

SCHEME AND SYLLABUS

**First Degree Programme in Business Administration (BBA-
Logistics) under the Choice Based Credit and Semester System
(CBCSS)**

(Course Effective from 2020-21 academic year onwards)



Faculty of Management Studies

UNIVERSITY OF KERALA

(Re-Accredited By NAAC With A Grade)

THIRUVANANTHAPURAM

KERALA 695034

FACULTY OF MANAGEMENT STUDIES

Scheme and Syllabus for the Career related First Degree programme in Business Administration (BBA-L) Logistics under the Choice Based Credit and Semester System (CBCSS)

(To be introduced from 202-21 admission onwards)

The Scheme and Syllabus of the Career related First Degree programme in Business Administration is subject to the modified regulations as per university order No.Ac.A V/1/UG.Sem/2010 dated 28.09.2013.

Eligibility for Admission

A pass in Higher Secondary or any other Examination accepted by the University as equivalent thereto with any subject combination with a minimum of 45% marks in aggregate. However SC/ST, OBC, and other eligible communities shall be given relaxation as per University rules. Index marks will be calculated as total marks in Higher Secondary Examination.

Duration

The duration of the BBA (L) programme of study is three academic years with six semesters. The duration of each semester shall be five months inclusive of the days of examinations. There shall be at least 90 working days in a semester and a minimum 450 hours of instructions in a semester. Odd semester (June - October) commences in June and Even Semester (Nov - March) commences in November every year. There will be, to an extent possible, five days semester break in between odd and even semesters.

Registration

Each student shall register for the courses in the prescribed registration form in consultation with the Faculty Advisor within two weeks from the commencement of each semester.

Programme Structure

The BBA (L) programme shall include 33 courses, including two language courses and one project:-

Nature of Course	Number
1. Language Courses	2
2. Foundation Courses	2
3. Core Courses (excluding project)	20
4. Complementary Courses	2
5. Open Course	2
6. Elective Courses	4
7. Project	1

The students secure the credit assigned to a course on successful completion of the course. The students shall be required to earn a minimum of 120 credits for the award of the degree. The minimum credits required for different courses are given below:

Courses	Credits
Language Courses	4
Foundation Courses	6
Core Courses	80
Complementary Courses	6
Open Course	4
Elective Courses	16
Project	4
Total	120

The General structure of the programme showing details of the courses offered is given below:

Sem.No	Name of the course with code no.	Lecture hours per week	Credits	Uty. Exam hours	Evaluation marks	
					CE	ESE (uty exam)
I	Language- EN 1111.1 English I	3	2	3	20	80
	Foundation: BAL1121 Environmental Studies	4	4	3	20	80
	Core: BAL 1141 Management Concepts and Thoughts	5	4	3	20	80
	Core: BAL 1142 Managerial Economics	4	4	3	20	80
	Core- BAL 1143 Financial Accounting	5	4	3	20	80
	Complimentary : BAL 1131 Statistics for Business Decisions	4	3	3	20	80
	Total Credits		21			
II	Language- EN 1211.1 English II	3	2	3	20	80
	Foundation: BAL 1221 Logistics Management	4	2	3	20	80
	Core: BAL 1241 Marketing Management	5	4	3	20	80
	Core: BAL 1242 Human Resource Management	4	4	3	20	80
	Core: BAL1243 Operations Management	5	4	3	20	80
	Complimentary: BAL 1231 Business Regulatory Frame Work	4	3	3	20	80

	Total Credits		19			
III	Core: BAL 1341 Operations Research	5	4	3	20	80
	Core: BAL 1342 Supply chain management	5	4	3	20	80
	Core: BAL1343 Financial Management	5	4	3	20	80
	Core: BAL 1344 Business Environment and ethics	5	4	3	20	80
	Elective Course I: BAL 1361.1/2	5	4	3	20	80
	Total Credits		20			
IV	Core: BAL 1441 Research Methodology	5	4	3	20	80
	Core: BAL1442 Inventory Management	5	4	3	20	80
	Core: BAL1443 Transportation	5	4	3	20	80
	Core: BAL 1444 Skill Enhancement and Employability Orientation	5	4	3	20	80
	Elective Course II: BAL 1461.1/2	5	4	3	20	80
	Total Credits		20			
V	Core: BAL 1541 Warehousing	5	4	3	20	80
	Core: BAL1542 Materials Management	5	4	3	20	80
	Core: BAL 1543 E-Business	5	4	3	20	80
	Open: BAL 1551.1/2/3/4 (Course - other Faculty)	3	2	3	20	80
	Elective Course III: BAL 1561.1/2	5	4	3	20	80
	Total Credits		18			
VI	Core: BAL 1641 Modern Office Management	5	4	3	20	80
	Core: BAL 1642 International Business	5	4	3	20	80
	Core: BAL 1643 Strategic Management	5	4	3	20	80
	Core: BAL 1644 Project Work and Viva Voce	2	4			100
	Open: BAL 1661.5/6/7 (Course - own Faculty)	3	2	3	20	80
	Elective Course IV : BAL1661.1/2	5	4	3	20	80
	Total Credits Grand Total		22	120		

ELECTIVE STREAMS

STREAM I LOGISTICS MANAGEMENT or

Semester	Course Code	Course title
III	BAL 1361.1	Multimodal Transportation
IV	BAL 1461.1	Aviation and Cargo management
V	BAL 1561.1	Packaging
VI	BAL 1661.1	Port Management

STREAM II SUPPLY CHAIN MANAGEMENT

Semester	Course Code	Course title
III	BAL 1361.2	Retail supply chain management
IV	BAL 1461.2	Procurement and Quality managemt.
V	BAL 1561.2	Global supply chain management
VI	BAL1661.2	Supply chain risk management

ELECTIVE COURSE

OPEN COURSES

(For students of other discipline)

Semester	Course Code	Course title
V	1551.1	Project Management
	1551.2	Functional Management
	1551.3	Strategic Management
	1551.4	Fundamentals of Financial Accounting

OPEN COURSES

(For students of Business Administration – Elect one course)

Semester	Course Code	Course title
VI	1661.5	Business Communication or
	1661.6	Indian Banking System or
	1661.7	Entrepreneurship Devpt.

Attendance

Students who secure a minimum of 75% attendance in the aggregate for all the Courses of a semester taken together alone will be allowed to register for End Semester Evaluation. Others have to repeat the semester along with the next batch, unless they could make up the shortage of attendance through condonation. However the award of Grade for attendance in CE shall be made course-wise. Condonation of shortage of attendance to a maximum of 10 days in a semester subject to a maximum of two times during the whole period of a Degree Programme shall be granted by the University on valid grounds. This condonation shall not be considered for awarding marks for CE. Benefits of attendance for a maximum of 10 days in a semester shall be granted to students who participate/attend University Union activities, meetings of the University Bodies and Extra Curricular Activities, on production of participation/attendance certificate by the University Authorities/Principals as the case may be. But in such cases, condonation will be considered for award of marks for CE.

Evaluation and Grading

The evaluation of each Course shall consist of two parts:

- 1) Continuous Evaluation (CE)
- 2) End Semester Evaluation (ESE)

The CE and ESE ratio shall be 1:4 for both Courses with or without practical. There shall be a maximum of 80 marks for ESE and maximum of 20 marks for CE. For all Courses, Grades are given on a 7-point scale based on the total percentage of mark (CE+ESE) as given below.

Criteria for Grading

Percentage of marks	CCPA	Letter Grade
90 and above	9 and above	A+ Outstanding
80 to < 90	8to<9	A Excellent
70 to <80	7to<8	B Very Good
60 to < 70	6to<7	C Good
50 to < 60	5to<6	D Satisfactory
40 to < 50	4to<5	E Adequate
Below 40	<4	F F

Continuous Evaluation (CE)

All records of Continuous Evaluation shall be kept in the Department and shall be made available for verification by the University, if and when necessary.

Each student shall be required to do one assignment or one seminar for each Course. Valued assignments shall be returned to the students. The seminars shall be organized by the teacher/teachers in charge of CE and the same shall be assessed by a group of teachers including the teacher/ teachers in charge of that Course. Assignments/Seminars shall be evaluated on the basis of their quality. The teacher shall define the expected quality of an assignment in terms of structure, content, presentation etc. and inform the same to the students. Due weight shall be given for punctuality in submission. Seminar shall be similarly evaluated in terms of structure, content, presentation, interaction etc.

Tests (Max. marks 10)

For each Course there shall be one class test during a semester. Valued answer scripts shall be made available to the students for perusal within 10 working days from the date of the test.

Announcement of Results of Controller of Examinations (CE)

The results of the CE shall be displayed within 5 working days from the last day of a semester. Complaints regarding the award of marks for CE if any have to be submitted to the Head of the Department within 3 working days from the display of results of CE. These complaints shall be examined by the Department Committee and shall arrive at a decision, which shall be communicated to the student.

The Statement of marks of the CE of all the students shall be approved by the Department Committee, countersigned by the Principal and forwarded to the Controller of Examinations within 15 working days from the last day of the semester. The University has the right to normalize the CE, if required, for which separate rules shall be framed.

End Semester Evaluation (ESE)

End Semester Evaluation of all the Courses in all the semesters shall be conducted by the University. The results of the ESE shall be arranged to be published according to the Examination Calendar prescribed by the University Level Monitoring Committee (ULMC), which shall not exceed 45 days from the last day of the examination.

Project/Dissertation Work

For each First Degree Programme there shall be a Project/Dissertation Work during the sixth semester on a topic related to any issues in commerce/Business/Industry/vocational course. The Project/Dissertation work can be done either individually or by a group not exceeding five students under the supervision and guidance of the teachers of the Department. The topics shall either be allotted by the supervising teacher or be selected by the students in consultation with the supervising teacher.

The project work shall have the following stages:

- a. Project proposal presentation and literature review - 5th semester
- b. Field work and data analysis - 6th Semester
- c. Report writing and draft report presentation - 6th Semester
- d. Final report submission - 6th Semester

The report shall be printed and spiral bound with around 50 A4 size pages. The layout is:

Font : Times New Roman
 Size : 12
 Line Spacing : 1.5
 Margin : Left - 1.5; Right-1; Top-1; Bottom-1

The project report should be submitted to the Department at least 15 days before the last working day of the sixth semester. The candidate shall prepare three copies of the report: two copies for submission to the Department and one copy for the student to bring at the time of viva-voce

Structure of the Report

1. Title Pages
2. Certificate of the supervising Teacher with signature
3. Contents
4. List of Tables, Figures etc.
5. Chapter 1- Introduction, Review of literature, Statement of the problem, Need and Significance of the study, Objectives of the study, Research Methodology(Sample, Data source, Tools of analysis etc.), Limitations of the study, Presentation of the study (5-8 pages)
6. Chapter II- Theoretical Back Ground (10-15 pages)
7. Chapter III- Data Analysis and Interpretation (25-30 pages)
8. Chapter) IV Summary of Findings, Conclusion and Suggestions
9. Appendix: Questionnaire, Specimen copies of forms, other exhibits
10. Bibliography (Books, journal articles, website etc. used for the project work)(Written based on APA format)

Evaluation of the Report

- * A Board of two examiners appointed by the University shall evaluate the report.
- * There shall be no Continuous Evaluation for the Project work.
- * A Viva voce based on the project report shall be conducted individually by the Board of Examiners.
- * An examiner shall evaluate 10 project reports per day.
- * The total credits for Project work is 4.
- * The Maximum Marks for evaluation of the report shall be 100 distributed among the following components,

i)	Statement of the problem	10
ii)	Objectives of the study	5
iii)	Review of literature	5
iv)	Methodology	15
v)	Analysis and Interpretation	15
vi)	Presentation of the report	10
vii)	Findings and suggestions	10
viii)	Bibliography	5
ix)	Viva-Voce	<u>25</u>
	Total	100

Social Service/Extension Activities

Students are to participate in Extension/NSS/NCC or other specified social service, sports, literary and cultural activities. These activities are to be carried out outside the instructional hours and will fetch the required one credit extra over and above the minimum prescribed 120 credits. It is mandatory for a student to participate in the Social Service/Extension Activities for not less than forty hours, during the 3rd and 4th semesters, for successful completion of the Programme.

There shall be a General Coordinator to be nominated by the College Council, for the conduct of all these activities. A statement testifying the participation of the students shall be forwarded to the Controller of Examinations along with the statement of CE results of the 4th semester. Those who have not secured the minimum number of hours of Social Service/Extension Activity during the 3rd and 4th semester shall secure the minimum required attendance by attending such Programmes during the 5th semester. In such cases, the details about participation shall be forwarded to the Controller of Examinations, by the College authorities along with the Continuous Evaluation (CE) results of the 5th semester.

Grading System

Both CE and ESE will be carried out using Indirect Grading system on a 7-point scale.

Consolidation of Grades

The maximum mark for a Course (ESE theory) is 80. The duration of ESE is 3 hours. The marks of CE shall be consolidated by adding the marks of Attendance, Assignment/ Seminar and Test paper respectively for a particular Course.

a	Attendance	5 marks
b	Assignment/Seminar	5 marks
c	Test Paper	10 marks

In the case of Foundation: BAL1121 Environmental Studies, the following CE marks will apply:

a	Attendance	5 marks
b	Field visit report	5 marks
c	Test Paper	10 marks

Consolidation of SCPA

Semester Credit Point Average (SCPA) is obtained by dividing the sum of Credit Points (CP) obtained in a semester by the sum of Credits (C) taken in that semester. After the successful completion of a semester, SCPA of a student in that semester shall be calculated. For the successful completion of a semester, a student has to score a minimum SCPA of (E Grade). However, a student is permitted to move to the next semester irrespective of his / her SCPA.

An overall letter Grade (Cumulative Grade) for the whole Programme shall be awarded to the student based on the value of CCPA using a 7-point scale, as given below. It is obtained by dividing the sum of the Credit Points in all the Courses taken by the student, for the entire Programme by the total number of Credits.

Overall Grade in a Programme

Percentage of marks	CCPA	Letter Grade
90 and above	9 and above	A+ Outstanding
80 to< 90	8to<9	A Excellent
70 to< 80	7 to<8	B Very Good
60 to< 70	6to<7	C Good
50 to< 60	5to<6	D Satisfactory
40 to< 50	4to<5	E Adequate
Below 40	<4	F Failure

The marks of the Courses taken over and above the minimum prescribed Credits shall not be counted for computing CCPA.

For the successful completion of a Programme and award of the Degree, a student must pass all Courses satisfying the minimum Credit requirement and must score a minimum CCPA of 4.00 or an overall grade of E.

Pattern of Questions

Question Type	Total number of Questions answered	Number of Question to be	Marks for each Questions	Total Marks
Very short answer type(One word to Maximum of 2 sentences)	10	10	1	10
Short answer(Not to exceed one paragraph) paragraph)	12	8	2	16
Short essay(Not to exceed 120 words)	9	6	4	24
Long essay	4	2	15	30
Total	35	26		80

Promotion to Higher Semesters

Students who complete the semester by securing the minimum required attendance and who register for the End Semester Evaluation conducted by the University of each semester alone shall be promoted to the next higher semester.

Repetition of the Semester Courses

Students who fail to secure the minimum required aggregate attendance during a semester shall be given one chance to repeat the semester along with the subsequent batch of students after obtaining re-admission, subject to provision contained in clause 6.1 and they will have to repeat the CE for all Courses.

Re-appearance of Failed Students

Students' who-fail shall have to reappear for the ESE of the same along with the next regular batch of students. Candidates who fail to score 'E' grade in the ESE in any of the Course/Courses have to reappear for the ESE of the Course /Courses concerned with next regular batch of students. The number of chances or such appearances is limited to 5 and the

same have to be done within a period of 12 continuous semesters including the semester in which they have first appeared.

However, students who fail to secure SCPA of 4.00 have to reappear for the ESE with the next regular batch of students for such courses for which they have secured the least Grade for improving the SCPA. Here also the number of appearance is limited to 5 and the same has to be done within a period of 12 continuous semesters including the semester in which they have first appeared.

In both cases (i.e. failure to obtain 'E' Grade for individual Course/Courses and 'SCPA of 4.00) students shall not be allowed to repeat the semester, but the marks secured by them for the CE part shall be carried over and added to the marks obtained in the ESE they reappear. However, those who fail in the CE (i.e. those who fail to secure a minimum of 'E' grade) will have one chance to improve the same (except the marks for attendance) along with next regular batch of students.

Improvement of ESE

Candidates who have successfully completed the Semester, but wish to improve their marks for the End Semester Evaluation (ESE) shall have only one chance for the same along with the next immediate regular batch of students. In this case, the better marks obtained shall be considered for the calculation of SCPA.

Grace Marks

Grace marks shall be awarded for Sports/Arts/ NCC/NSS in recognition of meritorious achievements

Mark cum Grade Sheet

The University under its seal shall issue to the students a Mark cum Grade Sheet on completion of each semester indicating the details of Courses, Credits, Marks for CE and ESE, Grades, Grade Points, Credit Points and Semester Credit Point Average (SCPA) for each Course.

The Consolidated Mark cum Grade sheet issued at the end of the final semester on completion of the Programme shall contain the details of all Courses taken during the entire Programme including Additional Courses taken over and above the prescribed minimum Credits for obtaining the Degree. However, for the calculation of CCPA, only those Courses in which the student has performed the best with maximum Credit Points alone shall be taken subject to the minimum requirements of Credits for successful completion of a Programme. The Consolidated Mark cum Grade sheet shall indicate the CCPA and CCPA(S)* and the overall letter grade for the whole Programme. The Consolidated Mark cum Grade sheet shall also indicate all the Audit Courses (Zero Credit) successfully completed by the student during the whole Programme.

No student shall be eligible for the award of the Degree unless he/she has successfully completed a Programme of not less than 6 semesters duration and secured at least 120 Credits (excluding Credits for Social Service/Extension Activities) as prescribed by the Regulations.

The Degree to be awarded shall be called Bachelors Degree in Business Administration (BBA) as specified by the Board of Studies and in accordance with the nomenclature specified by the Act and Statutes of the University.

*CCPA(S) is CCPA for specialized subjects. (It is computed in a similar manner but without considering the Language Courses, Foundation Course for Language and Open Course).

Programme Outcomes (POs):

1. Provide students with a sound theoretical base and exposure to current business challenges
2. Prepare students with capabilities and skills in areas of logistics and supply chain to take up roles in management position across diverse industries.
3. The program is focused to create financial expertise to contribute in emerging India in the following specific fields
 - a. Logistics management
 - b. Supply chain management
 - c. Warehousing and Transportation
4. To encourage creativity and innovative thinking leading to unique solution for complex problems.
5. Enhance the ability of students to meet global challenges through sensitivity towards organizational, economic and cultural diversity.
6. Provide inputs to the students to take up higher learning programmes.

Programme Specific Outcomes (PSOs):

1. Critical thinking and Decision making skills
2. Problem solving skills
3. Communication and presentation skills
4. Leadership and team work skills
5. Entrepreneurial skills
6. Internship and project work exposure
7. Ethical and social responsibility

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER I		FOUNDATION COURSE	
		BAL1121- ENVIRONMENTAL STUDIES	
No. of Credits:	4	No. of instructional Hours/week:	4
Course objectives	To enable the students to acquire knowledge about environment and enable them to contribute towards maintaining and improving the quality of the environment		
Course outcomes	<ol style="list-style-type: none"> 1. To understand the various natural resources and its depletion 2. To acquire knowledge on the eco system 3. To learn about the bio diversity and its relevance 4. To understand the pollution issues and 5. To assimilate the human issues in environment 		
Module	Content		No of hours
1	Environmental studies- meaning- definition- scope- importance- need. Natural resources- renewable and non-renewable resources- use- exploitation- changes- benefits and conflicts of forest, water, minerals, food, energy, and land resources- role of an individual in conservation of natural resources- equitable use of resources for sustainable life styles		15
2	Ecosystem- concept- structure- functions-producers- consumers- and decomposers- energy flow- ecological succession- food chains, food webs and ecological pyramids-forest ecosystem- grassland ecosystem-desert ecosystem-aquatic ecosystems Biodiversity and its conservation- Introduction- definition- generic-species- and ecosystem diversity- Value of biodiversity- consumptive value- productive value-social-ethical- aesthetic and option values- At different levels- at global- National and local- India as a mega diversity nation- Hot spots- threats- Endangered and endemic species of India. Conservation of biodiversity- In-situ and ex-situ conservation of biodiversity		20
3	Environmental Pollution – Definition- causes- effects- prevention and control measures of Air- water- Soil, Marine- Noise-Thermal and Nuclear hazards- Solid waste management- Disaster Management- flood-Earthquake-cyclone- Tsunami-Landslides- E-waste Management.-Role of an individual in prevention of pollution- Pollution case studies		14
4	Social issues and the Environment- from unsustainable to sustainable development- urban problems related to energy – urban planning (concepts) - water conservation-rain water harvesting- watershed management- Resettlement and rehabilitation of people- its problems and concerns- Case studies. Environmental Ethics- issues and possible solutions- Climate change- global warming- acid rain- ozone layer depletion- nuclear accidents and holocaust – case studies – Wasteland reclamation – consumerism and waste products. Environment legislation and Environment protection Act – Air (prevention and control of pollution Act) - Water (prevention and control of pollution Act) - Wild life protection Act- Forest conservation Act- Issues involved in enforcement of environment legislation-public awareness		20
5	Human population and the Environment- Population growth-variation among nations- population Explosion- Environment and human health- Human rights- Value education- HIV/AIDS – Role of NGO's and NSS in		8

	<p>Environment Protection- Role of Information technology in environment and human health-Case studies.</p> <p>Field work –visit to local areas to document environmental assets- river-forest- grassland- hill- mountain- visit to a local polluted site- Urban- rural-industrial- Agricultural-study of common plants- insects- birds- study of simple ecosystems- ponds- river- hill slopes</p>	
<p>Books Recommended:</p> <ol style="list-style-type: none"> 1. Erach Bharucha, Text Book for Environmental Studies. Bharati Vidyapeeth, Institute of Environment Education and Research 2. Sharma, J.P.(2009). Environmental Studies, Kindle edition, Laxmi Publisher, New Delhi 3. Kaul, S.N, Saini, D.R and Rai, B.N. (2013). Environmental Science, Aph Publishing Corporation 4. Rabindra N Bhattaria: Environmental economics-an Indian perspective: Oxford Jadhav H& Bhosale, VM (1995) Environmental protection and Laws. Himalaya Publishing House, New Delhi 		

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER I		CORE COURSE	
BAL 1141- MANAGEMENT CONCEPTS AND THOUGHTS			
No. of Credits:	4	No. of instructional Hours/week:	5
Course objectives	This course intends to develop conceptual knowledge of Business management. The study approach also enables students to understand and analyse practical aspects of management to become skilled manager in a corporate business set up.		
Course outcomes	<ol style="list-style-type: none"> 1. Understand the fundamentals concept of management. 2. Learn the concepts and competence of planning 3. Acquire the knowledge of Organization and & staffing. 4. Understand the importance of effectiveness of directing & coordination 5. Analyze the importance, process & types of controlling. 6. To learn about the managerial idea in the field of Management 		
Module	Content		No of hours
1	Introduction to Management- Definition- nature- scope- levels of management- Scientific management- principles of management- basic functions of management- Roles of a manager- Schools of management thought		15
2	Scientific Management School; Frederic W Taylor, Henry L Gantt and Frank and Lillian Gilbreth – Contributions – Limitations-Classical Organization Theory School; Henry Fayol – Fayol’s 14 Principles of Management – Max Weber and Theory of bureaucratic management – Mary Parker Follet – Chester Bernard – Factory and Efficiency		15
3	Planning and Decision Making- Planning: meaning- nature and purpose- types of planning- planning process- Decision making: meaning- importance- techniques of decision making- Management by Objectives- features- steps		20
4	Organising- meaning- nature and purpose- Dimension of structure- horizontal and vertical- dimensions- formal and informal dimensions- organisation chart and manual- Delegation- Decentralisation- Departmentation- Span of management		20
5	Staffing-meaning- definition- importance- elements of staffing- Recruitment- Selection- Directing: meaning- nature and scope- elements of directing- Motivation: Definition- nature- types- Leadership- meaning- nature- leadership styles- Communication- meaning- elements- process- Controlling: meaning- need- process of control- types- Techniques of control		20
Books Recommended: <ol style="list-style-type: none"> 1. KS Chandrasekar etal, History of Management Thoughts, Vijaynicole 2. C.B.Gupta, Management Theory and Practice -Sultan chand & sons 3. L.M.Prasad, Principles and practice of Management- Sultan chand & sons 4. T N Chhabra, Principles and practice of Management- Dhanpat Rai & Co. 5. Manmohan Prasad, Management concepts and practice –Himalaya Publishing House 			

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER I	CORE COURSE		BAL-1142- MANAGERIAL ECONOMICS
No. of Credits:	4	No. of instructional Hours/week:	5
Course objectives	To impart the basic concepts of Economics and provide the application of economics principles in business decision making. Also aims to create awareness on the micro and macroeconomic environment		
Course outcomes	1. Knowing the role & responsibilities of Managerial Economists. 2. Import the knowledge of forecasting. and types of costs 3. Application of cost control & cost reduction. 4. Understand different market structure. 5. Knowledge of the concept and method of National Income.		
Module	Content	No of hours	
1	Meaning and concept of Managerial Economics – Role of Managerial Economist in Business decision making - Demand Analysis – Demand curve and Demand function –Laws of demand- Elasticity of demand and its estimation – Demand forecasting and its methods	15	
2	Production and cost of production – Production function – Cost and output relationship- Cost function in the short run and in the long run- cost concepts- Practical applications of cost functions and- Cost volume Profit analysis- Economies of scale –Scope- Economies and diseconomies of production, Business cycle and its implications	15	
3	Market structure and pricing – Perfect – Monopolistic- Monopoly-Oligopoly- Cartel- Types of cartel- Limit Price Theories of J.S Bain, Sylos-Labni, Behavioral model of Cyrit and March – Managerial theories of firm, Baumol's Sales Revenue Maximisation, O. Williamson's Model on Managerial Enterprise-Marri's Model of balanced growth –profit volume analysis-Break even analysis-implications	20	
4	Basic concepts of National Income – GDP, GNP, NNP,- per capita income – Economy Growth Rate – Methods of estimating National Income – Current-Constant Price – Problems of National Income estimation in India – Role of NSSO and CSO	20	
5	Budget and Basic concepts-Plan and non-plan expenditure- Fiscal deficit- Revenue deficit- Inflation and types-Bank rate, SLR,CRR, Repo, reverse repo, open Market operation-Qualitative credit control- Exchange Rate Management-Monetary, fiscal policies and practices in India – Quantity theories of money- Fischer – Keynes-Friedman- Tobin	20	

Books Recommended:

1. Yogesh Maheswari, Managerial Economics (Second Edn.)–, Printice-Hall of India Pvt. Limited, New Delhi, 2006.
2. Paul A. Samuelson and William D.Nordhaus, Economics (8th Edn.) , Tata McGraw-Hill Publishing Company Limited, New Delhi. 2007
3. G.S.Maddala and Ellen Miller, Microeconomics-Theory and Applications , McGraw-Hill Publishing Company Limited, New Delhi
4. M.Maria John Kennedy, Principles of Macroeconomics, C.Rangarajan and B.H.Dholakia McGraw-Hill Education Private Limited, New Delhi. 38th Reprint,2012
5. Money, Banking, International Trade and Public Finance – D.M. Mithani, Himalaya Publishing House, 2007.

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER I	CORE COURSE		BAL1143- FINANCIAL ACCOUNTING
No. of Credits:	4	No. of instructional Hours/week:	5
Course objectives	To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements		
Course outcomes	1. To learn fundamental aspects of accounting 2. To acquire accounting knowledge from Journal to Final accounts 3. Students also learn the preparation of financial statement 4. To acquire the latest updates on financial knowledge and practice 5. To develop the financial management skills 6. To enable the students to acquire accounting skills		
Module	Content		No of hours
1	Introduction to Financial Accounting. Accounting as an Information System. Importance, Scope, and Limitations. Users of Accounting Information. Generally Accepted Accounting Principles. The Accounting Equation. Nature of Accounts and Rules of Debit and Credit. Recording Transactions in General Journal. Recording Transactions in three-column Cash Book. An overview of Subsidiary books – Opening and Closing Entries. Preparation of Ledger Accounts		25
2	Preparation of Financial Statements: Preparing Trading Account, Profit & Loss Account and Balance Sheet for a Sole Proprietor		25
3	Understanding contents of Financial Statements of a Joint Stock Company as per Companies Act 2013- Preparing Profit & Loss Account and Balance Sheet for a company-Understanding the contents of a Corporate Annual Report		20
4	Analyzing Financial Statements: Objectives of Financial Statement Analysis; Sources of Information; Standards of Comparison; Techniques of Financial Statement Analysis - Horizontal Analysis, Vertical Analysis, and Ratio Analysis		10
5	Indian Accounting Standards: concept, benefit, procedure for issuing Indian accounting Standard in India, Salient features of Indian AS issued by ICAI. International financial reporting standards (IFRS): Features, uses and objective of IFRS, IFRS issued by IASB and concept of harmonization and convergence, obstacle in convergence		10
Books Recommended: <ol style="list-style-type: none"> Gupta. R.L. and Radhaswamy.M. Advanced Accounting, Sultan Chand & Sons, New Delhi. Shukla.M.C, Grewal.T.S. and Gupta S.C.Advanced Accounts, Sultan Chand & Sons, New Delhi. Jain and Narang.K.L. Financial Accounting, Kalyani Publishers, New Delhi. S.N. Maheshwari,S.N. Suneel K. Maheshwari, and Sharad K. Maheshwari: An Introduction to Accountancy,Vikas Publishing House Pvt. Ltd. Narayanaswamy,R. Financial Accounting: A Managerial Perspective, PHI Learning Pvt. Ltd. Monga,J.R.Financial Accounting: Concepts and Applications, Mayur Paperbacks. Ghosh,T.P. Financial Accounting for Managers: Taxmann Allied Services Pvt. Ltd. 			

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER I	COMPLIMENTARY COURSE		BAL 1131 – STATISTICS FOR BUSINESS DECISIONS
No. of Credits:	3	No. of instructional Hours/week:	4
Course objectives	To familiarize the students with various statistical Data Analysis tools that can be used for effective decision making. Emphasis will be on the application of the concepts learned.		
Course outcomes	1. Understand the basic concepts in statistics 2. To impart the knowledge to the student about statistical tools and its application 3. To learn the Time series and index numbers 4. To get an idea about the application of statistics 5. To learn and apply the Time series and index numbers		
Module	Content		No of hours
1	Measures of Central value- characteristics of an ideal measure- Measures of Central tendency – mean, median, mode – Application in Business decisions – Measures of Dispersion – absolute and relative measures of dispersion – Range, Quartile Deviation, Mean Deviation, Standard Deviation, Co-efficient of Variation – Moments, Skewness, Kurtosis - (Conceptual framework only)		20
2	Correlation analysis: Meaning and Significance – Correlation and Causation, Types of Correlation, Methods of studying Simple Correlation – Scatter diagram, Karl Pearson’s Co- efficient of Correlation, Spearman’s Rank Correlation co-efficient		20
3	Regression Analysis – Regression Vs Correlation, Linear Regression, Regression lines, Standard error of estimates		15
4	Time Series-Meaning and significance – utility, components of Time series- Measurement of Trend: Method of least squares, Parabolic Trend and Logarithmic trend		15
5	Meaning and significance, problems in construction of index numbers, methods of constructing index numbers – weighted and unweighted, test of adequacy of index numbers, chain index numbers, base shifting, splicing and deflating index numbers		20
Books Recommended: <ol style="list-style-type: none"> Gupta, S.P (2008). Statistical Methods, Sulthan Chand & Sons, New Delhi. Richard Levin & David Rubin, (1998). Statistics for Management, Prentice Hall, New Jersey Anderson, Sweeney & Williams, (2013). Statistics for Business and Economics, South - Western Publishing Company, Ohio, USA 			

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER II	FOUNDATION COURSE		BAL 1221 LOGISTICS MANAGEMENT
No. of Credits:	4	No. of instructional Hours/week:	5
Course objectives	To familiarize students with the introduction to logistics management, the variables of logistics and its importance in the business function		
Course outcomes	<ol style="list-style-type: none"> To understand about Logistics management concepts To learn the importance on logistic in the current business Scenario To identify various dimensions of logistics management To Understand the Global logistics concepts 		
Module	Content		No of hours
1	Logistics : introduction, definition, Meaning, Concept of Logistics, scope, functions, Evolution, Nature and Importance		10
2	Logistics Management: introduction to LM, Concept of Logistics Management, objectives of LM, Principles of LM		10
3	Components of Logistics Management, Functions of Logistics management, Competitive advantages of LM, Logistics Network, Integrated Logistics system, Logistics Management –Types: Business logistics, marketing logistics, Logistics Design, logistics and customer services, physical supply and distribution		20
4	Elements and evolution of purchasing and integrated logistics, integrated logistical activities, strategic integrated logistics management		25
5	Logistical Competency, Logistical Mission Logistical Service: Total Cost, Logistical Renaissance Technological Advancement, Regulatory Change IT Revolution, TQM initiatives, customer service and logistics		25
Books Recommended: <ol style="list-style-type: none"> Raghuram G. & Rangaraj. N., Logistics and supply Chain Management, Macmillan Publication, 2012 K. Shridhara Bhat, “Logistics Management”, Himalaya Publishing House, Mumbai, 2008 Bowerson, Donald J., David J. Closs and Owner K. Helferich, “Logistical Management”, Macmillan, New York, 1986 Alan E. Branch, “Global Supply Chain Management and International Logistics”, Routledge, New York, 2009 			

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER II	CORE COURSE		BAL1241 - MARKETING MANAGEMENT
No. of Credits	4	No. of instructional Hours/week	5
Course objectives	To familiarize students with the marketing function in organizations. Also aims to equip the students with understanding of the Marketing mix elements and sensitize them to certain emerging issues in Marketing.		
Course outcomes	<ol style="list-style-type: none"> 1. Students gain knowledge about the basic concepts of marketing 2. They gain better understanding of modern approaches in marketing 3. Students develop analytical skills to tackle the challenges and latest development in Marketing Management 4. Awareness of buyer's behavior becomes better among students 5. Concepts of sales promotion and E-marketing gains familiarity and better understanding 6. To identify the concepts of marketing of services 		
Module	Content		No of hours
1	Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts- Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept. Marketing Environment: Demographic, economic, political, legal, socio cultural, technological environment (Indian context); Portfolio approach – Boston Consultative Group (BCG) matrix		20
2	Market Segmentation, Targeting and Positioning: Levels of Market Segmentation, Basis for Segmenting Consumer Markets, Difference between Segmentation, Targeting and Positioning		10
3	Product and Pricing Decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labelling, New Product Development- Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), Adapting Price (Geographical Pricing, Promotional Pricing and Differential Pricing)		25
4	Promotion Mix: Factors determining promotion mix, Promotional Tools – basics of Advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling; Place (Marketing Channels): Channel functions, Channel Levels, Types of Intermediaries: Types of Retailers, Types of Wholesalers		25
5	Marketing of Services - Unique Characteristics of Services, Marketing strategies for service firms – 7Ps		10
Books Recommended: <ol style="list-style-type: none"> 1. Chandrasekar K.S, Vijaynicole, Marketing management-text and cases, Tata McGraw Hill 2. Kotler, P. & Keller, K. L.: Marketing Management, Pearson. 3. Kotler, P., Armstrong, G., Agnihotri, P. Y., & Ul Haq, E.: Principles of Marketing: A South Asian Perspective, Pearson. 4. Ramaswamy, V.S. & Namakumari, S.: Marketing Management: Global Perspective- Indian Context, Macmillan Publishers India Limited. 5. Rajan Nair et al, Marketing management, Sultan chand & Sons. 6. Saxena, R, Marketing management, Tata McGraw-Hill Publishing Co., New Delhi. 			

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER II	CORE COURSE		BAL1242- HUMAN RESOURCE MANAGEMENT
No. of Credits:	4	No. of instructional Hours/week:	5
Course objectives	To acquaint students with the fundamentals of Human Resource Management and the recent developments in Human Resource Management		
Course outcomes	1. To impart knowledge in Human resource planning and Development 2. To understand Human resource functions 3. To develop decision making skills 4. To apply the Human resources concepts and practice in organization 5. To learn the basic idea about Human resources management		
Module	Content		No of hours
1	Introduction- Definition- Scope and significance- Approaches to HRM- Personnel management Vs Human Resource Management- functions of HRM- role of human resource manager- Systems approach to HRM		15
2	Human Resource Planning (HRP) - Need and importance- process of HRP- Job analysis- Job description- Job design- Recruitment – meaning- sources- Selection- meaning and importance- steps in selection procedure- interview- types of interview- Induction- Placement		20
3	Training and Development- meaning- importance- methods of training- Development- objectives- types of management development		15
4	Performance Appraisal and Compensation- Performance appraisal: meaning nature- objectives- process and methods of performance appraisal- Compensation to employees- Wage System- Incentive wage plan- Profit sharing- Morale- Fringe benefits		20
5	Development Initiative- Workers participation in management- Team building- Collective bargaining- Absenteeism and turnover- QWL- Definition- Concepts- Constitution of QWL- Quality circle- Outsourcing		20
Books Recommended: <ol style="list-style-type: none"> Gupta ,C.B. Human Resource Management- - Sultan Chand & sons Subba Rao, P Personnel and Human Resource Management — Himalaya Publishing House Prasad, L.M. Human Resource Management— Sultan chand & sons Aswathappa, K. Human Resource Management— McGraw Hill Education 			

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER II	CORE COURSE		BAL 1243- OPERATIONS MANAGEMENT
No. of Credits:	4	No. of instructional Hours/week:	5
Course objectives	To familiarize the students with the concepts, tools and practices of operations management and to learn about the decisions and processes of operations management in a business firm.		
Course outcomes	<ol style="list-style-type: none"> 1. To know the concepts of Operations Management 2. To understand the importance of functions of operations management 3. To identify the various types of production concepts 4. To learn how to maintain qualities of production 5. To impart knowledge on inventory control 		
Module	Content		No of hours
1	Operations Management: meaning, scope and objectives— OM decisions-historical evolution of OM - interaction of operations management with other areas— manufacturing and non manufacturing operations and their characteristics		15
2	Facilities Planning: plant location—factors determining plant location—Product design & Process selection- Types of Processes- Plant layout— Product layout, Process layout, Cellular layout & Fixed position layout—Assembly line balancing-materials handling equipments		25
3	Capacity Planning: Types of capacity—maintenance management—types of maintenance -work study—method study & work measurement, work measurement techniques –Time & Motion Study- Components of Time Study		15
4	Aggregate Planning: Master production schedule (MPS) – Material requirement planning (MRP) - Objectives. Elements of MRP- Inputs,outputs- Inventory management – opposing views of inventory, reorder point, safety stock, lead time, Basic EOQ model, Inventory classification models		20
5	Quality Control—Concept of quality—quality planning—statistical quality control— controlcharts(X chart and R chart Only)— Seven Tools of Analysis –Control Chart, Pareto Diagram, Ishikawa Diagram, Histogram, Flow Charts, Scatter Diagram, and Stratification- Concept of quality circles		15
Books Recommended: <ol style="list-style-type: none"> 1. Russell, Roberta S, and Bernard W.Taylor III, Operations Management, Pearson Education. 2. Chase:Operations Management for Competitive Advantage, Tata McGraw Hill. 3. Buffa, E.S., ‘Modern Production Management’, New York, John Wiley. 4. Adam, E.E. and Ebert, R.J., ‘Production and Operations Management’ Prentice Hall of India, 5. Chary, S,.N., Production and Operations Management’, Tata McGraw Hill 6. Norman Gaither, Greg Fraizer, Operations Management, CENGAGE Learning. 			

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER II	COMPLEMENTARY COURSE		BAL1231- BUSINESS REGULATORY FRAME WORK
No. of Credits	3	No. of instructional Hours/week:	4
Course objectives	To impart in depth knowledge of the law of contracts, and the legal framework influencing business operations.		
Course outcomes	<ol style="list-style-type: none"> To enable the students to understand the essential elements of Indian Contract Act 1872 To impart the knowledge of contract of sales To know the different negotiable instrument Act 1881 & Partnership Act 1932 Acquire the knowledge of GST Understand be concept of Consumer protection Act To learn the basic business law concepts and apply in the practice in the business 		
Module	Content		No of hours
1	Definition of Contract - Law of Contracts – Nature of Contract - Classifications - Essential Elements of Contract - Offer and Acceptance - Consideration –Capacity of Parties - Free Consent - Legality of Object and Considerations - Performance of Contract - Discharge of Contract - Breach of Contract - Remedies for Breach of Contract		20
2	Indemnity - Definition - Nature of Liability of Surety - Rights of Surety –Discharge of Surety - Meaning and Definition of Guarantee. Essentials - Bailment and Pledge - Bailment - Definition - Essential Elements - Rights and Duties of Bailor and Bailee - Finder of Lost Goods - Pledge - Essentials - Rights and Duties of Pawner and Pawnee. Law of Agency - Kinds of Agents - Rights and Duties of Agent and Principal - Creation of Agency - Termination of Agency - Sub Agents and Substituted Agents - Relationships		22
3	Sale of Goods Act-Formation of Contract of Sale - Essentials of Contract - Sale Goods and Their Classifications - Condition on Warranties - Transfer of Property in Goods - Performance of Contract of Sale -Unpaid Seller and his Rights		10
4	Consumer Protection Act-Consumerism- Objectives of the Act- Rights of A Consumer Consumer Protection Council-Central and State- Dispute Redressal Agencies - Forums and Commission-Filing of Appeals at The District Level – State Level - National Level- Other legislations: National Food Security Act, 2013		10
5	Goods and Services Tax- Evolution of GST in India Meaning - Definitions - Objectives - Features - Basic Concepts- Challenges and Opportunities – Dual GST- Applicability of CGST and SGST- indirect taxes include under GST		10

Books Recommended:

- Kapoor, N.D (2014). Business Law. New Delhi: Sultan Chand & Sons.
- Saravanavel, S. Mohapatra, S.R. and Balakumar,S. (2014). Business and Corporate Law, Mumbai: Himalaya Publishing House Pvt.Ltd
- Garg K.C, V.K Sareen, Mahesh Sharma and Chawla R.C. Business Regulatory Framework, New Delhi: Kalyani Publishers
- Tulsian, P.C.(2014). Business Laws. New Delhi: Tata McGraw- Hill Publishings Co. Ltd
- Avtar Singh (2016) Company Law. Lucknow: Eastern Book Co.

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER III	CORE COURSE		BAL1341- OPERATIONS RESEARCH
No. of Credits:	4	No. of instructional Hours/week:	5
Course objectives	To acquaint students with the construction of mathematical models for managerial decision situations. The emphasis is on understanding the concepts, formulation and interpretation.		
Course outcomes	<ol style="list-style-type: none"> 1. Understand the mechanism to select an optimum solution with profit maximization 2. Formulate a real-world problem as a mathematical programming approach 3. Proficiency with tools like optimization, simulation, inventory and applications of those tools in industry and in contexts involving uncertainty and scarce or expensive resources 4. Application of how to reduce the cost under Transportation. 5. Assigning jobs scientifically and preparation of EOQ and application of the method in Inventory management 6. Determine critical path analysis to solve real life project scheduling time and timely delivery and use CPM and Pert for timely project scheduling projects execution and completion 7. Learn to increase the managerial responsibility for operations tasks. 		
Module	Content		No of hours
1	Linear Programming- Formulation of L.P. Problems, Graphical Solutions (Special Cases: Multiple optimal solutions, infeasibility, unbounded solution); Simplex Method (Special Cases: Multiple optimal solutions, infeasibility, unbounded solution); Big-M method and Two-phase method: Duality and Sensitivity (emphasis on formulation and economic interpretation) Formulation of Integer Programming, Zero-one programming, Goal Programming		25
2	Formulation of Transport problem- Solution by N.W.Corner Rule, Least Cost Method, Vogel's Approximation Method (VAM), Modified Distribution Method (Special cases: Multiple solutions, Maximization Case, Unbalanced case, prohibited routes) Elementary assignment: Hungarian Method,(Special cases: Multiple solutions, Maximization Case, Unbalanced case, Restrictions on assignment)		25
3	Network Analysis: Construction of the network diagram- Critical Path- float and slack analysis (Total float, free float, independent float), PERT, Project Time Crashing		10
4	Decision Theory-Pay Off Table – Opportunity Loss Table- Expected Monetary Value – Expected Opportunity Loss, Expected Value of Perfect Information and Sample Information – Markov Chains: Predicting Future Market Shares, Equilibrium Conditions (Questions based on Markov analysis) limiting Probabilities, Chapman Kolmogorov equation		15
5	Probability- Meaning and need, Theorems of addition and multiplication. Conditional Probability. Bayes 'Theorem, Random variable – discrete and continuous. Probability distribution: Meaning, characteristics (Expectation and variance) of Binomial, Poisson and Normal distribution. Central Limit theorem		15

Books Recommended:

1. Vohra, N.D (2007). Quantitative Techniques in Management, Tata McGraw- Hill, New Delhi
2. Kanti Swarup, Man Mohan, Gupta P.K, (2007). Operations Research, Sultan Chand and Sons, New Delhi
3. Kapoor, V.K (2014). Operations Research, Sultan Chand & Sons, New Delhi.
4. Sharma, J.K (2006). Operations Research Theory & Applications, Macmillan India Limited.
5. Gupta S P & Gupta P K, (2013). Business Statistics and Operations Research, Sultan Chand and Sons, New Delhi.

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER III	CORE COURSE		BAL 1342- SUPPLY CHAIN MANAGEMENT
No. of Credits:	4	No. of instructional Hours/week:	5
Course objectives	The course acquaints the students about supply chain management basics and concepts. The planning for demand and supply , forecasting and other finer aspects of supply chain are discoursed during the course		
Course outcomes	1. To understand about Supply chain management concepts 2. To learn the importance of supply chain management in the current business Scenario 3. To identify various dimensions of financial supply chain management 4. To learn the perspective of E-Finance and its Legal Aspects 5. Students have get some idea about supply chain management Planning		
Module	Content		No of hours
1	Supply Chain : Defining Supply Chain - Importance of Supply chain - Types of Supply Chain - Supply Chain Management- Objectives of Supply Chain - Analysis of Supply chain - Supply Chain Constituents -SCM activities		15
2	Planning demand and Supply in a Supply Chain - Demand forecasting in supply chain – Aggregate planning in supply chain - Planning supply and Demand in Supply Chain : Managing predictable variability		15
3	Supply Chain Strategy and Implementations - Web-centric Supply Chain - Supply Chain in E-business - e-collaboration - E-Procurement - Structure of Supply Chain Management. Factors driving Global Supply Chain Management - Customs and Global Supply Chain Management - Management of the Inventory in the Supply Chain Analysis including Vendor Management		25
4	Lean Supply Chain Management - Lean Supply Workforce -Dimensions of Supply Chain Excellence- Political Forces- Legal Forces- Cultural Forces- Technological Forces- Economic Forces- Dimensions : Collaborative, Operational, Strategic Co-ordinating a supply chain and the role of E-business- Coordination in a supply chain – E-business and the supply chain- Financial evaluation of Supply Chain decisions.		25
5	Types of Supply Chains : Emotional, Physical and Financial - Checklist for excellence- Objectives and target setting - Organisational alignment - changes in the business process – manufacturing - information flow in supply chain - inventory reduction - inventory management - Supplier relationship		10
Books Recommended: <ol style="list-style-type: none"> 1. Sarika Kulkarni, Ashok Sharma, “<i>Supply Chain Management</i>”, Tata McGraw-Hill Publishing Company Limited, New Delhi 2004 2. Alan E. Branch, “<i>Global Supply Chain Management and International Logistics</i>”, Routledge, New York, 2009 3. Gattorna, J.L and D.W. Walters, “<i>Managing the Supply Chain : A Strategic Perspective</i>”, Macmillan, Hampshire, 1986 4. Gupta, S. , “<i>Supply Chain Management in Complex Manufacturing</i>”, IIE Solutions, 1997 			

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER III	CORE COURSE		BAL 1343- FINANCIAL MANAGEMENT
No. of Credits	4	No. of instructional Hours/week:	5
Course objectives	To acquaint students with the techniques of financial management and their applications for business decision making.		
Course outcomes	<ol style="list-style-type: none"> 1. To make the student to know the importance and objectives of FM. 2. To enable the student to estimate the working capital. 3. Understanding the concept and determination of cost of capital. 4. To make the student to prepare financial plan in budgets. 5. To know the financial plans for practical decision making for manager. 		
Module	Content		No of hours
1	Finance-Public Finance Vs. Private Finance- Financial Management: Finance and related disciplines- Nature and Scope- of financial Management-Traditional and Modern Approach; Profit Maximization, Wealth Maximization - Finance Function – Concept of Time Value of Money, present value, future value, and annuity- Risk and Return- Systematic and unsystematic risk		20
2	Concept of Cost of Capital- Explicit and Implicit costs-Significance of Cost of capital- Measurement of specific costs of capital- Cost of debt-Cost of Equity Share- Cost of Preference Share- Cost of Retained Earning- Measurement of overall cost of capital based on Historical and Market value weights.- Capital structure-Meaning-Capital structure Vs financial structure- Optimal capital structure- Factors determining capital structure-Capital structure theories-Net income approach-Net-operating income approach-Modigliani and Miller Approach-Arbitrage process-Traditional approach		25
3	Capital Budgeting –Nature and meaning of capital budgeting- Cash flow- Capital budgeting techniques – Payback period-Accounting Rate of Return, Net Present Value, Internal Rate of Return -Profitably Index Method		15
4	Dividend decisions-Dividend policy- Determinants of dividend- Conservative vs. liberal policy- Payout ratio-Retention ratio-Dividend theories-Walters model-Gordon model- MM hypothesis policy-Bonus shares- Stock splits		15
5	Working Capital-concept-Types- Operating and cash cycle-Importance-Determinants of working capital-Sources of working capital-Estimation of working capital-Cash management-Receiveable management-Inventory management		15
<p>Books Recommended:</p> <ol style="list-style-type: none"> 1. Khan, M.Y & P.K. Jain: Financial Management Text Problem and Cases (7th edition), Tata Mc Graw Hill Publishing Co. Ltd. New Delhi (2014) 2. Rustogi, R.P: Fundamentals of Financial Management (11th Edition), Taxman’s Publication, New Delhi (2016). 3. Pandey, I.M Financial Management (11th Edition): Theory and Practices, Vikas Publishing House, New Delhi (2015). 4. Chandra Prasanna. Financial management: Theory and Practice (8th Edition). Tata Mc Graw Hill Publishing Co. Ltd. (2011). 			

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER III	CORE COURSE		BAL 1344-BUSINESS ENVIRONMENT AND ETHICS
No. of Credits	4	No. of instructional Hours/week:	5
Course objectives	The objective of this paper is to acquaint students with the issues of business environment in which corporate sector has to operate. It will also familiarize them with the techniques available for scanning and monitoring the environment. It also aims at providing some basic knowledge about international environment pertaining to business and ethics		
Course outcomes	<ol style="list-style-type: none"> To Identify and evaluate the complexities of business environment and their impact on the business. To analyze about the relationships between Government and business and understand the political, economic, legal and social policies of the country . To understand the current economic conditions in developing emerging markets, and evaluate present and future opportunities. To be acquainted with prerequisite knowledge required to understand the Probability and applications of probability theory. To understand the concept of the business ethics and its application in business. 		
Module	Content		No of hours
1	Business Environment -Concept-Significance-Types-Internal-External-Micro-Macro- Environment-Environmental Economic Sectors Analysis-Environmental Audit		15
2	Economic environment-Significance-Elements-Economic systems and business environment- Industrial Policies 1948-56, 1991-Fiscal policy -Monetary policy-Exim Policy-Economic Reforms		20
3	Environmental Sectors & IPR-Political, Legal, and Technological Environment-Meaning Definition-Concept-Elements Of Political Environment-Legal Environment and Business- Meaning-Definition-Concept-Legal Environment in India-FEMA-SEBI-Intellectual Property Rights-Technology Transfer		20
4	Corporate Social responsibility (CSR) and Socio Cultural Sectors- Socio-Cultural Environment- Elements –Social Instructions and systems-Values and attitudes-Social Groups Social Responsibility of business-Social Audit		20
5	Values – concepts – types and formation – principles of managerial ethics – relevance of ethics and values in business – ethical practices and types		15
Books Recommended: <ol style="list-style-type: none"> Naresh Malhotra, John Hall, Mike Shaw & Peter (2002), Market Research, Second Edition, Francis Cherunilam., Business Environment, Himalaya Publishing House. Mumbai. Aswathappa K., Essentials of Business Environment. Himalaya Publishing House Mumbai Adhikari, M Economic Environment of Business, Sulthan Chand and Sons, New Delhi. Kaur Tripat, Values and ethics in management, Galgotia publications, 2010 Chakraborty S.K, Human values for managers, Excel Books, 2010 Badi R.V & Badi N.V., Business ethics, Vrinda Publications, 2010 			

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER IV	CORE COURSE		BAL1441- RESEARCH METHODOLOGY
No. of Credits	4	No. of instructional Hours/week:	5
Course objectives	To provide an insight into the fundamentals of social science research and to impart practical knowledge and required skills in carrying out research project independently.		
Course outcomes	1. Students can get adequate theoretical and practical background of Business research 2. Students can get the perception of scientific inquiry of the any problem / issue 3. Students can do the management / marketing research 4. Students can get analytical mind 5. Knowledge on how to do conduct a case analysis 6. To write a systematic report and to prepare a oral presentation		
Module	Content		No of hours
1	Research- Meaning, Nature, Scope, Significance, Objectives and Utilities - Induction and Deduction –Types of Research- Fundamental, Applied, Exploratory, Descriptive, Predictive, Analytical, Experimental, Diagnostic, Qualitative and Quantitative Research- Ex-post Facto Research – Case Study- Censes Study- Action Research- Surveys and Field Studies –Research Process and its Steps		20
2	Sources of Data – Primary and Secondary Data –Tools for Data Collection- Tests, Observations, Interviews, Surveys, Questionnaire, Schedules- Rating Scales- Scaling Techniques and Construction of Scales –Sampling- Probability and Non-Probability Sampling Techniques – Determinants of sample size – sampling errors and sources - Pre-testing and Pilot Study		20
3	Sources of Data – Primary and Secondary Data –Tools for Data Collection- Tests, Observations, Interviews, Surveys, Questionnaire, Schedules- Rating Scales- Scaling Techniques and Construction of Scales –Sampling- Probability and Non-Probability Sampling Techniques – Determinants of sample size – sampling errors and sources - Pre-testing and Pilot Study		15
4	Data Analysis- Statistical Tools and Techniques for Data Analysis- Descriptive and Inferential Statistics (Concepts only) - Parametric and Non Parametric Tests (Concepts and types only) -Introduction to Statistical Packages – SPSS, Uses of SPSS- Precaution on using SPSS- Interpretation of Analysed Data		20
5	Communicating the Research Findings - Research Report - types of reports – content of report – Style of Reporting – Steps in Drafting Reports – Qualities of a good report –References - Bibliography – APA Format in writing references and bibliography		15
Books Recommended: <ol style="list-style-type: none"> 1. Naresh Malhotra, John Hall, Mike Shaw & Peter (2002), Market Research, Second Edition, Prentice Hall. 2. Kothari, C. R. (2009), Research Methodology- Methods and Techniques, Second Edition, New Age International, New Delhi. 3. Krishnaswamy OR& Ranganatham, M. (2007), Research Methodology in Social Science, Himalaya, New Delhi 4. Panneerselvam, R. (2005), Research Methodology, Prentice Hall, New Delhi 			

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER IV	CORE COURSE		BAL 1442- INVENTORY MANAGEMENT
No. of Credits:	4	No. of instructional Hours/week:	5
Course objectives	To provide an insight into the fundamentals of social science research and to impart practical knowledge and required skills in carrying out research project independently.		
Course outcomes	1. The student should be able to manage the inventory while working in industry 2. They should be able to comprehend the costs involved in inventory management 3. Understand and assimilate the various analyses of inventory 4. Comprehend the materials and stores management aspects		
Module	Content		No of hours
1	Background, Significance and Objectives of Inventory Management- Types of Inventory- ordering cost- inventory carrying cost-stock out cost-set up time cost.		20
2	ABC analysis- procedure for conducting analysis- HML- FSN- VED analyses- SDE-GOLF-XYZ-SOS analyses- methods and techniques		20
3	Economic order quantity- problems- Safety stock: Minimum and maximum inventory level- Reorder point - 'P' System- Fixed order interval system- 'Q' System- Fixed order quantity system		15
4	Classification of materials- Codification of materials- Standardization and variety reduction- Use of IT in inventory management		15
5	Aspects of storage- land , water and air contamination- Spillages, leakages, dumping and disposal of materials- Storage and disposal of hazardous waste- Explosive storage precautions during- loading, unloading, storage, transportation and usage- Fire and other hazards & precautions		20
Books Recommended: <ol style="list-style-type: none"> 1. RS Saxena, Inventory Management, Global India Publishing, Delhi 2. Max Muller, Essentials of Inventory Management, Amacom,2011 3. David J, Inventory Management Explained, Ops publishing, 2009 4. Mathew Waller etal, The Definitive guide to Inventory Management, Pearson, 2014. 			

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER IV	CORE COURSE		BAL1443- TRANSPORTATION
No. of Credits:	4	No. of instructional Hours/week:	5
Course objectives	The students shall learn the types and methods of selection of transportation for the logistics function.		
Course outcomes	1. Students will learn the methods of transportation and its relevance 2. The purpose of forecasting the demand and its impacts is learnt 3. Multiple modes of transportation and its merits and demerits 4. Comprehend the insurance and documentation process		
Module	Content		No of hours
1	Transportation – Meaning, importance, Functions – Types of transportation – Methods of Selection of transportation – factors considering fixation of freight charges – Role of containers in modern Transportation		20
2	Demand Forecasting –Impact of Forecasts on Logistics and Supply chain Management- Performance measurements- Position of Transportation in Logistics and Supply chain management		20
3	Road, Rail, Ocean Transport –Ships-Types- Measurement capacity of ships – shipping information, Air Transport Multi model transport – containerization – CFS –ICDS-Cross Docking- Selection of transportation mode – Transportation Network and Decision		15
4	Insurance aspects of logistics-Importance of effective transportation system – Road, Rail, Ocean, Air, Transportation Documentation – Packaging and its perspectives		15
5	Transportation infrastructure – transport functionality – principles –modal classification transportation formats – suppliers of transportation service – Government policies and regulations – Multimodal Transportation Act – Provisions		20
Books Recommended: <ol style="list-style-type: none"> 1. Thomas Goldby et al, The definitive guide to Transportation, Pearson, 2014. 2. John Coyole, Transportation, Cengage, 2015. 3. Jim Hendrikson, Transportation Management, Heartland, 2019. 4. Paul Murphy, Contemporary Logistics, Pearson, 2014. 			

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER IV	CORE COURSE		BAL 1444- SKILL ENHANCEMENT & EMPLOYABILITY ORIENTATION
No. of Credits	4	No. of instructional Hours/week:	5
Course objectives	Aims at developing and sustaining employability skills necessary to get placed in an entry level position and face competition by developing in students effective oral and written communication skills.		
Course outcomes	<ol style="list-style-type: none"> 1. Expose learners to variety of texts to interact with them 2. Capability to increase learners to visualize texts and its reading formulas 3. Develop critical thinking. 4. Develop a more humane and service-oriented approach to all forms of life around them. 5. Improvement in their communication skills for larger academic purposes and vocational purposes 6. Become critical participants in their everyday business life 		
Module	Content		No of hours
1	Self Regulation and Improving Academic Performance -Personal SWOT analysis, empowering self by developing self-esteem, self-efficacy, self-control and self-monitoring, Basic understanding about EQ, IQ, SQ developing sound study habits, reading newspapers, reviewing a book, research article and it's headings, improving personal memory, understanding the nature of stress and manage stress, basic idea about mind mapping, developing the skills of observation, time managing and its methods		20
2	Effective Oral Communication Skills - Communication basics and effectiveness in communication, interpersonal and intrapersonal communication, managing conversations, asking questions, working in teams, public speaking –planning , preparing and delivering speeches, effective self-introductions , debate, narrating incidents and events and expressing opinions, dynamics of group communication- taking active part in group discussions, managing meetings-Elements, Members, different types meeting arrangements		20
3	Effective Written Communication Skills- Principles of effective writing ,writing an -informal letter, bio-sketch, formal letter writing, a letter to the editor, a report, a memo, routine letters, cover letters, thank you/ follow –up letters, acceptance letter, rejection letters, resignation letters		15
4	Self Management and Standards of Conduct - Barriers to effective communication, managing conflicts, developing an assertive communication style, perspectives on relationships, understand the basics of etiquette, general etiquette to be followed by a student, mobile phone etiquette, telephone etiquette, e-mail etiquette, dressing etiquette, interview etiquette, people etiquette, office etiquette, dining etiquette, personal grooming		15
5	Self Motivation and Getting Hired-Develop thinking skills -critical and creative thinking, evaluation, decision making and problem solving, understanding the changing world of work, understand employer expectations, job searching, selection process, CV writing, Body Language, Dress Code, Concept about GD, Interview-Types of interview- preparing for the interview, interview process, Exit Interview		20

Books Recommended:

1. Wallace and Masters. Personal development for life and work. Thomson
2. Gopaldaswamy Ramesh, Mahadevan Ramesh, The ACE of Soft Skill, Pearson
3. Meenakshi Raman and Prakash Singh, Business Communication, Oxford
4. Urmila Rai and SM Rai. Business Communication, Himalaya Publishing House

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER V	CORE COURSE		BAL1541- WAREHOUSING
No. of Credits:	4	No. of instructional Hours/week:	5
Course objectives	To impart conceptual and practical knowledge to students on Warehousing and distribution systems		
Course outcomes	<ol style="list-style-type: none"> To help students to understand Warehousing and distribution centre operations Students will be able to apply the Basic knowledge of Warehousing and distribution centre operations in the real-life situation This course will enable them to enhance their ability and professional skills 		
Module	Content		No of hours
1	Introduction to Warehouse (Storage and Packaging) Background – Need for Warehouse – Importance of warehouse -Types of Warehouses -Broad functions in a warehouse -warehouse layouts and layout related to functions. Associate warehouse -Its functions -equipment available in associate ware house		20
2	Receiving and Dispatch of Goods in warehouse Various stages involved in receiving goods – Stages involved receipt of goods-Advanced shipment notice (ASN) or invoice items list-Procedure for Arranging of goods on dock for counting and Visual inspection of goods unloaded-Formats for recording of goods unloaded from carriers-Generation of goods receipt note using computer		20
3	Warehouse Activities: receiving, sorting, loading, unloading, Picking Packing and dispatch, activities and their importance in a warehouse -quality parameters -Quality check-need for quality check-importance of quality check. Procedure to develop Packing list / Dispatch note-Cross docking method - cross docking		20
4	Warehouse Management: Warehouse Utilization Management -Study on emerging trends in warehousing sector -DG handling -use of Material Handling Equipment's in a warehouse -Inbound & Outbound operations of a warehouse and handling of Inbound & Outbound operations.		15
5	Warehouse Safety Rules and Procedures: The safety rules and Procedures to be observed in a Warehouse -Hazardous cargo – Procedure for Identification of Hazardous Cargo -safety data sheet-Instructions to handle hazardous cargo -Familiarization with the industry. Health, Safety & Environment -safety Equipment's and their uses -5S Concept on shop floor. Personal protective Equipment's (PPE) and their uses		15
Books Recommended: <ol style="list-style-type: none"> J P Saxena, Warehouse Management and Inventory Control-Vikas Publication House Pvt Ltd, First Edition, 2003. Warehouse Management: Automation and Organisation of Warehouse and Order Picking Systems [With 			

CDROM], Michael Ten Hompel, Thorsten Schmidt, Springer-verlag, First Edition, 2006.

3. Management Guide to Efficient Money Saving Warehousing, Stephen Frey, Gower, 1982.
4. Kapoor Satish K., and Kansal Purva, 'Basics of Distribution Management: A Logistical Approach', Prentice Hall of India

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER V	CORE COURSE		BAL 1542- MATERIALS MANAGEMENT
No. of Credits	4	No. of instructional Hours/week:	5
Course objectives	<ol style="list-style-type: none"> To help Students to understand basic Principles and concept of material Management To orient students on recent changes and development in the field of material management 		
Course outcomes	<ol style="list-style-type: none"> Students will be able to apply the knowledge about material management in the real-life business situation This course will enable them to enhance their ability and professional skills 		
Module	Content		No of hours
1	Introduction: Materials Management -Evolution, Importance, Scope and Objectives-Interface with other functions. Concept of Logistics and Supply Chain Management and evolution to 4PL-Supply Chain Management - Objectives, Components, Significance, Trade off Customer Service & Cost		20
2	Purchasing: Purchasing in Materials management-system concept-purchasing and procurement activities under Materials management-Value Analysis and value Engineering-Purchasing and quality Assurance-Purchase Cycle – Negotiation & Bargaining – Vendor relations -Purchasing Methods -Global Sourcing-Stores – Functions, Importance, Organization of stores & Stores layout. Stores procedure – documentation		20
3	Material Requirement Planning (MRP) -Advantages over conventional planning (Order Point Method) – Input and output of MRP system - Forecasting – Overview of quantitative and qualitative methods of forecasting -Master Production Schedule -Bill of Materials – BOM Explosion -Material flow in MRP		20
4	Quality control of material: Incoming material quality control-statistical quality control-governmental purchasing practices and procedures-Inventory control & Cost Reduction techniques: Inventory turns ratios-Standardization – need and importance. Codification – concept, benefits. Value Engineering and Value Analysis – concept and process		15
5	Materials handling and storage systems, Physical distribution logistics-transportation, Traffic and claims management-operations research and related techniques-Principles of Materials Handling system -Materials Handling Equipment – Safety issues		15
Books Recommended: <ol style="list-style-type: none"> A.K. Datta, Materials management: procedures, text and cases P. Gopalakrishnan, Materials management: An integrated approach J.R. Tony Arnold & Stephen N. Chapman, Introduction to Materials management K S Menon, Purchasing and Materials Management Gopalakrishnan, Handbook of Materials Management 			

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER V	CORE COURSE		BAL 1543 – E-BUSINESS
No. of Credits:	4	No. of instructional Hours/week:	5
Course objectives	To familiarize students with the basic concepts of internet, e-commerce, e- business and cyber security		
Course outcomes	<ol style="list-style-type: none"> To provide the student with an inclusive view of E-business and its application in the day to day working of industry. Student will be able to understand the meaning and importance of E-business. Able to use various apps/tools of E-business in the professional life 		
Module	Content		No of hours
1	Internet- basics- getting information on the Internet-Protocol- www-Web Pages and HTML- Web browsers-searching the web- Electronic mail- Advantages and disadvantages		20
2	E-commerce - Definition - Types - Internet shopping - Advertising in e-commerce - E- commerce for service industry - use of social media for promotion		20
3	Internet Banking - Electronic Payment System - Concept of E-cash – flow chart- digital signature- Electronic Fund Transfer - Debit and Credit card system-E business suites: ERP, E-CRM, E-Procurement, E-Auction		20
4	E-business: - Definition – Components of e-business - steps in building an e-business application - Online web site design to promote online sales of a product or service - Use Google SITES free resources for designing website		15
5	Cyber Law and security - Introduction to cyber law - Public policy issues in e-commerce - Protecting Privacy - Intellectual property rights - Data encryption/decryption, cyber crimes - virus - Fire wall - Antivirus software.		15
<p>Books Recommended:</p> <ol style="list-style-type: none"> Turban, Efrain, David King et. el.: Electronic Commerce: A Managerial Perspective, Pearson Education Asia, Delhi 2002. Kalakota, Ravi: Frontiers of Electronic Commerce, Addison - Wesley, Delhi . Rayport, Jeffrey F and Jaworksi, Bernard J: Introduction to E-Commerce, Tata McGraw Hill, New Delhi 2003. Rich, Jason R: Starting an E-Commerce Business, IDG Books, Delhi . Stamper David A, and Thomas L.Case: Business Data Communications, Pearson Education, New Delhi 2005. William Stallings: Business Data Communications, Pearson Education, New Delhi 2004 			

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER VI	CORE COURSE		BAL 1641 – MODERN OFFICE MANAGEMENT
No. of Credits:	4	No. of instructional Hours/week:	5
Course objectives	To provide functional knowledge of office environment & communication, Office correspondence & Office Personnel relations Personnel management		
Course outcomes	<ol style="list-style-type: none"> Students will know about the office environment & to manage the office. Learn the essential of communication in the office structure. 		
Module	Content		No of hours
1	Office Management and organization Basic concepts of office – Importance – Functions – size of the office – office management – relations with other departments – scientific office management – office manager - principles of office organization		20
2	Office Environment & Communication Office location – characteristics / Qualities of office building – Environment – Physical – hazards in office safty – security – secrecy –communication – meaning – essential features – classification – barriers to communication		20
3	Office correspondence & Record management Centralized Vs Departmental correspondence – depart mental typing and typing pools – classification of records – principles of record keeping – filling – methods		20
4	Office systems & Procedures Systems – procedure – Advantages – Characteristics of sound office system& procedures – work simplification – principles – kinds of reports.		15
5	Office Personnel relations Personnel management – definitions – functions – office committees- employee morale – productivity – Employee welfare – grievances – work measurement – control of office work		15
Books Recommended: <ol style="list-style-type: none"> Dr. I.M.SAHAI , Modern office management —Sathiya Bhawan Agra S.P Arora , Office organization And Management — Vikas publishing House Pvt Ltd 			

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER VI	CORE COURSE		BAL 1642 – INTERNATIONAL BUSINESS
No. of Credits:	4	No. of instructional Hours/week:	5
Course objectives	Providing students awareness about International business and its different dimensions.		
Course outcomes	1. To learn the intricacies and challenges in international business 2. To understand the various organisations involved in international business		
Module	Content		No of hours
1	International business- Meaning -modes-scope-importance-benefits-International business environment-economic-political-legal-cultural and technological		15
2	Methods of entry into International markets- Entry strategies-Licensing-Franchising-Joint Ventures-Acquisitions-Strategic Alliances- Trade barriers-Trade blocks .Multinational Corporations- its nature and characteristics-Indian companies become Global- problems and prospects		20
3	Export Import procedures and documentation- Terms of export import order-documentary bill (D/A, D/P bill) -Letter of credit-Bill of lading-Balance of payment Balance of trade-FEMA- capital account convertibility		20
4	International Financial Organisations and Marketing strategies- UNO,WTO, IMF, World Bank, ADB, IFC, UNCTAD,IDA and IBRD- International marketing strategies		15
5	Globalisation of Indian Business- Indias competitive advantage in Industries like IT, Textiles, GEMS jewellery- Indias strength and weakness in International Business- International Barriers -trade and non trade		15
Books Recommended: <ol style="list-style-type: none"> Global Business Today- Charles W L Hill, University of Washington. John Daniels, Lee Radebaugh, Daniel Sullivan, International Business: Environments & Operations- Prentice Hall, New Delhi VK Bhalla, International Business, S Chand and Company Pvt Ltd. Mumbai. Francis Cherunilayam, International Business- Text and Cases (Fifth Edition), PHI Learning, New Delhi Charles W L Hill, International Business: Competing in the Global Market Place, McGraw Hill, New York. Donald Ball, Michael Geringer,Michael Minor & Jeanne Mc Nett. International Business : The Challenge of Global Competition-, McGraw Hill, New York. P Subba Rao, International Business: Text and Cases-, Himalaya Publishing House Pvt Ltd Mumbai. 			

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER VI	CORE COURSE		BAL1643 – STRATEGIC MANAGEMENT
No. of Credits:	4	No. of instructional Hours/week:	5
Course objectives	To create a conceptual awareness of various strategies and its formulation for strategic business advantage		
Course outcomes	3. To learn the business policy and its relevance to management. 4. To understand the policy implementation and implications		
Module	Content		No of hours
1	Strategic Management- Concept of Strategy- Meaning – Definition-Features of Strategic Management- Synergy- Dysergy-Strategic Management Process		20
2	Hierarchy of Strategic Intent - vision – Mission – Business Definition- Goals – Objectives- Environmental Appraisal- Organizational Appraisal- SWOT-Strategic Decision Making		20
3	Strategy Formulation –Stability- Growth Strategies-Diversification Strategies-Turnaround – Divestment –Liquidation-Functional –Operational Strategies- SBU’s-Gap Analysis-BCG Matrix..		20
4	Strategy Implementation-Corporate restructuring – Mergers & Acquisition, Joint Venture, Strategic Alliance- Strategy & Leadership- Behavioral Aspects- Structures for Strategies		15
5	Strategic Control – Operational Control – Tools & Techniques- Strategies of MNC’s.		15
Books Recommended: 1. Hutchinson B.G. (2013). Principles of Urban Transport Systems Planning: McGraw Hill Book Company (latest edition). 2. JotinKhisty C & Kent Lall B. (1998). Transportation Engineering: An Introduction: Prentice. Hall International, Inc. 12th Edition			

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER III	ELECTIVE COURSE STREAM I : LOGISTICS MANAGEMENT	COURSE 1: BAL 1361.1 MULTIMODAL TRANSPORTATION	
No. of Credits:	4	No. of instructional Hours/week:	5
Course objectives	1. To understand various tariffs applicable in sea/air/rail/road/pipeline transportation 2. To examine about the air transport and IATA		
Course outcomes	5. Evaluate the multimodal and intermodal transportation and the maritime transportation. 6. Categorize the freight costing and pricing and illustrate the air mode of transportation		
Module	Content	No of hours	
1	Multi modal transportation - Introduction, growth and components, Physical multi modal operations – Inter relationship of transport mode, specialized container equipment – FCL, LCL and Customs facilitation	15	
2	Multimodal trade routes – factors affecting Mode and Route choices, Multimodal transport operators – Types of Vessel Operators –Other provisions through Transport services	15	
3	Corporate structures in Multimodal Transport, System required by the Transport Operator, Transport Pricing-Modern Freight Tariffs, Meeting the Demand-Tracking the Container Fleet.	20	
4	Rail Transport- Role of Rail Transport-Significance of Rail Transport, Railway networks, Air Transport- Role of Air Transport, Significance of Air Transport, Airline Scheduler-Air Line Schedule Planning, IATA, Maritime industries	20	
5	International contract of sale-Bill of Lading-Clauses-Way bills-Identity of Carrier-Liability and Insurance-Paperless Trading, Indian Multimodal Act-1993,Conventions related to Multi modal transport-Cargo liability conventions, Conventions relating to Dangerous Goods-Customs conventions-Statutory Regulations and Restrictions-National and International restrictions on the movement of goods-WTO	20	
Books Recommended: 3. Hutchinson B.G. (2013). Principles of Urban Transport Systems Planning: McGraw Hill Book Company (latest edition). 4. JotinKhisty C & Kent Lall B. (1998). Transportation Engineering: An Introduction: Prentice. Hall International, Inc. 12th Edition 1.			

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER III	ELECTIVE COURSE STREAM II : SUPPLYCHAIN MANAGEMENT	COURSE 1: BAL 1361.2 RETAIL SUPPLYCHAIN MANAGEMENT	
No. of Credits:	4	No. of instructional Hours/week:	5
Course objectives	To acquire basic knowledge and necessary skills to work in the Air Cargo section of Airline industry		
Course outcomes	<ol style="list-style-type: none"> 1. Student should have better understanding about Cargo management. 2. Student should develop knowledge on innovative schemes under transportation in Logistics 		
Module	Content	No of hours	
1	Definition– retail as a business– importance of customer segments–value chain–types or retail chain business– comparative advantages– CSR and retail industry - Supply chain efficiency	20	
2	Drivers of retail supply chain change– globalization–nature of demand–quality function deployment– retail supply chain risk– retail supply chain metrics	20	
3	Product lifecycle– innovative and functional products– retail market segments– supply chain management excellence– skill requirement	20	
4	Retail supply chain process improvement: improvement approaches: PDCA,DMAIC,CPFR– supply chain collaboration– core competency– demand driven supply chain: tools and techniques– product tracking: Barcoding, RFID	15	
5	Supply chain costs– root causes for cost – retail returns–opportunities in retail returns- Supply chain engineering –4PL Value- GS1 System of world-wide supply-chain standards system	15	
Books Recommended: <ol style="list-style-type: none"> 2. JAlan E. Branch (2009). Global Supply Chain Management and International Logistics. 3. Dawson, Larke&Mukoyama.(2007). Strategic Issues in International Retailing:Routledge. 4. James B. Ayers. (2007). Retail Supply Chain Management: Auerbach Publications. Managing Supply 5.Martin Christopher.(2016)Logistics and Supply Chain Management 6.Ray.(2010). Supply Chain Management For Retailing: TMH 			

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER IV	ELECTIVE COURSE STREAM I: LOGISTICS MANAGEMENT	COURSE 2: BAL 1461.1- AVIATION AND CARGO MANAGEMENT	
No. of Credits:	4	No. of instructional Hours/week:	5
Course objectives	To acquire basic knowledge and necessary skills to work in the Air Cargo section of Airline industry		
Course outcomes	3. Student should have better understanding about Cargo management. 4. Student should develop knowledge on innovative schemes under transportation in Logistics		
Module	Content	No of hours	
1	Introduction to Aviation - National and International Aviation Authorities - ICAO/IATA/FIATA – The roles and responsibilities of the IATA cargo Agent - The operations and service functions The air cargo consolidator and the process of consolidation - World Geography - IATA areas and sub areas - World time zones and the study of the international time calculator chart - Calculation of local times and flying time -Calculation of time difference between two given cities - Use of the official Airline Guides - To construct unpublished transfer connections of air cargo shipments	20	
2	Aircraft - Types of aircraft - passenger - cargo - combi - Narrow bodied and wide bodied aircrafts –parts – seating arrangements - configuration - loading limitations - volume and weightBulk loading limitation- Structure of an international airport - The airside and land side facilities - Equipments used in handling of air cargo - The air cargo complex and its facilities - Customer clearance procedures - The shipper’s letter of instruction (SLI) &- Instruction for carriage and special cargo	20	
3	Procedures for Air Cargo Booking - Automation in the Air Cargo Industry - Physical handling procedures for Air Cargo - The Air Cargo Tariff (TACT) - Calculation of the chargeable weight - Volume weight and Gross weight - Types of Cargo rates - GCR - SCR and CR - Lower charge in High weight category and the precedence of rates and charges - Valuation charges - Disbursement and charges collect shipments – Rating concepts - The Air way Bill, its functions and completion	20	
4	Goods Regulation-DGR Familiarization - The contents of the IATA Dangerous Goods Regulation Manual – Introduction to the DGR - Applicability and limitations - definitions of clauses/Divisions and packing groups - List of Dangerous Goods and how to use the DGR Manual - Mixtures and solutions and the assignment of proper shipping names - Multiple Hazards and study of items acceptable in passenger or cargo aircrafts -Types of packing - UN specification, Limited Quantity and other type - Checking the packaging of Dangerous Goods shipment Specification of Packaging markings and different dangerous goods packed in one outer packaging- Over pack and Salvage packaging	15	

5	DGR Procedures - Marking the package and to check the markings - Labeling given shipment and check the correctness - reference guide - the shipper's declaration for dangerous goods – documentation requirements for import and export - Airway Bill - Transport of radioactive materials and types of packaging used - The transport Index - Documentation requirements in transporting dangerous Goods - Classes and divisions of DG in Excepted Quantities - limited Quantity labels - Completion of the emergency procedures to be followed in case of damaged or leaked packages - Dangerous Goods Emergency Response Chart -Reporting of incidents and Accidents	15
<p>Books Recommended:</p> <ol style="list-style-type: none"> 1. J.G. Wensveen, Air Transportation – A Management Perspective , Ashgate Publishing Ltd 2. Bijan Vasigh, Thomas Tacker and Ken Fleming Introduction to Air Transport Economics - Ashgate Publishing Ltd 3. IATA Foundation course Air faces & Ticketing, IATA Publications 4. IATA Foundation in Tourism & Travel, IATA Publications 5. Travel Information Manual, (TIM) 2006, IATA Publications 		

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER IV	ELECTIVE COURSE STREAM II : SUPPLYCHAIN MANAGEMENT	COURSE 2: BAL 1461.2 PROCUREMENT AND QUALITY MANAGEMENT	
No. of Credits: 4	No. of instructional Hours/week:		5
Course objectives	Demonstrate needed skills in negotiating pricing mechanism and apply procurement theories in workplace and create adding value to the organization		
Course outcomes	1. Analyse and apply appropriate techniques and methods in the integration of procurement management and global sourcing operations. 2. Evaluate and measure alternative procurement management and global sourcing options in the context of a flexible global supply chain.		
Module	Content	No of hours	
1	Definition of Quality, Quality Standard, Quality Control, Aspects of Quality Control, Quality Control of Purchased Materials in a Supply Chain	15	
2	General Problems of Vendor Quality, Suppliers Quality Survey, Model for evaluation of Suppliers Quality.	20	
3	Management Action for Quality Assurance, Activities under Quality Assurance, Evaluating Product Quality, Control Chart – Mean & Range	25	
4	Element of Quality Management, Benefits, Six Sigma Quality Control, Principles, Benefits, Steps of Six Sigma	15	
5	Benefits and Risk of Outsourcing, What is E-Procurement, Framework of EProcurement	15	
Books Recommended: <ol style="list-style-type: none"> 1. Mahaian M. I.(2007). Impart Do It Yourself(7th ed.): Jain Book. 2. Parasram.(2010). In Cotermis Exports Coartind and Pricing with Practical Guide to in Co-Terms, (1st ed.): Jain Book ,(6th ed.) 3. Vance, Charles m, Paik &Yongsun.(2013). Managing a Gobal Workforce Challenges and Opporunity In International HRM (2nd ed.): Eastern Economic Editors, Latest edition 			

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER V	ELECTIVE COURSE STREAM I : LOGISTICS MANAGEMENT	COURSE 3: BAL 1561.1 PACKAGING	
No. of Credits: 4	No. of instructional Hours/week:		5
Course objectives	Learning to design packaging utilizing different materials: metal, glass, plastic, paper, and corrugated		
Course outcomes	1. Students can solve technology and applied engineering problems using design packaging software. 2. Design protective packaging systems to solve hazards encountered in product distribution		
Module	Content	No of hours	
1	Packaging/Packing Materials & Components: Various Materials/Metals Flexible, Folding, Insulated, Corrugated Packing Materials-Packing materials: Paper, Wood, Adhesive, Aluminum foil, Cushioning-stuff, Packaging gas, Pallet, Paperboard, Plastic wrap, Shrink wrap, Screw cap, Slip sheet- Security printing- Stretch wrap – Time temperature indicator-Tinplate	15	
2	Packaging Industry Process and Machining: Packaging Demands of Consumer goods Industry- Packaging Demands of Industrial Users-Technology Trends in Packaging Industry – Aseptic processing - Authentication -Automatic identification and data capture - Blow fill seal - Blow moulding - Containerization -Electronic article surveillance - Graphic Design -Induction sealing - Plastic welding -Printing.	20	
3	Identification codes, bar codes, and electronic data interchange (EDI)- Universal Product Code- GS1 Standards- package labels- Symbols used on packages and labels Heavy, Medium and small Packaging- Active packaging-Child-resistant packaging-Pilfer/Tamper Evident/Proof Packaging-Product-Packaging compatibility- Pharma Packaging- Food Packaging- Electronic goods Packaging- FMCG packaging- Heavy engineering Goods/Equipment Packaging	25	
4	Packing as Protection Against Hazards- Package design considerations: Structural design, marketing, shelf life, quality assurance, logistics, legal, regulatory, graphic design, end-use, environmental factors- Packaging for Marketing and Visual Appeal-Biodegradation -Recycling: Glass, Plastic & Paper-Reuse- Sustainable packaging - Waste management	15	
5	Marking and Labeling, Ecofriendly Packaging for Exports- Scientific Packaging-Standardization in Packaging. Quality assurance-Radio-frequency identification -Track and trace -Vacuum forming Verification and validation - Barcode printer - Barcode reader -Bottling line –Carton machine- Check weighed -Conveyor system -Heat gun - Heat sealer - Industrial robot Injection molding machine –Logistics automation	15	
Books Recommended: <ol style="list-style-type: none"> 1. Calver G. (2003). What Is Packaging Design: Rot vision. 2. Dean D. A. (2000). Pharmaceutical Packaging Technology: Taylor & Francis. 3. McKinley A. H. (2004). Transport Packaging: IoPP. 4. Robertson G. L. (2005). Food Packaging 			

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER V	ELECTIVE COURSE STREAM II : SUPPLYCHAIN MANAGEMENT	COURSE 3: BAL 1561.2 GLOBAL SUPPLY CHAIN MANAGMENT	
No. of Credits: 4	No. of instructional Hours/week:		5
Course objectives	To understand about the worldwide supply chain management practices.		
Course outcomes	1. Demonstrate the various issues in global supply chain management. 2. To establish streamlined supply chain management processes on the global scale		
Module	Content	No of hours	
1	Global trade and global supply chains Expertise in emerging markets and global supply chains-Best practices for strategic global supply chain management- How to integrate global supply chain functions -Strategic benefits of global supply chains	15	
2	Implications of Industry Globalization -Drivers for Supply Chains Ways to identify key market global drivers- Knowledge of how market globalization drivers influence supply chains -Exploration of the declining role of governments as producers and customers, and how their new role adds value for global supply chains.	20	
3	Evaluating Global Supply Chain Infrastructure -Analysis of transportation, communication, utilities and technology infrastructure -Supply chain security, risks and value Legal considerations, international contracts and insurance issues Commercial documents and customs clearance International commerce terms (INCOTERMS)	25	
4	Leveraging Logistics in Global Supply Chains -How to design a global logistics strategy- Managing global inventory -Global packaging and materials handling - Understanding of global distribution centers Ocean, air, land and intermodal transportation	15	
5	Types of global purchasing strategies for outsourcing and off shoring - Selecting suppliers and designing global supplier networks Maximizing Operations in Global Supply Chains- Expertise in international wholesaling, retailing and franchising How to go global online -Using global EDGE diagnostic tools for global market channel partners	15	
Books Recommended: <ol style="list-style-type: none"> 1. C S VenkataRatnam. (2007). Globalisation and Labour Management Relations: Response Books. 2. N Viswanadham& S Kameshwaran. (2013). Ecosystem aware Global Supply chain Management: world scientific publishing. 3. Ross D F. (2009). Competing through Supply Chain Management. (6thed): Chapman & Hall. 			

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER VI	ELECTIVE COURSE STREAM I: LOGISTICS MANAGEMENT	COURSE 4: BAL 1661.1 PORT MANAGEMENT	
No. of Credits: 4	No. of instructional Hours/week:		5
Course objectives	The course provides knowledge and analysis of the principles and evolution of container terminal management, port indicators and supply chain management		
Course outcomes	1. Identify the interface of ports with logistics and the position of ports in the supply chain. 2. Analyse port performance and relevant quality management systems.		
Module	Content	No of hours	
1	Definition-Types and Layout of the Ports– Organizational structure-Fundamental observations. Main functions and features of ports: Infrastructure and connectivity-Administrative functions-Operational functions. Main services: Services and facilities for ships-Administrative formalities-Cargo transfer-Services and facilities for cargo -Additional “added value” service -Ports and their stakeholders like PHO , Immigration, Ship agents ,Stevedores, CHA	15	
2	Berths and Terminals - Berth Facilities and Equipment –ship Operation - Pre-shipment planning, the stowage plan and on-board stowage- cargo positioning and stowage on the terminal-Developments in cargo/ container handling and terminal operation -Safety of cargo operations - Cargo security: Measuring and evaluating performance and productivity	20	
3	Phases of port development - Growth in world trade - Changes in growth-Development in terminal operation. Shipping technology and port: Ship knowledge - Ship development and port development - Port time and ship speed - Other technical development affecting port.	25	
4	Global regulatory organizations: Conventions and Reports. Environment regulation: Port environmental pollution - Environmental Management System- HAZMAT (Hazardous Materials)- BWM (Ballast Water Management). Port Security: ISM, ISPS, Occupation Safety and Health Administration - ISO1400	15	
5	Port ownership structure - Types of port ownership and administration – Organizations concerning ports - Boards governing the ports - Port management development - Rise and fall of Ports - Port ownership structure in India. Port reform: Framework for port reform- Evolution of ports in a competitive world - Alternative Port Management Structure and Ownership Models	15	
Books Recommended: <ol style="list-style-type: none"> 1. Jay Heirer, Barry Render.(2017)Operations Management”- Sustainability and Supply chain Management(12th ed.) 2. Justin Paul & Rajiv Asekar. (2013)Export Import Management(2 nd ed.): Oxford Higher Education 3. Lee J Krajewski, Maney K Malhotra.(2018)Operations Management Process and Supply chains:pearson lean Management 			

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER VI	ELECTIVE COURSE STREAM II : SUPPLYCHAIN MANAGEMENT	COURSE 4: BAL 1661.2 SUPPLY CHAIN RISK MANAGEMENT	
No. of Credits: 4	No. of instructional Hours/week:		5
Course objectives	To gain knowledge in risk management and to do supply chain management globally.		
Course outcomes	1. Identify the factors influencing technological forces and Outline the management of global risks 2. List the issues in international supply chain management and Clarify the regional and cultural differences in logistics		
Module	Content	No of hours	
1	Risk & Management, Growth of risk Management, defining Risk, Features of Risk. Decisions & Risk, Decisions with certainty, uncertainty, risk, ignorance, Managing Risk	15	
2	Risks arising out of Trends affecting SC – Integration, Cost Reduction, Agile Logistics, E-Business, Globalization, Outsourcing, SC Risk Management – Aims, Steps & Principles	25	
3	Types of Risks, Identifying Risks, Tools for analyzing past events, collecting opinions, analyzing operations, Measuring Risk, Likelihood of a risky event, Consequences of risk, Responding to risks, Alternative responses, defining the options & choosing the best response, Network View of Risk Shared risks)	25	
4	Design of a resilient SC, Principles of designing resilient SC, Physical features of a resilient SC, relationship within a resilient SC, Risk compensation & Business Continuity	15	
5	Business Continuity Management:-Emergencies& Crisis, Views of BCM & Steps in BCM	10	
Books Recommended: <ol style="list-style-type: none"> Bernstein P L. (1998). Against the Gods: The remarkable story of risk: Wiley. London. Harrington L, Boyson, S, Corsi. (2011). T. X-SCM: The New Science of Extreme Supply Chain Management. Routledge. New York. Merna T, Al-Thani, F. (2011). Corporate risk management: (2nd ed.). John Wiley and Sons Ltd. Chichester. Wu T, Blackhurst, J. (2009). Managing supply chain risk and vulnerability: Tools and methods for supply chain decision-makers: Springer. London. 			

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER V	OPEN COURSE (FOR STUDENTS OF OTHER DISCIPLINE)	BAL 1551.1 - PROJECT MANAGEMENT	
No. of Credits :2	No. of instructional Hours/week:		3
Course objectives	To provide knowledge on the concept of project management.		
Course outcomes	1. Understand the various aspects of project management 2. Learn the financial appraisal of projects		
Module	Content	No of hours	
1	Project management – meaning- definition- features – classification of projects - stages in project cycle– identification, formulation and implementation	8	
2	Appraisal of Projects – Market feasibility, technical feasibility, financial feasibility - different types of appraisal to determine feasibility – feasibility report	10	
3	Financial Appraisal of a Project – Evaluation Techniques – traditional and modern (theoretical aspects only)	14	
4	Estimation of project cost – preliminary expenses – cost of acquisition of fixed assets, cost on technical knowhow, acquisition of patents and licenses – documentation charges – preparation of project report	10	
5	Institutional finance for projects – National and state level – IDBI, SIDBI, GIC, LIC, UTI, SFC, IFC– functions and schemes	12	
<p>Books Recommended:</p> <ol style="list-style-type: none"> 1. Prasanna Chandra. Project Planning, Analysis, Selection, Tata McGraw-Hill, Publishing Co. Ltd., New Delhi. 2. Goel B.B. Project Management, Deep & Deep Publications Pvt. Ltd., New Delhi. 3. Harold Kerzner . Project Management: A Systems Approach to Planning, Scheduling, and Controlling, CBS Publishers , New Delhi. 4. Vasant Desai . Project Management, Himalaya Publishing House, Mumbai. 5. Rao .P .C .K . Project Management and Control, Sultan Chand & Sons, New Delhi. 6. Bhavesh M Patel . Project Management: Strategic Financial Planning, Evaluation, and Control, Vikas Publishing House, New Delhi. 			

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER V	OPEN COURSE (FOR STUDENTS OF OTHER DISCIPLINE)	BAL 1551.2- FUNCTIONAL MANAGEMENT	
No. of Credits :2	No. of instructional Hours/week:		3
Course objectives	To provide a theoretical base so as to enable the students to acquire theoretical knowledge of the functional areas of management		
Course outcomes	1. To learn the concepts of functional management 2. To comprehensively understand the functions of management		
Module	Content	No of hours	
1	Management-meaning-definition-applications-functions-planning-organising-staffing-directing- controlling	10	
2	Production Management-concepts-meaning of plant-firm-industry-plant location- Quality Management, Production planning and control-plant-layout-factors-types-inventory management	10	
3	Marketing Management-meaning and objectives-Evolution of marketing-Marketing concepts- Nature and Scope of Marketing-Functions of Marketing, marketing Mix-Standardization-grading and branding-packaging-transportation	12	
4	Human Resource Management-meaning and nature-qualities or HR managers-Man power planning-recruitment-selection-training and development-placement-compensation-methods of wage payment-incentives-monetary and non monetary	10	
5	Financial Management-meaning-definition-objectives-profit maximization vs. wealth maximization-scope of financial management-investment decisions- financing decisions- dividend decisions-working capital	12	
Books Recommended: <ol style="list-style-type: none"> 1. Richard Pettiger. Introduction to Management, Palgrave Macmillan, New York. 2. M.J.Mathew,Functional Management, RBSA Publishers, Jaipur. 3. Meenakshy Gupta . Principles of Management, PHI, New Delhi. 4. Koonts and Heinz Weihrich. Essentials of Management, Tata McGraw-Hill Publishing Co.Ltd. New Delhi. 5. Bhooshan Y.K. Business Organisation and Management, Sultan Chand & Sons New Delhi. 6. Bhatia R.C. Business Organisation and Management, Ane Books Pvt. Ltd. New Delhi 			

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER V	OPEN COURSE (FOR STUDENTS OF OTHER DISCIPLINE)	BAL 1551.3- STRATEGIC MANAGEMENT	
No. of Credits :2	No. of instructional Hours/week:		3
Course objectives	To enhance decision making abilities of students in situations of Uncertainty in a dynamic business environment		
Course outcomes	7. To learn the business policy and its relevance to management. 8. To understand the policy implementation and implications.		
Module	Content	No of hours	
1	Strategic management – introduction – concept – characteristics of strategic management – Defining strategy	8	
2	Strategy formulation – stakeholders in business – vision, mission and purpose – objectives and goals – strategic business unit (SBU) – Types of strategies	10	
3	Strategic analysis and choice – Environmental Threat and Opportunity Profile (ETOP) – Organisational Capability Profile – Strategic Advantage Profile – Corporate Portfolio Analysis – SWOT Analysis – Synergy and Dysergy – GAP Analysis	14	
4	Strategy implementation – Inter-relationship between formulation and implementation – issues in strategy implementation – resource allocation	10	
5	Strategy evaluation – importance – strategic control – techniques of strategic evaluation and control	12	
<p>Books Recommended:</p> <ol style="list-style-type: none"> 1. Srivastava R.M. Management Policy and Strategic management (Concepts, skills and Practices). 2. Subha Rao P. Business Policy and Strategic Management, Himalaya Publishing House, Mumbai. 3. Bhattachary S.K. and Venkataraman N. Managing Business Enterprises: Strategies, Structures and System, Vikas Punlishing House, New Delhi. 4. Ramaswamy and Namakumari S. Strategic Planning Formulation of Corporate Strategies, Macmillan India Ltd., New Delhi. 			

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER V	OPEN COURSE (FOR STUDENTS OF OTHER DISCIPLINE)	BAL 1551.4- FUNDAMENTALS OF FINANCIAL ACCOUNTING	
No. of Credits :2		No. of instructional Hours/week:	3
Course objectives	To provide basic accounting knowledge as applicable to business and to equip students to maintain various types of ledgers and to prepare final accounts		
Course outcomes	<ol style="list-style-type: none"> 1. To provide inputs on the accounting principles and management of accounting 2. To learn the preparation of various books of accounts 3. To understand the preparation of financial accounts 		
Module	Content	No of hours	
1	Accounting - Meaning - objectives – Accounting principles - Systems of accounting - Accounting Standards - Meaning and Objectives - Double entry book keeping - Rules of Debit and Credit	8	
2	Recording Business Transactions - Journal - Ledger - Preparation of Subsidiary books	8	
3	Cash book- Simple cash book - cash book with cash and discount columns - cash book with cash, discount and bank columns - Petty cash book - Bank reconciliation statement	10	
4	Trial Balance - meaning and objectives - Preparation of Trial Balance - Rectification of errors- Types of errors - detection and rectification of errors - Suspense account	10	
5	Final accounts of Sole Trader – Manufacturing, Trading and Profit & Loss Account - Balance Sheet - Preparation of Final accounts with adjustments	18	
<p>Books Recommended:</p> <ol style="list-style-type: none"> 1. Gupta, R L and Gupta V K, Principles and Practice of Accountancy, Sultan Chand & Sons, New Delhi 2. Jain S P and Narang, K L, Basic financial accounting, Kalyani Publishers, New Delhi 3. Naseem Ahamed, Nawab Ali Khan and Gupa M L, Fundamentals of Financial Accounting- Theory and Practice, Ane Books Pvt Ltd, New Delhi. 4. Maheswari, S N & Maheswari, S K, Advanced Accountancy, Vikas Publishing, New Delhi. 5. Gupta, R L and Radhaswamy M, Advanced Accountancy, Sultan Chand & Sons, New Delhi 			

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER VI	ELECTIVE COURSE	BAL 1661.5 BUSINESS COMMUNICATIONS	
No. of Credits :2	No. of instructional Hours/week:		3
Course objectives	To familiarize the students with the basic concepts of Business Communication in the organizational backdrop.		
Course outcomes	To learn how to conduct written communications		
Module	Content	No of hours	
1	Business Communication - Meaning - importance - Methods - Types - Barriers to communication	8	
2	Written communication - Business Letters - Types - layout - Business enquiries - Offers and Quotations - Orders - execution and cancellation of orders - Letters of complaint - collection and status enquiries	14	
3	Bank Correspondence - Correspondence of company secretary with shareholders and directors	12	
4	Communication through reports - importance - contents - Annual report	10	
5	Internal Communication - Short speeches - Memo - Circulars - Notices - Communication Media Intercom, Telex and Telephone - Fax – Internet- Intranet	10	
<p>Books Recommended:</p> <ol style="list-style-type: none"> 1. Rajendra Pal Korahill, Essentials of Business Communication, Sultan Chand & Sons, New Delhi 2. Bhatia R C, Business Communication, Ane Books Pvt Ltd, New Delhi. 3. Remesh, M S,& C C Pattanshetti, Business Communication, R.Chand & Co, New Delhi. 4. Shalini Aggarwal, Essentials of Business Skills, Ane Books Pvt Ltd, New Delhi. 5. Madhukar, R K, Business Communication, Vikas Publishing House New Delhi. 6. Asha Kaul. Effective Business Communication, PHI, New Delhi. 7. Francis Soundararaj. Speaking and Writing for Effective Business Communication, Macmillan India Ltd., New Delhi. 			

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER VI	ELECTIVE COURSE	BAL 1661.6 INDIAN BANKING SYSTEMS	
No. of Credits :2	No. of instructional Hours/week:		3
Course objectives	To enable the students to understand the working of the Indian Banking System.		
Course outcomes	1. To understand the banking mechanism in operation 2. To understand the various banking regulations		
Module	Content	No of hours	
1	Systems of Banking - Unit banking and Branch banking - group banking and chain banking - deposit banking and mixed banking - banking system in India	10	
2	Banking regulation in India - Banking regulation Act 1949 - applicability - social control - Negotiable Instruments Act 1881 - Negotiable instruments	12	
3	Commercial Banking in India- Innovative banking products-Non-Banking Finance Companies (NBFCs) – Central banking- RBI	10	
4	Co-operative Banks - structure - Role - State co-operative bank - District Co-operative bank - PACS	10	
5	Development Banks - concepts - evolution - nature - importance - SIDBI - EXIM Bank - RRBS - NABARD (Brief discussion only)	12	
Books Recommended: <ol style="list-style-type: none"> 1. Maheswari S N, Banking Theory Law and Practice, Kalyani Publishers, New Delhi 2. Sundaram, K P M and Varshney P M, Banking Theory Law and Practice, Sultan Chand & Sons, New Delhi. 3. Radhaswami, M, Practical Banking, Sultan Chand & Sons, New Delhi. 4. Sekhar, K C, Banking Theory Law and Practice, Vikas Publishing House, New Delhi. 5. Gordon, E and Natarajan, K, Banking Theory Law and Practice, Himalaya Publishing House, Bombay 6. Vasanth Desai, Development Banking and Financial intermediaries, Huimalaya Publishing House 			

UNIVERSITY OF KERALA		BBA LOGISTICS (CBCSS)	
SEMESTER VI	ELECTIVE COURSE:	BAL 1661.7 ENTREPRENEURSHIP DEVELOPMENT	
No. of Credits :2	No. of instructional Hours/week:		3
Course objectives	To make the student understand the concept and importance of Entrepreneurship and facilitate generation of young entrepreneurs		
Course outcomes	<ol style="list-style-type: none"> To learn about how to become an entrepreneur. To understand the support provided by various agencies To prepare project reports for setting up ventures 		
Module	Content	No of hours	
1	Definition of Entrepreneurship – Concept of Entrepreneurship – Role of Entrepreneurship in economic development – Types of Entrepreneurs – Barriers – ED cycle	10	
2	Micro-Small-Medium (MSME) Enterprise – Definition –Characteristics-Objectives- Advantages- Disadvantages-Role in developing countries-Problems- steps for starting- – Government Policies-Industrial & commercial policy of Kerala an overview	12	
3	EDP in India – Phases of Entrepreneurial programs – Government Policies- Administrative Frame work – Policy instruments – Statutory Boards – Industrial Estates –Industrial clusters – Incentives and subsidies – Advantages - Needs & Problems – Promotional agencies – NMCC, SIDO, NSIC, NAYE, TCO, SISI’s- Khadi & Village Commission- STEP – NIESBUD- KITCO –SIDCO- KINFRA- MSME & DICs- Business Incubators& Start-ups	10	
4	Financing Options - Bridge capital, Seed capital assistance, Margin money scheme, Sickness, Causes-Remedies- An overview on the roles of institutions/schemes in entrepreneurial development- SIDBI, KSIDC,IFCI, KFC, - commercial banks - .Scheme MUDRA, CGMSE,CLCS,SWARNA JAYANTHI Rozgar Schemes, PMRY - Other financing options- venture capital, crowd funding, Angel Investors	12	
5	Project- Meaning - Features-Classification- Project Ideas - Project Life Cycle- Project identification-Project formulation-elements, Feasibility Analysis-Network Analysis – Financial Analysis -Project Financing - Project Appraisal & Evaluation –Project Report Preparation– contents – Ideal project report- Project implementation	10	
Books Recommended: <ol style="list-style-type: none"> Nandan H. Fundamentals of Entrepreneurship, PHI New Delhi. Sangram Keshari Mohanty, Fundamentals of Entrepreneurship, PHI New Delhi Vasant Desai, Entrepreneurial Development P. Saravanavel, Entrepreneurial Development E. Gordan& K. Natarajan, Entrepreneurial Development Arora, Renu.,Sood S.K, Entrepreneurial Development and Management Gupta C.B., Srinivasan N.P, Entrepreneurship Development in India 			