

PROGRAMME PROJECT REPORT (PPR)

Name of the Programme: **BACHELOR OF BUSINESS ADMINISTRATION**

Duration: Minimum 3 years
 Maximum 6 years

Recognition: This Programme was recognized DEC-IGNOU and now by the UGC-DEB

A. PROGRAMME'S MISSION & VISION

Mission:

BBA (*Bachelor of Business Administration*) is one of the most sought bachelor degree programmes after 12th. It includes complete knowledge of leadership and management. The degree programme in Business administration is one of the most jobs provider educational degree course. In India and abroad, there are various multinational industries, which are offering jobs to various business graduates. The best part of programme is that the student having any subject in its 12th standard can get admission in the BBA programme. A BBA degree helps to get positions in many corporations and factories. BBA degree holder would do lot of backend work.

Management professionals are hired by wide variety of industries, MNCs, offices and organizations. Both government and private job opportunities are available in front of them. Corporate houses, MNCs, NGOs, Educational Institutes, Healthcare setups, Government organizations, Industries, Finance institutes (banks, private enterprises etc) etc are known to recruit BBA graduates. Actually, the list of recruiters could go on and on, management professionals are needed by many firms!

Vision:

- During the study period of business administration, students learn how to make business plan or business ideas more optimistic and positive that can help the industry.
- Candidate having BBA degree, can go for the master degree programme (MBA).
- After completing a BBA, students should consider broadening their horizon in order to qualify for top executive positions and promotions.
- Students pursue higher studies after B.B.A. They can apply for Master of Business Administration (MBA) to get positions such as CEO or COO of any company.

B. RELEVANCE OF THE PROGRAM WITH HEI'S MISSION AND GOALS

Kuvempu University is an affiliating State University in Karnataka. Established in 1987, it is a University with a distinctive academic profile, blending in itself commitment to rural ethos and a modern spirit. It has 37 Post-Graduate departments of studies in the faculties of Arts, Science, Commerce, Education and Law. It also has 4 constituent colleges at

Shankaraghatta and Shimoga, and two outlying regional Post-Graduate Centres at Kadur and Chikkamagalur.

The Vision and Mission of the University are:

Vision:

Kuvempu University shall strive to become an international centre of excellence in teaching and research to provide high quality value based education to all through various modes to meet the global challenges.

Mission:

Foster creativity in teaching, learning and research to build a knowledge base and promote quality initiative.

Provide access to education to all.

Develop human resources to meet the societal needs.

The Distance Education Programmes are a part of the University's outreach programmes for the rural masses and also to foster University-Society relationship with the motto of "**Education for All**", to provide quality education at the doorsteps of desirous individuals who want to take up higher education, for the discontinued who could not take up formal education, housewives and employees who want to improve and enhance their knowledge. The University firmly believes that education and seeking knowledge is a **Lifelong Learning** concept.

Offering higher education through Distance Mode is an important step taken by Kuvempu University so as to help the student community in their zeal to pursue higher education at UG and PG Level. The University felt the necessity of this when a large number of students, who wanted seats for PG. Studies, could not be accommodated in our regular P.G. Programmes. The University believes that Distance Education Mode is an equally good avenue to be made available to interested students. With these view, Kuvempu University started offering courses through distance mode since 2002-2003. At present it is offering 31 Programmes (earlier called Courses) in various faculties at the U.G., P.G. and PG Diploma levels. These courses were approved by the erstwhile DEC-IGNOU, and now by the UGC-DEB.

Goals & Objectives of Distance Mode Programmes

- Reach out to larger sections of society seeking non-formal education.
- Capacity Building using the non-formal mode platform.
- Concentrate on planning & constant upgrading of facilities to meet new challenges in education through Distance Mode.
- Provide counseling & consultancy to students.
- Offer area/ region wise educational requirements.
- Skill Development and Enhancement.
- To impart quality training through interactive learning module.

- Interactive Pedagogy of teaching-learning and flexible learning environment.
- Provide supportive academic environment and effective teaching.

C. NATURE OF PROSPECTIVE TARGET GROUP OF LEARNERS:

BBA is a Bachelor's Degree course that focuses on management and administration studies. It is an undergraduate level course. BBA is a general management course. Generally, the course doesn't focus on any specific discipline or sub-field within the field of management. It covers all the basic elements of management education. That's why it is labelled as a general management course. BBA is the basic platform of someone who is serious of getting through to a good MBA programme. This Bachelor in Business Administration lays the bases for management education.

This general management course covers basic topics like HR management, organizational behaviour, business communication, management skills, office/organization administration, finance management, business laws, business ethics, accounting, planning, international business, retail management, supply chain management, marketing and operations management. Since the degree will equip a student of BBA with the basic knowledge about corporate management and skills it will help them understand the diverse functioning of a company.

- BBA graduates can look for jobs in sales and marketing department of companies as members of sales teams or as management trainees.
- This course is of more importance to students from a non commerce as it brings them on terms with the basics in Business Administration.
- Other than taking up an office job, BBA graduates may also choose the path of entrepreneurship. They may put their management skills to work and start their own business. Working as an independent consultant is another option available in front of them.
- Common tasks performed by management professionals include – Man management/ Finance management / Operations management/ Headhunting and talent management / Inter-department communication and coordination / Addressing employee grievances / Carrying out instructions given by upper echelon (managers) / Marketing and sales operations / Performance analysis / Carrying out team meetings and discussions.

D. APPROPRIATENESS OF PROGRAMME TO BE CONDUCTED IN OPEN AND DISTANCE LEARNING MODE TO ACQUIRE SPECIFIC SKILLS AND COMPETENCE

Many of colleges and Universities are offering the BBA programme as regular or distance learning education. Students can pursue this course full-time or distance mode. The value of full-time course is considered more over the distance mode. BBA is the three-year bachelor degree programme for those who are interested in management studies.

BBA degree allows the candidates to enter in the field of management. This degree teaches the students with various aspects that are necessary for effective business management and

essential for entrepreneurs and business managers. Bachelor in Business Administration also gives you a platform for pursuing courses like MBA.

Management professionals possess skills and traits like leadership, vision, planning skills, HR skills, communication skills, finance and accounting skills etc. Such skills are essential for running a company, organization or industry.

E. INSTRUCTIONAL DESIGN:

(i) Programme Formulation:

Proposal from the concerned PG department to commence the programme was placed before Monitoring Committee of the DDE/Syndicate. Then it will be referred to the BOS concerned for formulation and approval of the syllabus scheme pattern, time allotment for each paper, marks allotment, scheme of examination etc., then it was placed in the Faculty meeting and then Academic Council (the highest body) of the University for its approval. After approval by both the bodies, the programme was introduced. The academic advisory body of DDE refers the matter to the concerned subject/parent department council for preparation of study material. The concern subject faculty will coordinate with the DDE and the department council, as he/she is on the member in it. Workshops for preparing study material in SLM mode are regularly conducted (with the help of IGNOU experts).

(ii) **Curriculum design:** The Programme is 3 of years duration with annual examinations. The maximum period allowed is 6 years (double the duration). The Programme structure is as below.

Year	Papers	Marks		
		Term End Exams	Continuous Evaluation/IA	Total
First Year	Course 1: Language-I	80	20	100
	Course 2: Language-II	80	20	100
	Course 3: Business Organization and Office Management	80	20	100
	Course 4: Theory and Practice of Banking	80	20	100
	Course 5: Marketing Management	80	20	100
	Course 6: Financial Accounting-I	80	20	100
	Environmental Science	80	20	100
	Total marks	560	140	700
Second Year	Course 7: Language-I	80	20	100
	Course 8: Language-II	80	20	100
	Course 9: Company Law and Secretarial Practice	80	20	100
	Course 10: Human Resource Management	80	20	100
	Course 11: Fundamentals of Insurance Management	80	20	100
	Course 12: Financial Accounting-II	80	20	100
	Indian Constitution	80	20	100
	Total marks	560	140	700

Third Year	Course 13: Business Laws	80	20	100
	Course 14: Entrepreneurial Development and SSIs	80	20	100
	Course 15: Principles and Practice of Auditing	80	20	100
	Course 16: Business Statistics	80	20	100
	Course 17: Financial Management	80	20	100
	Course 18: Cost Accounting	80	20	100
	Course 19: Management Accounting	80	20	100
	Course 20: Law and Practice of Income Tax	80	20	100
	Total marks	640	160	800
Total Marks - I Year & II Year		1760	440	2200

(iii) Medium of Instruction:

The medium of instruction shall be English.

(iv) Detailed syllabi: Given as Appendix-01

(v) Faculty and Supporting Staff Requirement

Full time faculty in regular department will be involved in orientation counseling, and face to face programmes. Such programmes are scheduled during the vacation time of the regular department, which will meet the faculty availability and infrastructure need of ODL Programme. Coordinator of the programme, who is a regular faculty member and the Research and Teaching Assistant (RTA) will be in-charge of the Programme, who will address the day to day academic and learner/student support aspects of the Programme.

Regarding supporting staff, DDE has a separate and well equipped wing/office to take care of all the administration and delivery aspects of ODL Programmes.

There is a separate DDE wing in the Office of the Registrar (Evaluation) for all the evaluation and certification aspects headed by a Deputy/Assistant Registrar.

The DDE and Evaluation wings are fully computerized and technical staff assist in all the activities.

(vi) Instructional Delivery Mechanism

Instructional delivery mechanism is through study materials prepared by the experts in the subjects concerned. Study materials (SLM) are prepared in-house by the faculty of the department and the faculty from sister universities.

The study material provided is the general guide and covers the course content in order the learner understand core content of the course concerned. Learner are advised to make use of the reference books in the list of books provided along with the syllabus.

Contact Programme: There will be a contact programme for a minimum duration of 12 days normally. A minimum of 12 days for instruction by experienced and scholarly faculty

will be arranged for each paper. There shall be interaction built around lectures, discussions, individual and group activities. A test will be conducted for the candidates in each paper at the end of the contact programme.

Student support service: Students can interact with the Office/Faculty through e-mails and personal visits. SMS alert facility for the students regarding dissemination of information relating to conduct of PCPs/Orientation Programme and Production file submission deadlines etc. Student Support Service is provided through online mode and grievance handling mechanism is adopted with the help of supporting technical staff. All necessary and relevant information are uploaded in the dedicated website: www.kuvempuuniversitydde.org. Internal Assignments with Guidelines, previous years question papers, notifications timetables and results are available from the website.

F. PROCEDURE FOR ADMISSIONS, CURRICULAM TRANSACTION AND EVALUATION:

As outlined in Section-B, Kuvempu University has a policy to provide opportunity to maximum number of eligible and desirous candidate from all sections of the Society including a class having of low-level of disposable income, rural dwellers, women unskilled men minorities etc.

(i) Eligibility for the Programme

For admissions into BBA courses, students are needed to clear the 10+2 or equivalent examination from any recognized board or school. Some colleges consider the criteria of securing 50% marks in the qualifying exam. The age should be between 17 to 25 years. Bachelor's of Business Administration is a three year degree program.

The course allows students to specialize in one of the multiple specialization areas, such as international business, finance, real estate, computer information systems, marketing or accounting. BBA programs can offer practical management training that can prepare students to successfully work within a large or small organization.

- 10+2 passed (any stream- science, commerce or arts) from a recognized board (or equivalent) is the minimum educational qualification required. Minimum aggregate marks criteria, if exists, could be anywhere between 45-55% aggregate marks.
- Candidates who have passed ITI/JOC (vocational course at any of the recognised institutes within Karnataka are eligible for admission to B.B.A.
- The accreditation body for BBA is AICTE (*All India Council of Technical Education*). Various universities gives admission in BBA course on the basis of merit list. Some other college also give admission to students through the entrance tests.

(ii) Admission Process

- Notification issued by the Directorate of Distance Education (DDE) in Regional and National News papers and in the official website.

- Uploading of the Application by the candidate through Online only.
- Payment of fee through online (various options like net banking etc.) or through banks/post offices using printout of the challan.
- Submission of the printout of the application by the candidate to DDE along with original documents for eligibility, date of birth etc., and along with fee paid receipt.
- Verification of applications- for fulfillment of eligibility criteria (marks cards) documents, fee paid details.
- Approval of the admission and issue of self learning material (Study Materials) to the students.

(iii) Fee Structure

Fee Structure for B.B.A. Programme

(as fixed for the academic year 2017-18)

SN	Fee Component	First Year	Second Year	Third Year
Admission Orientation and Other Components				
1	Registration	960	--	--
2	Admission	360	360	300
3	Orientation/ Tuition fee	1680	1680	1400
4	Study materials	1740	1800	1550
5	Liaison	120	120	100
6	IA Books	300	300	250
7	Postage	360	360	300
8	UDF (DDE)	250	--	--
Examination , Certification and Other Components				
9	Examination	1030	1030	1030
10	Project Report/ Dissertation	--	--	--
11	PPC	--	--	365
12	Convocation	--	--	900
13	UDF (Exams)	120	120	120
TOTAL		6920	5770	6315

Financial Assistance:

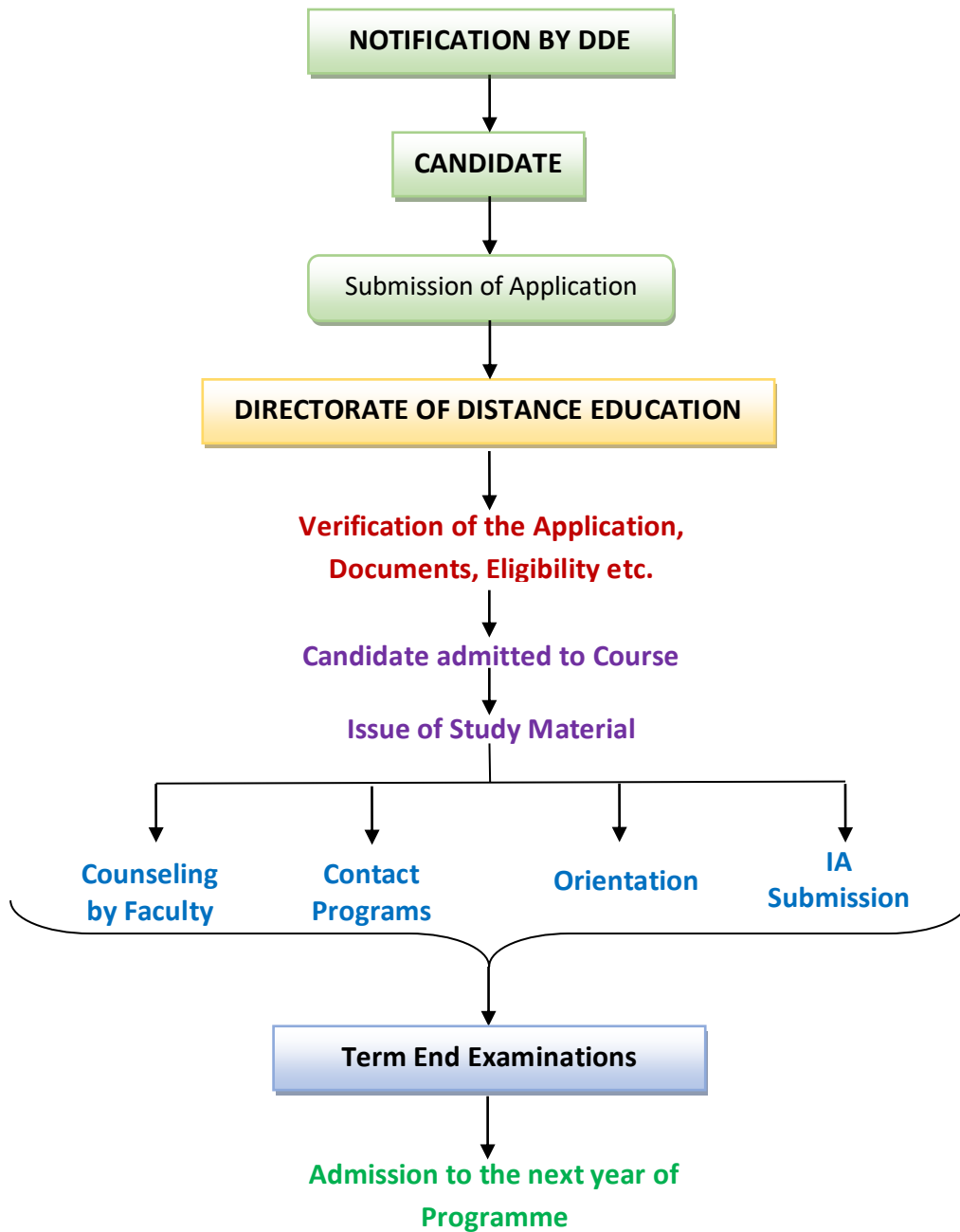
- SC/ST and OBC Students can avail scholarship/fee reimbursement from the concerned State Departments/Agencies
- Fee Concession to Physically Handicap Candidates.
- Fee concession to Employees of the University and their dependents.
- Fee concession to Ex- servicemen.

- Scholarships and education supports extended by various Governmental and Non-Governmental agencies.

(iv) Academic and Activity Planner

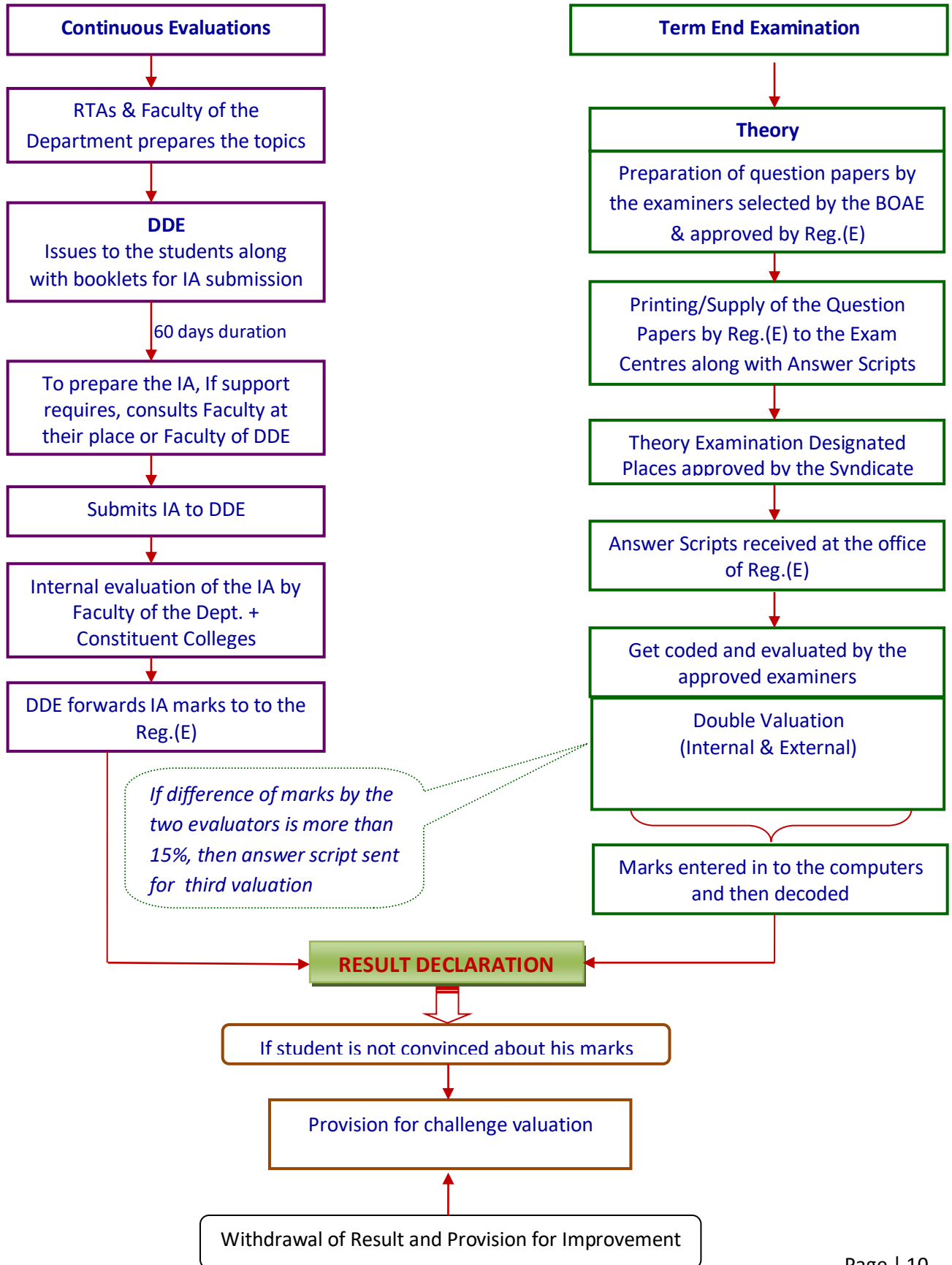
Calendar Year-I		
1	Issue of Notification	July / August
2	Commencement of Online Admissions	July / August
3	Last Date for submission of online applications by the students without Late Fee	October 31
4	Last Date for submission of online applications by the students with late fee	December 31
5	Issue of Study Material and Assignment Books (immediately after verification of the applications)	July to December
Calendar Year-II		
6	Issue of assignment topics Commencement of Counseling sessions	December - January
7	Commencement of Face-to-Face (Orientation) Sessions	February –March
8	Completion of all Orientation Sessions	April 30
9	Last date for Submission of Internal Assignments/ Project Reports	April 30
10	Tentative date for commencement of Examination.	May / June
11	Declaration of Examination Results	August / September

Generalised Academic Flow Chart for the Distance Mode Learners



(v) Evaluation of Learner Progress

Evaluation Process is given here in the form of Flowchart. This Flowchart is common to all Programme at UG, PG and PG Diploma level offered by the University.



Internal Assessments:

- As a part of continuous assessment the candidates will have to complete assignments in the booklets provided by DDE and submit them to the Directorate of Distance Education within the specified date. The Topics & Instructions for I.A. will be notified in the Students Corner section of the website and also issued to the students directly or through Student Counseling Centres.
- It is mandatory to submit the I.A. in the same year of registration. However, if the candidate failed to take up the theory examination, for any reason, such candidate can submit the I.A. in the next year with prior permission from the DDE.
- All students are expected to complete the above assessments before taking the Term end Examination.
- There is no provision for resubmission of I.A.

Provision for class tests and workout exercises: during Counseling and Face-to-Face (Orientation/Contact) programmes.

(vi) Term End (written) Examination:

Duration: Duration: 3 hours, **Maximum marks:** 80

Questions pattern

Section	Type of Questions	Marks	Total
A	Five out of Three Questions	3x5	15
B	Two questions out of Four	2x10	20
C	Three questions of long answer type out of Five	3x15	45
Total			80

Declaration of class: At the completion of course evaluation (the Programme) the class will be awarded on the basis of the aggregate of marks at both previous and final examinations taken together.

Pass Class: 40% of marks or above but below 50% of marks.

Second class: 50% of marks or above but below 60% of marks.

First Class: 60% of marks or above.

Separate Ranks and Medals are awarded to ODL Learners. Policy for awarding ranks and medals are same as the one followed for the Regular Programme.

Reappearing for Exams: The unsuccessful candidates at the U.G. Examinations of a particular year are required to reappear for those papers/examinations only as per the syllabus of that year. The repeaters are therefore advised to preserve the syllabus and study material until they pass the final year of the course.

Candidates will have to complete all the exams within double the durations of the course (and not the number of attempts). The double the duration is reckoned from the year of registration.

A candidate is permitted to register for the final year examination irrespective of the number of courses failed at the previous theory exams.

(vii) Other Policy/Provisions

Renewal of Registration: Students of II year who have failed to pay the II year programme fee in the respective year are permitted to renew their registration by paying the specified course fee along with registration renewal fee and continue their programme. However they should complete the programme within the maximum permissible period i.e., 6 years.

Bonafide student certificate: Those candidates who require Bonafide Certificate/ Study Certificate can obtain by submitting a written request or a filled in prescribed application form (available from the KUDDE website) along with a fee of Rs. 100/- paid either through Bank Challan or Demand Draft.

Change of Address: Any change in the address of the students should be intimated to the Directorate with a fee of Rs. 100/- paid through a challan of Electronic Transfer. No change of address will be entertained once the students receive their examination hall ticket. The Directorate of Distance Education is not responsible for missing correspondence due to change of address without getting address changed at DDE.

Name Correction: Change of Name, if any required, candidate has to make a written request along with relevant documents as proof of change of name, and by paying specified fee.

Duplicate Registration Card: For issue of duplicate Admission/Registration/ Enrollment card- Rs. 200/- will be charged.

Transfer Certificate: A Transfer Certificate is not required for admission to any of the KUDDE courses. The Directorate will also not issue Transfer Certificate at the time of completion of the course. However, for Lateral Entry admissions a migration and transfer certificate will be required from such students.

Change of Examination Centre: DDE will not entertain any change of exam centre unless there is a proof of change of address and it is permissible.

Discrepancies in Marks cards and certificates: In case of any discrepancies observed in the marks card/ certificates etc., candidates have to bring it to the notice of the Director, DDE through a written request within a period of 3 months from the date of issue of the document.

Miscellaneous: All the original certificates submitted by the candidates in connection with their admission, registration will be returned to them from the Office of the DDE along with the registration certificate. In case any of their certificates are not received back, they must bring the same to the notice of The Director, DDE, Kuvempu University, immediately. The original records will be maintained for a minimum period of three months. If the candidates ask for the originals before three months, their requests will not be entertained.

Preservation of Answer Scripts / IA Scripts: The answer scripts of Theory Exams will be preserved for a maximum duration of 6 months from the date of announcement

of results/ revaluation / challenge valuation results. Any query or request for verifications may be submitted, through a written request, within the notified period only.

Similarly, written IA Scripts of the students will be preserved for a period of six months from the date of announcement of the results (First announcement of results). Any discrepancy observed regarding IA marks may be informed to DDE through a written request within three months from the date of issue of results. Later request may not be accepted.

Students are advised to refer the website for notifications regarding preservation of various documents, issued from time to time.

Notwithstanding any conditions mentioned above the University reserves the right to change, alter, and amend any of the above clauses/conditions. In matters of fees for unforeseen issues / certificates/ endorsements the University may fix the amount subject to the existing fee structure or change it from time to time.

Post-Examination Related Issues: For all matters regarding post-examination Certifications - such as, issue of Convocation (Degree) Certificates, Duplicate Marks Cards, Provisional Pass Certificate (PPC), Name Correction, Consolidated Marks Cards, removal of NCL, Academic Transcript, verification of genuineness of Marks Cards and Certificates, and Processing Certificates - enquiries can be made directly at the Office of Registrar (Evaluation). Candidates are informed to contact, for any related information/clarifications, the Helpdesk at the O/o Registrar (Evaluation) by telephone and e-mail ID given the website.

G. LIBRARY RESOURCES

A well established library facility shall be made available with the support of the university library. In the campus we have modern and well equipped building of library in Kuvempu University offers excellent infrastructure facilities in reading, browsing and reference to the students, teachers and research scholars. The library has kept pace with modernisation by introducing CD ROM data base, internet and e-mail facilities. It is also a nodal centre for INFLIBNET, access is available to 10,000 + e-journals online under the UGC- ninfonet Consortia. There is a well developed digital library and campus network interconnecting all the Post-Graduate departments and offices in the campus.

Further, the DDE will made special effort to upgrade the existing DDE Library exclusively for distance learners with an emphasis on distribution of information and course material online by making use of the state-of-art information and communication technologies.

Library Card: Candidates who are desirous to avail themselves the facilities of Kuvempu University Main Library on the campus will be permitted. They have to obtain a separate Library / ID Card on payment of Rs. 100/- (through Challan of Electronic Transfer). However, no books will be issued to them.

H. COST ESTIMATE OF THE PROGRAMME AND THE PROVISIONS

Cost Estimated of the Programme is based on following components
– calculated for an admission of 100 Students:

SN	Component	Estimate in Rupees
1	Study Material Development – Course Writer honorarium, Review vetting, editing, SLM conversion etc	0.52
2	Printing and Distribution of SLM	3.13
3	Publicity, Awareness Information Decimation Programmes*	0.22
4	Conduction of Counselling, Orientation/Face to Face/ Practical Sessions etc.	3.78
5	Student Support Services*	0.45
6	TA/DA Meeting Expenses*	0.10
7	Continuous Evaluation / IA	0.27
8	Examination and Certification	3.05
9	Office Automation/ICT/ Communication Related Infrastructure*	0.19
10	Library*	0.26
11	Staff Salaries/ Remunerations/ Other Honorariums – Teaching, Non-Teaching/Technical/Supporting*	0.86
12	Office Infrastructure*	0.22
13	Learner Centre Expenses*	0.24
14	Others – Office Contingence, Post/Courier, Vehicle Maintenance, Fee reimbursement and such others.*	0.86

Note: * costs that will be incurred collectively for all the Programmes, but given here are the fractions of the total, considering 100 students admission to the Programme.

I. QUALITY ASSURANCE MECHANISM AND EXPECTED PROGRAMME OUTCOMES

(a) Organizational Structure, Management and Monitoring Mechanism

The Organizational Structure of the Kuvempu University Directorate of Distance Education (KUDDE) is given below in the form of flowchart.

For the administrative and policy decisions, and reviewing and monitoring of the ODL activities, Kuvempu University has a Monitoring Committee (MC) Chaired by the Honorable Vice-Chancellor. The Registrar, Registrar (Evaluation), Finance Officer, Deans of all the Faculties, Chief Librarian, One Syndicate Member, One Academic Council Member and the Regional Director of the IGNOU, are its members. The Director, DDE is the Organising Member. The operational plans, goals and policies are decided by the MC, and all the decisions and policy matters are placed before the Monitoring Committee before implementation. The Committee normally meets twice a year to review the ODL Programmes and activities.

Academic Advisory Committee (AAC) of the DDE will review the academic programme performance, content delivery mechanism. Issues regarding course content and syllabi revision of all the Programme offered in ODL mode are discussed and decided in AAC. The Registrar will be the Chairman of the AAC, and Registrar (Evaluation), Chairpersons

of all BOSs of the concerned Departments will be the members. The Director/ Deputy Director of the DDE is the Organising Member.

All the major decisions including financial, planning and implementation which are discussed in the MC meeting are placed before the Syndicate of the University and after its approval they will come into force.

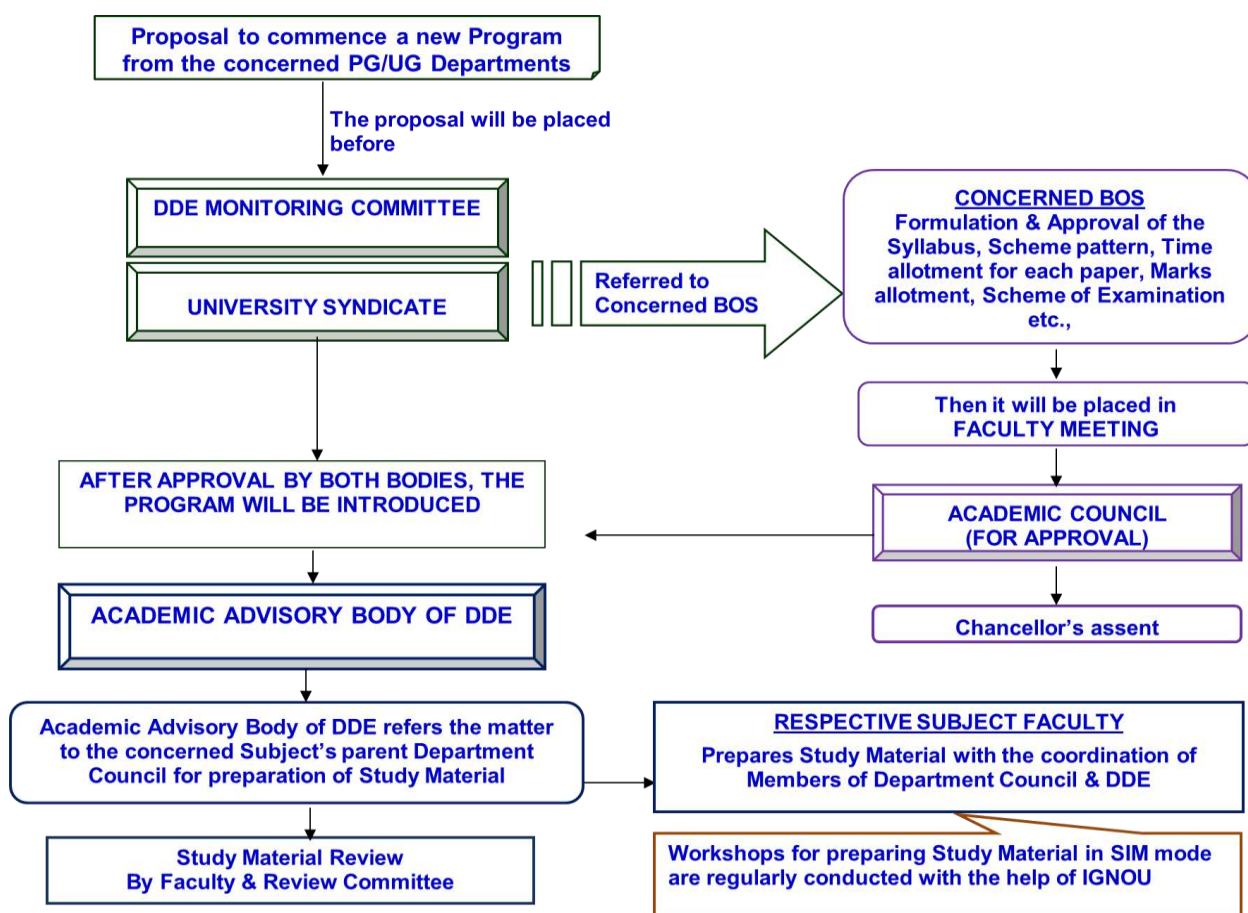
The decisions taken by the AAC are placed through the concerned bodies like, BOS/ Examination wing (for evaluation and certification issues) and finally placed before the Academic Council of the University for its approval.

For the internal quality assurance mechanism there is a Internal Quality Assurance Cell of the University.

(b) Programme Development and Approval Processes:

Proposal from the concerned PG/ UG department to commence a new Programme will be placed before Monitoring Committee of the DDE/ Syndicate. Then it will be referred to the BOS concerned for formulation and approval of the syllabus, programme structure, time allotment for each paper, marks allotment, scheme of examination, etc., then it will be placed in the Faculty meeting and then Academic Council for its approval. After approval by both the bodies, the programme will be introduced. The Academic Advisory Body of DDE refers the matter to the concerned Subject's/ parent Department Council for preparation of Study Material. The concern subject Faculty will coordinate with the DDE and the Department Council, as he/ she is one of the member in it. Workshops for preparing Study Material in SLM mode are regularly conducted (with the help of IGNOU experts) and preparation of course material in SLM mode is in progress.

The various steps involved in programme development, approval and implementation are depicted in the flowchart given below.



(c) Programme Monitoring and Review:

As a part of the regular monitoring mechanism, feedback from the Learners is obtained at the end of each of the face-to-face programmes - both through discussion and through written feedback form. Feedback form includes mainly three aspects – about appropriateness/ usefulness of learning (study) materials, effectiveness of orientation/ face-to-face programmes and internal assessments/continuous assessment process. Learner can give their opinion, suggestions and complaints, if any, through the feedback form. Issues raised in feedback are addressed at appropriate level.

There is also Student Support Service and Grievance Cell in DDE in order to address the day-to-day issues faced by the Learners. The Research and Teaching Assistants at DDE and the Coordinator in the concerned subjects are available for the learner support services. These apart, regular meetings of concerned faculty are conducted in order to plan the orientation and practical session's activity.

It is the policy of the KUDDE to make available the expert faculty of the PG Departments/ Colleges (for UG) and experts from the sister universities in the state who are regular faculty in the respective subjects for the ODL programmes. The same is followed for the Learner Support Centres (LSC). Programme delivery/academic activities at the LSC are also monitored from the Headquarter.

DDE is organise Coordinators Meet every year wherein all the issues related to ODL programmes – academic, examination, learners related and administration are discussed and remedial measures are considered under the ODL framework of the university. During the Meet academic activities/learners' issues at the LSC are also reviewed.

Detailed Syllabi of B.B.A. Programme.**BBM SYLLABUS****IST YEAR**

- 1.01 Functional Language - I
- 1.02 Functional Language-II
- 1.03 Financial Accounts
- 1.04 Economics for Managers
- 1.05 Business Organization and Office Management
- 1.06 Principles of Management and Organizational Behavior

ಡಿ.ಬಿ.ಎ.(ಪ್ರಥಮ ವರ್ಷ), ಕನ್ನಡ - ಭಾಷಾ ವತ್ತಿಕೆ ಪಠ್ಯಕ್ರಮ

ಅಧ್ಯಾಯ : 1. ಪ್ರಾಚೀನ ಕನ್ನಡ ಕಾವ್ಯ -2

- ಘಟಕ: 1. ಗಳಿಕ ರಸೋತ್ಸಾಹಮಾಯು ಹೃದಯಂ - ರನ್ನ
ಘಟಕ: 2. ದೇವಿಯ ಕಾತ್ಯ - ಜನ್ನ
ಘಟಕ: 3. ವಚನಗಳು - ಅಕ್ಕಮಹಾದೇವಿ
ಘಟಕ: 4. ಕೇಳಾರು ಮೇಲಾರು - ರಾಘವಾಂಕ

ಅಧ್ಯಾಯ : 2. ಹೊಸಗನ್ನಡ ಕಾವ್ಯ -2

- ಘಟಕ: 1. ಬೆಳಗು - ದ.ರಾ. ಬೇಂದ್ರೆ
ಘಟಕ: 2. ಕಾನಾಜೆ - ಕುವೆಂಪು
ಘಟಕ: 3. ನನ್ನ ತಾಯಿ - ಪು.ತಿ.ನ
ಘಟಕ: 4. ನನ್ ಪುಟ್ಟಂಜೆ ರೂಪ - ಜಿ.ಪಿ. ರಾಜರತ್ನಂ
ಘಟಕ: 5. ಮನೆಯಿಂದ ಮನೆಗೆ - ಕೆ.ಎಸ್. ನರಸಿಂಹ ಸ್ವಾಮಿ
ಘಟಕ: 6. ಬಂಡಾಯ - ಎಂ.ಗೋವಾಲಕ್ಷ್ಮಣ ಅಡಿಗ
ಘಟಕ: 7. ರೊಟ್ಟಿ ಮತ್ತು ಕೋವಿ - ಸು.ರಂ. ಎಕ್ಕುಂಡಿ
ಘಟಕ: 8. ಕ್ರಾಂತಿಕಾರ - ಜಿ.ಎಸ್. ಶಿವರುದ್ರಪ್ಪ
ಘಟಕ: 9. ಅವ್ಯ - 2 - ಪಿ. ಲಂಕೇಶ್
ಘಟಕ: 10. ರಂಗೋಲಿ ಮತ್ತು ಮಗ - ಕೆ.ಎಸ್. ನಿವಾರ್ ಅಹಮದ್
ಘಟಕ: 11. ಕರೀಪಜ್ಜನಿಗೆ - ಎನ್.ಎಸ್. ಲಕ್ಷ್ಮೀನಾರಾಯಣ ಭಟ್ಟ
ಘಟಕ: 12. ನನ್ನ ಕನಗಳು - ಸಿದ್ದಲಿಂಗಯ್ಯ

ಅಧ್ಯಾಯ-3 ಹೊಸಗನ್ನಡ ಕಥಾಸಾಹಿತ್ಯ -1

- ಘಟಕ: 1. ಉಗ್ರಪ್ಪನ ಉಗಾಡಿ - ಮಾಸ್ತಿ ವೆಂಕಟೇಶ ಅಯ್ಯಂಗಾರ್
ಘಟಕ: 2. ಮೌನಿ - ಯು.ಆರ್. ಅನಂತಮೂರ್ತಿ
ಘಟಕ: 3. ಅಬ್ಬೂರಿಸ ಪೋಸ್ಟ್ ಆಪೀಲು - ಕೆ. ಪಿ. ಪೂರ್ಣಚಂದ್ರ ತೇಜಸ್ವಿ
ಘಟಕ: 4. ಅಮಾಸ - ದೇವನೂರು ಮಹದೇವ
ಘಟಕ: 5. ಕಿಪುಡ ನಾಯಿಯಾದ ಪ್ರಸಂಗ - ಕುಂ.ವೀರಭದ್ರಪ್ಪ
ಘಟಕ: 6. ಇದ್ದಿತ್ - ಬೋಳುವಾರುಹಮ್ಮದ್ ಕುಂಞ

ಅಧ್ಯಾಯ-3 ಹೊಸಗನ್ನಡ ಪ್ರಬಂಧ ಸಾಹಿತ್ಯ -

- ಘಟಕ: 1. ಹರಕೆಗಳು - ಎ.ಎನ್. ಮೂರ್ತಿ ರಾವ್
ಘಟಕ: 2. ನಮ್ಮ ಎಮ್ಮೆಗೆ ಮಾತು ತಿಳಿಯುವುದೇ - ಗೋರೂರು ರಾಮಸ್ವಾಮಿ ಅಯ್ಯಂಗಾರ್
ಘಟಕ: 3. ಕನ್ನಡ ಸಂಸ್ಕೃತಿ ನಮ್ಮ ಹೆಮ್ಮೆ - ಡಾ.ಎಂ. ಚಿದಾನಂದ ಮೂರ್ತಿ
ಘಟಕ: 4. ಎಳು ದವ್ವೆಗಳ ಕಥೆ - ಬಿ.ವಿ. ವೀರಭದ್ರಪ್ಪ
ಘಟಕ: 5. ಬೆಲೆಪಿಲಿಗಾನದ ಬೆಲೆ ಏನು ? ನಾಗೇಶ್ ಹೆಗ್ಗಡೆ
ಘಟಕ: 6. ಕುಲಕುಲವೆಂದು - ಚಂದ್ರಕೇವರ ಅಲೂರು

ಅಧ್ಯಾಯ-4 ಬಳಕೆಯ ಭಾಷೆ

- ಘಟಕ: 1. ವಾಗವ್ಯ ಭಾಷೆ
ಘಟಕ: 2. ಸಾಮಾನ್ಯ ವ್ಯವಹಾರ ವಕ್ರದ ವಿವಿಧ ಅಂಗಗಳ ಪರಿಚಯ
ಘಟಕ: 3. ಉದ್ಯೋಗಿ ಜಾಹೀರಾತು
ಘಟಕ: 4. ವಾಗವ್ಯ ವರದಿ
ಘಟಕ: 5. ರಫ್ತು ಮತ್ತು ಆಮದು ವ್ಯಾಪಾರದ ವಕ್ರಗಳು
ಘಟಕ: 6. ವಿಮಾ ವಕ್ರಗಳು (ಸಾಮಾನ್ಯ ವಿಮೆ)

ಅಧ್ಯಾಯ-5 ಸಂವಹನ ಭಾಷೆ

- ಅಧ್ಯಾಯ-6 ಅನುವಾದ**
ಅಧ್ಯಾಯ-7 ಗಾದೆಗಳು
ಅಧ್ಯಾಯ-8 ಪ್ರಬಂಧ

Course — 101: Hindi (Language)

Kahani Sankalan: Katha Prabhas, Ed. By: Manju Jyotsna Pb. By: Rajkamal Prakashan

Unit-1. Lekak ka pirichay, Lekak ka Vyaktitva aur Krutitva

Unit-2. Kahaniyo ka sarams, kathavastu

Unit-3. Kahaniyo ka Charitra chitran

Unit-4. Kahaniyo ki Sameeksha

Ekanki: Sab Rang, Ed. By: Suresh Chandra Mishra, Pub. By: Lok Bharathi.

Unit-5. Lekak ka pirichay, Lekak ka Vyaktitva aur Krutitva

Unit-6. Ekankiyo ka sarams, kathavastu

Unit-7. Ekankiyo ka Charitra chitran

Unit-8. Ekankiyo ki Sameeksh

Vyakaran

Unit-9. Varna, Varnamala,

Unit-10. Shabda, Shabdabhed, Sandhi, Sangnya- Bedh, Sarvanam Bedh, Visheshan Bedh.

Question Pattern:

01. Kahani Pradhan Prashn 04 mein 02 likhana	2X10=20
02) Ekanki Pradhan Prashn 04 mein 02 likhana	2X10=20
03) Sandharbha Sahit 06 mein 04 likhana	4X05=20
04) Vyakaran 06 mein 04 likhana	4X05=20
Total	<u>80</u>

Course — 101: Sanskrit (Language)

I. Poetry, Prose, Grammer & Translation

A. Poetry: Raghuvamsa (14th Sargas)

Unit-1. Sarga ka saramsa

B. Prose: Dasakumara Charitam-Visrutacharita

Unit-2 Dasakumara Charitam-Visrutacharita ka parichay

Unit-3 Laxmasasuris Bharata Sangraha, Virata parva

C. Grammer:

Unit-4 Subantas

Unit-5. Tringantas: Lat, Lit, Lang, Lot, Lrt. Vidhiling Lankaras

Unit-6, Sabantas

Unit-7. Change of Voice

Course — 101: Urdu (Language)

I. Poetry, Prose, Grammer & Translation

Unit-1 Mata-e-Adab (Part-I)

Unit-2 Numaida Muktasar Afsana

Unit-3 Asnaf-f-adab ka Irthiqha

Course — 102: English (Language)

Unit -1 Engine Trouble - R.K. Narayan

Unit -2 Tar Arrives - Devanur Mahadeva

Unit -3 A Flowering Tree - A.K. Ramanujan

Unit -4 Three days to see - Helen Keller

Unit -5 After twenty years - O' Henry

Unit -6 After Blenheim - Robert Southey

Unit -7 Fear More - Shakespeare

Unit -8 The world is too much - Wordsworth

Unit -9 And suddenly a....Prathibha NandaKumar

Unit -10 Mending wall - Robert Frost

Unit -11 Composition

a. Letter Writing

b. Precis writing

c. Paragraph writing

Unit -12 Grammar & Usage-

a. Tenses

b. Sub-Verb Agreement

c. Transformation of sentences

d. Active and Passive Voice

e. Direct and Indirect Speech

f. Wh questions

g. Phrasal Verbs & Idioms

h. Prepositions

i. Vocabulary Exercises

1.03 Financial Accounts.

Unit-1: Accounting concepts and conventions Meaning of basic accounting terms-Types of accounts and their rules-Journal, ledger, subsidiary books and trial balance. Preparation of cash book with three columns only and Bank reconciliation statement-Reconciliation of errors (theory only).

Unit-2: Preparation of Trading, Profit and loss accounts with simple adjustments (Including manufacturing accounts).

Unit-3: Royalty Accounts (Excluding sub-lease) Hire purchase accounting (Excluding Hire purchase Trading Accounts and instalments accounts).

Unit-4: Depreciation -Methods of depreciation problems on Fixed Installment method - Reducing Balance Method and annuity method).

Unit-5: Partnership Accounts-Admission of a partner-Treatment of good will- Sacrificing ration- New Profit sharing ratio: Retirement and Death of a Partner-Gaining ration-Dissolution of partnership firm-Garner V/S Marry.

Unit-6: Accounting for non-Trading concerns- Receipts and payment Accounts Income and expenditure Accounts

EXECUTIVE SKILL DEVELOPMENT:

Activity1 : Collection of Debit Note, Credit Note Invoices.

- Activity2** : Draft a Proforma Bill of exchange.
- Activity3** : Collect a pass Book and Record at least and 5 debit and 5 credit entries.
- Activity4** : Draft a trial balance with imaginary figures.
- Activity5** : Illustrate any two accounting concepts.
- Activity6** : Calculation of sacrificing Ratios: Gaining ratios and New Ratios.
- Activity7** : Preparation of Executors Accounts with imaginary figures.
- Activity8** : Draft a Royalty Agreement assuring that you are a party.
- Activity9** : Collect a Hire Purchase agreement form and fill up the same.
- Activity10** : Visit a Non – Trading concern in your area and collect recent copies of Final accounts.

1.04 Economics for Managers

PART-A

Unit-1: Introduction-meaning, nature and scope of Economics-Economics as a positive science and as normative science; Microeconomics and Macroeconomics. Interdependence between Micro and Macro economics. Economics and other related sciences – Economics and Business, method and analysis- Inductive Method and Deductive Method.

Unit-2: Economics System and Resource Allocation – Capitalism – free enterprise economy, Socialism – Planned economy, Mixed economy. Economic system in India, Economic system and Business activities, resources allocation under capitalism, socialism and mixed economy.

Unit-3: Utility analysis of Demand – meaning of Utility and Satisfaction, measurement of utility, cardinal and ordinal utility, concepts of total utility and marginal utility. Importance of law of Diminishing Marginal Utility and Demand, consumer surplus, slope of the budget line/price line, consumer's equilibrium.

Unit-4: National Income – Meaning and definition concepts – GNP – GDP – NNP – PI – DPI – NI – Methods and difficulties of ascension – uses of national income.

Unit-5: Business cycles – Meaning phases of a trade cycle – featuring of a trade cycle. Welfare economic the basic model and definitions.

Part-B

Unit-1: Nature and scope of Managerial Economics. Meaning, characteristics, scope, subject matter. ME – a normative science – relationship – objectives - decision making process.

Unit-2: Demand Analysis Forecasting – law of demand- elasticity of demand- demand forecasting, methods – least square method.

Unit-3: Production, cost and revenue analysis. Production – factors of production, laws of returns, law of supply, cost components, revenue under perfect and imperfect market – economics of scale – break-even analysis.

EXECUTIVE SKILL DEVELOPMENT ACTIVITIES:

1. With suitable illustration identify micro and macro economic theories and concepts.
2. List out Normative and Positive economics with suitable examples.
3. Cases in Decision Making.
4. Survey of cost plus price.
5. Calculation of cost plus price.
6. Calculation of project profitability.

Books for reference:

1. Managerial Economics –Shankran
-Mehta
-Varshney & Maheshwari

1.05 BUSINESS ORGANIZATION AND OFFICE MANAGEMENT

PART – A

Unit-1: Business – Meaning-Scope and Objectives of Business-Forms of Business Organizations-
Sole Proprietor Ship – Partnership – Company – Features - Merits and Demerits.

Unit-2: Indian Business Environment – Socio-Cultural, Economic, Political. Technological, Natural And Legal Environment – Factors influencing work Ethics, Work culture and labour productivity.

Unit-3: Business Combinations – Meaning and causes (Trade Association and Chamber of Commerce only)

PART-B

Unit-1: Office and its Managements: Meaning, importance, functions and duties of office manager-administrative Office management – organizing of an office – types of organizations, Centralization and decentralization of office services, organization chart and office manual.

Unit-2: Office environment and layout: Meaning and importance of office environment – different physical conditions, importance of office accommodation, factors influencing the office accommodation, office layout, systems approach to office layout.

Unit-3: Records Management: Meaning and principles of records management – filing methods

- Equipments – indexing – objects and types of indexing – filing routine and organization of records room. Operation and Management to electronic Machines such as FAX, E-Mail etc.,

Unit-4: Forms Control: Meaning and nature of office forms – types, need and advantages-principles of forms design – steps involved in control of forms – office stationary, purchases procedure.

Unit-5: Office Reports: Collection of office data, office reports, kinds, essential features of good office reports, steps involved in preparation of report.

Unit-6: Office Supervision: Office Supervisor, functions and duties and responsibility of office supervisor, qualities of a good supervisor, supervisor’s committee.

EXECUTIVE SKILL DEVELOPMENT

1. Visit Industrial Centre and prepare a Report on the Functions of Industrial Centre.
2. Visit Partnership Firm and collect copy of the deed.
3. Provide a list of incentives provided by the Governments for starting business enterprises.
4. Listing various provisions including policy decisions announced by the Governments of Government of India from time to time.
5. Listing laws affecting business and collecting various forms and documents to be filled by the Business enterprises.

BOOKS FOR REFERENCE:

1. Essential of Business Environment – Bisht and Sharma.
2. Business Environment and policy. – Cheranilam and others.
3. Business Policy – Bower
4. Business Organization – Reedy and Gulshan
5. Business Environment – K. Ashwathappa.

1.06 Principle of Management and organizational Behaviour

Part-A

Unit-1: Concept of Management – Meaning, Nature, Scope and Importance- Role of Management. Management and Administration – Management as Profession, Management as science and an art.

Unit-2: Evolution of Management – Taylor’s Scientific Management – Fayol’s Theory – Elton Mayo and Hawthorne experiments.

Unit-3: Planning – Meaning and significance – Types of plans, Different approaches to plans – strategy, objectives and policies.

Unit-4: Organizing – Principles of organization, Types of Organization, formal and Informal Organization Structure – Authority and Responsibility, delegation, Span of control and chain of command.

Unit-5: Directing - Definition, importance, Principles of direction. Coordination as Essence of Management.

Unit-6: Managerial control – Need for control, steps in control – features of effective control system – controlling techniques – Budgeting – MIS –PERT AND CPM – Brief idea of Modern Management Techniques -MBO, MBE, TQM AND JIT etc,

PART-B

Unit-1: Foundation of organizational behaviour- Psychology as a science of Human Behaviour, relevance of psychology for managers. Contribution of behaviour Science of Management.

Unit-2: Organizational theories, structures, goals, culture and climate, organizational Effectiveness. Managing organizational change and organizational Development.

Unit-3: Individuals in organizations, group dynamics personality, theories and Determinants of Personality, attitude, aptitude, interests, belief, values, perception, problems of selective perception.

Unit_4: Learning theories and principles-process of behaviour- modification, Effectiveness of learning.

Unit-5: Motivation and its theories- Maslow's, Mc- Gregory's. Theory-X and theory-Y, Herzberg theory-Employee Morale.

EXECUTIVE SKILL DEVELOPMENT ACTIVITIES:

PART-A

1. Collect the Photographs and Bio-data of any three contributors to Mgt. Thought.
2. Draft the Organization chart and discuss the Authority Relationships.
3. Identify the feedback control / feed forward control system of any / Business Organization or National Bank of your area.
4. Conduct an interview with the officers of a Co. and show your observations of them as leaders.

PART-B

- 1..Visit business organizations in your locality and make an analysis of the Organizational structure and flow of Communication. .
- 2.Make an assessment of the job Satisfaction of employees at different levels.
- 3.Prepare a questionnaire and make an attitudinal survey about any topic/issue of Interest.
- 4.Develop training modules for training workers in any organizational of your choice.
- 5.Indentify the reasons for the latest unrest in organizational of your choice

BOOKS FOR REFERENCE:

- Organizations Behaviour- Robbins,
-Davis, Keith,
-Fred Luthans
-K.S.Ashwathappa
-M.N. Rudrabasavaraj

IIND YEAR

2.01-Functional Language-I

2.02-Functional Language-II

2.03- Law and Practice of Banking and Insurance

BLOCK-I

UNIT-1: Banker-Customer and their relationships Opening of Accounts-Types of Accounts-Special types of customers.

UNIT-2: Pass book, and effects of entries-Cheques-essentials-Crossing and endorsement-Marking, alteration-Mutilation etc.,

UNIT-3: Paying Banker-Collecting Banker-Duties and responsibilities-statutory Protections.

UNIT-4: Loans and Advances –General Principles-Mode of creating charges.

UNIT-5: Marketing of Banking Services-Some Specialised services Banks.

BLOCK-II

UNIT-1: Introduction- origin of insurance- definition of Insurance, insurer, insured. Insurance Contracts- nature of a contract of insurance. Fundamentals of Insurance.

UNIT-2: Functions of Insurance- Double Insurance- Re insurance. Essentials of General Contract as applied to Insurance mentioned under section 10 of the Indian Contract Act.

UNIT-3: Role of Insurance- Importance- use to an industry, business and society.

UNIT-4: Evolution of Insurance- Marine, Fire, Life and Miscellaneous insurance- types of insurance and organization.

UNIT-5: Loyed's Insurance and State Insurance- LIC, KGID, EST, Deposit Insurance Corporation or Credit and Guarantee Corporation (only outlines and objectives of all the above).

UNIT-6: A brief history of insurance from period of Ashoka up till now including enactment of Insurance Laws- governance of insurance business.

EXECUTIVE SKILL DEVELOPMENT ACTIVITIES:

1. Collect the following forms – Application for opening bank account, pay in slips, withdrawal slips.
2. Write the proforma of a cheque and show default types of crossing.
3. Law and Practice of Banking – by – Sundarum and Varshaney.
4. Banking theory and Practice – by – Shekhar and Shekhar.
5. Law and Practice of Banking – by – M.L. Tanan.
 - a) Folley v/s Hill,
 - b) Davidson v/s Barkley's Bank.
 - c) Sunder land v/s Barkley's Bank.

BOOKS FOR REFERENCE:

Law and Practice of Banking – by – B.S. Raman.

Principles of Insurance Law- M.N. Sreenivasan, M. N. Mishra

Bare Acts- Indian Contract Act, 1872, LIC Act, 1956, GIC Act,1972 Insurance- Dins Dale.

2.04- Management Information System and Computer Applications

BLOCK-I

- UNIT-1: Information Vs Data – the emergence of information as a strategic resource in decision making- levels of decision making and nature of information needed- knowledge based view of an organization.
- UNIT-2: System Concept- Organization as a physical and conceptual system. The emergence of computer based information system- outlines of transaction processing system- Office information system- Decision support system- Expert systems and artificial intelligence for decision-making.
- UNIT-3: Computer Hardware & Software- evolution of computer technology- evolution of software- system software and application software.
- UNIT-4: Data base management system (DBMS)- relational database management system (RDBMS)- File management system- Networking of computers- Star, Ring, Bus etc.,
- UNIT-5: Concept of system development life cycle (SDLC)- ethics of information age- security of data and computer crimes.

BLOCK-II

- UNIT-1: Introduction to computer concepts and Computer Hardware, History, Generation, Types of Computers Input and Output devices. Computer memory.
- UNIT-2: Introduction to MS – Word Deleting, Moving, Copying of files. Mail merge features.
- UNIT-3: Introduction to MS – Excel. Introduction to spread sheet package its importance and capacities.
- UNIT-4: Programming In ‘C’ Fundamentals, variables, constants Data Types, Arithmetic Expressions, program looping, Arrays and Functions.

EXECUTIVE SKILL DEVELOPMENT ACTIVITIES:

1. Study the information flow in an organization; identify the information needs at various levels of organization.
2. Visit a computer based information system and identify the Hardware and Software used.
3. Familiarize with selected application software used by the Management.
4. Draw Flow Charts for information flow in a transaction processing system using flow charts symbols.
5. Practice the use of database language that are commonly used.
6. Learn to use MS-EXCEL and access to internet and writing notes on the same in the record book.
7. Programmes in ‘C’
8. Generation of Natural numbers.
9. Program to arrange the given numbers in ascending / descending order.
10. Program to reverse the given integer.
11. Program to write factorial and fibonnocci numbers using functions.

12. Program to generate matrix Addition and Multiplication.

Reference Books :

- 1) Goyal : Management Information System ; Maximillan India, New Delhi.
- 2) Kanter : Managing with informatin ; prentice Hall New Delhi.
- 3) Edwards : Ward and Bytheway ; the Essence of information systems ; prentice Hall , New Delhi.
- 4) Yeats : Systems Analysis and Design ; Maximillan India , New Delhi.
- 5) Garg and Srinivasan : Work book on Systems Analysis and Design ; Prentice Hall , New Delhi.
- 6) Computer Programming in - C.V. Rajaraman.
- 7) Computer Applications in Business – R. Parameswaran.
- 8) Computers Today – Suresh .K. Basandra.
- 9) Agarwala Kamalesh N. and Agarwala Deeksha; Business on the Net - Introduction to E-Commerce, MacMillan India, New Delhi.

2.05 - Business Law and Secretarial Practice

BLOCK-I

- UNIT-I:1 Concept of Law- Law of Contracts- Essentials of a Valid Contract- Classification of Contracts- Offer, Acceptance.
- UNIT-2: Capacity of Parties- minor, persons of unsound mind, disqualified persons. Free Consent, Coercion, Undue influence, Misrepresentation, Mistake, Fraud.
- UNIT-3: Consideration- essentials- exceptions. Legality of Object & Consideration Void Agreements, Contingent Contracts, Quasi Contracts. Discharge of Contract, remedies for breach of Contract.
- UNIT-4: Contract of Indemnity & Guarantee. Bailment & Pledge. Contract of Agency. Consumer Protection Act, 1986.

BLOCK-II

- UNIT-1: Company- Definition - Characteristics - Kinds of Companies - Public Private Government Companies etc. Conversion of Private Companies into Public Companies and Vice versa.
- UNIT-2: Company Secretary: Meaning and definition - Legal position - Qualifications - Appointments - Duties - Rights - Liabilities of a Company secretary.
- UNIT-3: Formation of a company - Promoters and their role - Basic documents of a company - Memorandum of Association - Articles of Association - Prospects - Its Importance - Statement in view of prospects.
- UNIT-4: Raising of share capital - Issue of shares - Allotment of shares - Procedure of allotment - Issue of share certificate share certificate V/S share warrant - Call and Transfer Transmission furtive of shares duties of company secretary.
- UNIT-5: Knowledge and Meeting Annual General Body Meeting, Statutory Meetings, Extraordinary Meeting - Board meeting. Resolutions and Minutes. Responsibility of company secretary.

UNIT-6: Who is a Member? Member v/s Share holder. Non - voting right Shares membership. Who is membership a equiered? Membership rights, liabilities and terminations.

EXECUTIVE SKILL DEVELOPMENT ACTIVITIES:

1. Students are asked to write about facts and judgments of the following cases:-
 - a) Carlill Vs. Carbolic Smokeball Company
 - b) Kedarnath Vs. Gorie Mohammed
 - c) Abdul Azeez Vs. Masum Ali
 - d) Mohiribibi Vs. Dharamdas Ghosh
 - e) Lalman Shukla Vs. Gouri Dutt
2. Collect and fill up Indemnity and Guarantee Bonds
3. A Mock Trial may be conducted where students take up different roles.
4. Write about the duties of Bailee's like Watch Repairer, Mechanic, Tailor, TV-Repairer etc.,
5. Visit a Consumer Court and collect information regarding cases of consumers and judgment copy.
6. Visit local traders like individuals, partnership firms, companies, cooperative societies and collect any litigation filed in the court and judgments given.

REFERENCE BOOKS:

- 1) Mercantile Law-
- 2) Avtar Singh,
- 3) M.C. Kuchal,
- 4) B.S. Raman,
- 5) S.P. Iyengar,
- 6) Sen & Mittal,
- 7) N.D. Kapoor,
- 8) Pillai & Bhagavathi
- 9) Kuchal - Secretarial Practice.
- 10) N.D. Kapoor - Elements of Company Law.

2.06 - Taxation

B LOCK-I

- UNIT-1: Income Tax Act: important concepts- income, agricultural income, assess, assessment year, previous year, person.
- UNIT-2: Residential status and tax liability- theory and problems.
- UNIT-3: Tax-free incomes- deductions from Gross Total Income u/s 80 (relating to individuals and HUF ONLY). Rebate u/s 88.
- UNIT-4: Heads of Income- All heads to be mentioned- theory and problems on Salary head.
- UNIT-5: Capital Gains- meaning of capital asset- transfer- exempted capital assets- problems on exemption of capital gains relating transfer of residential house and investment in residential house only after indexation.

BLOCK-II

- UNIT-1:** Income from Business – Individuals and partnership (Theory and problems)
- UNIT-2:** Income from other sources – set off and carry Forward of losses – Theory and problems. Income Tax Authorities in India.
- UNIT-3:** Assessment of companies. Tax Planning, investments which can be claimed as deductions for Tax Holiday. Assessment Procedure.

EXECUTIVE SKILL DEVELOPMENT ACTIVITIES:

1. PAN- filling of Form 49-A .
2. filling of Form No. 16, 16A.
3. filling of challan and making payment of tax
4. Income Tax Clearance Certificate for the purchase and sale of immovable property.
5. List out a few non-residential Indians, firms and companies in your town/locality.
6. Identify the various Income Tax Authorities working in your city / town and resent the I.T. Departments organisation chart.
7. Collect and fill up the I.T. Returns of a company.
8. As an entrepreneur prepare a claim by using suitable form for Tax- Holiday.

REFERENCE BOOKS:

1. Direct Taxes- Mehrotra
2. Direct Taxes- Singhania
3. Direct Taxes- B.B. Lal
4. Income Tax Law & Accounts- Mehrotra
5. Singhanai V.K.: Students Guide To Income Tax; Taxman, Delhi.
6. Bhagwati Prasad : Income Tax Law And Practice; Willey Publication, New Delhi.
7. Mehrotraw H.C: Income Tax Law And Accounts: Sahitya Bhawan, Agra.

THIRD YEAR B.B.M.

3.01 Managerial Statistics

- Unit 1** Meaning and definition of statistics. Functions and scope of statistics including computer application. Limitation & dis-trust of statistics.
- Unit 2** Statistical investigation meaning and stages of enquire. Method of collection of data- primary source and secondary source. Editing, classification and tabulation (including problem on tabulation).
- Unit 3** Diagrammatic and graphic representation-meaning and uses-types of diagrams-simple subdivided, multiple, percentage bars, rectangles. Graphs of frequency distribution- histogram, location of Mode, Frequency, Polygon, Ogive curve, location of median & quartiles.
- Unit 4** Measure of Central Tendency-meaning objectives-requisiters of an ideal average-types of average-GM and HM (individual series)-Mean, Medaian and Mode.

- Unit 5** Measures of Dispersion-meaning objectives, problems on ranges, Quartile deviation, Standard deviation, Co-efficient's of each method (excluding combined and corrected standard deviation)
- Unit 6** Skewness-meaning and tests of Skewness-relative measure of Skewness-relative measure of skewness-kari pearson's co efficient of Skewness, Bowley's efficient of skewness.
- Unit 7** Correlation Analysis. Meaning methods of studying correlation-Degree of Correlation-Kari Pearson's Co-efficient correlation-probable error (simple and bivariate table).
- Unit 8** Regression Analysis meaning-different between correlation and regression determination of regression co-efficient estimation through regression equations (simple and bivariate table)/
- Unit 9** Statistical quality control : Meaning objective-types of control-control charts and their uses (theory only).
- Unit 10** Index Number: Meaning and uses steps involved in computing index numbers methods Laspeyre'-passche's Bowley's Fishers Index under Aggregate Expenditure method and one family Budget method.

Executive Skill Development Activities:

1. (a) Preparation of Questionnaire
(b) Collection of primary data relating to any fast moving consumer product through questionnaire.
2. Preparation of bipartite table any data relating to heights and weights or marks of any two subjects of your class students.
3. Graphics representation-Histogram, location of mode-ogive curve, Determination of median & Quartiles by taking imaginary figures.
4. Finding consistency of any two batsmen taking the runs scored in TEN international matches.
5. Narrate the point differences between symmetrical and Asymme-trica series.
6. Ascertainment of correlation between any two quantitative variable like heights and weights of 10 students of your class.
7. Estimation of probable values like age in years, quantity marks, income etc., through regression equations.
8. Using imaginary values of sample means (\bar{X}) and range chart, comment on the state of control of the process ($N=5, A_2=0.58, D_3=0, D_4=2.115$)

Books for Reference:

1. Statistics for Management "by Levin R and Rubin D.S. (PHI Publications).
2. "Quantitative Techniques for Managerial Decisions" by V.K. Srivastav, G V. Shenoy and S.C Sharma (wiley eastern publications)
3. "Business Statistics" by S.C Gupta and Indra Gupta (Himalaya Publishing House)
4. Business statistics : Chikodi and Sathya Prasad (Himalaya Publishing House)

3.02: Mathematics for Managers

- Unit 1** Number system : Natural numbers, Integers, Rational and Irrational, Real number properties of rational numbers, Decimal system. HCF and LCM different base numbers binary system, base five system, conversion from binary to decimal and conversion from one base to another base.
Indices : Meaning Law and their application for simplifications.

- Logarithms : Definition and their application for simplification (using log table).
- Unit 2** Commercial Arithmetic : Problems on simple interest, compound interest, Annuity- Present and future value of money, Discounting of bills of exchange. Trade discount, cash discount and banker's discount.
- Unit 3** Ratios Proportions and Variations : Problems relating to time, speed distance, work completion.
- Unit 4** Theory of Sets : Elements of a set, methods of describing a set, types of sets, operations, De-Morgan's law, difference between 2 sets, Venn diagrams and their applications to theory of sets.
- Unit 5** Theory of Equations : Linear equations, quadratic equations, solutions of linear and quadratic equations, solutions of systems of linear equations in two variables.
- Unit 6** Measurement of Solids: volumes typical problems on business situations areas of squares, rectangle, parallelogram, triangle, circle, sectors, volumes and surface of prisms, cylinders, pyramids and cones.
- Unit 7** Progression: Arithmetic progression, geometric progression, sum of n^{th} Term of AP and GP, Arithmetic mean and geometric mean.
- Unit 8** Matrices and Determinants Matrices, Types of matrices-operations of addition, subtraction, multiplication of matrix, Determinants of square matrix Cramer's Rule with three unknown properties, adjoint of a square matrix use of matrices in solving Linear Equations.
- Unit 9** Elementary, aspects of permutations and combinations with simple problems on nPr and nCr Binomial theorem, Number systems, Natural numbers, Integers, Rational Prime number and Irrational numbers, Real numbers HCF, and LCF.
- Unit 10** Mathematical Functions : Graphical, algebraic presentation of business, Phenomenon linear, quadratic, cubic, exponential and logarithmic functions only.

3002 : Managerial Statistics

Executive Skill Development Activities:

1. Collect information's from a financial company, find out the ways to collect amount from the customer, rate of interest charged by the company for advances, loans and deposits and how the bills are discounted by business firms.
2. Collect information's from the insurance corporation and find out how annuity on UC policies will be paid.
3. Visit to a small scale industry or cottage handicraft industries and find out the ways in which wages will be paid to the workers on completion of job or a product and time required to complete the job.
4. Make an interview with different persons who have coffee drinking tea drinking habits, paper reading habits and make comparisons using Venn diagram.
5. Measure the area of a classroom through a tape find the cost to carpet the room go to your nearest park. Show the cost to pave a path to the park. Find the area of the triangle with the help of a tape find its height and base.
6. Find LCM and HCF for Q given number and prime upto a certain limit find middle term of the expansion.
7. Apply AP and GP method to find the growth rate of food grains and population.
8. Use matrices principles to implement food requirement and protein for two families. Show the way in which price and demand situations will help to purchase goods and services by the use of matrices.
9. Permutation and combination.

10. (a) Show the ways in which your telephone number can be permuted to get odd numbers.
- (b) Select the different ways to go Bangalore from your native place through permutations techniques.
- (c) Select a few balls among many balls to choose a number through lottery method.
11. Use different techniques to show price, supply and demand position for a particular product shows maxima and minima also.
12. Visit a nearest industry or computer center and draw LPP model regarding different problems find a solution to the problems.

Books for Reference

1. Business Mathematics - Sanchethic Kapoor
2. Business Mathematics – S.P. Gupta
3. Mathematics for Cost Accountants – R. Gupta
4. Business Mathematics – Madappa Sridhar Rao
5. Business Mathematics – Dorairaj S.N.
6. Business Mathematics – B.H. Suresh
7. Business Mathematics – Sanchethi Aggarwal
8. Commercial Arithmetic – Aggarwal
9. Business Mathematics – Oak and Others (Himalaya Publishing House)

3.03: Human Resource Management and Entrepreneurial Development

Part –A

- Unit 1** Concept and nature of HRM-objectives, importance, function of HRM-managerial functions and operative functions-scope role of Human Resource Manager.
- Unit 2** Human **Resource** planning-objective-need and importance-job analysis-use-job description and job specification.
- Unit 3** Recruitment and Selection-meaning and sources or recruitment-internal and external-steps in selection process-tests and interviews-types-group discussions, induction.
- Unit 4** Employee Training need and important-methods of training workers-on the job methods-types of training Management development programme-need and techniques.
- Unit 5** Promotion- purposes and types-promotion policy transfer-purpose and procedure-demotion causes of demotion causes of demotion-labour turnover causes mena to control labour turnover.
- Unit 6** Performance Appraisal-concept, objectives, uses, methods and techniques of appraisal, appraisal of managers, Human capital, elements of human capital.

Part-B

- Unit1** Definition-Meaning, characteristics functions-Importance-Types of Entrepreneurs-Entrepreneur and Entrepreneurship-nterpreneur Vs. Professional manager.
- Unit 2** Entrepreneurship Development-Meaning-Need Design-Programme-Entrepreneur Training Importance-Methods.
- Unit 3** Entrepreneurial Motivation motivationg factors compelling factors-facilitaing factors entrepreneurial ambitions.
- Unit 4** Establishment of enterprises-stages involved-problems in launching asn enterprises-project reports of feasibility report meaning, contents, Importance and proforma of a project report.
- Unit 5** Scale of business –Large, medium and small (concepts only)-small scale industries clasfication-features- importance-problems-government measures to overcome the

problems of small scale industries sickness in small industries-remedies-measures taken by Government.

Executive Skill Development Activities:

1. Draft a chart of HRD OF any organization of your locality.
2. Collect an advertisement copy for business executive vacancy form a newspaper and prepare an application from accordingly.
3. Collect information about new recruitment sources.
4. Prepare a chart for job description & job specifications.
5. Collect data on labour turnover in f firm and mention the casues.
6. Collect information how training is given to workers and managers in a company.
7. Conduct an IQ-Test for students.
8. Ask the students to list out the small business enterprise in your area.
9. Ask the students to indentify some problems faced by one or two small business and to suggest remedial measures.
10. Ask the student to list out various agencies, which are involved in the development of enteprencuship (small business).
11. Ask the students to prepare a project report with regard to an imaginary small business that he intends to start.
12. Ask the students to approach any one agency that develops entrepreneurship and to mobilize information about the various scheme and facilities provided by such agencies.

Books for References:

1. Human Resource Market-Subba Rao
2. PM Industrial Relations-C.B. Mamoria
3. HRM-CB. Gupta-M.V Murthy
4. PM-Rudrabasavaraj
5. Tandonb B.C. Environment and Entrepreneur: Chugh Publications, Allahabad
6. Siner A Dravid : Entrepreneurial Megabucks John Wiley and Sons, New York.
7. Srinvastav S.B.: A Practical to Industrial Entrepreneurs: Sultan Chandra: Sons, New Delhi.
8. Prasannas Chanadra : Project Preparation, Appraisal, Implementation: Tata Mc Graw Hill New Delhi.

3.04 : Cost and Management Accounting

Part-A

- Unit 1** Meaning and definition of cost, coasting Nature and scope of cost Accountancy-advantages and limitation of cost accounting difference between cost accounting. And financial accounting. Methods of costing (Theory)
- Unit 2** Elements of cost-classification of cost-preparation of cost sheets tender, quotation and estimation (single output or unit costing) Problems on cost sheet and quotation.
- Unit 3** Material-meaning-importance-Material control and its benefits-purchase department, centralized and decentralized-Functions of purchase department. Stores organization functions-inventory control levels-pricing of material issues-problems on FIFO and LIFO methods.
- Unit 4** Labour-meaing-control of labour-Time keeping and time booking departments. Methods of remuneration incentive schemes. Methods of remuneration-incentive

schemes.problems on time rate piece rate Halsey and Rowan's Preparation of labour cost sheets.

Unit 5 Methods of costing-Process Costing (Excluding by products, joint costs, inter process profits and equivalent units). Contract costing (simple problems).

Part -B

Unit 6 Meaning definition of Management Accounting. Emergency of Management Accounting System. Difference between Management accounting, Financial accounting and cost accounting. Limitations of Management Accounting.

Unit 7 Analysis and Interpretation of financial statements. Types of financial analysis limitations. Techniques of financial analysis (theory). Ratio Analysis-meaning utility of ratios.

(a) Profitability Ratios-G/P ratios Operating profits ratio, operation cost ratio and Return on capital employed.

(b) Turnover Ratio- Stock turnover ratios, Debtors velocity ratio, Creditors turnover ratio.

(c) Solvency Ratios-Current ratio, Liquidity ratio, Debt-equity ratio.

Unit 8 Fund Flow Statements-Meaning definition of Funds flow statements significance-limitations of FFS, preparations of FFS-schedule of changes in working capital. Calculation of funds from operations.

Unit 9 Marginal Costing-Meaning and definition of Marginal cost and Marginal costing utility of marginal costing-limitations-techniques of marginal costing-contribution, p/v ratio, break even chart, margin of safety-problems on p/v ratio and break even chart.

Unit 10 Budgetary Control-meaning and definition of budget-budgeting and budgeting and budgetary control. Significance of budgetary control. Limitations-types of budgets. Problems on flexible budget.

Unit 11 Standard Costing-meaning and definition of standard cost and standard costing. Objectives and merits of standard costing-limitations-difference between standard costing and budgetary control. Variance analysis. Problems on material cost variances and labour (excluding yield and mix variance).

Executive Skill Development Activities:

1. Listing of industries located in your area and methods of costing adopted and writing a report on the costing system in the organization. Which you have visited.
2. Listing of materials used in any industries in your area and collection of formats of material requisition, purchase order, bin card, stores ledger.
3. Collection of formats relating to labour wage sheet, job cards, Idle time card, time card. Preparation of labour cost sheet and wage sheet/ pay rolls with imaginary figures.
4. Classification of overheads, basis of apportionment of overheads and listing of overheads on the basis of variability.
5. Listing of industries where process costing is adopted and listing of firms where operating costing is adopted.
6. Collection of financial statements of any organization for a minimum of two years.
7. Calculation of the following ratio based on the above financial statements.
8. Using imaginary data, preparing funds flow statement and flexible budget.
9. Preparation of BEP chart for different levels of sales with imaginary figures.
10. Using imaginary figures-figures-calculates material cost variances and labour cost variances and analyzing the causes for such variances.

Books for References:

1. Management Accounting By
B.S Raman
Srinivasan
S.P Gupta
Pillain and Bhagavathi
2. Cost Accountancy by B.K Narang
3. Cost Accountancy by B.K Bhar
4. Cost Accountancy Principles and practice by Arrora, M.N. Vikas, New Delhi.
5. Practice Costing Tulsian P.C Vikas, New Delhi.

3.05: Principles and Practice of Auditing

- Unit 1** Auditing –Definition-Objectives-Auditing and investigation-classification of Audit-Pre audit Preparation-division of work, audit program-audit files and working paper-audit procedure.
- Unit 2** Internal check-Meaning and objectives-internal check and internal audit-procedure of internal check-Internal check as a regards different items-duties of an auditor.
- Unit 3** Vouching-meaning, objects and importance-vouching of different items and duties of objects an auditor.
- Unit 4** Verification and Valuation of Assets and Liabilities-classification of assets, duties of an auditor-verification and valuation of different items-contingent assets and liabilities.
- Unit 5** Classification-duties of an auditor-Legal aspects of reserves-distinction between capital and revenue-deferred revenue expenditure-duties an revenue deferred revenue expenditure-duties an auditor.
- Unit 6** Company audit-appointment, remuneration, qualification, removal rights, duties and liabilities of an auditor with reference to important case laws auditor’s report.
- Unit 7** Divisible Profits-principles-legal decisions.
- Unit 8** Cost audit-definitions, objects difference between cost audit and financial audit in practice, cost audit under the Companies Act.
- Unit 9** Management Audit-Definitions, objects distinction between Management audit and Statutory audit and Management audit and cost audit.
- Unit 10** Ingestion-Definition and objectives-different classes-invitations on behalf of an incoming partner on behalf of proposed purchaser of a concern.
- Unit 11** Audit of sole-Tradre, Partnership firms, Banks Hotels, Educational Instiution, and Co-operative Societies.
- Unit 12** Auditing under computerized environment-Advantages and Difficulties.

3.05 Principles and Practice of Auditing

Skill Development:

1. Allotment of audit work.
2. Preparation and drafting of vouchers.
3. Preparation of audit program.
4. Preparation of a qualified and /or clean audit report and interpretations.
5. Giving wrong vouchers, wrong entries in cash book, ledger and asking students to rectify.
6. Establishing correspondence between and auditor and a client.
7. Drafting memorandum of association and articles of association of a company.

Reference for Books:

1. The constitution of India-J.C Mohan

2. The Constitution Law of India-N.N. Pandey.
3. Avtar Singh Mercantile law.
4. M.C Kuchal-Mercantile Law.
5. Kapoor N. D : Business Law Sultan Chand and Sons, New Delhi.
- 6.

3.06 Tourism and Transport Management

Part-A

- Unit 1** Tourism Business-Definition, Nature, Importance and component of Tourism. Tourism as industry Growth and development of tourism, Product mix.
- Unit 2** Link between tourism and transport industry. Planning of transport network to meet the demand of tourism industry. Environment impact on tourism.
- Unit 3** Travel Agency and tour operators business Organization structure of travel agency and tour operators. Tourism marketing planning.
- Unit 4** Role of air transport and rail ways in the Growth of tourism in India.
- Unit 5** Accommodation –Types-Organization and management, organizing of fairs, festivals. Folk customs. Spiritual centers for the development of tourism.

Part-B

- Unit 1** Interdiction Transpiration, Elements of transport Demand for transport services importance of principles of Coasting Budgeting in Transport Management.
- Unit 2** Structure of Transport system (Road, Railways, Airways, Pipeline and space) Costing Pricing and administrative problems in Transport Management.
- Unit 3** Transport Policy, Transport in five year plans, Transport function in India, transport planning, Conventional and non-conventional approaches of Transport Modeling land use Movement of people and freight.
- Unit 4** Strength and Weakness of different modes of transport passenger transport, goods transport, commodity flows, Industrial and agricultural goods.
- Unit 5** Transport Safety, Causes of accidents, Accident situation in India safety measure, Techniques of Accident Control, Traffic Pollution and its control.

3.06 Tourism and transport Management

Executive Skill Development Activities.

1. Listing our Travel Agencies Tour operators available in your local area.
2. Prepare an advertisement copy applicable to travel agency.
3. write a report on opportunities/ pros prospects of development of tourism in spots like Jog Falls, Agumbe, Kodachari etc.
4. List out famous/Popular tourism spots in the world, India, Your state and district.
5. write a report on impact of Terrorism on Tourism with reference tourism spots like Jammu and Kashmir etc.
6. Conduct seminar on 'How to Conduct, Manage fairs, festivals etc., for the development of Tourism spots.
7. Students are asked to visit a transport organization (KSRTC, private Bus or Truck operators) and are required to collect and record details regarding costing, pricing and budgeting methods.

8. Arranging a guest lecturer of an expert in the transport field to get practical knowledge of transport policies and law and recording the same.
9. Students have to visit a local bus/truck operating organization and have to record about their functional area, administrative problems, their strength and weakness.
10. Conduct Seminar on Transport safety, Traffic Pollution and its control and recording the same.
11. Writing a note on log sheets, Trip sheets and collecting and affixing them in the record book.

Reference for Books:

1. Tourism Development-principles and Policies-Bhatta A.K
2. The Culture and Art of India –Mukerjee R.K
3. Travel Agency Management-Agarwala Surinder
4. Travel Agent and Tourism-Merrison John W
5. Professional Travel Agency Management –David H. Howel
6. Tourism Marketing –P.C Sinha
7. Transport Policy in India –D.M Nanjundappa
8. Transport Economics –J.K jain
9. Trends in Indian Transport –D.Panduranga Rao
10. Transport Principles and Problems-Truman and Biham

**3.07 : Financial Management and Indian Capital Market
Indian Capital Market**

part-A

- Unit 1** The Foundation : Overview of financial Management goals and functions of financial management, time value of money.
- Unit 2** Financing decisions. Financial and operating leverage, capital structure theories, cost of capital and problems on leverage and cost capital.
- Unit 3** Analysis of capital budgeting decision: Nature of: Investment decision, investment evaluation criteria, Risk analysis, problems of investment :Payback Period accounting rate of return, Discounted cash flow internal rate of return, net present value method.
- Unit 4** Working Capital: Concept need for working capital determinants of working capital problems on estimating working capital, cash management.
- Unit 5** Dividend Decisions :Dividend Policy, Factors affecting dividend policies, Kinds of Dividend policies.

Part-B

- Unit 1** An overview of financial markets in India.
- Unit 2** Money Market: Indian money market's composition and structure
(a) Acceptance house,
(b) Discount House, and
(c) call market, Recent trends in Indian money market
- Unit 3** Capital market : Security market –(a) New issue market (b) Secondary market ,
Functions and role of stock exchange Listing procedure and legal requirements, public issue pricing and marketing stock exchange national stock exchange and over the counter exchanges.
- Unit 4** Securities contract and regulations Act. Main provision.

Unit 5 Investors protection: Grievances concerning stock exchange dealing and their removal
Grievance cells in stock exchanges SEBI Company law Board Press remedy through court .

Unit 6 Functions on stock exchanges. Brokers sub brokers, market makers jobbers, Portfolio Consultants, institutional investors and NRIs.

3.07 Financial Management and Indian Capital market

Skill Development Activities:

1. Identify the decision area in which a financial manager has a role to play.
2. List out any ten sources from where you can get long term.
3. Collect the Financial statement of a company.
4. Bring out the capital structure of that company.