to each unit.*

SARADHA GANGADHARAN COLLEGE (AUTONOMOUS)

BBA. DEGREE EXAMINATION

(For 2026-27 onwards)

MODEL QUESTION PAPER

SEVENTH SEMESTER

MID-VIII – INVESTMENT MANAGEMENT

TIME: 3 Hours **MAX: 60 Marks**

SECTION A (10 x 1 = 10 MARKS)

Answer ALL the questions

1. Investment refers to
   a) Consumption of income
   b) Saving without return
   c) Commitment of funds for future returns
   d) Gambling

2. Which of the following is a low-risk investment?
   a) Equity shares
   b) Government securities
   c) Futures
   d) Options

3. The primary market deals with
   a) Trading of existing securities
   b) Issue of new securities
   c) Speculation
   d) Arbitrage

4. SEBI was established in the year
   a) 1988
   b) 1990
   c) 1992
   d) 1995

5. Fundamental analysis focuses on
   a) Price trends
   b) Company financials
   c) Market rumors

d) Speculation

6. Dow Theory is related to
   a) Portfolio management
   b) Mutual funds
   c) Technical analysis
   d) Fundamental analysis

7. Portfolio diversification aims to
   a) Increase risk
   b) Eliminate returns
   c) Reduce risk
   d) Increase speculation

8. CAPM explains the relationship between
   a) Risk and liquidity
   b) Risk and return
   c) Return and inflation
   d) Risk and diversification

9. NAV in mutual funds means
   a) Net Asset Value
   b) New Asset Value
   c) Nominal Asset Value
   d) Net Annual Value

10. Futures and options are classified as
    a) Equity instruments
    b) Debt instruments
    c) Derivative instruments
    d) Hybrid instruments

SECTION B (5 x 4 = 20 Marks)

Answer any ALL Questions.

11. a) Explain the objectives of investment.

OR

b) Distinguish between investment and speculation.

12. a) Describe the functions of the stock exchange.

OR

b) Explain the role of SEBI in capital market regulation.

13. a) Explain economic analysis under fundamental analysis.

OR

b) What is technical analysis? Explain its significance.

14. a) Define portfolio risk and return.

OR

b) Explain the concept of diversification.

15. a) What are mutual funds? Explain any two types.

OR

b) Explain the concepts of hedging and speculation.

SECTION C (3 x 10 = 30 Marks)

Answer any THREE Questions.

16. Explain the investment process and various investment avenues available in India.
17. Describe the structure of the Indian financial system and explain the functions of capital and money markets.
18. Discuss fundamental and technical analysis as tools for security evaluation.
19. Explain Markowitz Portfolio Theory and the concept of the efficient frontier.
20. Discuss mutual funds and derivatives as investment instruments. Explain their role in risk management.

SEMESTER -VIII

MJD-XIX - PROJECT MANAGEMENT

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
VIII	MJD-XIX (Major Disciplinary Course)	**PROJECT MANAGEMENT**	CIA: 40	ESE: 60	4	4

COURSE OBJECTIVES

- To introduce students to the basic concepts, characteristics, and life cycle of projects**.**
- To develop understanding of project identification, selection, and risk management techniques**.**
- To familiarize learners with project costing, financing, and budgeting methods**.**
- To impart knowledge on project scheduling, network analysis, CPM, and PERT techniques**.**
- To enable students to understand project monitoring, control, information systems, and termination processes**.**

COURSE OUTCOMES

After successful completion of the course, students will be able to:

CO1: Explain project concepts, life cycle stages, and organizational structures**.**

CO2: Identify, evaluate, and select projects using appropriate screening and risk analysis tools.

CO3: Estimate project costs and analyze different types of project costs**.**

CO4: Apply financing, budgeting, and scheduling techniques such as CPM and PERT.

CO5: Monitor, control, and evaluate projects effectively, including project closure decisions.

RELATIONSHIP MATRIX: Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	**COURSE CODE**					**COURSE TITLE**								**HOURS**	**CREDIT**
VIII	**MJD-XIX**					**PROJECT MANAGEMENT**								4	4
COURSE OUTCOMES (COS)	PROGRAMME OUTCOME (POS)					PROGRAMME SPECIFIC OUTCOMES (PSOS)								MEAN SCORE OF COS	
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8		
CO1	5	4	4	5	4	4	5	4	4	5	5	4	5	4	
CO2	4	4	5	4	4	4	4	3	4	4	4	4	4	4	
CO3	5	4	5	4	5	4	4	4	4	4	5	4	4	4	
CO4	4	4	4	5	4	4	4	4	4	5	4	4	5	4	
CO5	3	4	4	4	4	5	4	3	4	3	3	4	4	4	
Mean Overall Score														4	

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	**1% - 20%**	**21% - 40%**	**41%- 60%**	**61% - 80%**	**81% - 100%**
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having High association with programme outcomes and programme specific outcomes

SEMESTER -VIII

MJD-XIX - PROJECT MANAGEMENT

UNIT-I: INTRODUCTION OF PROJECT MANAGEMENT (12 Hours)

Definitions & Characteristics of Project, Types of Projects, Project Life Cycle, Project Management Process: Introduction, Tools & Techniques of Project Management. Project Team and Scope of Project Management, Project Organization.

UNIT –II: PROJECT IDENTIFICATION & SELECTION (12 Hours)

Project Identification & Selection: Identification, Generation of ideas, Approaches to Project Screening and Selection, Project Rating Index. Market & Demand Analysis Techniques: Survey & Trend Projection Methods. Project Risk Management

UNIT-III: PROJECT COSTING (12 Hours)

Project Costing: Fundamental components of Project Cost, Types of Costs: Direct, Indirect, Recurring, Non-Recurring, Fixed, Variable, Normal, Expedite costs.

UNIT-IV: PROJECT FINANCING & BUDGETING (12 Hours)

Project Financing and Budgeting: Sources of Finance, Social Cost Benefit Analysis (SCBA) of Project, Project Scheduling and Network Analysis: Steps in Project Scheduling and Network design, Introduction to CPM and PERT,

UNIT-V: MONITORING & CONTROL (12 Hours)

Monitoring and Control: Planning- Monitoring and Control Cycle. Project Management Information System. Project Termination: Types of Terminations, Project Termination Process

TEXTBOOKS

1. K. K. Chitkara (2011), *Project Management: Planning, Implementation and Control*, Tata McGraw-Hill.
2. Prasanna Chandra (2014)**,** *Projects: Planning, Analysis, Selection, Financing and Review*, Tata McGraw-Hill.

REFERENCE BOOKS

1. Harold Kerzner (2017)**,** *Project Management: A Systems Approach*, Wiley.
2. Jack Meredith & Samuel Mantel (2012)**,** *Project Management – A Managerial Approach*, Wiley.
3. P. Gopala Krishnan & V. E. Ramamoorthy (2011)**,** *Project Management*, Macmillan.

(Useful for case studies, practical insights, and competitive exams.)

WEB REFERENCES:

1. https://gurukpo.com/Content/MBA/Project%20Mngg..pdf
2. https://dde.svu.edu.in/studymaterial/SLM/MCOM%20_%20101_Project%20Management.pdf
3. https://www.smspup.in/lessons/sem3n/301PM.pdf

Note: Latest edition of the text books should be used.

QUESTION PAPER PATTERN

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: *Questions should be asked from all units. Equal importance should be given to each unit.*

SARADHA GANGADHARAN COLLEGE (AUTONOMOUS)

BBA. DEGREE EXAMINATION

(For 2026-27 onwards)

MODEL QUESTION PAPER

EIGHTH SEMESTER

MJD-XIX- PROJECT MANAGEMENT

TIME: 3 Hours **MAX: 60 Marks**

SECTION A (10 x 1 = 10 MARKS)
Answer ALL the questions

1. A project is best defined as:
   a) Routine activity
   b) Continuous process
   c) Temporary endeavour with a specific goal
   d) Daily operation

2. Which of the following is the first stage of the project life cycle?
   a) Execution
   b) Planning
   c) Identification
   d) Termination

3. Project scope mainly defines:
   a) Project budget
   b) Project time
   c) Project boundaries and deliverables
   d) Project team size

4. The method used to rank projects based on weighted criteria is called:
   a) Payback method
   b) Project Rating Index
   c) IRR
   d) Break-even analysis

5. Market demand analysis using past data is known as:
   a) Survey method
   b) Delphi method
   c) Trend projection method
   d) Observation method

6. Costs that do not change with output level are:
   a) Variable costs
   b) Direct costs
   c) Fixed costs
   d) Recurring costs

7. Funds generated internally for project financing include:
   a) Debentures
   b) Equity shares
   c) Retained earnings
   d) Bank loans

8. CPM is mainly used for projects with:
   a) Uncertain time
   b) Probabilistic activities
   c) Deterministic time estimates
   d) High risk

9. PMIS stands for:
   a) Project Monitoring Integrated System
   b) Project Management Information System
   c) Program Management Information Software
   d) Project Method Improvement System

10 Termination due to loss of relevance is called:
   a) Extinction
   b) Addition
   c) Integration
   d) Starvation

SECTION B (5 x 4 = 20 Marks)

Answer any ALL Questions.

10. a) Define a project and explain its characteristics.

OR

b) Explain the stages of the project life cycle.

11. a) Describe project identification and idea generation methods.

OR

b) Explain project screening and selection approaches.

12. a) Explain direct and indirect costs with examples.

OR

b) Distinguish between fixed and variable costs.

13. a) Discuss the sources of project finance.

OR

b) Explain Social Cost Benefit Analysis (SCBA).

14. a) What is CPM? Explain its significance.

OR

b) Explain PERT and its applications.

SECTION C (3 x 10 = 30 Marks)

Answer any THREE Questions.

15. Explain project management tools and techniques **a**nd their importance.
16. Describe market and demand analysis techniques used in project evaluation.
17. Discuss project costing and explain various types of costs in detail.
18. Explain project scheduling and network analysis**,** highlighting CPM and PERT.
19. Describe project monitoring and control**,** PMIS, and types of project termination.

SEMESTER VIII

MJD – XX - RESEARCH METHODOLOGY

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
VIII	MJD-XX (Major Disciplinary Course)	**RESEARCH METHODOLOGY**	CIA: 40	ESE: 60	4	4

COURSE OBJECTIVES:

The course aims to make the students to

- Acquire fundamental knowledge about the research and its types.
- Enable the students to introduce and apply sampling techniques for their research.
- Apply various qualitative and quantitative methods for research
- Enable students to learn the process of data analysis
- Equip the students for good report writing and documentation skills

COURSE OUTCOMES (COs):

By the end of the course, students will be able to:

CO1: Familiar with the fundamental concepts of research

CO2: Design appropriate research plans and sampling methods

CO3: Develop a method for data collection and able to edit, code, classify and tabulate the collected data.

CO4: Analyse the data and hypothesis testing techniques

CO5: Interpret the result and prepare a research report

Relationship Matrix Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	COURSE CODE					COURSE TITLE								HOURS	CREDIT
VIII	**MJD – XX**					**RESEARCH METHODOLGY**								**4**	**4**
COURSE OUTCOMES (COS)	PROGRAMME OUTCOMES (POS)					PROGRAMME SPECIFIC OUTCOMES (PSOS)								MEAN SCORE OF COS	
	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8		
CO1	3	3	4	4	4	5	5	5	4	5	5	5	4	4	
CO2	3	4	4	4	4	4	4	4	4	4	4	4	4	4	
CO3	4	4	4	4	4	4	5	5	4	4	4	4	4	4	
CO4	4	3	3	4	4	4	4	3	3	3	4	4	3	4	
CO5	3	4	5	4	3	4	4	3	5	4	4	4	4	4	
Mean Overall Score														**4**	

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	1% - 20%	21% - 40%	41%- 60%	61% - 80%	81% - 100%
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having **High** association with programme outcomes and programme specific outcomes

SEMESTER VIII

MJD – XX- RESEARCH METHODOLOGY

UNIT I: INTRODUCTION TO RESEARCH METHODOLOGY (12 Hours)

Research: Definition-Significance–Criteria of Good Research–Types– Growing importance of research – Research Process– Selecting the Research Problem – Techniques Involved in Defining a Problem - Research Design: Meaning- significance- Types of Research Design- Features of a Good Design

UNIT II: SAMPLING TECHNIQUES (10 Hours)

Sampling: Meaning – Importance – Sampling Design – Census and sample surveys - Steps – Sampling Types: Probability and non- Probability sampling method- Determination of sample surveys. Sampling Errors and Non-Sampling Errors –Factors Influencing the Size of the Sample.

UNIT III: DATA COLLECTION AND SCALING (14 Hours)

Data: Meaning -Types – Quantitative and Qualitative Data; Primary and Secondary Data -
Methods of Primary Data Collection – Survey method, Interview method, Focus Group Discussions and Observation method. Questionnaire – Meaning - Importance –Types - Scaling. Pilot-testing - Interview method – meaning and appropriateness – Interview Schedule – construction– Meaning and Procedure.

UNIT IV: DATA PREPARATION AND ANALYSIS (12 Hours)

Data preparation process – Questionnaire checking – Editing – Coding - Classification-Tabulation. Hypothesis – Meaning – Null Hypothesis – Alternate hypothesis.

UNIT V: INTERPRETATION & REPORT WRITING (12 Hours)

Interpretation: Techniques -Precautions. Report writing: Significance - Different steps - Layout- Types- Mechanics of writing a research report – Precautions - Plagiarism – Research Ethics.

TEXT BOOKS

1. Kothari C.R., Gaurav Garg., (2016), *Research Methodology (Methods &Techniques)*. 4th Edition**.** New Age International Publishers, New Delhi.

2. Ranjit Kumar(2018), Research Methodology; A Step-by-Step Guide for beginners, 5th Edition, Sage Publication,

REFERENCE BOOKS

1. Donald R. Cooper, Pamela S. Schindlerr, (2014), *Business Research Methods*, 12th Edition, McGraw Hill Publication.

2. John W. & David J. (2018) Research Design: Qualitative, Quantitative and Mixed Methods Approaches, 5th Edition, Sage Publication,

3. Krishnaswami OR, M. Ranganatham, (2001). *Methodology of Research for Social Science*, Himalaya Publication, Mumbai,

4. Paul D. Leedy, Jeanne Ellis Ormrod (2019), Practical Research: Planning and Design, 12th Edition, Pearson Education

5. Kothari. C.R., (2017) Research Methods in Management, 2nd Edition, New Age Publication,

WEB REFERENCES:

1. https://onlinecourses.swayam2.ac.in/cec20_hs17/preview
2. https://www.euacademic.org/BookUpload/9.pdf
3. https://www.drnishikantjha.com/papersCollection/Research%20Methodology%20.pdf

QUESTION PAPER PATTERN

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: Questions should be asked from all units. Equal importance should be given to each unit.

SARADHA GANGADHARAN COLLEGE (AUTONOMOUS)

BBA. DEGREE EXAMINATION

(From 2026-27 onwards)

MODEL QUESTION PAPER

Eighth Semester

MJD–XX – RESEARCH METHODOLOGY

TIME: 3 Hours **MAX: 60 Marks**

SECTION A (10 x 1 = 10 MARKS)

Answer ALL the questions

1. Research is defined as
   a) Guessing the solution
   b) Scientific and systematic search for knowledge
   c) Data collection only
   d) Trial and error

2. Which of the following is NOT a characteristic of good research?
   a) Systematic
   b) Objective
   c) Replicable
   d) Biased

3. Sampling means
   a) Studying all units
   b) Selecting a part of the population
   c) Collecting data
   d) Editing data

4. Simple random sampling belongs to
   a) Non-probability sampling
   b) Judgment sampling
   c) Probability sampling
   d) Convenience sampling

5. Data collected for the first time is called
   a) Secondary data
   b) Primary data
   c) Qualitative data
   d) External data

6. A questionnaire is a
   a) Statistical tool
   b) List of questions
   c) Hypothesis
   d) Table

7. Editing of data is done to
   A) Collect data
   B) Detect errors
   C) Print data
   D) Code data

8. Coding means
   A) Classifying responses
   B) Assigning numbers to responses
   C) Interpreting data
   D) Collecting data

9. Interpretation means
   A) Data collection
   B) Drawing conclusions from data
   C) Editing data
   D) Coding data

10. The final step in research is
   A) Analysis
   B) Tabulation
   C) Report writing
   D) Hypothesis

SECTION B (5 x 4 Marks = 20 Marks)

Answer any ALL Questions

11. (a) Define research and explain its significance.

OR

(b) Explain the characteristics of good research.

12. (a) What is sampling? Explain its objectives.

OR

(b)Describe the different types of sampling methods.

13. (a) Distinguish between primary and secondary data.

OR

(b) Explain the different methods of collecting primary data.

14. (a) Explain the steps involved in data preparation.

OR

(b)What is editing and coding?

15. (a) What is interpretation? Explain its importance.

OR

(b)Explain the steps in writing a research report.

SECTION C (3 x 10 = 30 Marks)

Answer any THREE Questions.

16. Explain the steps involved in the research process.
17. Distinguish between probability and non-probability sampling with examples.
18. Explain scaling and describe non-comparative scaling techniques.
19. What is hypothesis? Explain its types and importance.
20. Explain the layout and types of research reports.

SEMESTER -VIII

MJD XXI - KNOWLEDGE MANAGEMENT

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
VIII	MJD XXI (Major Disciplinary Course)	**KNOWLEDGE MANAGEMENT**	CIA: 40	ESE: 60	4	4

COURSE OBJECTIVES

- To introduce students to the basic concepts, evolution, and importance of Knowledge Management (KM) in organizations.
- To understand the transition from information management to knowledge management in the knowledge economy.
- To familiarize students with KM tools, technologies, and knowledge conversion processes.
- To develop an understanding of social, organizational, and strategic aspects of knowledge creation, sharing, and application.
- To enable students to analyze KM strategies, metrics, ethical issues, and future trends in knowledge management.

COURSE OUTCOMES

After completing the course, students will be able to:

CO1: Explain the concepts, processes, and significance of Knowledge Management in modern organizations.
CO2: Apply KM tools, techniques, and models to manage organizational knowledge effectively.
CO3: Analyze social networks, organizational learning, and barriers to knowledge sharing.
CO4: Formulate KM strategies using knowledge audits, gap analysis, and performance metrics.
CO5: Evaluate ethical, political, and strategic challenges and predict future trends in Knowledge Management.

RELATIONSHIP MATRIX: Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	**COURSE CODE**					**COURSE TITLE**								**HOURS**	**CREDIT**
VIII	**MJD XXI**					**KNOWLEDGE MANAGEMENT**								4	4
COURSE OUTCOMES (COS)	PROGRAMME OUTCOME (POS)					PROGRAMME SPECIFIC OUTCOMES (PSOS)								MEAN SCORE OF COS	
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8		
CO1	5	4	5	4	4	4	5	4	4	5	5	4	5	4	
CO2	4	4	4	4	5	4	4	3	4	4	4	4	4	4	
CO3	5	5	5	4	4	4	5	4	4	4	5	4	4	4	
CO4	4	4	4	5	4	4	4	4	5	4	4	4	5	4	
CO5	4	3	4	5	4	4	4	3	3	4	3	4	4	4	
Mean Overall Score														4	

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	**1% - 20%**	**21% - 40%**	**41%- 60%**	**61% - 80%**	**81% - 100%**
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having High association with programme outcomes and programme specific outcomes

SEMESTER -VIII

MJD XXI - KNOWLEDGE MANAGEMENT

UNIT I: INTRODUCTION TO KNOWLEDGE MANAGEMENT (12 Hours)

Introduction to KM, History of KM, Importance of KM, Information Management to Knowledge Management, K M Cycle, Industrial Economy to Knowledge Economy

UNIT II: TOOLS & TECHNOLPGIES (12 Hours)

Mechanics of Knowledge Management–Tools and Technologies, Communities of Practice and Knowledge conversion - The knowledge Management Matrix.

UNIT III: SOCIAL NETWORK ANALYSIS (12 Hours)

Social Nature of Knowledge, Social Network Analysis, Obstacles to knowledge sharing, Organizational learning & Social Capital. Knowledge Application – Individual level, Group level & Organization Level.

UNIT IV: KNOWLEDGE MANAGEMENT STRATEGIES (12 Hours)

KM Strategy, Knowledge audit, GAP Analysis, Road Map, KM Metrics, Balance Score ard.KM Tools – Knowledge Capture & Creation tools, Knowledge sharing & Dissemination Tools, Knowledge Acquisition & Application tools.

UNIT V : ROLES OF KNOWLEDGE MANAGEMENT (12 Hours)

KM Team–Roles & Responsibilities, Political issues in KM, Ethics in KM, Strategies issues in Knowledge Management, Future of Knowledge Management.

TEXTBOOKS

1. Awad, E. M., & Ghaziri, H. M**.** (2004), *Knowledge Management*, Pearson Education.
2. Gupta, B., Iyer, L. S., & Aronson, J. E., (2000), *Knowledge Management: Practices and Challenges* – McGraw-Hill.
3. Davenport, T. H., & Prusak, L. (1998), *Working Knowledge* How Organizations Manage What They Know"– Harvard Business School Press.

REFERENCE BOOKS

1. Nonaka, I., & Takeuchi, H. (1995), *The Knowledge-Creating Company* – Oxford University Press.
2. Tiwana, A**.** (2002), *The Knowledge Management Toolkit* – Pearson.
3. Sveiby, K. E. (11997), *The New Organizational Wealth: Managing and Measuring Knowledge-Based Assets*– Berrett-Koehler.
4. Alavi, M., & Leidner, D. (2001), Knowledge Management Systems: Issues, Challenges, and Benefits– MIS Quarterly.

Note: Latest edition of the text books should be used.

WEB REFERENCES:

1. https://www.bdu.ac.in/cde/docs/ebooks/mba/III/P16MBA15%20%20-%20KNOWLEDGE%20MANAGEMENT.pdf
2. https://www.msuniv.ac.in/images/distance%20education/learning%20materials/ug%20pg%202020 23/pg%202021/Mlisc%202021/Knowledge_Management.pdf
3. https://mis.alagappauniversity.ac.in/siteAdmin/dde-admin/uploads/4/__PG_M.B.A%20Technology%20Management_Technology%20Management_354%2042_knowledge%20and%20change%20Management_9144.pdf

QUESTION PAPER PATTERN

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: *Questions should be asked from all units. Equal importance should be given to each unit.*

SARADHA GANGADHARAN COLLEGE (AUTONOMOUS)

BBA. DEGREE EXAMINATION
(For 2026-27 onwards)
MODEL QUESTION PAPER

EIGHTH SEMESTER

MJD XXI - KNOWLEDGE MANAGEMENT

TIME: 3 Hours **MAX: 60 Marks**

SECTION A (10 x 1 = 10 MARKS)
Answer ALL the questions

1. Knowledge Management primarily focuses on:
   a) Data storage
   b) Information processing
   c) Knowledge creation and sharing
   d) Hardware management

2. The transformation from industrial economy to knowledge economy emphasizes:
   a) Capital investment
   b) Physical labor
   c) Intellectual capital
   d) Machinery

3. The KM cycle includes all except**:**
   a) Knowledge creation
   b) Knowledge storage
   c) Knowledge destruction
   d) Knowledge sharing

4. Communities of Practice are mainly formed to:
   a) Control employees
   b) Share tacit knowledge
   c) Increase hierarchy
   d) Reduce communication

5. Knowledge Management Matrix helps in:
   a) Financial analysis
   b) Knowledge classification
   c) Employee appraisal
   d) Market analysis

6. Social Network Analysis is used to study:
   a) Formal authority
   b) Social relationships
   c) Financial networks

d) Customer demand

7. Organizational learning focuses on:
   a) Individual training only
   b) Continuous improvement
   c) Cost reduction
   d) Automation

8. Knowledge audit helps to identify:
   a) Profit margins
   b) Knowledge gaps
   c) Employee turnover
   d) Market share

9. Balanced Scorecard in KM is used for:
   a) Salary fixation
   b) Performance measurement
   c) Recruitment
   d) Legal compliance

10. Ethics in KM deals with:
    a) Knowledge hoarding
    b) Knowledge misuse
    c) Responsible knowledge use
    d) Competitive secrecy

SECTION B (5 x 4 = 20 Marks)

Answer any ALL Questions.

11. a) Define Knowledge Management and explain its importance.

OR

b) Explain the KM cycle with a diagram.

12. a) Describe tools and technologies used in Knowledge Management.

OR

b) Explain Communities of Practice and knowledge conversion.

13. a) Discuss the social nature of knowledge.

OR

b) Explain obstacles to knowledge sharing in organizations.

14. a) What is knowledge audit? Explain its significance.

OR

b) Explain GAP analysis in Knowledge Management.

15. a) Explain the roles and responsibilities of KM team.

OR

b) Discuss ethical issues in Knowledge Management.

SECTION C (3 x 10 = 30 Marks)

Answer any THREE Questions.

16. Explain the evolution of Knowledge Management from Information Management to Knowledge Economy.
17. Discuss KM tools and technologies in detail with suitable examples.
18. Explain Social Network Analysis, Organizational Learning, and Social Capital in Knowledge Management.
19. Describe KM strategy formulation, KM metrics, and Balanced Scorecard approach.
20. Examine political, strategic, and ethical issues in Knowledge Management and discuss the future of KM.

SEMESTER VIII

MJD XXII - CUSTOMER RELATIONSHIP MANAGEMENT

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
VIII	MJD XXII (Major Disciplinary Course)	**CUSTOMER RELATIONSHIP MANAGEMENT**	CIA: 40	ESE: 60	4	4

COURSE OBJECTIVES

- To provide students with a clear understanding of the concepts of CRM.
- To enable students to understand customer acquisition, retention and loyalty strategies.
- To familiarize students with CRM processes.
- To introduce students to the role of technology in CRM.
- To develop awareness on emerging trends in customer relationship management.

COURSE OUTCOMES (COs)

CO1: Understand the fundamentals and significance of Customer Relationship Management.

CO2: Apply customer acquisition and retention techniques to build long-term customer relationships.

CO3: Analyse CRM processes and manage customer interactions and service quality effectively.

CO4: Identify and use CRM tools for better customer insights.

CO5: Awareness on future trends in a dynamic business environment.

RELATIONSHIP MATRIX: Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	COURSE CODE					COURSE TITLE								HOURS	CREDIT
VIII	MJD XXII					CUSTOMER RELATIONSHIP MANAGEMENT								4	4
COURSE OUTCOMES (COS)	PROGRAMME OUTCOMES (POS)					PROGRAMME SPECIFIC OUTCOMES (PSOS)								MEAN SCORE OF COS	
	PO 1	PO 2	PO 3	PO 4	PO 5	PS O 1	PS O 2	PS O 3	PS O 4	PS O 5	PS O 6	PS O 7	PS O 8		
CO1	4	5	5	4	4	4	5	4	4	3	4	4	5	4	
CO2	4	4	4	4	5	4	4	4	4	3	4	4	4	4	
CO3	5	4	3	5	4	4	5	4	4	4	5	4	4	4	
CO4	4	4	5	3	4	4	4	4	5	4	4	4	5	4	
CO5	4	3	4	5	4	4	4	3	3	4	4	4	4	4	
Mean Overall Score														4	

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	1% - 20%	21% - 40%	41%- 60%	61% - 80%	81% - 100%
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating<=2	2.1<=rating<=3	3.1<=rating<=4	4.1<=rating<=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having **High** association with programme outcomes and programme specific outcomes

SEMESTER VIII

MJD XXII - CUSTOMER RELATIONSHIP MANAGEMENT

UNIT I INTRODUCTION TO CRM (12 Hours)

Meaning and Definition of CRM – Evolution of CRM – Nature and importance of CRM in modern business– Objectives of CRM –– CRM vs Traditional Marketing – Relationship Marketing – Customer Value – Customer Satisfaction – Emerging concepts in Customer Relationship Management

UNIT II CUSTOMER ACQUISITION AND RETENTION (12 Hours)

Customer Acquisition –Meaning -Customer Segmentation and Targeting – Customer Lifetime Value – Customer Retention – Importance of Customer Retention – Customer Loyalty – Types of Loyalty – Factors affecting Customer Loyalty – Customer Churn – Managing Long-Term Customer Relationships.

UNIT III CRM PROCESS AND CUSTOMER INTERACTION (11 Hours)

CRM Process – Customer Touch Points – Customer Interaction Management – Customer Service and Support – Complaint Handling – Grievance Redressal – Service Quality – SERVQUAL Model – Managing Customer Expectations – Personalization and Customization – Role of employees in CRM.

UNIT IV TECHNOLOGY AND ANALYTICAL CRM (15 Hours)

Role of Technology in CRM – Types of CRM – Operational CRM – Analytical CRM – Collaborative CRM – CRM Software and Tools – CRM Architecture – Data Management – Data Warehousing – Customer Data Analysis – Data Mining – E-CRM – Mobile CRM – Role of AI and Social Media in CRM

UNIT V CRM STRATEGIES, ETHICS AND FUTURE TRENDS (10 Hours)

CRM Strategy – CRM Implementation – Challenges in CRM Implementation – CRM in Services and Manufacturing Industries – Ethical issues in CRM – Data Privacy – Customer Trust – Measuring CRM Effectiveness – CRM Best Practices – Future trends in CRM.

TEXT BOOKS

1. Kaushik Mukherjee (2007). Customer relationship management: A strategic approach to marketing. PHI Learning.
2. Alok Kumar Rai (2008). Customer relationship management: Concepts and cases. Wiley India.
3. G. Shainesh, & Jagdish N. Sheth (2005). Customer relationship management: Concepts and applications. Routledge.

REFERENCE BOOKS:

1. Don Peppers, & Martha Rogers (2011). *Managing customer relationships: A strategic framework*. John Wiley & Sons.

2. Francis Buttle, & Stan Maklan (2015). *Customer relationship management: Concepts and technologies*. Routledge.

Web References

1. https://www.infoentrepreneurs.org/en/guides/customer-relationship-management/
2. https://www.hinduwebsite.com/webresources/crm.asp
3. https://www.ebsco.com/research-starters/business-and-management/customer-relationship-management

QUESTION PAPER PATTERN

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: *Questions should be asked from all units. Equal importance should be given to each unit.*

SARADHA GANGADHARAN COLLEGE (AUTONOMOUS)

BBA DEGREE EXAMINATIONS

(From 2026-27 onwards)

MODEL QUESTION PAPER

Eighth Semester

MJD XXII – CUSTOMER RELATIONSHIP MANAGEMENT

TIME: 3 Hours **MAX: 60 Marks**

SECTION A (10 x 1 = 10 MARKS)
Answer ALL the questions

1. Customer Relationship Management primarily focuses on
   a) Product orientation
   b) Sales maximization
   c) Long-term customer relationships
   d) Cost minimization

2. CRM evolved mainly due to
   a) Increase in production
   b) Intense market competition
   c) Government regulations
   d) Technological slowdown

3. Customer Lifetime Value (CLV) refers to
   a) Value of a single purchase
   b) Profit from one transaction
   c) Total value generated by a customer over time
   d) Customer satisfaction level

4. Customer churn means
   a) Customer satisfaction
   b) Customer loyalty
   c) Loss of customers
   d) Customer engagement

5. SERVQUAL model is used to measure
   a) Product quality
   b) Service quality
   c) Employee performance
   d) Customer profitability

6. Operational CRM mainly deals with
   a) Data analysis
   b) Front-end customer processes
   c) Strategic planning
   d) Market research

7. Analytical CRM focuses on
   a) Customer service
   b) Sales force automation
   c) Customer data analysis
   d) Complaint handling

8. E-CRM refers to CRM activities conducted through
   a) Manual systems
   b) Offline channels
   c) Electronic and digital platforms
   d) Traditional marketing

9. Data mining in CRM helps in
   a) Reducing employee turnover
   b) Identifying customer patterns
   c) Improving product quality
   d) Increasing production

10. Ethical CRM emphasizes
    a) Aggressive selling
    b) Customer manipulation
    c) Data privacy and trust
    d) Profit maximization

SECTION B (5 x 4 = 20 Marks)

Answer any ALL Questions

11. a**)** Explain the objectives and importance of CRM.

OR

b) Distinguish between CRM and traditional marketing.

12. a) Discuss customer acquisition strategies.

OR

b) Explain the importance of customer retention and loyalty.

13. a) Describe the CRM process and customer touch points.

OR

b) Explain customer interaction management and service quality.

14. a) Explain the types of CRM with suitable examples.

OR

b) Describe the role of analytics in CRM.

15. a**)** Discuss ethical issues and data privacy concerns in CRM.

OR

b) Explain CRM strategies and ethical issues in its implementation.

SECTION C (3 x 10 = 30 Marks)

Answer any THREE Questions

16. Define Customer Relationship Management and explain its evolution and role in modern business.
17. Analyse the concepts of customer acquisition and customer lifetime value.
18. Explain the importance of customer interaction and service quality in CRM.
19. Describe the role of technology in CRM.
20. Discuss the emerging trends in CRM.

SEMESTER VIII

MJD XXIII - LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
VIII	MJD XXIII (Major Disciplinary Course)	**LOGISTICS AND SUPPLY CHAIN MANAGEMENT**	CIA: 40	ESE: 60	4	4

COURSE OBJECTIVES

- To introduce the fundamental concepts of logistics and supply chain management.
- To understand the functions of logistics.
- To familiarize students with inventory management techniques.
- To analyze the role of packaging and containerization in efficient logistics and supply chain performance.
- To create awareness on emerging trends and sustainable practices in supply chain management.

COURSE OUTCOMES (COs)

CO1: Explain the concepts of logistics and supply chain management in the business environment.

CO2: Describe various modes of transportation, warehousing systems and material handling equipment used in logistics operations.

CO3: Apply basic inventory management techniques.

CO4: Understand the principles of packaging, containerisation and their impact on logistics efficiency.

CO5: Identify emerging trends and sustainable practices in supply chain management.

RELATIONSHIP MATRIX: Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	COURSE CODE					COURSE TITLE								HOURS	CREDIT
VIII	**MJD XXIII**					**LOGISTICS AND SUPPLY CHAIN MANAGEMENT**								**4**	**4**
COURSE OUTCOMES (COS)	**PROGRAMME OUTCOMES (POS)**					**PROGRAMME SPECIFIC OUTCOMES (PSOS)**								**MEAN SCORE OF COS**	
	PO 1	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PS O 1**	**PS O 2**	**PS O 3**	**PS O 4**	**PS O 5**	**PS O 6**	**PS O 7**	**PS O 8**		
CO1	4	5	5	4	4	4	5	4	4	3	4	4	5	4	
CO2	4	4	4	4	5	4	4	4	4	3	4	4	4	4	
CO3	5	4	3	5	4	4	5	4	4	4	5	4	4	4	
CO4	4	4	5	3	4	4	4	4	5	4	4	4	5	4	
CO5	4	3	4	5	4	4	4	3	3	4	4	4	4	4	
Mean Overall Score														**4**	

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	**1% - 20%**	**21% - 40%**	**41%- 60%**	**61% - 80%**	**81% - 100%**
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having **High** association with programme outcomes and programme specific outcomes

SEMESTER VIII

MJD- XXIII - LOGISTICS AND SUPPLY CHAIN MANAGEMENT

UNIT I INTRODUCTION TO LOGISTICS & SUPPLY CHAIN MANAGEMENT (12 Hours)

Meaning and Scope of Logistics – Evolution of Logistics – Concept of Supply Chain Management – Logistics versus Supply Chain Management – Objectives and Importance of SCM – Components of Supply Chain – Role of Logistics and SCM in economic development – Indian Logistics Scenario.

UNIT II LOGISTICS MANAGEMENT (15 Hours)

Transportation - Meaning & Importance – Modes of transport - Road, Rail, Air, Water and Pipeline- Merits & Demerits of each mode of transportation – Warehousing – Meaning- Functions and Types- Material Handling- Meaning & Importance- Types of Material Handling Equipment.

UNIT III INVENTORY MANAGEMENT (10 Hours)

Meaning, Objectives and Types – Importance- Inventory Planning- Economic Order Quantity (EOQ)- Reorder Point- Safety Stock- Supplier- Managed Inventory- Information Technology in Logistics - Barcoding, RFID.

UNIT IV PACKAGING & LOGISTICS (12 Hours)

Introduction- Objectives of Packaging, Concept of Logistical Packaging- Design Consideration in Packaging- Types of Packaging Material- Packaging Costs- Containerisation- Meaning & Importance- Types of Containers.

UNIT V EMERGING TRENDS IN SUPPLY CHAIN MANAGEMENT (11 Hours)

Green Logistics – Sustainable Supply Chain Management – E-logistics – E-Commerce Supply Chain – Digital Supply Chain - AI, IoT and Block Chain – Reverse Logistics – Future trends in Logistics and SCM – Career opportunities in Logistics and SCM.

TEXT BOOKS

1. Martin Christopher (2011), Logistics& Supply Chain Management, 4th edition, Prentice Hall.

2. Agrawal (2009), Text book of Logistics and Supply Chain Management, Macmillan.
3. Saikumari.V,S., Purushothaman, (2022), Logistics & Supply Chain Management, First Edition, Sultan Chand & Sons.

REFERENCE BOOKS

1. Ronald H. Ballou (2004). Business logistics & supply chain management, Pearson Education.
2. Rajat Baisya (2018), Supply chain and logistics management: An integrated approach, Routledge India.

Web References

1. https://www.logisticsstudy.com/2025/07/logistics-and-supply-chain management.html
2. https://catchwisdom.com/course/supply-chain-and-logistics-management

QUESTION PAPER PATTERN

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: *Questions should be asked from all units. Equal importance should be given to each unit.*

SARADHA GANGADHARAN COLLEGE (AUTONOMOUS)

BBA DEGREE EXAMINATIONS

(From 2026-27 onwards)

MODEL QUESTION PAPER

Eighth Semester

MJD XXIII - LOGISTICS AND SUPPLY CHAIN MANAGEMENT

TIME: 3 Hours **MAX: 60 Marks**

SECTION A (10 x 1 = 10 MARKS)
Answer ALL the questions

1. Logistics mainly deals with the management of
   a) Information flow
   b) Financial flow
   c) Movement and storage of goods
   d) Human resources

2. Which of the following is a component of supply chain management?
   a) Advertising
   b) Procurement
   c) Accounting
   d) Auditing

3. The mode of transport best suited for bulk and heavy goods over long distances is:
   a) Road
   b) Rail
   c) Air
   d) Pipeline

4. Warehousing primarily helps in
   a) Increasing demand
   b) Stabilizing prices
   c) Promoting sales
   d) Reducing product quality

5. EOQ stands for
   a) Estimated Order Quantity
   b) Economic Order Quantity
   c) Effective Order Quantity
   d) Emergency Order Quantity

6. Safety stock is maintained to
   a) Reduce profits
   b) Avoid stock-outs
   c) Increase storage cost
   d) Improve packaging

7. RFID is mainly used for
   a) Packaging
   b) Inventory tracking
   c) Transportation pricing
   d) Marketing communication

8. Packaging that facilitates handling and transportation is known as
   a) Consumer packaging
   b) Industrial packaging
   c) Logistical packaging
   d) Promotional packaging

9. Containerisation mainly helps in
   a) Increasing theft
   b) Reducing transit time
   c) Increasing labour cost
   d) Reducing product life

10. Green logistics focuses on
    a) Faster delivery
    b) Cost reduction only
    c) Environment-friendly practices
    d) Advertising efficiency

SECTION B (5 x 4 = 20 Marks)

Answer any ALL Questions

11. a) Explain the meaning and scope of logistics.

    OR

    b) Describe the evolution of logistics.
12. a) Discuss the importance of transportation in logistics.

    OR

    b) Explain the merits and demerits of road and rail transport.
13. a) Define inventory management and explain its objectives.

    OR

    b) Explain EOQ and reorder point.
14. a) Explain the objectives of packaging.

    OR

    b) Discuss the concept of containerisation and its importance.

15. a) Explain e-logistics and e-commerce supply chain.

OR

b) Describe reverse logistics and its significance.

SECTION C (3 x 10 = 30 Marks)

Answer any THREE Questions

16. Explain the concept of logistics and supply chain management and discuss their role in economic development.
17. Describe the various modes of transportation and evaluate their merits and demerits.
18. Discuss inventory planning techniques.
19. Explain the role of packaging and containerization in improving logistics efficiency.
20. Analyze the emerging trends in supply chain.

SEMESTER VIII

RESEARCH PROJECT WORK

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
VIII	Project	**RESEARCH PROJECT WORK**	CIA 50	ESE 50	0	12

ELIGIBILITY: Students must have secured a minimum of 7.5 CGPA in the aggregate up to the completion of the 6th semester in order to be eligible for Research Project Work.

COURSE OBJECTIVES

- To develop research aptitude among students by applying theoretical knowledge to real-world business and organizational problems.
- To understand and apply the research process**,** including problem identification, literature review, research design, data collection, analysis and interpretation.
- To enhance analytical and critical thinking skills through the use of appropriate statistical tools.
- To provide practical exposure to students **by** studying contemporary business practices, challenges and opportunities.
- To improve report writing, presentation and communication skills required for professional and academic growth.

COURSE OUTCOMES (COs)

CO1: Identify and define a relevant business or managerial research problem by applying theoretical concepts of management.

CO2: Review the existing literature to establish a research gap and develop appropriate objectives or hypotheses.

CO3: Design and implement suitable research methodology, including data collection, sampling and research tools.

CO4: Analyse and interpret primary and secondary data using appropriate statistical techniques.

CO5: Prepare a comprehensive research report and effectively present research findings with meaningful managerial implications.

RELATIONSHIP MATRIX: Course Outcomes, Programme Outcomes and Programme Specific Outcomes

<table>
<tr><th>SEMESTER</th><th colspan="5">COURSE CODE</th><th colspan="8">COURSE TITLE</th><th>HOURS</th><th>CREDIT</th></tr>
<tr><td>VIII</td><td colspan="5">PROJECT</td><td colspan="8">RESEARCH PROJECT WORK</td><td>0</td><td>12</td></tr>
<tr><td rowspan="2">COURSE OUTCOMES (COS)</td><td colspan="5">PROGRAMME OUTCOMES (POS)</td><td colspan="8">PROGRAMME SPECIFIC OUTCOMES (PSOS)</td><td colspan="2" rowspan="2"></td></tr>
<tr><td>PO1</td><td>PO2</td><td>PO3</td><td>PO4</td><td>PO5</td><td>PSO1</td><td>PSO2</td><td>PSO3</td><td>PSO4</td><td>PSO5</td><td>PSO6</td><td>PSO7</td><td>PSO8</td></tr>
<tr><td>CO1</td><td>4</td><td>4</td><td>4</td><td>4</td><td>3</td><td>4</td><td>4</td><td>3</td><td>3</td><td>3</td><td>4</td><td>3</td><td>3</td><td colspan="2">4</td></tr>
<tr><td>CO2</td><td>3</td><td>4</td><td>4</td><td>4</td><td>4</td><td>4</td><td>4</td><td>3</td><td>5</td><td>3</td><td>4</td><td>3</td><td>4</td><td colspan="2">4</td></tr>
<tr><td>CO3</td><td>4</td><td>3</td><td>4</td><td>4</td><td>4</td><td>4</td><td>4</td><td>4</td><td>4</td><td>4</td><td>5</td><td>3</td><td>4</td><td colspan="2">4</td></tr>
<tr><td>CO4</td><td>4</td><td>4</td><td>3</td><td>4</td><td>3</td><td>4</td><td>4</td><td>3</td><td>3</td><td>3</td><td>4</td><td>3</td><td>3</td><td colspan="2">4</td></tr>
<tr><td>CO5</td><td>3</td><td>5</td><td>3</td><td>4</td><td>4</td><td>4</td><td>4</td><td>3</td><td>3</td><td>3</td><td>3</td><td>3</td><td>4</td><td colspan="2">4</td></tr>
<tr><td colspan="14">Mean Overall Score</td><td colspan="2">4</td></tr>
</table>

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	**1% - 20%**	**21% - 40%**	**41%- 60%**	**61% - 80%**	**81% - 100%**
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having **High** association with programme outcomes and programme specific outcomes.

SEMESTER VIII

RESEARCH PROJECT WORK

Research Project Work is an essential and important part of the BBA curriculum, which helps in developing knowledge and understanding of present business scenario. This provides students an exposure to work and improve his/her analytical skills.

GUIDELINES:

- BBA students are required to prepare the Research Project Report with the help of their respective faculty guides who have been allotted to them. They have to meet their respective faculty guides on weekly basis.
- Students have to decide a topic which should be approved by their respective Faculty Guide.
- The Research Project Report must have an appropriate Title.
- In case of Primary data collection, the questionnaire has to be designed in consultation with their respective guides.
- In case of Secondary data collection, Internet and other sources are to be used. Copying of any similar study from internet will be considered as plagiarism and subject to strict action.
- The Research Report has to be systematically written as per standard guidelines given by the Department.
- No two or more reports could be identical even if the organization and project is common. Each student should write a separate report and clearly mention his /her individual contribution.
- Prepare 2 hard copies and 1 soft copy (pdf) of Research Report for submission.

STANDARD GUIDELINES FOR PREPARING RESEARCH PROJECT REPORT

1. Title Page
2. Acknowledgment
3. Certificate-By Guide
4. Table of Contents or Index

5. Executive Summary (A brief summary of the Project/Abstract)
6. Literature Review
7. Conceptual Background
8. Brief Profile of the Company/ Organization / prod product /services on which Research is conducted
    a. Brief History of the company (Industrial Growth and Market Share)
    b. Vision/Mission of company
    c. Organizational Chart
    d. Details of the product/Services
9. Research Methodology: From this stage, there will be two types of report preparation.

In case the student is performing a Primary data Collection and Analysis, this section should have the following components:

i. Research Objectives

ii. Research Methodology(Including type of Research design e.g. Exploratory, Descriptive, Experimental, etc., Sampling Technique & Sample Size)

iii. Analysis and Interpretation of Data

iv. Findings, Conclusions and Suggestions

v. Limitations of the Study

vi. References: Books, Articles, Web Links etc.

vii. Annexure (For example-Questionnaire has to be enclosed)

In case the student is performing a Secondary data based Research, this section should have the following components-

i. Research Objectives

ii. Research Methodology (Including type of research design)

iii. Proceeding of the task and completion of the task

iv. Learning and knowledge gained as per objectives of the study.

v. Findings, Conclusion and Suggestions

vi. Limitations

vii. References: Books, Articles, Web Links etc.

viii. Annexure (For example-Reports/ Tables etc. are to enclosed)

AT THE TIME OF RESEARCH PROJECT REPORT PRESENTATION

Students should undergo research and for preparation and presentation for a period of 8 weeks. Power point presentation has to be prepared by each student. It must contain the brief summary of research project report. The students may do PPT presentation before the class and the faculty members. The maximum mark to be awarded is 100. Out of the 100 marks, 50 marks may be awarded by the guide and the HOD. External viva voce will be conducted by an external examiner at the end of the semester for 50 marks.

PRACTICAL EVALUATION PATTERN

Total: 100 Marks

INTERNAL EVALUATION	Observation Report	20 Marks	**50 Marks**
	Attendance	05 Marks	
	Presentation & Viva Voce	25 Marks	
EXTERNAL EVALUATION	Final Report	25 Marks	**50 Marks**
	Final Presentation & Viva Voce	25 Marks	

Note: *Questions from the internal/external evaluators should be based on the students' presentations and the content of their reports.*

SEMESTER-IV (HR SPECIALIZATION-I)

MID-IV-PERFORMANCE MANAGEMENT

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
VI	MID-IV	**PERFORMANCE MANAGEMENT**	CIA 40	ESE 60	4	4

COURSE OBJECTIVES:

- Understand the concepts, foundations, and importance of performance management and its role in organizational effectiveness.
- Apply performance management practices, including goal setting, feedback, coaching, performance reviews, and performance improvement plans.
- Analyze various performance management models and evaluate their impact on employee engagement and organizational productivity.
- Utilize performance management tools for competency mapping, potential appraisal, rewards, learning, and career development.
- Develop and maintain performance management systems aligned with business strategies and capable of addressing contemporary organizational challenges.

COURSE OUTCOMES :

CO1: To analyse decisions using multiple international information sources**.**

CO2: To appreciate cultural differences with the available information while making decisions**.**

CO3: The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context

CO4: The student is able to perform a comprehensive quantitative data analysis.

CO5: Students are able to strategically align business goals with performance systems and leadership roles.

Relationship Matrix Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	COURSE CODE					COURSE TITLE								HOURS	CREDIT
VI	MID-IV					PERFORMANCE MANAGEMENT								4	4
COURSE OUTCOMES (COS)	PROGRAMME OUTCOME (POS)					PROGRAMME SPECIFIC OUTCOMES (PSOS)								MEAN SCORE OF COS	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8		
CO1	5	4	4	4	4	4	5	4	4	4	4	4	5	4	
CO2	4	3	4	3	3	4	4	4	4	3	4	4	4	4	
CO3	3	4	4	5	4	4	3	4	3	4	4	4	4	4	
CO4	4	4	5	5	4	4	4	5	4	4	4	4	5	4	
CO5	4	4	4	4	3	4	4	3	3	3	4	3	4	4	
Mean Overall Score														4	

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	1% - 20%	21% - 40%	41%- 60%	61% - 80%	81% - 100%
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having **High** association with programme outcomes and programme specific outcomes

SEMESTER-VI (HR SPECIALIZATION-I)
MID IV-PERFORMANCE MANAGEMENT

UNIT-I INTRODUCTION TO PERFORMANCE MANAGEMENT (12 Hours)

Overview of performance; distinguishing between Performance Appraisal and Performance Management. Background, foundations, and conceptual framework of Performance Management; Need and Importance of Performance Management in modern organizations and common critiques of existing systems.

UNIT-II PERFORMANCE MANAGEMENT PRACTICES (12 Hours)

The Practice of Performance Management: Performance Management Systems (PMS) and managing the system lifecycle. Performance Improvement Plans: Identification and Management under-performance. Performance Management Processes: Goal setting, continuous Feedback, 360-degree feedback, Performance Reviews, Methods for Analyzing and Assessing Performance; Role of Coaching.

UNIT-III PERFORMANCE MANAGEMENT MODELS (12 Hours)

Performance Management in Action: Performance Management Models, Designing and conducting Performance Management surveys, The Impact of Performance management on organization productivity and employee engagement.

UNIT-IV APPLICATION OF PERFORMANCE MANAGEMENT (12 Hours)

The Applications of Performance Management: Managing Organizational Performance, Managing Team Performance, Performance management and Learning, Performance Management and Rewards. Competency Mapping and assessment techniques, Potential appraisal and Performance diagnosis, Self-development initiatives and career pathing.

UNIT-V MAINTAINING PERFORMANCE MANAGEMENT (12 Hours)

Developing and Maintaining Performance Management: The Performance Management Role of Line Managers, Mapping Business Strategies with performance management Strategies. Performance development strategies, evaluating system success, and overcoming modern challenges in managing performance.

TEXT BOOKS

1. Armstrong Michael, Armsrong's (2009), Handbook of Performance Management, 4th edition, Kogan Page.

REFERENCE BOOKS

1. Bacal Robert (1999), Performance Management, McGraw-Hill.
2. Harvard Business Essentials: Perfomance Management (2006), Harvard Business School Press.

WEB REFERENCES:

1. https://lbrce.ac.in/mba/mba_materials/P&RM/P&RM%20Unit-I,II.pdf
2. https://ebooks.lpude.in/management/mba/term_3/DMGT517_PERFORMANCE_MANAGEMENT_SYSTEM.pdf
3. https://mec.edu.in/mvlc/ppt/l_mba/ppt_pm.pdf

QUESTION PAPER PATTERN

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: *Questions should be asked from all units. Equal importance should be given to each unit.*

SARADHA GANGADHARAN COLLEGE (AUTONOMOUS)

BBA DEGREE EXAMINATION

(From 2026-2027 onwards)

MODEL QUESTION PAPER

Sixth Semester

MID-IV-PERFORMANCE MANAGEMENT

Time: 3 hours **Marks: 60**

SECTION A (10 x 1 Marks =10 Marks)

Answer ALL the Questions (MCQ)

1. Performance Management is best described as a:
   a) Once-a-year event
   b) Continuous process
   c) Purely administrative task
   d) Disciplinary tool.

2. Which of these is a key difference between Appraisal and Management?
   a) Appraisal is forward-looking
   b) Management is a subset of Appraisal
   c) Appraisal is reactive/historical while Management is proactive
   d) Appraisal focuses on team goals.

3. In a 360-degree feedback system, who provides input?
   a) Only the supervisor
   b) Peers, subordinates, and customers
   c) Only the HR department
   d) The employee themselves only.

4. What is the primary purpose of a Performance Improvement Plan (PIP)?
   a) To terminate an employee
   b) To identify and manage under-performance
   c) To grant an annual bonus
   d) To change the job description.

5. Which of the following is an outcome of effective Performance Management?
   a) High employee turnover
   b) Increased employee engagement
   c) Reduced communication
   d) Stagnant productivity.

6. Performance Management Surveys are primarily used to:
   a) Rank employees
   b) Design and audit the effectiveness of the PMS

c) Calculate daily wages
d) Replace the interview process.

7. Competency Mapping involves:
   a) Drawing office floor plans
   b) Identifying the skills and behaviors required for a specific role
   c) Mapping the commute of employees
   d) Creating a hierarchy chart.

8. Potential Appraisal differs from Performance Appraisal because it focuses on:
   a) Past achievements
   b) Future capabilities and readiness for higher roles
   c) Current salary
   d) Attendance records.

9. Who is primarily responsible for the day-to-day execution of Performance Management?
   a) CEO
   b) Line Managers
   c) External Auditors
   d) IT Department.

10. Strategic alignment in PM means:
   a) Every employee gets a promotion
   b) Mapping Business Strategies with Performance Management Strategies
   c) Hiring more managers
   d) Using the same software as competitors.

SECTION B (5 x 4 Marks = 20 Marks)

Answer ALL the Questions

11. (a) Distinguish between Performance Appraisal and Performance Management

OR

(b) Discuss the Need and Importance of Performance Management in modern organizations.

12. (a) Explain the Role of Coaching in performance management

OR

(b) Describe the process of Goal Setting and continuous feedback.

13. (a) Discuss the impact of performance management on Employee Engagement

OR

(b) Outline the steps in conducting a Performance Management Survey.

14. (a) Explain the relationship between Performance Management and Rewards

OR

(b) Define the concept of Career Pathing.

15. (a) Describe the Role of Line Managers in Performance Management

OR

(b) Explain how to Evaluate the Success of a PMS.

SECTION C (3 x 10 Marks = 30 Marks)

Answer any THREE Questions

16. Critically examine the Conceptual Framework of Performance Management and explain the common critiques of existing systems in the corporate world.
17. Elaborate the various methods used for Analyzing and Assessing employee performance.
18. Explain the various Performance Management Models and how they contribute to improving overall Organizational Productivity.
19. Explain in detailed the techniques of Competency Mapping and Assessment.
20. Discuss the strategies for Overcoming Modern Challenges in performance management.

SEMESTER-VI (HR SPECIALIZATION-II)

MID-V-TRAINING & DEVELOPMENT

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
VI	MID-V	**TRAINING AND DEVELOPMENT**	CIA 40	ESE 60	4	4

COURSE OBJECTIVES:

- Understand the concepts, principles, and significance of Training and Development and their role in enhancing individual and organizational performance.
- Analyze and apply various training methods and approaches for different organizational and employee development needs.
- Examine the learning process and training needs assessment techniques to develop competency-based training programs.
- Design, plan, and conduct effective training and development programs, including budgeting and specialized training interventions.
- Evaluate the effectiveness of training and development programs using appropriate evaluation methods, tools, and performance measures.

COURSE OUTCOMES (COs):

CO1: To analyse problems and provide solutions**.**
CO2: To enable effective presentation of input and activities**.**
CO3: To provide constructive feedback to trainees.
CO4: To evaluate training materials for trainees of different experiential levels.
CO5: To establish a check list of evaluation criteria.

Relationship Matrix Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	COURSE CODE					COURSE TITLE								HOURS	CREDIT
VI	MID-V					TRAINING AND DEVELOPMENT								4	4
COURSE OUTCOMES (COS)	PROGRAMME OUTCOME (POS)					PROGRAMME SPECIFIC OUTCOMES (PSOS)								MEAN SCORE OF COS	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8		
CO1	5	4	4	4	4	4	5	3	3	4	3	4	5	4	
CO2	4	3	4	3	3	4	4	4	4	3	4	4	4	4	
CO3	3	4	4	5	4	4	3	4	3	4	3	4	4	4	
CO4	4	3	5	5	4	4	4	5	4	4	4	4	5	4	
CO5	4	3	4	4	3	4	4	3	3	3	4	3	4	4	
Mean Overall Score														4	

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	**1% - 20%**	**21% - 40%**	**41%- 60%**	**61% - 80%**	**81% - 100%**
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having **High** association with programme outcomes and programme specific outcomes

SEMESTER-VI (HR SPECIALIZATION-II)

MID-V-TRAINING AND DEVELOPMENT

UNIT I: INTRODUTION ABOUT TRAINING & DEVELOPMENT (12 Hours)

Training - Concepts – Definition – Types – Purpose of Training – Principles of Training –Organization Climate for Training and Development – Training and Development Model – Management Development – Concept–Definition –Principles and Importance.

UNIT II: TRAINING METHODS (12 Hours)

Training Methods - Concept – Approaches – Choosing Appropriate Training and Development Method – Designing Training Methods –Transactional Analysis – Selecting a Training Method.

UNIT III: LEARNING PROCESS (12 Hours)

Learning - Concept – Definition – Learning Principles –Process of Training and Development Needs – Development of Competency Based Training.

UNIT IV: TRAINING & DEVELOPMENT DESIGN (12 Hours)

Design in and Conducting Training and Development - Concept– Process of Designing and Conducting Training and Development – Designing Training Unit (Cross Cultural, Leadership, Training the Trainer, Change) Budgeting of Training.

UNIT V: EVALUATION OF TRAINING & DEVELOPMENT (12 Hours)

Evaluation Of Training and Development Programme - Concept – Definition of Training Evaluation – Types of Evaluation – Evaluation Design Issues – Induction Versus Orientation Evaluating Training and Development – Objectives –Process – Purpose – Effectiveness of Training and Development.

TEXT BOOKS:

1. Lynton R Pareek, U (2007), Training for Development, Vistaar, New Delhi.
2. Peppar, Allan D, (1999) Managing the Training and Development Function, Gower Publication.
3. Buckley, R., & Caple, J, (2004) The theory and practice of Training (5th ed.) Kogan Page, London and Sterling.

REFERENCE BOOKS:

1. Raymond A. Noe, (2020), Employee Training and Development, McGraw-Hill Education
2. Tanuja Agarwala. (2007), Training and Development, Oxford University Press.
3. Lynton R. Pareek, Udai Pareek, (2007), Training for Development, Vistaar publication.
4. Roger Buckley", "Jim Caple (2004), The Theory and Practice of Training, Kogan Page.

WEB REFERENCES:

1. https://docs.uoc.ac.in/website/SDE/sde176.pdf
2. http://gdcganderbal.edu.in/Files/a8029a93-30ad-4933-a19a-59136f648471/Custom/HRM%202.docx25.pdf92.pdf
3. https://dspmuranchi.ac.in/pdf/Blog/unit%204%20hrm%20part%202.pdf

QUESTION PAPER PATTERN

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: Questions should be asked from all units. Equal importance should be given to each unit.

SARADHA GANGADHARAN COLLEGE (AUTONOMOUS)

BBA DEGREE EXAMINATION

(From 2026-2027 onwards)

MODEL QUESTION PAPER

SIXTH SEMESTER

MID-V-TRAINING AND DEVELOPMENT

Time: 3 hours **Marks: 60**

SECTION A (10 x 1 Marks =10 Marks)

Answer ALL the Questions (MCQ)

1. What is the primary focus of "Development" compared to "Training"?
   (a) Short-term skill acquisition
   (b) Long-term personal and professional growth
   (c) Correcting immediate performance flaws
   (d) Operating specific machinery.

2. Organizational Climate for training refers to:
   (a) The literal weather at the training site
   (b) The physical layout of the classroom
   (c) The internal environment that supports or hinders learning
   (d) The company’s financial budget.

3. Which training method involves placing the trainee in a real work situation under the guidance of an experienced employee?
   (a) Vestibule training
   (b) On-the-Job Training (OJT)
   (c) Simulation
   (d) Role Playing.

4. In Transactional Analysis, the "Ego States" consist of:
   (a) Past, Present, Future
   (b) Parent, Adult, Child
   (c) Thinking, Feeling, Doing
   (d) Manager, Supervisor, Worker.

5. According to learning principles, "Reinforcement" is used to:
   (a) Punish the trainee
   (b) Increase the likelihood of a desired behavior being repeated
   (c) Decrease the cost of training
   (d) Speed up the lecture.

6. A Training Needs Analysis (TNA) should ideally occur:
   (a) After the training is finished
   (b) Only when a company is failing
   (c) Before designing the training program
   (d) During the annual general meeting.

7. "Training the Trainer" programs are designed to:
   (a) Teach subject matter experts how to deliver effective instruction
   (b) Reduce the number of employees
   (c) Increase the CEO's salary
   (d) Replace HR managers.

8. Which of the following is a key consideration in Budgeting for Training?
   (a) Direct costs like trainer fees
   (b) Indirect costs like lost productivity
   (c) Material and facility costs
   (d) All of the above.

9. The most famous model for training evaluation is the:
   (a) Maslow Hierarchy
   (b) Kirkpatrick Model
   (c) Herzberg Two-Factor Theory
   (d) Vroom's Expectancy Model.

10. What is the difference between Induction and Orientation?
   (a) They are exactly the same
   (b) Orientation is the broad introduction to the company, while Induction is the specific introduction to the job and department
   (c) Induction is for senior managers only
   (d) Orientation lasts for one year.

SECTION B (5 x 4 Marks = 20 Marks)

Answer any ALL Questions

11. (a) Explain the core Principles of Training.

OR

(b) Discuss the importance of Management Development in a competitive business environment.

12. (a) Explain the concept and application of Transactional Analysis in training.

OR

(b) Discuss the criteria for Selecting an Appropriate Training Method.

13. (a) Define the core Principles of Learning that facilitate effective training.

OR

(b) Explain the process of identifying Training and Development Needs.

14. (a) Outline the process of Budgeting for Training programs.

OR

(b) Explain the specific requirements for designing a Leadership Training unit.

15. (a) Differentiate between Induction and Orientation.

OR

(b) Discuss the different Types of Training Evaluation.

SECTION C (3 x 10 Marks = 30 Marks)

Answer any THREE Questions

1. Elaborate on the Systematic Training and Development Model.
2. Differentiate between On-the-Job and Off-the-Job training methods.
3. Discuss the systematic process of developing Competency-Based Training.
4. Describe the comprehensive Process of Designing and Conducting a training program.
5. Explain the Kirkpatrick Model of Evaluation and discuss the common Design Issues faced when measuring training effectiveness.

SEMESTER-VI (HR SPECIALIZATION-III)

MID-VI-COMPENSATION MANAGEMENT

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
VI	MID-VI	**COMPENSATION MANAGEMENT**	CIA 40	ESE 60	4	4

COURSE OBJECTIVES:

After completing this course, students will be able to:

- Understand the fundamental concepts, theories, policies, and legal aspects of compensation management and their significance in organizations.
- Analyze and design compensation structures by applying job analysis, job evaluation, competency-based pay, and salary progression principles.
- Evaluate various incentive schemes, performance-based pay systems, and executive compensation practices to enhance employee motivation and organizational effectiveness.
- Develop and administer employee benefit programs and services by considering strategic, organizational, and employee needs.
- Apply tax planning principles in compensation management to design tax-efficient compensation packages and understand the tax implications for employees and employers.

COURSE OUTCOMES (COs):

CO1: To analyse wage theories and legal frameworks to establish strategic compensation and retention solutions**.**

CO2: To enable effective design of equitable salary structures through job analysis and competency-based evaluation**.**

CO3: To provide competitive incentive schemes and performance-linked remuneration plans for diverse employee levels.

CO4: To evaluate and design comprehensive employee benefit programs and long-term incentive packages.

CO5: To formulate tax-efficient compensation structures and restructurings based on recent taxation trends and liabilities

Relationship Matrix Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	COURSE CODE					COURSE TITLE								HOURS	CREDIT
VI	MID- VI					COMPENSATION MANAGEMENT								4	4
COURSE OUTCOMES (COS)	PROGRAMME OUTCOME (POS)					PROGRAMME SPECIFIC OUTCOMES (PSOS)								MEAN SCORE OF COS	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8		
CO1	5	3	3	4	3	4	5	3	3	4	3	4	5	4	
CO2	4	3	4	3	3	4	4	4	4	3	4	4	4	4	
CO3	3	4	4	5	4	4	3	4	3	4	3	4	4	4	
CO4	4	3	5	5	4	4	4	5	4	4	3	4	5	4	
CO5	4	3	4	4	3	4	4	3	3	3	4	3	4	4	
Mean Overall Score														**4**	

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	**1% - 20%**	**21% - 40%**	**41%- 60%**	**61% - 80%**	**81% - 100%**
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having **High** association with programme outcomes and programme specific outcomes

SEMESTER-VI (HR SPECIALIZATION-III)

MID- VI-COMPENSATION MANAGEMENT

UNIT-I INTRODUCTION TO COMPENSATION MANAGEMENT (12 Hours)

Compensation Management: Definition, 3-P Concept: Position, Person and Performance, Compensation as Retention Strategy, Wage Concept, Wage Policy, Wage theories, Legislation related to payment of wages.

UNIT-II COMPENSATION STRUCTURE (12 Hours)

Best Structure Fit, Concept of Salary Structure, Salary Progression. Job Analysis, Person-based structures and Competency based Compensation Strategies at Micro Level. Job Evaluation: Concept of Equity, -Methods and Systems of job evaluation, Process of Job Evaluation, Problems Involved in Job Evaluation.

UNIT-III INCENTIVE SCHEMES (12 Hours)

Determining the components of wage and salary, designing pay levels, mix and pay structures. Pay-for-Performance: Pay-for-performance Plans, Incentive Schemes: Types of Incentive Schemes, Pre-requisites of Effective Incentive Schemes, Merits and Demerits of Incentives. Managerial Remuneration – Concept and Elements, Executive Compensation: Methodology, CEO-to-worker pay ratio, Rewarding – A New Approach, Remuneration Ceilings.

UNIT-IV EMPLOYEE BENEFITS & SERVICES (12 Hours)

Employee Benefits and Service: Classification of Employee Benefits, and long-term Incentive plans, Strategic Perspectives on Benefits, Factors Influencing Choice of Benefit Program, Administration of Benefits and Services, Designing a Benefit Package.

UNIT-V TAX PLANNING & IMPLICATIONS (12 Hours)

Role of Tax Planning in Compensation Benefits, Tax-efficient Compensation Packages, Tax Implications of Employee Compensation Package to Employer, Fixation of Tax Liability, Salary Restructuring, Recent Trends in Taxation.

TEXT BOOKS

1. Milkovich George, Newman Jerry, Venkata Ratnam C.S, (2014), Compensation, 9th edition, Tata McGraw Hill.

REFERENCE BOOKS

1. Armstrong Michael, Murlis Helen, (2007), Hand Book of Reward Management, 5th edition, Crust Publishing House.

2. Martocchio Joseph.J, (2014), Strategic Compensation - A Human Resource Management Approach, 8th edition, Prentice-Hall.

3. Lawler III Edward.E, (2000), Rewarding Excellence: Pay Strategies for the New Economy, Wiley.

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4. https://aits-tpt.edu.in/wp-content/uploads/2023/08/Compensation-and-Benefit-Management-min.pdf
5. https://www.igntu.ac.in/eContent/IGNTU-eContent-638670815118-MBA-TourismandTravelManagement-2-RohitRaviundraBorlikar-MBAT201-OBHRM-3.pdf
6. https://www.eiilmuniversity.co.in/downloads/Compensation-Management.pdf

QUESTION PAPER PATTERN

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: Questions should be asked from all units. Equal importance should be given to each unit.

SARADHA GANGADHARAN COLLEGE (AUTONOMOUS)

BBA, DEGREE EXAMINATION

(From 2026-2027 onwards)

MODEL QUESTION PAPER

SIXTH SEMESTER

MID-VI-COMPENSATION MANAGEMENT

Time: 3 hours **Marks: 60**

SETION A (10 x 1 Marks =10 Marks)

Answer ALL the Questions (MCQ)

1. Which of the following describes the "3-P Concept" in compensation?
   a) Profit, People, Planet
   b) Position, Person, Performance
   c) Pay, Perks, Pension
   d) Planning, Processing, Payment

2. The "Subsistence Theory of Wages" is also famously known as:
   a) The Iron Law of Wages
   b) The Wage Fund Theory
   c) Residual Claimant Theory
   d) Bargaining Theory

3. Which Job Evaluation method is quantitative in nature?
   a) Ranking Method
   b) Classification Method
   c) Point Rating Method
   d) Job Grading

4. Internal Equity in compensation refers to:
   a) Matching pay with competitors
   b) Fairness of pay between different jobs within the same organization
   c) Paying all employees the exact same salary
   d) Ensuring the CEO is paid more than the workers

5. What is the primary purpose of a "CEO-to-worker pay ratio"?
   a) To calculate tax liability
   b) To measure pay disparity and transparency within a firm
   c) To determine the minimum wage
   d) To set the retirement age

6. Which incentive scheme is based on time saved by the worker?
   a) Taylor’s Differential Piece Rate

b) Halsey Plan
c) Merrick's Multiple Piece Rate
d) Profit Sharing

7. Which of the following is considered a "Statutory" benefit in many countries?
   a) Gym Membership
   b) Maternity Leave
   c) Free Snacks
   d) Company Car

8. A "Cafeteria Plan" in benefits administration allows employees to:
   a) Eat for free in the office
   b) Choose from a menu of different benefit options
   c) Work from home
   d) Only receive cash benefits

9. Tax-efficient compensation planning aims to:
   a) Avoid paying taxes completely
   b) Maximize the "Take-home pay" for the employee by using legal exemptions
   c) Reduce the employee's base salary to zero
   d) Increase the tax burden on the employer

10. Which of the following is typically a tax-exempt or tax-concessional component in many regions?
    a) Basic Salary
    b) Special Allowance
    c) House Rent Allowance (HRA) (subject to conditions)
    d) Bonus

SECTION B (5 x 4 Marks = 20 Marks)

Answer ALL the Questions

11. (a) Explain the 3-P Concept of Position, Person, and Performance

OR

(b) Discuss the Subsistence Theory of wages.

12. (a) Differentiate between Point Rating and Factor Comparison methods

OR

(b) Explain the concept of Internal vs. External Equity

13. (a) Explain the pre-requisites for an Effective Incentive Scheme

OR

(b) Define the significance of the CEO-to-worker pay ratio.

14. (a) Discuss the Strategic Perspective on employee benefits

OR

(b) Identify the factors influencing the choice of a benefit program.

15. (a) Describe the role of Tax Planning in designing compensation

OR

(b) Explain the concept of Salary Restructuring for tax efficiency.

SECTION C (3 x 10 = 30 Marks)

Answer any THREE Questions

16. Define Compensation Management and analyse the role of Wage Policy and legislation in shaping a national wage structure.
17. Discuss the complete Process of Job Evaluation and the common behavioural and technical problems encountered during its implementation
18. Elaborate on the various types of Individual and Group Incentive Plans
19. Provide a detailed classification of Employee Benefits and Services
20. Discuss and Analyse the Tax Implications of various compensation components for both the employer and the employee, including recent trends in taxation.

SEMESTER –VI (FINANCE SPECIALIZATION-I)

MID- IV- BANKING & INDIAN FINANCIAL SYSTEM

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
VI	MID-IV (Minor Disciplinary Course)	**BANKING & INDIAN FINANCIAL SYSTEM**	CIA: 40	ESE: 60	4	4

COURSE OBJECTIVES:

The course aims to make the students to

- Acquaint students with the structure and components of the Indian Financial System;
- Explain the functions and regulatory role of the Reserve Bank of India (RBI) and NBFCs.
- Develop knowledge about the Indian financial system and its contribution to economic development**.**
- Familiarize students with different types of financial institutions and its importance.
- Evaluate the interrelationship between Banking, Financial Markets, and Economic Growth.

COURSE OUTCOMES (COs):

By the end of the course, students will be able to:

CO1: Understand the structure, functions, and role of banks in the Indian economy**.**

CO2: Explain the role, functions, and monetary control measures of RBI and the working of NBFCs.

CO3: Describe the structure and development of the Indian financial system and its role in economic growth.

CO4: Analys e the financial markets and financial institutions operating in India**.**

CO5: Identify and explain financial services and financial instruments used in the financial system.

Relationship Matrix Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	COURSE CODE	COURSE TITLE	HOURS	CREDIT
VI	MID-IV	BANKING & INDIAN FINANCIAL SYSTEM	4	4

COURSE OUTCOMES (COS)	PROGRAMME OUTCOME (POS)					PROGRAMME SPECIFIC OUTCOMES (PSOS)								MEAN SCORE OF COS
	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8	
CO1	5	4	4	4	4	4	5	4	4	4	4	4	5	4
CO2	4	4	4	4	4	4	4	4	4	3	4	4	4	4
CO3	3	4	4	5	4	4	4	4	4	4	4	4	4	4
CO4	4	4	5	5	4	4	4	5	4	4	4	4	5	4
CO5	4	4	4	4	5	4	4	3	4	4	4	3	4	4
Mean Overall Score														**4**

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	**1% - 20%**	**21% - 40%**	**41%- 60%**	**61% - 80%**	**81% - 100%**
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having **High** association with programme outcomes and programme specific outcomes

SEMESTER –VI (FINANCE SPECIALIZATION-I)

MID-IV-BANKING & INDIAN FINANCIAL SYSTEM

UNIT I: BANKING SYSTEM (12 Hours)

Banking - Definition -Meaning– Types – Banking Structure in India – Origination - Structure - Functions and Services of Commercial Banks - Banking reforms in India -Role of banks in economic development

UNIT II: CENTRAL BANKING - RBI (12 Hours)

Central Bank: Introduction - Characteristics - Origination, Structure and Functions of RBI - Role of RBI in Controlling the Monetary and Credit System in India – NBFCs – Growth – Types – Activities.

UNIT III: INDIAN FINANCIAL SYSTEM (12 Hours)

Financial System - Meaning – Structure – Functions –Development of Financial system in India – Financial system & Economic Development – Weakness of Indian Financial System.

UNIT IV: FINANCIAL MARKETS & INSTITUTIONS (12 Hours)

Financial Markets: Meaning - Role - Functions – Types. Money Market: Call Money Market, Commercial Bill market, Treasury Bill market. Capital Market: Primary Market, - Secondary Market - Derivative Market. Financial Institutions: Meaning -Functions - Role - Banking and Non-banking Financial Institutions

UNIT V: FINANCIAL SERVICES & INSTRUMENTS (12 Hours)

Financial Services: Meaning – Importance - Types -Fund Based services and Fee Based services - Financial Instruments – Meaning - Importance and Classification

TEXT BOOKS

Pathak B. V. Indian Financial System, (2008) , Pearson Publication, New Delhi

Machiraju H R. (2019), Indian Financial System, Vikas Publishing House.

REFERENCE BOOKS

Natarajan K & Gordon E (2018), Indian Financial System, Himalaya Publishing House.

Padmalatha Suresh and Justin Paul, (2012) “Management of Banking and Financial Services, Pearson, Delhi.

Bhole L. M. & Mahakud J., (2009) Financial Institutions and Markets: Structure, Growth & Innovations, Tata-McGraw Hill, New Delhi.

Suryabhushan M. Mishra & Harish Purohit (2024), Indian Banking and Financial System, Pen & Paper Academy

Subhash chandra das (2018)"The Financial System in India: Markets, Institutions, Instruments and Services" PHI Learning

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https://umeschandracollege.ac.in/pdf/study-material/financial/Financial-System-and-its-Components.pdf

https://icmai.in/upload/AdvStudies/Course/CMAE5_1104_2025_Module_I.pdf

QUESTION PAPER PATTERN

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: Questions should be asked from all units. Equal importance should be given to each unit.

SARADHA GANGADHARAN COLLEGE (AUTONOMOUS)

BBA. DEGREE EXAMINATION

(From 2026-27 onwards)

MODEL QUESTION PAPER

Sixth Semester

MID–IV – BANKING & INDIAN FINANCIAL SYSTEM

TIME: 3 Hours **MAX: 60 Marks**

SECTION A (10 x 1 = 10 MARKS)

Answer ALL the questions

1. The main function of a commercial bank is
   a) Manufacturing
   b) Accepting deposits
   c) Advertising
   d) Transport

2. The banking structure in India includes
   a) RBI, Commercial banks, Cooperative banks
   b) Only RBI
   c) Only private banks
   d) Only foreign banks

3. The Central Bank of India is
   a) SBI
   b) RBI
   c) PNB
   d) HDFC

4. RBI was established in
   a) 1911
   b) 1935
   c) 1947
   d) 1956

5. Financial system helps in
   a) Economic development
   b) Political control
   c) Social media
   d) Entertainment

6. The weakness of Indian financial system is
   a) Lack of funds
   b) Regional imbalance
   c) Too many banks
   d) High income

7. Financial institutions help in
   a) Mobilizing savings
   b) Increasing inflation
   c) Reducing employment
   d) Wasting money

8. Call money market deals with
   a) Long-term funds
   b) Short-term funds
   c) Foreign exchange
   d) Shares

9. Derivatives are traded in
   a) Derivative market
   b) Money market
   c) Commodity market
   d) Labour market

10. Financial services include
   a) Banking and insurance
   b) Manufacturing
   c) Farming
   d) Mining

SECTION B (5 x 4 = 20 Marks)

Answer any ALL Questions

11. (a) Explain the meaning, definition and functions of commercial banks.

OR

(b) Explain the role of banks in economic development.

12. (a) Explain the characteristics and objectives of a Central Bank.

OR

(b) Describe the monetary and credit control measures of RBI.

13. (a) Explain the meaning and structure of the Indian financial system

OR

(b) Describe the development of financial system in India.

14. (a) Explain the money market and its components.

OR

(b) What are financial institutions? Explain their functions and role.

15. (a) Explain the meaning and classification of financial instruments.

OR

(b) Describe fund-based and fee-based financial services.

SECTION C (3 x 10 = 30 Marks)

Answer any THREE Questions.

16. Describe the structure of banking system in India.
17. Explain the origin, structure and functions of the Reserve Bank of India.
18. Discuss the components of financial system in India.
19. Enumerate a note on primary, secondary and derivative markets.
20. Write a note on financial instruments used in Indian financial system.

SEMESTER -VI (FINANCE SPECIALIZATION-II)

MID- V- FINANCIAL SERVICES

<table>
<tr><th>Semester</th><th>Course Code</th><th>Course Title</th><th colspan="2">Total Marks 100</th><th>Hours Per Week</th><th>Credits</th></tr>
<tr><td>VI</td><td>MID-V (Minor Disciplinary Course)</td><td>FINANCIAL SERVICES</td><td>CIA: 40</td><td>ESE: 60</td><td>4</td><td>4</td></tr>
</table>

COURSE OBJECTIVES:

The course aims to make the students to

- Understand the concepts, types, and importance of financial services and their role in the economy.
- Describe the functions of merchant banking and issue management in capital markets.
- Compare and contrast leasing, hire purchase, and factoring as modern financial services.
- Acquire knowledge of venture capital, credit rating, consumer finance, and forfaiting.
- Evaluate the functioning, regulation, and growth of mutual funds in India.

COURSE OUTCOMES (COs):

By the end of the course, students will be able to:

CO1: Understand the concepts, classification, and importance of financial services and explain their role in the economic environment**.**

CO2: Analyse the functions of merchant banking and issue management, including underwriting and capital market operations**.**

CO3: Apply knowledge of leasing, hire purchase, and factoring in solving financing-related business problems.

CO4: Evaluate the role of venture capital, credit rating agencies, consumer finance, and forfaiting in business and trade.

CO5: Assess the functioning, regulation, and performance of mutual funds in the Indian financial system.

Relationship Matrix Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	COURSE CODE					COURSE TITLE								HOURS	CREDIT
VI	**MID V**					**FINANCIAL SERVICES**								**4**	**4**
COURSE OUTCOMES (COS)	**PROGRAMME OUTCOME (POS)**					**PROGRAMME SPECIFIC OUTCOMES (PSOS)**								**MEAN SCORE OF COS**	
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO 1**	**PSO 2**	**PSO 3**	**PSO 4**	**PSO 5**	**PSO 6**	**PSO 7**	**PSO 8**		
CO1	5	4	4	4	4	4	5	4	4	4	4	4	5	4	
CO2	4	4	4	4	4	4	4	4	4	3	4	4	4	4	
CO3	3	4	4	5	4	4	4	4	4	4	4	4	4	4	
CO4	4	4	5	5	4	4	4	5	4	4	4	4	5	4	
CO5	4	4	4	4	5	4	4	3	4	4	4	3	4	4	
Mean Overall Score														**4**	

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	**1% - 20%**	**21% - 40%**	**41%- 60%**	**61% - 80%**	**81% - 100%**
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having **High** association with programme outcomes and programme specific outcomes

SEMESTER –VI (FINANCE SPECIALIZATION-II)

MID- V- FINANCIAL SERVICES

UNIT I: INTORDUCTION TO FINANCIAL SERVICES (12 Hours)

Financial Services: Meaning – Importance – Types – Classification – Financial products and services – Challenges facing the financial service sector - Financial Services and Economic Environment – Players in Financial Services Sector.

UNIT II: MERCHANT BANKING & ISSUE MANAGEMENT (12 Hours)

Merchant Banking: Meaning – Functions. Issue Management: Pre-Issue Management and Post Issue Activities – Managing of New Issues. Underwriting: Meaning – Types. Capital Market Instruments: Equity Shares - Preference Shares - Debentures. Stock Exchange: Meaning – Definition – Characteristics – Operators: BSE, NSE - OTCEI. Listing: Meaning - Objectives – Advantages.

UNIT III: LEASE, HIRE PURCHASE & FACTORING (12 Hours)

Leasing – Concept – Steps– Lease vs Hire purchase – Types– Problems and prospects of leasing in India. Hire purchase – Meaning – Features – Process –Hire purchase vs Instalment purchase. Factoring – Concepts – Significance – Types – Factoring mechanism – Factoring vs bills discounting – Factoring in India

UNIT V: VENTURE CAPITAL & CONSUMER FINANCE (12 Hours)

Venture Capital: Meaning – Features - Functions, Modes -Forms. Credit Rating: Meaning, Advantages & Disadvantages, CRISIL, ICRA, CARE. Consumer Finance: Meaning -Types of Consumer Finance. Forfaiting – Meaning – Forfaiting vs Export factoring – Problems

UNIT V: MUTUAL FUNDS (12 Hours)

Mutual funds – Meaning – Types – Functions – Advantages – Institutions involved – UTI, LIC, Commercial banks – Entry of private sector – Growth of mutual funds in India – SEBI Guidelines – Asset Management Companies.

TEXT BOOKS

1. Khan M.Y., (2016) Financial Services,8th Edition, Tata McGraw Hill Publications.
2. Santhanam B. (2019), Financial Services, Margham Publications.

REFERENCE BOOKS

1. Gordon, E. & Natarajan, K. (2015) Financial Services, Himalaya Publishing House, Mumbai,
2. Gurusamy S, (2012) Financial Services and Markets, McGraw Hill Education, New Delhi.

3. Khan M.Y. (2008) Financial Services – Tata McGraw Hill, New Delhi.
4. Avadhani V.A.(2014), Financial Services and Markets, Himalaya Publishing House, Mumbai.
5. Bansal S.K., (2007) Financial Services in India, Deep & Deep Publications, New Delhi.

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2. https://vskub.ac.in/wp-content/uploads/2020/04/FINANCIAL-SERVICES-6th-Sem.pdf
3. https://baou.edu.in/assets/pdf/PGDF_104_slm.pdf
4. https://icmai.in/upload/AdvStudies/Course/CMAE5_3005_2025_Module_III.pdf

QUESTION PAPER PATTERN

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: Questions should be asked from all units. Equal importance should be given to each unit.

SARADHA GANGADHARAN COLLEGE (AUTONOMOUS)

BBA. DEGREE EXAMINATION NOVEMBER/ DECEMBER 2027

(From 2026-27 onwards)

MODEL QUESTION PAPER

Sixth Semester

MID- V- FINANCIAL SERVICES

TIME: 3 Hours **MAX: 60 Marks**

SECTION A (10 x 1 = 10 MARKS)

Answer ALL the questions

1. Financial services contribute to economic development by:
   a) Increasing inflation
   b) Mobilizing savings and allocating capital
   c) Reducing production
   d) Limiting investments

2. Which of the following is NOT a financial service?
   a) Insurance
   b) Leasing
   c) Factoring
   d) Manufacturing

3. Merchant banking mainly deals with:
   a) Accepting deposits
   b) consultancy and fund raising services
   c) Giving loans only
   d) Trading in shares

4. Underwriting means:
   a) Buying securities from investors
   b) Guaranteeing the sale of securities
   c) Issuing bonus shares
   d) Cancelling issues

5. Which of the following is NOT a type of leasing?
   a) Operating lease
   b) Financial lease
   c) Sale leaseback
   d) Equity lease

6. Factoring in India is regulated by:
   a) SEBI

b) RBI
c) IRDA
d) NABARD

7. Venture capital is provided to:
   a) Established companies only
   b) Loss-making firms
   c) New and growing enterprises
   d) Government departments

8. Consumer finance refers to:
   a) Business loans
   b) Agricultural loans
   c) Personal loans to consumers
   d) Export finance

9. Open-ended mutual funds allow
   a) Fixed maturity
   b) Trading only on stock exchange
   c) Continuous purchase and sale
   d) No redemption

10. Mutual fund pools money from:
    a) Government
    b) Companies
    c) Investors
    d) Banks

SECTION B (5 x 4 = 20 Marks)

Answer any ALL Questions

11. (a) Explain the classification of financial services.

OR

(b) Enumerate the players in the financial services sector.

12. (a) Explain the concept of issue management.

OR

(b) Write a short note on OTCEI.

13. (a) Explain the process of hire purchase.

OR

(b) Discuss leasing companies in India.

14. (a) Explain consumer finance and its types.

OR

(b) Define venture capital and explain its features.

15. (a) Explain the types of mutual funds.

OR

(b) Discuss the importance of Asset Management Companies (AMC).

SECTION C (3 x 10 = 30 Marks)

Answer any THREE Questions.

16. Discuss the role of financial services in economic development.
17. Explain the process of issue management, including pre-issue and post-issue activities.
18. Explain the process and advantages of hire purchase.
19. Discuss the role and importance of credit rating agencies in India.
20. Explain SEBI guidelines relating to mutual funds.

SEMESTER –VI (FINANCE SPECIALIZATION-III)

MID- VI- SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Semester	Course Code	Course Title	Total Marks 100		Hours Per Week	Credits
VI	MID-VI (Minor Disciplinary Course)	**SECURITY ANALYSIS & PORTFOLIO MANAGEMENT**	CIA: 40	ESE: 60	4	4

COURSE OBJECTIVES:

The course aims to make the students to

- Familiarize students with basic investment concepts, risk–return relationship, types of investors, and modern investment approaches.
- Provide knowledge about financial markets, financial instruments, and the role of stock exchanges and intermediaries.
- Equip students with tools for security analysis using fundamental and technical methods.
- Develop understanding of portfolio construction, diversification, and modern portfolio theories.
- Evaluate portfolio performance and understand portfolio revision strategies.

COURSE OUTCOMES (COs):

By the end of the course, students will be able to:

CO1: Develop the fundamental knowledge on investment and various investment avenues**.**

CO2: Identify the structure and functioning of financial markets and financial instruments.

CO3: Design trade model based on fundamental and technical analysis.

CO4: Construct efficient portfolios using modern portfolio theories.

CO5: Evaluate investment concepts in real-world financial decision making.

Relationship Matrix Course Outcomes, Programme Outcomes and Programme Specific Outcomes

SEMESTER	COURSE CODE					COURSE TITLE								HOURS	CREDIT
VI	MID-VI					SECURITY ANALYSIS & PORTFOLIO MANAGEMENT								4	4
COURSE OUTCOMES (COS)	PROGRAMME OUTCOME (POS)					PROGRAMME SPECIFIC OUTCOMES (PSOS)								MEAN SCORE OF COS	
	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8		
CO1	4	4	4	3	4	4	4	4	4	5	4	3	4	4	
CO2	3	4	4	4	4	4	3	4	4	4	4	4	3	4	
CO3	4	5	4	3	4	4	5	4	3	4	4	5	4	4	
CO4	4	5	4	3	4	4	5	4	3	4	4	5	4	4	
CO5	4	3	4	4	4	3	4	4	4	3	4	4	4	4	
Mean Overall Score														**4**	

Result: the score of this course is 4 (High)

SCALE INTERPRETATION TABLE

Association	**1% - 20%**	**21% - 40%**	**41%- 60%**	**61% - 80%**	**81% - 100%**
Scale	1	2	3	4	5
Interval	0<= rating <=1	1.1<=rating <=2	2.1<=rating <=3	3.1<=rating <=4	4.1<=rating <=5
Rating	Very Poor	Poor	Moderate	High	Very High

This course is having **High** association with programme outcomes and programme specific outcomes

SEMESTER –VI (FINANCE SPECIALIZATION-III)

MID- VI- SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

UNIT I: INTRODUCTION TO INVESTMENT **(11 Hours)**

Investment: Meaning -Characteristics - Functions - Investment vs speculation- Types of investors - Security Risk and return – Types of Risk - Investment avenues – Behavioural Finance -Growth, income, and value investing - Sectoral investing

UNIT II: FINANCIAL MARKET **(13 Hours)**

Capital market and money market- Equity shares, preference shares, debentures- Government securities- Mutual funds. Primary Markets: Roles -Regulation - Methods of floating new issues – Book building. Secondary market – Stock Exchanges: Meaning – Features – Functions – NSE – BSE-Indices – DEMAT Trading Account – Stock Brokers

UNIT III: SECURITY ANALYSIS **(13 Hours)**

Security Analysis: Meaning- Types- Objectives – Fundamental Analysis: Economic Analysis- Industry and Company Analysis – Financial Statement Analysis – Technical Analysis – tools and Charting techniques

UNIT IV: PORTFOLIO MANAGEMENT **(12 Hours)**

Portfolio Management: Meaning - objectives - Portfolio risk and return -Diversification - Efficient portfolio- Portfolio Theories: Markowitz Portfolio Theory - Capital Asset Pricing Model (CAPM) - Efficient frontier - Beta and risk measurement

UNIT V: PORTFOLIO PERFORMANCE EVALUATION **(11 Hours)**

Portfolio evaluation techniques: Sharpe ratio -Treynor ratio - Jensen's alpha Index – Capital market line and security market line– Portfolio revision.

TEXT BOOKS

- Sharpe, William F., Alexander, Gordon J., and Bailey, Jeffery V., (2019) *Investments*, Prentice Hall of India.
- Ranganatham, M. and Madhumathi, R**.**, **(**2016) *Investment Analysis and Portfolio Management* – Pearson.
- Kevin, S. (2015)**,** *Security Analysis and Portfolio Management*, PHI Learning,.

REFERENCE BOOKS

- Fischer, Donald E. and Jordan, Ronald J. *Security Analysis and Portfolio Management*, Pearson Education (2018).
- Reilly, Frank K. and Brown, Keith C. (2017), *Investment Analysis and Portfolio Management* Cengage Learning,
- Chandra, Prasanna (2018), *Investment Analysis and Portfolio Management*, McGraw Hill Education.
- Avadhani, V. A. (2016), *Investment Management*, Himalaya Publishing House.
- Khan, M. Y. and Jain, P. K. (2019), *Financial Management: Text, Problems and Cases*, McGraw Hill.
- Bodie, Zvi, Kane, Alex and Marcus, Alan J. (2020), *Investments*, McGraw Hill Education,

WEB REFERENCES

1. https://www.lpude.in/SLMs/Master%20of%20Computer%20Applications/Sem_4/DEFIN576_SECURITY_ANALYSIS_AND_PORTFOLIO_MANAGEMENT.pdf
2. https://baou.edu.in/assets/pdf/PGDF_202_slm.pdf
3. https://www.msuniv.ac.in/images/distance%20education/learning%20materials/ug%20pg%202023/pg%202021/Mcom%202023%20english%20medium/SCOE11%20-%20I%20Sem%20%20Security%20Analysis%20and%20Portfolio%20Management.pdf

QUESTION PAPER PATTERN

Time: 3 hours	**Marks: 60**
SECTION A	Answer ALL the Questions (MCQ) **(10 x 1 Marks =10 Marks)**
SECTION B	Answer ALL the Questions (either or type) **(5 x 4 Marks = 20 Marks)**
SECTION C	Answer any 3 out of 5 Questions **(3 x 10 Marks = 30 Marks)**

Note: Questions should be asked from all units. Equal importance should be given to each unit.

SARADHA GANGADHARAN COLLEGE (AUTONOMOUS)

BBA. DEGREE EXAMINATION

(From 2026-27 onwards)

MODEL QUESTION PAPER

Sixth Semester

MID- VI- SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

TIME: 3 Hours **MAX: 60 Marks**

SECTION A (10 x 1 = 10 MARKS)

Answer ALL the questions

1. Which of the following is a key difference between investment and speculation?
   a) Time horizon
   b) Risk level
   c) Expected return
   d) All of the above

2. Systematic risk is also known as:
   a) Diversifiable risk
   b) Unsystematic risk
   c) Market risk
   d) Business risk

3. DEMAT account is used for:
   a) Holding physical shares
   b) Trading commodities
   c) Holding securities in electronic form
   d) Opening a bank account

4. Book building is a method used in:
   a) Secondary market
   b) Money market
   c) Primary market
   d) Forex market

5. Technical analysis is based on:
   a) Financial statements
   b) Economic indicators
   c) Price and volume data
   d) Company management

6. Candlestick chart is used in:
   a) Fundamental analysis
   b) Technical analysis
   c) Financial accounting
   d) Portfolio theory

7. Jensen's alpha measures:
   a) Portfolio risk
   b) Excess return over expected return
   c) Total market return
   d) Liquidity

8. Security Market Line (SML) represents:
   a) Efficient portfolios
   b) Risk-free rate
   c) CAPM relationship
   d) Market index

9. Diversification helps in:
   a) Increasing systematic risk
   b) Eliminating inflation
   c) Reducing unsystematic risk
   d) Maximizing taxes

10. Markowitz model is related to:
   a) Technical analysis
   b) Portfolio selection
   c) Capital structure
   d) Dividend policy

SECTION B (5 x 4 = 20 Marks)

Answer any ALL Questions

11. (a) Describe the concept of risk and return in investment

OR

(b) Explain behavioural finance and its importance in investment decisions.

12. (a) Explain the functions of stock exchanges.

OR

(b) Explain the workings on NSE and BSE.

13. (a) Define security analysis and state its objectives.

OR

(b) Write a short note on charting techniques.

14. (a) Explain the Markowitz portfolio theory.

OR

(b) Define portfolio management and state its objectives.

15. (a) Distinguish between CML and SML.

OR

(b) Write a short note on portfolio revision

SECTION C (3 x 10 = 30 Marks)

Answer any THREE Questions.

16. Explain behavioural finance and modern investment strategies such as growth, income, value and sectoral investing.
17. Explain the methods of floating new issues with special reference to book building.
18. Explain technical analysis and its major tools and charting techniques.
19. Discuss portfolio risk and return and the role of diversification.
20. Discuss Sharpe, Treynor and Jensen’s performance measures.