



**Curriculum Framework for  
Undergraduate Program of  
Tumkur University**

**Bachelor of Business  
Administration (BBA)**

**Syllabus for 1<sup>st</sup> & 2<sup>nd</sup> Semester**

**Academic Year 2024-25**




## SEMESTER – I

SLNo.	Course Code	Title of the Course	Category of Course	Teaching Hours per Week (L+T+P)	SEE	CIE	Total Marks	Credits
1	BBA1.1	Kannada	Language	4+0+0	80	20	100	3
2	BBA1.2	English	Language	4+0+0	80	20	100	3
3	BBA1.3	Principles of Management	DCC	4+0+0	80	20	100	4
4	BBA1.4	Fundamentals of Business Accounting	DCC	4+0+0	80	20	100	4
5	BBA1.5	Business Environment	DCC	4+0+0	80	20	100	4
6	BBA 1.6	Business Economics	DCC	4+0+0	80	20	100	4
7	BBA 1.7	Indian Constitution	Compulsory	2+0+0	40	10	50	2
<b>SUB TOTAL</b>					<b>520</b>	<b>130</b>	<b>650</b>	<b>24</b>

## SEMESTER – II

SL No.	Course Code	Title of the Course	Category of Course	Teaching Hours per Week (L+T+P)	SEE	CIE	Total Marks	Credits
1.	BBA 2.1	Kannada	Language	4+0+0	80	20	100	3
2.	BBA 2.2	English	Language	4+0+0	80	20	100	3
3.	BBA 2.3	Financial Accounting	DCC	4+0+0	80	20	100	4
4.	BBA 2.4	Organizational Behaviour	DCC	4+0+0	80	20	100	4
5.	BBA 2.5	Cost Accounting	DCC	4+0+0	80	20	100	4
6.	BBA 2.6	Banking and Insurance	DCC	4+0+0	80	20	100	4
7.	BBA 2.7	Environmental Studies	Compulsory	2+0+0	40	10	50	2
<b>SUB TOTAL (F)</b>					<b>520</b>	<b>130</b>	<b>650</b>	<b>24</b>


  
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### SEMESTER – III

SL No.	Course Code	Title of the Course	Category of Course	Teaching Hours per Week (L+T+P)	SEE	CIE	Total Marks	Credits
1.	BBA 3.1	Kannada	Language	3+0+0	80	20	100	3
2.	BBA 3.2	Business Communication -I	Language	3+0+0	80	20	100	3
3.	BBA 3.3	Production and Operations Management	DCC	4+0+0	80	20	100	4
4.	BBA 3.4	Business Statistics-1	DCC	4+0+0	80	20	100	4
5.	BBA 3.5	Management Accounting	DCC	4+0+0	80	20	100	4
6.	BBA 3.6	Business Law	DCC	4+0+0	80	20	100	4
7.	BBA 3.7	Computer Applications	SEC	1+0+2	40	20	50	2
<b>SUB TOTAL (F)</b>					<b>520</b>	<b>130</b>	<b>650</b>	<b>24</b>

### SEMESTER – IV

SL No.	Course Code	Title of the Course	Category of Course	Teaching Hours per Week (L+T+P)	SEE	CIE	Total Marks	Credits
1.	BBA 4.1	Kannada	Language	4+0+0	80	20	100	4
2.	BBA 4.2	Business Communication -II	Language	4+0+0	80	20	100	4
3.	BBA 4.3	Business Statistics-11	DCC	4+0+0	80	20	100	4
4.	BBA 4.4	Financial Management	DCC	4+0+0	80	20	100	3
5.	BBA 4.5	Human Resource Management	DCC	4+0+0	80	20	100	3
6.	BBA 4.6	Marketing Management	DCC	4+0+0	80	20	100	3
7.	BBA 4.7	Employability Skills	SEC	2+0+0	40	10	50	3
<b>SUB TOTAL (F)</b>					<b>520</b>	<b>130</b>	<b>650</b>	<b>24</b>

  
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## SEMESTER – V

SLNo.	Course Code	Title of the Course	Category of Course	Teaching Hours per Week (L+T+P)	SEE	CIE	Total Marks	Credits
1.	BBA5.1	Business Research Methods	DCC	4+0+0	80	20	100	4
2.	BBA5.2	Strategic Management	DCC	4+0+0	80	20	100	4
3.	BBA5.3	Business Ethics and Corporate Governance	DCC	4+0+0	80	20	100	4
4.	BBA5.4	Operation Research	DCC	4+0+0	80	20	100	4
5.	BBA5.5	Taxation -1	DEC	4+0+0	80	20	100	4
6.	BBA5.6	Elective-1 Finance/ Marketing Management / HRM	DEC	4+0+0	80	20	100	3
7.	BBA5.7	Elective -1 Finance/ Marketing Management/ HRM	DEC	4+0+0	80	20	100	3
<b>SUB TOTAL (E)</b>					<b>560</b>	<b>140</b>	<b>700</b>	<b>26</b>

### ELECTIVES:

Finance	Marketing	Human Resource Management
FN1	MK1	HRM1
Financial Institution and Services	Green Marketing	Performance Management and Competency Mapping
Working Capital Management	Consumer Behavior and CRM	Training and Development

**Note: Students have to choose One Elective in V Semester and Continue with the same Elective in VI Semester.**


  
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### SEMESTER – VI

SL No.	Course Code	Title of the Course	Category of Course	Teaching Hours per Week (L+T+P)	SEE	CIE	Total Marks	Credits
1.	BBA 6.1	Artificial Intelligence for Business	DCC	4+0+0	80	20	100	4
2.	BBA6.2	Startup Management	DCC	4+0+0	80	20	100	4
3.	BBA6.3	Internet and E-Commerce	DCC	4+0+0	80	20	100	4
4.	BBA6.4	Taxation -11	DEC	4+0+0	80	20	100	4
5.	BBA6.5	Elective-2 Finance/ Marketing Management / HRM/	DEC	4+0+0	80	20	100	3
6.	BBA6.6	Finance/ Marketing Management/ HRM	DEC	4+0+0	80	20	100	3
7.	BBA6.7	Project	SEC	4 weeks	80	20	100	4
<b>SUB TOTAL (F)</b>					<b>480</b>	<b>140</b>	<b>700</b>	<b>26</b>

#### ELECTIVE GROUPS AND COURSES:

Finance	Marketing	Human Resource Management
FN2	MK2	HRM2
Security Analysis and Portfolio Management	Digital Marketing	Cross Cultural Management
International Financial Management	Service Marketing	Labour Laws

  
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## **I Semester BBA**

### **Principles of Management**

#### **Module No.1: Introduction to Management -**

**12 Hours**

Introduction – Meaning, Definitions, Nature and Scope of Management; Is Management a Science, Art or Profession. Skills of a Manager, Characteristics of a successful manager. Principles of management

#### **Module No.2: Evolution of Management**

**8 Hours**

Evolution of Management Thought – FW Taylor's Scientific Management, Max Weber's Bureaucratic Management, Henry Fayol's Administrative Management, Hawthorne Studies, Approaches to management.

#### **Module No. 3: Planning and Decision Making**

**10 Hours**

**Planning** - Nature, Objectives, Importance and Process; Hierarchy of Plans, Types of Plans

**Decision making**- Nature, Objectives, Importance, Process and Techniques of Decision making

#### **Module No. 4: Organizing and Staffing**

**12 Hours**

Nature and purpose of Organization; Principles of Organizing; Delegation of Authority; Types of Organization –Types of Organization Structure. Virtual Organization. Conceptual Terms - Departmentation, Centralization vs Decentralization of Authority and Responsibility, Span of Control

**Staffing** - Introduction, Objectives, Importance

#### **Module 5: Directing, Coordinating and Controlling**

**14 Hours**

**Directing**-Meaning, Purpose and Scope of Direction

**Coordination**–Meaning, Importance

**Controlling**- Nature, Function, process, Types and Techniques of Control.

#### **Books for Reference:**

1. "Management" by Stephen P. Robbins and Mary Coulter
2. "Principles of Management" by Charles W. L. Hill and Steven McShane
3. "Management: A Practical Introduction" by Angelo Kinicki and Brian K. Williams
4. "Principles of Management" by Richard L. Daft
5. "Management: Tasks, Responsibilities, Practices" by Peter F. Drucker



## **Fundamentals of Business Accounting**

### **Module No.1: Introduction to Accounting -**

**10 Hours**

Introduction – Meaning and Definition – Objectives of Accounting – Functions of Accounting – Users of Accounting Information – Limitations of Accounting – Terms used in accounting- Accounting Principles – Accounting Concepts and Conventions. Accounting Standards– Significance of Accounting Standards. List of Indian Accounting Standards.

### **Module No. 2: Accounting Systems & Process -**

**12 Hours**

System of Book Keeping- Meaning of Double Entry System – Process of Accounting – Kinds of Accounts – Rules – Journal – Ledger– Trial Balance –Problems on Journal, Ledger Posting and Preparation of Trial Balance.

### **Module No.3: Subsidiary Books -**

**12 Hours**

Meaning – Significance – Types of Subsidiary Books –Purchases Book, Sales Book, Purchase Returns Book, Sales Return Book, Bills Receivable Book, Bills Payable Book. Types of Cash Book- Simple Cash Book, Double Column Cash Book, Three Column Cash Book and Petty Cash Book (Problems only on Three Column Cash Book and Petty Cash Book).

### **Module No. 4: Final Accounts of Proprietary Concern -**

**12 Hours**

Preparation of income statement and Balance sheet of a Proprietary Concern- Vertical form (Need not to be as per accounting standard)

### **Module 5: Accounting Software -10 Hours**

Introduction-Meaning of Accounting Software, Types Accounting Software-Accounting Software Tally-Meaning of Tally Software – Features – Advantages, Creating a New Company, Basic Currency Information, Other Information, Company Features and Inventory Features. Working in Tally: Groups, Ledgers, Writing Voucher, Different Types of Voucher, Voucher Entry Problem on Voucher Entry – Generating Basic Reports in Tally - Trial Balance, Accounts Books, Cash Book, Bank Books, Ledger Accounts, Group Summary, Sales Register and Purchase Register, Journal Register, Statement of Accounts, and Balance Sheet.

### **Books for Reference:**

1. Jain SP and Narang KL, Fundamentals of accounting, Kalyani Publishers, 7 thedition, 2012
2. B.S.Raman, Fundamentals of accounting, United publishers, Mangalore.
3. Reddy Appannaiah Srinivasa, Fundamentals of accounting, Himalay Publishing House, First Edition, 2004, Mumbai.
4. Shukla M.C., T.S. Grewal and S.C. Gupta, – Advanced Accounts, Vol-I, Chand & sons, New Delhi.
5. Gupta R.L., and M. Radhaswamy – Advanced Accountancy Vol I, Sultan Chand & Sons, New Delhi.



## **Business Environment**

### **Module No.1: Business and its Environment -**

**12 Hours**

Meaning of business, scope and objectives of Business , Business environment , Micro and Macro environment of business ( Social, cultural, Economic, Political, Legal, technological and Natural ) Impact of these factors on Decision making in business.

### **Module No.2: Economic Environment -**

**14 Hours**

Characteristics of the Indian Economy, factors affecting the economy, economic resources (natural, industrial and technological) impact of Fiscal, Monetary, EXIM policy and industrial policy on business. Impact of liberalization, privatization and globalization on Indian business.

### **Module No.3: Technological and Legal Environment -**

**10 Hours**

Meaning- features- impact of technology- Transfer of technology – Technological policies

Legal environment: Technological act 2000, Environmental act and consumer protection act (Objectives and provisions)

### **Module No.4: Global environment -**

**14 Hours**

Globalization of business: Meaning and dimensions, Stages, Essential conditions of Globalization. Foreign market entry strategies, Merits and Demerits of Globalization of business. Forms of globalization of business. MNCs, TNCs (concepts only)

### **Module No.5: Natural Environment-**

**6 Hours**

Meaning and Nature of Physical environment, Impact of Natural environment on Business.

### **REFERENCES:**

1. K. Aswathappa, Essentials of Business Environment, Himalaya Publishing House Pvt. Ltd, Ninth Edition 2007.
2. Rosy Joshi, Sangam Kapoor, Business Environment, Kalyani Publishers, Third Revised edition 2011.
3. Francis Cherunilam, Business Environment, Himalaya Publishing House, Himalaya Publishing House Pvt. Ltd., 22nd Edition 2013.
4. S.Adhikari- Business Environment
5. Misra and Pun- Business Environment
6. Ruddar Dutt and Sundaram K.P.S - Business Environment
7. Chidambara K- Business Environment, Vikas Publishing House
8. The Rise and fall of Nations- Ruchir Sharma, Penguin Books limited, 2017.

  
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## **Business Economics**

### **Module No.1: Introduction to Microeconomics -**

**12 Hours**

Business Economics – Introduction – Meaning – Scope and its importance. Application of Economics in Business Decision Making.

Demand - Meaning of Demand - Law of Demand - Elasticity of Demand - Classification of Demand - Demand Function.

Supply - Meaning - Law of supply - Determinants of Supply - Supply Function - Elasticity of Supply - Equilibrium.

### **Module No. 2: Consumer utility -**

**10 Hours**

Consumer Behaviour - Meaning - Factors Influencing Consumer Preference and Concept of Utility – Indifference Curve Analysis – Features, Assumptions and Properties - Consumer Equilibrium.

### **Module No.3: Market structure -**

**12 Hours**

Perfect Competition - Monopoly, Duopoly, Oligopoly - Features, Price and output Determination for Each Market Structure.

### **Module No. 4: Cost Analysis -**

**12 Hours**

Concept of cost – Cost Functions – Short Run Cost and Long Run Cost.

Cost Analysis - Fixed cost - Average Fixed Cost - Variable Cost - Average Variable Cost – Total Cost - Average Total Cost and Marginal Cost. (Simple problems)

### **Module 5: National Income -**

**10 Hours**

National Income – Definitions - Concepts of National Income – GDP - Methods of Measurement of GDP – NDP – NNP – GNP - Considerations for Measuring GNP - Income Method - Expenditure

Method and Value Added Method. Methods of Measuring National Income - Limitations of Each Method

### **Books for Reference:**

1. "Microeconomics" by Robert Pindyck and Daniel Rubinfeld
2. "Principles of Microeconomics" by N. Gregory Mankiw
3. "Microeconomics for Business" by Jeffrey M. Perloff
4. Managerial Economics by D. N. Dwivedi

  
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## II Semester Financial Accounting

### **Module-1: Final Accounts Of Partnership Firm -**

**12 Hours**

Meaning of Partnership Firm, Partnership deed-clauses, Preparation of Final accounts of partnership firm-Income statement and Balance sheet as per accounting standards.

### **Module-2: Issue of Shares -**

**10 Hours**

Meaning of Share, Types of Shares – Preference Shares-Types, Equity shares – Issue of Shares at par, at Premium, at Discount; Pro-Rata Allotment, Journal Entries relating to issue of shares, Forfeiture and reissue of shares.

### **Module- 3: Financial Statements of Companies -**

**16 Hours**

Preparation of Income Statement and Balance Sheet as per Indian Accounting Standard (IAS)

### **Module-4: : Financial Statements Analysis -**

**10 Hours**

Introduction- Concept- Significance-users-Tools and Techniques of analysis- Income statement and Balance Sheet. Problems on Comparative, Common size and Trend analysis. (Analysis and Interpretation)

### **Module-5: Corporate Financial Reporting And Practices -**

**08 Hours**

Corporate Financial Reporting - meaning, types, characteristics of Corporate financial report, users of corporate financial report; Components of corporate financial report– general corporate information, financial highlights, letter to the shareholders from the CEO, management's discussion and analysis; Financial Statements-balance sheet, income statement, cash flow statement, and notes to the financial statements; Auditor's report; Significant Accounting Policies; Corporate Governance Report; Corporate Social Responsibility Report (Discuss only Role and Significance of above components of corporate financial report).

### **Books for References:**

1. Jain SP and Narang KL, Fundamentals of accounting, Kalyani Publishers, 7<sup>th</sup> edition, 2012
2. B.S.Raman, Fundamentals of accounting, United publishers, Mangalore.
3. Reddy Appannaiah Srinivasa, Fundamentals of accounting, Himalay Publishing House, First Edition, 2004, Mumbai.
4. Shukla M.C., T.S. Grewal and S.C. Gupta, – Advanced Accounts, Vol-I, Chand & sons, New Delhi.
5. Gupta R.L., and M. Radhaswamy – Advanced Accountancy Vol-I, Sultan Chand & Sons, New Delhi.
6. Jain S.P and Narang K.L, Fundamentals of accounting, Kalyani Publishers, 2001, New Delhi.
7. S.Kr.Paul, Central education publishing house, 1992, Calcutta.
8. S. Anil kumar V. Rajesh kumar B. Mariyappa, Fundamentals of Accounting, Himalaya Publishing House, Fifth edition 2010.



## Organizational Behavior

### Module-1: Introduction to Organizational Behavior -

12 Hours

**Organization Behavior** – Meaning, Definition, Nature, Scope and Importance of OB. Inter Disciplinary Nature of OB - Contributing Disciplines to OB. Basic Principles of OB, Recent Trends in OB.

### Module-2: Individual Behavior -

10 Hours

**Individual Behaviour** – Factors Influencing Individual Behavior, Organization Systems and Resources. Perception- Meaning, Factors Influencing Perception, Perceptual Process, Perceptual Errors. Personality-Meaning, Determinants and Traits of Personality. Attitude – Meaning, Factors and Components of Attitude.

### Module- 3: Group and Team Dynamics-

16 Hours

**Group Dynamics** - Meaning, Types of Group, Development of Groups - Stages of Group Development, Determinants of Group Behaviour.

**Team Dynamics** - Meaning, Types of Teams: Conflict - sources of Conflict and Ways of Resolving Conflict

### Module-4: Motivation, Leadership and communication -

10 Hours

**Motivation:** Meaning, nature and importance of motivation, motivation theories: Maslow's need hierarchy theory, Herzberg's two factor theory, McGregor's Theory X and Theory Y

**Leadership** – Meaning, Characteristics of a Good Leader; Leadership Styles – Autocratic Style, Democratic Style, Laissez Faire Styles

**Communication:** Communication process and barriers, overcoming barriers, Effective organizational communication.

### Module No.-5: Contemporary Issues in Organizational Behavior -

08 Hours

**Diversity and Inclusion**, Managing Workforce Diversity, Strategies for Inclusive Work Environments, **Global Organizational Behaviour**, Cultural Differences and Their Impact, Managing Global Team

### Books for References:

1. "Essentials of Organizational Behavior" by Stephen P. Robbins and Timothy A. Judge
2. "Organizational Behavior: Improving Performance and Commitment in the Workplace" by Jason Colquitt, Jeffery LePine, and Michael Wesson
3. "Organizational Behavior: Science, The Real World, and You" by Debra L. Nelson and James Campbell Quick
4. "Organizational Behavior" by Fred Luthans, Brett C. Luthans, and Kyle W. Luthans
5. The Oxford Handbook of Organizational Behavior" edited by Steve W. J. Kozlowski



## Cost Accounting

### Module No. 1: Cost Accounting -

16 Hours

Definition - Meaning and scope - Objectives, Functions of cost accounting, Difference between cost Accounting, Financial accounting

Cost classification - Elements of cost - Cost unit -Cost center

Cost sheet – Meaning and cost heads on a cost sheet, Problems on Cost sheet. Tenders and quotations.

### Module No. 2: Materials Cost -

08 Hours

Meaning, importance and types of Materials, Direct and Indirect material.

**Material Procurement:** Procedure for procurement of materials and documentation. (Bill of material, Material requisition note, purchase requisition note, purchase order, goods received note)

**Material storage and records:** Store records- (Bin card and stores ledger)

**Valuation of Material issues** - FIFO, LIFO, Simple and Weighted Average methods (Problems)

**Inventory control:** Inventory control techniques and determination of various stock levels, problems on level setting and Computation of EOQ (Formula method only) ABC analysis, FSN inventory, VED inventory, HML inventory, Physical control – Two-bin system, KANBAN, JIT Inventory management technique, Perpetual inventory system (Concepts only)

### Module No. 3: Employee cost -

12 Hours

Meaning, components, classification and Importance of Employee cost in organization; Attendance procedure – Time keeping and time booking, Idle time – Causes and Treatment of Normal and Abnormal idle time, Overtime- causes and treatment.

**Methods of remuneration:** (payment of wages and incentives) Problems on calculation of earnings under time rate (Straight time rate , Halsey and Rowan methods ) and piece rate systems (straight piece rate and Taylor's Differential piece rate)

Employee turnover – Meaning, Reasons and effects of Employee / Labour turnover.

### Module No. 4: Overheads -

12 Hours

Overheads: Meaning and classification of overheads; concepts: Cost collection, allocation, Apportionment and Re-apportionment of overheads, Absorption of overheads.

Problems on Overheads accounting -Repeated distribution method and simultaneous equation methods only)

### Module No. 5: Reconciliation of cost and financial accounts

08 Hours

Introduction, Meaning and objectives, Reasons for disagreement of profit or loss between financial and cost accounts. Procedure of reconciliation- Preparation of reconciliation statement (Problems under statement method only)

### Books for References:

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

## **Banking and Insurance**

### **Module No. 1: Banking Regulation Act 1949 -**

**12 Hours**

History-definition of banking as per Banking Regulation Act, other forms of business permitted and prohibited for banking companies. Concepts only- Paid-up-capital and reserve for an Indian banking company-licensing of banking company

### **Module No. 2: Relationship between Banker and Customer and Role of Banker -12 Hours**

Definition of Banker and Customer-General relationship. Special relationship -. KYC Policy meaning.

Paying banker and collecting banker Duties and responsibilities - Statutory Protection - Dishonor of Cheques -grounds - payment of cheques and other instruments. Collecting Banker Duties and Responsibilities - Statutory Protection, Banker as a holder in due course. Banker as holder for value.

### **Module No.3:Reforms and Innovations in Banking -**

**12 Hours**

Core Banking – Virtual Banking, E-banking, ATM, CDM (Cash Deposit Machine), Mobile Banking, ECS, EFT, NEFT, RTGS, SWIFT, Credit Card, Debit Card, E- Money, Digital Cash, payment bank- Paytm, Google Pay.

### **Module No.4 Insurance -**

**8 Hours**

Meaning and definition of Insurance, Principles of Insurance, Functions, Importance and Benefits of Insurance. Classification of Insurance: Insurance Documents (concept only).

### **Module No. 5 Life Insurance & General Insurance:**

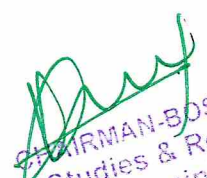
**12 Hours**

**Life Insurance:** Introduction, Concept, Meaning and definitions, Essentials of life Insurance, difference between insurance and assurance, Types of Life Insurance Policies.

**General Insurance:** Introduction, Concept, Meaning and definitions, Essentials of general Insurance, difference between Life insurance and General Insurance, Types of General Insurance

### **REFERENCES:**

1. Sundaram & Varshney, Banking Law and Practice ,Sulan Chand & Sons,
2. S.N. Maheshwari, Banking Law and Practice - Kalyani Publishers.
3. E. Gordon & K. Natarajan, Banking Theory Law & Practice, Himalaya Publishing House.  
A. Gajendran, Banking Theory Law & Practice, Vrinda Publications Pvt Ltd.
4. Dr. P Periasamy, Principles and Practice of Insurance, Himalaya Publishing House.
5. M.N. Mishra, Dr. S. B. Mishra, Insurance principles and practice, S. Chand.

  
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Q.P. Code-

\_\_\_\_\_ SEMESTER B.B.A. Degree Examination,

Management

Paper \_\_\_\_\_

[Time: 03 Hours] [Max. Marks: 80]

**SECTION – A**

1. Answer any TEN questions. Each question carries 2 marks: (10 x 2 = 20)

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.
- 11.
- 12.

**SECTION – B**

Answer any THREE questions from the following. Each question carries 8 marks: (3X8 = 24)

- 1.
- 2.
- 3.
- 4.
- 5.

**SECTION – C**

Answer any THREE questions from the following. Each question carries 10 marks: (3 x 12 = 36)

- 1.
- 2.
- 3.
- 4.
- 5.

  
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