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

(Course Effective from 2017-18 academic year onwards)

Faculty of Management Studies
UNIVERSITY OF KERALA
(Re-Accredited By NAAC With A Grade)
THIRUVANANTHAPURAM
KERALA 695034
The Scheme and Syllabus of the Career related First Degree programme in Business Administration (BBA) under the Choice Based Credit and Semester System (CBCSS)

(To be introduced from 2017-18 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

Any candidate who has passed the Plus Two of the Higher Secondary Board of Kerala or that of any other university or Board of Examinations in any state recognized as equivalent to the Plus Two of the Higher Secondary Board in Kerala, with not less than 45% marks in aggregate is eligible for admission. However SC/ST, OBC, and other eligible communities shall be given relaxation as per University rules.

Duration

The duration of the BBA 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 programme shall include 33 courses, including two language courses and one project:

<table>
<thead>
<tr>
<th>Nature of Course</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Language Courses</td>
<td>2</td>
</tr>
<tr>
<td>2. Foundation Courses</td>
<td>2</td>
</tr>
<tr>
<td>3. Core Courses (excluding project)</td>
<td>20</td>
</tr>
<tr>
<td>4. Complementary Courses</td>
<td>2</td>
</tr>
<tr>
<td>5. Open Course</td>
<td>2</td>
</tr>
<tr>
<td>6. Elective Courses</td>
<td>4</td>
</tr>
<tr>
<td>7. Project</td>
<td>1</td>
</tr>
</tbody>
</table>

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 and Credits

<table>
<thead>
<tr>
<th>Courses</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Language Courses</td>
<td>4</td>
</tr>
<tr>
<td>Foundation Courses</td>
<td>6</td>
</tr>
<tr>
<td>Core Courses</td>
<td>80</td>
</tr>
<tr>
<td>Complementary Courses</td>
<td>6</td>
</tr>
<tr>
<td>Open Course</td>
<td>4</td>
</tr>
<tr>
<td>Elective Courses</td>
<td>16</td>
</tr>
<tr>
<td>Project</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
</tr>
</tbody>
</table>

### General Structure of the Programme

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

<table>
<thead>
<tr>
<th>Sem. No.</th>
<th>Name of Courses with code No</th>
<th>Lecture Hours Per Week</th>
<th>Credits</th>
<th>Uty Exam Hours</th>
<th>Evaluation Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Language- EN 1111.1 English I</td>
<td>3</td>
<td>2</td>
<td>3</td>
<td>20 80</td>
</tr>
<tr>
<td></td>
<td>Foundation :BM1121Environmental Studies</td>
<td>4</td>
<td>4</td>
<td>3</td>
<td>2 80</td>
</tr>
<tr>
<td></td>
<td>Core: BM 1141 Fundamentals of Management</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>20 80</td>
</tr>
<tr>
<td></td>
<td>Core: BM 1142 Managerial Economics</td>
<td>4</td>
<td>4</td>
<td>3</td>
<td>20 80</td>
</tr>
<tr>
<td></td>
<td>Core- BM 1143 Financial Accounting</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>20 80</td>
</tr>
<tr>
<td></td>
<td>Complimentary - BM 1131 Statistics for Business Decisions</td>
<td>4</td>
<td>3</td>
<td>3</td>
<td>20 80</td>
</tr>
<tr>
<td></td>
<td><strong>Total Credits - 21</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>II</td>
<td>Language- EN 1211.1 English II</td>
<td>3</td>
<td>2</td>
<td>3</td>
<td>20 80</td>
</tr>
<tr>
<td></td>
<td>Foundation: BM 1221E-Commerce &amp; Cyber Laws</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>20 80</td>
</tr>
<tr>
<td></td>
<td>Core: BM 1241 Marketing Management</td>
<td>4</td>
<td>4</td>
<td>3</td>
<td>20 80</td>
</tr>
<tr>
<td></td>
<td>Core: BM 1242 Human Resource Management</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>20 80</td>
</tr>
<tr>
<td></td>
<td>Core: BM 1243 Financial Management</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>20 80</td>
</tr>
<tr>
<td></td>
<td>Compl.:BM 1231Business Regulatory Frame Work</td>
<td>4</td>
<td>3</td>
<td>3</td>
<td>20 80</td>
</tr>
<tr>
<td></td>
<td><strong>Total Credits - 19</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>III</td>
<td>Core: BM 1341 Business Environment and Policy</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>20 80</td>
</tr>
<tr>
<td></td>
<td>Core: BM 1342 Corporate Regulations</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>20 80</td>
</tr>
<tr>
<td></td>
<td>Core: BM1343 Cost and Management Accounting</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>20 80</td>
</tr>
<tr>
<td></td>
<td>Core: BM 1344 Financial Services</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>20 80</td>
</tr>
<tr>
<td></td>
<td>Elective Course I: BM 1361.1/2/3/4</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>20 80</td>
</tr>
<tr>
<td></td>
<td><strong>Total Credits - 20</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IV</td>
<td>Core: BM 1441 Entrepreneurship Development</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>20 80</td>
</tr>
<tr>
<td></td>
<td>Core: BM1442 Business Ethics &amp; Corporate Governance</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>20 80</td>
</tr>
<tr>
<td></td>
<td>Core: BM 1443 Operations Management</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>20 80</td>
</tr>
<tr>
<td></td>
<td>Core: BM 1444 Skill Enhancement and Employability Orientation</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>20 80</td>
</tr>
<tr>
<td></td>
<td>Elective Course II: BM 1461.1/2/3/4</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>20 80</td>
</tr>
<tr>
<td></td>
<td><strong>Total Credits – 20</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## ELECTIVE STREAMS

### STREAM I HUMAN RESOURCE MANAGEMENT or

<table>
<thead>
<tr>
<th>Semester</th>
<th>Course Code</th>
<th>Course title</th>
</tr>
</thead>
<tbody>
<tr>
<td>III</td>
<td>BM 1361.1</td>
<td>Organisational Behaviour</td>
</tr>
<tr>
<td>IV</td>
<td>BM 1461.1</td>
<td>Human Resource Development and Organisation Culture</td>
</tr>
<tr>
<td>V</td>
<td>BM 1561.1</td>
<td>Labour Law and Industrial Relations</td>
</tr>
<tr>
<td>VI</td>
<td>BM 1661.1</td>
<td>Performance Management</td>
</tr>
</tbody>
</table>

### STREAM II MARKETING MANAGEMENT or

<table>
<thead>
<tr>
<th>Semester</th>
<th>Course Code</th>
<th>Course title</th>
</tr>
</thead>
<tbody>
<tr>
<td>III</td>
<td>BM 1361.2</td>
<td>Consumer Behaviour</td>
</tr>
<tr>
<td>IV</td>
<td>BM 1461.2</td>
<td>Advertising and Sales Promotion</td>
</tr>
<tr>
<td>V</td>
<td>BM 1561.2</td>
<td>Customer Relationship Management</td>
</tr>
<tr>
<td>VI</td>
<td>BM 1661.2</td>
<td>Retail Management</td>
</tr>
</tbody>
</table>

### STREAM III FINANCE or

<table>
<thead>
<tr>
<th>Semester</th>
<th>Course Code</th>
<th>Course title</th>
</tr>
</thead>
<tbody>
<tr>
<td>III</td>
<td>BM 1361.3</td>
<td>Income Tax Law and Accounting</td>
</tr>
<tr>
<td>IV</td>
<td>BM 1461.3</td>
<td>Indirect Taxes</td>
</tr>
<tr>
<td>V</td>
<td>BM 1561.3</td>
<td>International Finance</td>
</tr>
<tr>
<td>VI</td>
<td>BM 1661.3</td>
<td>Project Appraisal and Analysis</td>
</tr>
</tbody>
</table>
## STREAM IV TOURISM MANAGEMENT

<table>
<thead>
<tr>
<th>Semester</th>
<th>Course Code</th>
<th>Course title</th>
</tr>
</thead>
<tbody>
<tr>
<td>III</td>
<td>BM 1361.4</td>
<td>Introductions to Tourism</td>
</tr>
<tr>
<td>IV</td>
<td>BM 1461.4</td>
<td>Air cargo Management</td>
</tr>
<tr>
<td>V</td>
<td>BM 1561.4</td>
<td>Front Office Management</td>
</tr>
<tr>
<td>VI</td>
<td>BM 1661.4</td>
<td>Travels and Tour Operations Management</td>
</tr>
</tbody>
</table>

## OPEN COURSES
*For students of other discipline*

<table>
<thead>
<tr>
<th>Semester</th>
<th>Course Code</th>
<th>Course title</th>
</tr>
</thead>
<tbody>
<tr>
<td>V</td>
<td>1551.1</td>
<td>Project Management</td>
</tr>
<tr>
<td></td>
<td>1551.2</td>
<td>Functional Management</td>
</tr>
<tr>
<td></td>
<td>1551.3</td>
<td>Strategic Management</td>
</tr>
<tr>
<td></td>
<td>1551.4</td>
<td>Fundamentals of Financial Accounting</td>
</tr>
</tbody>
</table>

## ELECTIVE COURSE
*For students of Business Administration – Elect one course*

<table>
<thead>
<tr>
<th>Semester</th>
<th>Course Code</th>
<th>Course title</th>
</tr>
</thead>
<tbody>
<tr>
<td>VI</td>
<td>1661.5</td>
<td>Business Communication           or</td>
</tr>
<tr>
<td></td>
<td>1661.6</td>
<td>Indian Banking System            or</td>
</tr>
<tr>
<td></td>
<td>1661.7</td>
<td>Hospitality Management</td>
</tr>
</tbody>
</table>

### 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 (Theory and Practical), Grades are given on a 7-point scale based on the total percentage of mark (CE+ESE) as given below.

Criteria for Grading

<table>
<thead>
<tr>
<th>Percentage of marks</th>
<th>CCPA</th>
<th>Letter Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>90 and above</td>
<td>9 and above</td>
<td>A+ Outstanding</td>
</tr>
<tr>
<td>80 to &lt; 90</td>
<td>8to&lt;9</td>
<td>A Excellent</td>
</tr>
<tr>
<td>70 to &lt; 80</td>
<td>7to&lt;8</td>
<td>B Very Good</td>
</tr>
<tr>
<td>60 to &lt; 70</td>
<td>6to&lt;7</td>
<td>C Good</td>
</tr>
<tr>
<td>50 to &lt; 60</td>
<td>5to&lt;6</td>
<td>D Satisfactory</td>
</tr>
<tr>
<td>40 to &lt; 50</td>
<td>4to&lt;5</td>
<td>E Adequate</td>
</tr>
<tr>
<td>Below 40</td>
<td>&lt;4</td>
<td>F Failure</td>
</tr>
</tbody>
</table>

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)
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 25

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

Total marks for the ESE of Practical is 80. The components of ESE of Practical have to be set by the Chairmen, Boards of Studies, concerned.

The marks for the components of Practical for Continuous Evaluation shall be as shown below.

- a Attendance 5 marks
- b Record 5 marks
- c Test 5 marks
- d Performance, Punctuality and Skill 5 marks

The marks of a Course are consolidated by combining the marks of ESE and CE (80+20). A minimum of 40% marks (E Grade) is required for passing a Course with a separate minimum of 40% (E Grade) for Continuous Evaluation and End Semester.
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 4.00 (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**

<table>
<thead>
<tr>
<th>Percentage of marks</th>
<th>CCPA</th>
<th>Letter Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>90 and above</td>
<td>9 and above</td>
<td>A+ Outstanding</td>
</tr>
<tr>
<td>80 to&lt; 90</td>
<td>8&lt;9</td>
<td>A Excellent</td>
</tr>
<tr>
<td>70 to&lt; 80</td>
<td>7&lt;8</td>
<td>B Very Good</td>
</tr>
<tr>
<td>60 to&lt; 70</td>
<td>6&lt;7</td>
<td>C Good</td>
</tr>
<tr>
<td>50 to&lt; 60</td>
<td>5&lt;6</td>
<td>D Satisfactory</td>
</tr>
<tr>
<td>40 to&lt; 50</td>
<td>4&lt;5</td>
<td>E Adequate</td>
</tr>
<tr>
<td>Below 40</td>
<td>&lt;4</td>
<td>F Failure</td>
</tr>
</tbody>
</table>

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**

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

UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION
SEMESTER – I

FOUNDATION COURSE: BM1121- ENVIRONMENTAL STUDIES

No. of Credits: 4
No. of instructional Hours: 4 Hours per week
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

Module 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 (10 hrs)

Module 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 hrs)

Module 3
Module 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.


Module 5

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. (8hrs)

Books Recommended
1. Erach Bharucha, Text Book for Environmental Studies. Bharati Vidyapeeth, Institute of Environment Education and Research
4. Rabindra N Bhattaria: Environmental economics-an Indian perspective: Oxford

UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION
SEMESTER I
CORE COURSE: BM 1141- FUNDAMENTALS OF MANAGEMENT

No. of Credits: 4
No. of instructional Hours: 5 Hours per week
Course Objective: To acquaint students with the fundamentals of management and the basic functions of modern management.

Module 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 hrs)

Module 2
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 (15 hrs)
Module 3
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 hrs)

Module 4

Module 5
Emerging Trends in Management– Modern theories of management (Systems management school, Situational approach) (10 hrs)

Books Recommended:
1. C.B.Gupta, Management Theory and Practice -Sultan chand & sons
2. L.M.Prasad, Principles and practice of Management- Sultan chand & sons

UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION
SEMESTER – I

CORE COURSE: BM-1142- MANAGERIAL ECONOMICS

No. of Credits: 4
No. of instructional Hours: 4 per week
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.

Module 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 hrs)

Module 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 hrs)

Module 3

Module 4
Module 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 (15 hrs)

Books Recommended:

UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION
SEMESTER – I

CORE COURSE: BM1143- FINANCIAL ACCOUNTING

No. of Credits: 4
No. of instructional Hours: 5 per week

Course Objectives: To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements

Module 1

Module 2
Preparation of Financial Statements: Preparing Trading Account, Profit & Loss Account and Balance Sheet for a Sole Proprietor (25 hrs)

Module 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 hrs)

Module 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 hrs)

Module 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 hrs)

Books Recommended:

UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION
SEMESTER – 1
COMPLIMENTARY COURSE: BM 1131 – STATISTICS FOR BUSINESS DECISIONS

No. of Credits: 3
No. of instructional Hours: 4 Hours per week

Course Objective: 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.

Module 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 hrs)

Module 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 (15 hrs)

Module 3
Regression Analysis – Regression Vs Correlation, Linear Regression, Regression lines, Standard error of estimates (10 hrs)

Module 4

Module 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 (17 hrs)
Books Recommended:

UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION

SEMESTER – II

FOUNDATION COURSE: BM 1221 – E-COMMERCE AND CYBER-LAW

No. of Credits: 2
No. of instructional Hours: 4 Hours per week
Course Objective: To familiarize students with the basic concepts of internet, e-commerce, e-business and cyber security

Module 1
Internet- basics- getting information on the Internet-Protocol- www-Web Pages and HTML- Web browsers-searching the web- Electronic mail- Advantages and disadvantages (10 hrs)

Module 2
E-commerce - Definition - Types - Internet shopping - Advertising in e-commerce - E-commerce for service industry - use of social media for promotion. (15 hrs)

Module 3
Internet Banking - Electronic Payment System - Concept of E-cash – flow chart- digital signature- Electronic Fund Transfer - Debit and Credit card system (20 hrs)

Module 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. (12 hrs)

Module 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 hrs)

Books Recommended:
1. Ashoke Ghose, Basics of E-commerce, Legal & Security Issues: NIIT Publisher
2. Bejainath E-commerce, The cutting Edge of Business
3. R Kalakota E-commerce
5. Aleon, Internet in a nutshell
6. Internet and web design, R&D Wing, Mac Million
UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION
SEMESTER II

CORE COURSE: BM 1241 - MARKETING MANAGEMENT

No. of Credits: 4
No. of instructional Hours: 5 Hours per week

Course Objective: 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.

Module 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 hrs)

Module 2
Segmentation, Targeting and Positioning: Levels of Market Segmentation, Basis for Segmenting Consumer Markets, Difference between Segmentation, Targeting and Positioning (10 hrs)

Module 3

Module 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 hrs)

Module 5
Marketing of Services - Unique Characteristics of Services, Marketing strategies for service firms – 7Ps. (10 hrs)

Books Recommended:
4. Rajan Nair et al, Marketing management, Sultan Chand & Sons.
UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION
SEMESTER II
CORE COURSE: BM-1242- HUMAN RESOURCE MANAGEMENT

No. of Credits: 4
No. of instructional Hours: 5 Hours per week
Course Objective: To acquaint students with the fundamentals of Human Resource Management and the recent developments in Human Resource Management.

Module 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 hrs)

Module 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 hrs)

Module 3
Training and Development- meaning- importance- methods of training- Development- objectives- types of management development (15 hrs)

Module 4

Module 5
Development Initiative- Workers participation in management- Team building- Collective bargaining- Absenteeism and turnover- QWL- Definition- Concepts- Constitution of QWL- Quality circle- Outsourcing (20 hrs)

Books Recommended:
4. Aswathappa, K. Human Resource Management— Mcgraw Hill Education

UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION
SEMESTER II
CORE COURSE: BM 1243- FINANCIAL MANAGEMENT

No. of Credits: 4
No. of instructional Hours: 5 Hours per week
Course Objective: To acquaint students with the techniques of financial management and their applications for business decision making.
Module 1

Module 2

Module 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 Hours)

Module 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 Hours)

Module 5
Working Capital-concept-Types- Operating and cash cycle-Importance-Determinants of working capital-Sources of working capital-Estimation of working capital-Cash management-Receivable management-Inventory management (15 Hours)

Books Recommended:

UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION
SEMESTER – II
COMPLEMENTARY COURSE: BM 1231- BUSINESS REGULATORY FRAME WORK

No. of Credits: 3
No. of instructional Hours: 4 per week
Course Objectives: To impart in depth knowledge of the law of contracts, and the legal framework influencing business operations.
Module 1

Module 2

Module 3

Module 4

Module 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 Hrs)

Books Recommended:
Module 1

Module 2

Module 3

Module 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 hrs)

Module 5

Books Recommended:

UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION
SEMESTER – III
CORE COURSE: BM 1342- CORPORATE REGULATIONS

No. of Credits: 4
No. of instructional Hours: 5 per week
Course Objectives: To impart conceptual and practical knowledge to students on Companies Act 2013 and also to give an understanding of the administration and management of corporate form of business.

Module 1
Module 2
Memorandum - Definition - Importance - Clauses of Memorandum - Procedure of Alteration of Memorandum of Association - Doctrine of Ultra Vires - Articles of Association - Definition - Contents - Procedure of Alteration of Articles of Association - Distinction Between Memorandum and Articles Doctrine of Constructive Notice - Doctrine of Indoor Management - Certificate On Commencement of Business (20 Hrs)

Module 3

Module 4
Winding up of companies-Modes of Winding Up - By The Tribunal - Voluntary Winding Up - Grounds and Procedures – Liquidator - Duties and Functions - National Company Law Tribunal and Appellate Tribunal. (15 Hrs)

Module 5

Books Recommended

UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION
SEMESTER – III
CORE COURSE: BM 1343- COST AND MANAGEMENT ACCOUNTING

No. of Credits: 4
No. of instructional Hours: 5 per week
Course Objectives: To impart conceptual and practical knowledge to students on cost and management accounting and the methods and techniques.
Module 1
Definition - Meaning - Nature - scope and objectives of cost Accounting and Management Accounting - differences between cost Accounting - Management Accounting and Financial Accounting - cost concepts - Elements of cost - preparation of cost sheet (15 hrs)

Module 2
Cost behavior - Fixed and variable - Marginal costing - Assumptions - advantages - Break -even analysis - managerial uses - PVratio - Margin of safety - Break even chart (20 hrs)

Module 3

Module 5

Module 4
Budgetary control- Budgeting – Meaning and definition- uses – Functional budgets-master Budget- preparation of cash Budget and Flexible Budget (15 hrs)

Books Recommended:
3. S.N.Mageshwari, Cost and Management Accounting — Sulthan Chand
4. A.Murthi, Cost and Management Accounting, S.V. Publications.

UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION
SEMESTER III
CORE COURSE: BM 1344- FINANCIAL SERVICES

No. of Credits: 4
No. of instructional Hours: 5 Hours per week
Course Objectives: Providing the students with an understanding of the various financial services available in the country.

Module 1
Module 2

Module 3
Non fund/Fee based advisory service - Merchant banking – project advisory services – custodian service – credit rating – mergers and acquisition – capital restructuring service- safe custody services- stock broking – depositories – mutual funds (25hrs)

Module 4
Banking products and services-Deposit products – Demand, Term, Hybrid deposits- Loan products- Working capital finance, Project finance- Retail banking products- channels of retail banking products (15 hrs)

Module 5
Insurance products and services-Types of insurance – Life marine, fire, medical, general insurance - Life insurance products, General insurance products (10 hrs)

Books Recommended:
4. Clifford Gomez, Financial markets, institutions and financial services PHI Learning Pvt Ltd.

UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION
SEMESTER III
ELECTIVE COURSE STREAM I: HUMAN RESOURCE MANAGEMENT
COURSE 1: BM 1361.1- ORGANISATIONAL BEHAVIOUR

No. of Credits : 4
No. of instructional Hours: 5 Hours per week
Course Objective: To acquaint students with the fundamentals of Organisational Behaviour and the recent developments in Organisational Behaviour.

Module 1
Introduction of Organisational Behaviour (OB) - Definition- nature and scope- need for studying OB- Contributing disciplines to OB- Modes of OB- Challenges and opportunities of OB (15 hrs)

Module 2
Perception and Learning- Perception: meaning- process- improving perception- personality development- determinants of personality- personality traits- Learning- Theories and principles of Learning. (20 hrs)

Module 3
Groups- Definition- types- development- Group norms- Group cohesiveness- Group decision making- Conflict- Individual conflict- Interpersonal conflict- Group conflict- Transactional Analysis. (20 hrs)
Module 4

Module 5

Books Recommended:
1. S.S.Khanka, Organisational Behaviour- S.Chand Publishing
2. L.M.Prasad, Organisational Behaviour –Sultan chand & sons

UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION
SEMESTER – III
ELECTIVE COURSE STREAM II: MARKETING MANAGEMENT

COURSE 1: BM 1361.2- CONSUMER BEHAVIOUR

No. of Credits: 4
No. of instructional Hours: 5 per week
Course Objectives: Objective: To equip students with the basic knowledge about the issues and dimensions of consumer behaviour and with the skill and ability to analyse consumer information and develop consumer behaviour oriented marketing strategies.

Module 1
Consumer behavior – definition- nature- scope – need for studying consumer behaviour-consumer research process - Report preparation (15 hrs)

Module 2
Understanding buying behavior- buying behavior- importance- elements in buying behavior- individual determinants of consumer behavior (15 hrs)

Module 3
Consumer behavior and decision making models- type of decision making decision making process- factors influencing buying decision models, economic models, Howard sheith model, Black box model (25 hrs)

Module 4
Market segmentation -Meaning – Definition- Basics of market segmentation- Requirements of good market segmentation strategies -Loyalty marketing (15 hrs)

Module 5
Post purchase behavior and market regulation. Post purchase dissonance, satisfaction and dissatisfaction and complaint behavior. process consumer market regulation: protection act - Right of consumers’, disputes redressal agency (20 hrs)

Books Recommended

UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION
SEMIESTER – III
ELECTIVE COURSE STREAM III: FINANCE
COURSE 1: BM 1361.3- INCOME TAX LAW AND ACCOUNTING

No. of Credits: 4
No. of instructional Hours: 5 per week
Course Objectives: To acquaint the students with the tax structure for individuals and corporates and also its implications for planning.

Module 1
Income tax concepts: Previous Year, Assessment Year, Person, Assessee, Income (including agricultural income), Residential Status and their incidence of tax, Gross Total Income, Total Income; Income which do not form part of total income, Tax Evasion, Tax Avoidance (15 hrs)

Module 2
Computation of Income under the head Salary, including retirement benefits and income under the head House property (25 hrs)

Module 3
Computation of Income under the head Profits and gains from Business or Profession (15 hrs)

Module 4
Computation of Income under the head Capital gains and Income from other sources. (20 hrs)

Module 5
Clubbing of Income, Set-off and carry-forward of losses, Deductions from gross total income as applicable to an individual and Business Units; Computation of total income and tax liability of an individual and Business Units, Procedure for assessment: E-filing of return. (15 hrs)

Books Recommended:
No. of Credits: 4
No. of instructional Hours: 5 per week

Course Objectives: To acquire a basic understanding on the disciplinary nature of tourism and multifaceted nature of tourism industry.

Module 1

Module 2
Tourism Motivation and Demand- The concept of motivation - definitions - tourism demand - measurement of tourism - Importance - qualitative and quantitative approach - barriers of measurement tourist statistics - Trends in tourist statistics - Kerala – India (15 hrs)

Module 3
Tourism Industry- - important terms used in the travel and tourism industry - tourism infrastructure -tourist transport - modes of tourist transport - Major players - Principals - Intermediaries - Structure of the industry - Hotel industry - Organizational structure of a hotel - types of accommodations units - grading and classification - major hotels and hotel chains (20 hrs)

Module 4

Module 5
Tourism Organizations – Need - Role and functions of International Organizations - UNWTO - IATA- ICAO - PATA - Government Organizations in India and in Kerala- Ministry of Tourism - ITDC – Department of Tourism - Govt. of Kerala – KTDC - KTL - BRDC -TEPS - DTPCS – DMCs (20 hrs)

Books Recommended:
1. Chris Cooper, Fletcher, Gilbert and Wanhill, Tourism Principles and Practices
7. Pran Nath Seth(1985), Successful Tourism Management, Sterling Paperbacks, New Delhi
UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION
SEMESTER IV
CORE COURSE: BM 1441- ENTREPRENEURSHIP DEVELOPMENT

No. of Credits: 4
No. of instructional Hours: 5 Hours per week
Course Objective: To make the student understand the concept and importance of entrepreneurship and facilitate generation of young entrepreneurs.

Module 1
Definition of Entrepreneurship – Concept of Entrepreneurship – Role of Entrepreneurship in economic development – Types of Entrepreneurs – Barriers – ED cycle (10 hrs)

Module 2

Module 3

Module 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 (20 hrs)

Module 5

Books Recommended:
2. Sangram Keshari Mohanty, Fundamentals of Entrepreneurship, PHI New Delhi
3. Vasant Desai, Entrepreneurial Development
4. P. Saravanavel, Entrepreneurial Development
5. E. Gordan& K. Natarajan, Entrepreneurial Development
6. Arora, Renu.,Sood S.K, Entrepreneurial Development and Management
7. Gupta C.B., Srinivasan N.P, Entrepreneurship Development in India
UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION
SEMESTER – IV

CORE COURSE: BM 1442- BUSINESS ETHICS AND CORPORATE GOVERNANCE

No. of Credits: 4
No. of instructional Hours: 5 per week

Course Objectives: To familiarize students with the concepts of Business Ethics and provide adequate knowledge of various factors relevant to the corporate sector.

Module 1

Module 2
Ethical values-Meaning-Features-Importance – Types of Values-Personal Values of work force-Ethics Committee (10 hrs)

Module 3
Culture- Meaning-Components of Culture-Organization Culture-Meaning-Characteristics-Steps in building & Maintaining Organization Culture – Managing Cultural Diversity in Organization (15 hrs)

Module 4
Corporate Social Responsibility of Business- Meaning –Rationale-Strategies-Ackerman’s Model of Social Responsibilities (20 hrs)

Module 5
Corporate Governance - History & Development – Ingredients- Meaning-Definition-Importance-Objectives-Principles-Code of Corporate Governance- Committees on Corporate Governance –Global & Indian Perspectives – SEBI-Clause 49 of the Listing Agreement – Independent Directors & Corporate Governance (25 hrs)

Books Recommended:
3. Inderjit Dube : Corporate Governance; LexisNexis Butterworths Wadhwa Nagpur
4. Sanjiv Agarwal : Corporate Governance: Concept & Dimensions; Snow white Publications.P. Ltd.
6. Balasubramanian, N. Corporate Governance and Stewardship; Tata McGrawHill
UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION
SEMESTER – IV
CORE COURSE: BM 1443- OPERATIONS MANAGEMENT

No. of Credits: 4
No. of instructional Hours: 5 per week
Course Objectives: To acquaint students with the various facets of operations in an organization from product design to checking product quality before delivery to the final consumers.

Module 1

Module 2

Module 3

Module 4

Module 5
Total Quality Management Concept - Statistical Quality Control for Acceptance Sampling and Process Control – Concepts of O.C.C. Curve – Use of the O.C. Curve – Concept of Type I and Type II error – Quality movement – Quality circles — ISO Quality Certifications and types – Quality assurance – Six Sigma concept (20 hrs)

Books Recommended:
4. Pannerselvam, Production and Operations Management –PHI
5. Lee J. Krajewski and Larry P. Ritzman, Operations Management: Process and value
UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION
SEMESTER – IV
CORE COURSE: BM 1444- SKILL ENHANCEMENT & EMPLOYABILITY ORIENTATION

No. of Credits : 4
No. of instructional Hours: 5 Hours per week
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.

Module 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 its 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 hrs)

Module 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 hours)

Module 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 hours)

Module 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 hours)

Module 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 hours)

Books Recommended:
1. Wallace and Masters. Personal development for life and work. Thomson
2. Gopalaswamy ramesh, Mahadevan Ramesh, The ACE of Soft Skill, Pearson
No. of Credits: 4
No. of instructional Hours: 5 per week
Course Objectives: To familiarize and acquaint the students with the knowledge of Organisational culture and to enlighten the students with the HRD Practices followed in various organizations

Module 1

Module 2
Organisational Culture - Meaning - definition - concept - characteristics - types of culture - functions of culture - creating and sustaining culture - learning culture - measuring culture - communicating culture.

Module 3
HRD - Conceptual Framework - issues in HRD - HRD multidimensional - new concept - objects of HRD - HRD and HRM - agents of HRD - strategy for HRD - HRD culture - mechanism and Subsystems of HRD - HRD barriers - frame work of HRD.

Module 4
Organisation and Development - OD interventions - MBO - transactional analysis - Grid training process - group training - objects and importance of training - methods of training - training budget - infrastructure and facilities - evaluation and appraisal of training - executive development

Module 5
HRD-Career Advancement - career planning - succession planning and counseling - feed back - HRD in India - recent scenario - HRD in different sectors.

Books Recommended:
2. Prasad. L.M, Organisational Behaviour, Sultan Chand and sons, New Delhi
UNIVERSITY OF KERALA  
BACHELOR OF BUSINESS ADMINISTRATION  
SEMESTER – IV  
ELECTIVE COURSE STREAM II: MARKETING MANAGEMENT  
COURSE 2: BM 1461.2- ADVERTISING AND SALES PROMOTION  

No. of Credits: 4  
No. of instructional Hours: 5 per week  
Course Objectives: To impart in depth knowledge about advertising and sales promotion practices among corporate to persuade customers.  

Module 1  
Marketing communication - Meaning - importance - concept - process – Integrated marketing communication mix; Advertising, Personal selling, Sales promotion, Publicity, Public relations (10 hrs)  

Module 2  
Advertising - Meaning - definition - Features - significance - Functions - Classification - Future of advertising - Creativity in advertising - Advertising appeals - Concept of copy - copy writing - message design and development - Media planning and selection (20 hrs)  

Module 3  

Module 4  
Advertising Business - Adv Agency - Types of agency - functions and selecting an Ad agency - Adv agency and client relationship - Compensation of Adv agency - Social, Moral and Ethical issues in advertising (15 hrs)  

Module 5  
Sales Promotion - Selling concept - Objectives and functions of sales management - sales promotion - meaning - importance – sales promotion tools; consumer promotion tools, trade promotion tools, sales force promotion tools - relationship between sales promotion and advertising - future of sales promotion (20 hrs)  

Books Recommended:  
UNIVERSITY OF KERALA  
BACHELOR OF BUSINESS ADMINISTRATION  
SEMESTER – IV  
ELECTIVE COURSE STREAM III: FINANCE  
COURSE 2: BM 1461.3- INDIRECT TAXES  

No. of Credits: 4  
No. of instructional Hours: 5 per week  
Course Objectives: To acquaint the students with the knowledge of the principles and Laws relating to the Service Tax, Central Excise Duty, Customs Duty, Central Sales tax and GST  

Module 1  
Introduction - Indirect Tax - Definition – Scope – Nature – Difference between direct and indirect tax -Service tax in India - Introduction – Exempted Services Vs Services included in the negative list - General exemption from payment of Service Tax - Registration- issue of invoice – bill or challan or consignment note – person liable to pay Service Tax - Payment of Service Tax – Exemptions available for small service providers - returns – Large tax payer – records and access to a registered premises (20 Hrs)  

Module III  

Module IV  

Module V  

Module 5  
Goods and Services Tax (GST)-Back ground of GST-Implication of VAT in GST- Territorial jurisdiction of GST-CGST-SGST-IGST-Taxable event-consideration-levy and collection of GST-input tax credit-Refund-Exemptions from GST-Registration-GST council (10 hrs)  

Books Recommended:  
1. H.C Mehrotra and Prof.V.P. Agarwal, Indirect Taxes ,SahityaBhavan Publications, Agra  
3. V. Balachandran, Indirect Taxes, Sultan Chand and Sons, New Delhi  
4. Balachandran, VIndirect Taxes, Sultan Chand and Sons, New Delhi  
5. Yogendra Vandana Bhangar & Vineet K Sodhani,Aadhya Prahashan Pvt Ltd
UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION
SEMESTER – IV
ELECTIVE COURSE STREAM IV: TOURISM MANAGEMENT
COURSE 2: BM 1461.4- AIR CARGO MANAGEMENT

No. of Credits : 4
No. of instructional Hours: 5 per week
Course Objectives: To acquire basic knowledge and necessary skills to work in the Air Cargo section of Airline industry.

Module 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 hrs)

Module 2
Aircraft - Types of aircraft - passenger - cargo - combi - Narrow bodied and wide bodied aircrafts – parts – seating arrangements - configuration - loading limitations - volume and weight - Bulk 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 hrs)

Module 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 hrs)

Module 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 (20 hrs)
Module 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. (20 hrs)

Books Recommended:
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

UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION

SEMESTER – V

CORE COURSE: BM 1541- QUANTITATIVE TECHNIQUES FOR MANAGEMENT

No. of Credits: 4
No. of instructional Hours: 5 per week

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.

Module 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 hrs)

Module 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 hrs.)

Module 3
Construction of the network diagram- Critical Path- float and slack analysis (Total float, free float, independent float), PERT, Project Time Crashing (10 hrs)

Module 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 hrs)

**Module 5**

**Books Recommended:**

**UNIVERSITY OF KERALA**
**BACHELOR OF BUSINESS ADMINISTRATION**
**SEMESTER – V**
**CORE COURSE: BM 1542- RESEARCH METHODOLOGY**

No. of Credits: 4
No. of instructional Hours: 5 per week
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.

**Module 1**

**Module 2**

**Module 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 hours)

**Module 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 hours)

Module 5

Books Recommended:

UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION
SEMESTER – V
CORE COURSE: BM 1543- INVESTMENT MANAGEMENT

No. of Credits: 4
No. of instructional Hours: 5 per week
Course Objectives: To make the student understand the areas of Security Analysis and Portfolio Management for making prudent investment decisions.

Module 1

Module 2

Module 3

Module 4
Regulation of capital market in India - SEBI – constitution – powers – functions- roles- investor protection (15 hrs)

Module 5
Portfolio management - meaning - importance – phases – security analysis – fundamental analysis- EIC frame work – technical analysis – Dow Theory - Elliot Wave Theory (20 hrs)

Books Recommended:
2. S.Kevin, Portfolio management, Prentice Hall of India Pvt Ltd

UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION
SEMESTER – V
ELECTIVE COURSE STREAM I: HUMAN RESOURCE MANAGEMENT
COURSE 3: BM 1561.1- LABOUR LAW AND INDUSTRIAL RELATIONS

No. of Credits: 4
No. of instructional Hours: 5 per week
Course Objectives: To make the students familiar with the concept of Industrial Relations and the related labour legislations.

Module 1
Industrial Relations (IR) -Definition– Approaches to IR – Parties of IR – Role of Government (15 hrs)

Module 2
Role of various parties to IR – Govt. – IR strategy – Factors affecting Employee relations strategy – IR Divisions. – Trade Unions – Trade Union movement in India (15 hrs)

Module 3
Resolving Disputes – Causes of Dispute - settlement – collective Bargaining – Grievance Procedure –Arbitration – Conciliations – Adjudication etc. (15 hrs)

Module 4

Module 5

Books Recommended:
1. Kapoor, ND, Personal Management and Industrial Laws, Sultan Chand & Sons
3. Kapoor, ND, Elements of Mercantile Law, Sultan Chand & Sons
4. Shreenivasan,M R (Dr.),Industrial & Labour Law, Margham Publications
7. PRN Sinha, Indu Balasinha, Seema Priyadarshini & Sekhar, Industrial Relations, Trade Unions and Labour Legislations
COURSE 3:  BM1511.2 CUSTOMER RELATIONSHIP MANAGEMENT

No. of Credits: 4
No. of instructional Hours: 5 per week

Course Objectives: The course equips students with the basic knowledge about Customer Relationship Management and the issues and dimensions of the Customer Relationship Management practices today.

Module 1
CRM concepts- Definition- Difference between relationship marketing and CRM- CRM process-objectives- benefits- Four C’s of CRM process- Success factors of CRM (15 hrs)

Module 2
Customer retention- Behavior prediction-customer profitability and value modeling -channel optimization- event- based marketing- CRM and customer service- the call centre- objectives-features- functions- call scripting- web based self service- customer satisfaction measurement (concept only) (15hrs)

Module 3

Module 4
Analytical CRM- Managing and sharing data- Customer Information databases- Ethics and legalities of data use – Data warehousing and Data mining concepts- Data analysis (20 hrs)

Module 5
CRM implementation- concepts and steps- choosing CRM tools- managing customer relationships- conflict- complacency- resetting- CRM practices in Banking Industry- Hospitality industry and Health care Industry (20hrs)

Books Recommended:
UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION
SEMESTER – V
ELECTIVE COURSE STREAM III: FINANCE
COURSE 3: BM 1561.3- INTERNATIONAL FINANCING

No. of Credits: 4
No. of instructional Hours: 5 per week
Course Objectives: To equip the students with the techniques that can help them in managing the financial issues in international environment. This course will help them to manage MNCs in more effective manner.

Module 1
Introduction: concept of International trade, International Business, International Finance and differences among them. Theories of International trade, International trade financing in India, Balance of payments (of India) (15 hrs)

Module 2
International Monetary System: Different types of Exchange rate mechanisms- the gold standard, the gold exchange standard, The Bretton Woods System, Current monetary system, European Monetary Union. IMF and World Bank. (15 hrs)

Module 3
Foreign Exchange Management: Forex market – Wholesale and Domestic market, Quotations-direct, indirect and cross currency; various kinds of transactions and their settlement dates, forward rates, Swaps, Quotes for various kinds of Merchant transactions; Early delivery, extension or cancellation of Forward contracts -Exchange Rate determination and Forecasting: Purchasing power parity and Interest rate parity, relationship between PPP and IRP, reasons for deviation from PPP and IRP (25 hrs)

Module 4

Module 5

Books Recommended:
1. PG Apte: International Finance, TataMcgraw Hill.
UNIVERSITY OF KERALA  
BACHELOR OF BUSINESS ADMINISTRATION  
SEMESTER – V  
ELECTIVE COURSE STREAM IV: TOURISM MANAGEMENT  
COURSE 3: BM 1561.4- FRONT OFFICE MANAGEMENT

No. of Credits : 4  
No. of instructional Hours: 5 per week  
Course Objectives: To acquire necessary basic knowledge, skills and packages for working in the front office section of tourism and hospitality industry.

Module 1  

Module 2  
Front Office organization structure - Bell Desk - Functions -Baggage handling upon arrivals & checkouts - Mails and Message Handling - Minor supplies and services -luggage handling and arrival records - House Keeping Department - Engineering Department - HRD Department -Accounts Department - Department - Methods of Communication - Importance – Methods (20 hrs)

Module 3  
Reservation - Importance of reservation - Methods of reservation - Telephone Etiquettes – Job description of Reservation Staff - Importance of reception - Reception staff - qualities needed for a front office staff - preparation for guest arrival - and receiving and registration of guests - methods of room assignments - group arrivals and departures - identification of various vouchers - distribution of guest information- manual tabular ledges - manual billing - mechanical ledger and billing - computerized ledger and billing (25 hrs)

Module 4  

Module 5  
Applications of Computers in Reservation & Billing - Front Office Software’s - PMS and its applicationin front office - Occupancy and revenue statistics - % of occupancy - % of Double Occupancy House Count– ARR - ARP - Yield Management – concept – importance(15 hrs)

Books Recommended:
4. Bardi, James, A. Hotel front office management, John Wiley
UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION
SEMESTER – VI

CORE COURSE: BM 1641- MANAGEMENT INFORMATION SYSTEM

No. of Credits: 4
No. of instructional Hours: 5 per week
Course Objectives: To acquaint students with the basic aspects of Management Information System and the application of MIS in business decisions.

Module 1
Introduction to MIS- Data Vs. Information- Information Quality-MIS meaning and concept-Characteristics-Importance and scope-subsystems of MIS- MIS and other academic disciplines -MIS, Importance and scope of MIS- Structure of MIS (based on management activity and organisational functions (20 hrs)

Module 2

Module 3
Database Management Systems- Conventional files –Traditional and modern approaches-Database hierarchy and structure- Types of database users- DBMS- Data models-Designing of DBMS (20 hrs)

Module 4
System Analysis and Design- prototyping approach- Conceptual and detailed MIS design-System Development Life Cycle-System testing- Implementation of MIS (15 hrs)

Module 5
Security and Ethical Issues in MIS- Control Issues MIS- Security Hazards-Technical solutions for Privacy Protection (15 hrs)

Books Recommended:
1. D P Goyal , Management Information Systems: Managerial Perspective, Macmillan Publishers India Limited
5. Murdic, R G and Ross J E, Information System for Modern Management, PHI New Delhi
6. Sadagopan - Management Information Systems - Prentice-Hall of India
UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION
SEMESTER – VI
CORE COURSE: BM 1642 - INTERNATIONAL BUSINESS

No. of Credits: 4
No. of instructional Hours: 5 per week
Course Objectives: Providing students awareness about International business and its different dimensions.

Module I

Module II
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 hrs)

Module III
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 hrs)

Module IV
International Financial Organistations and Marketing strategies- UNO,WTO, IMF, World Bank, ADB, IFC, UNCTAD,IDA and IBRD- International marketing strategies ( 20 hrs)

Module V
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 hrs)

Books Recommended:
4. Francis Cherunilayam, International Business- Text and Cases (Fifth Edition), PHI Learning, New Delhi
UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION
SEMESTER – VI
CORE COURSE: BM 1643- STRATEGIC MANAGEMENT

No. of Credits: 4
No. of instructional Hours: 5 per week
Course Objectives: To create a conceptual awareness of various strategies and its formulation for strategic business advantage.

Module 1

Module 2
Hierarchy of Strategic Intent - vision – Mission – Business Definition- Goals – Objectives-Environmental Appraisal- Organizational Appraisal- SWOT-Strategic Decision Making (20 hrs)

Module 3

Module 4
Strategy Implementation-Corporate restructuring – Mergers & Acquisition, Joint Venture, Strategic Alliance- Strategy & Leadership- Behavioral Aspects- Structures for Strategies (15 hrs)

Module 5
Strategic Control – Operational Control – Tools & Techniques- Strategies of MNC’s. (15 hrs)

Books Recommended:
3. Srinivasan, R. Strategic Management-The Indian context, PHI

UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION
SEMESTER – VI
ELECTIVE COURSE STREAM I: HUMAN RESOURCE MANAGEMENT
COURSE 4: BM 1661.1 - PERFORMANCE MANAGEMENT

No. of Credits : 4
No. of instructional Hours: 5 per week
Course Objectives: To make the students understand the importance and direction of performance in the organizational context.

Module 1
performance – Performance dimensions - approaches to measuring performance - diagnosing the causes of poor performance – differentiating task from contextual performance (15 hrs)

Module 2

Module 3
Appraisals-Introduction-need-skill required - the role of appraiser - job description and job specification- appraisal methods - raters errors - data collection - conducting an appraisal interview - follow up and validation - present thoughts and future directions (20 hrs)

Module 4
Performance management and employee development - personal development plans - 360 degree feed back as a developmental tool - performance management and reward system - performance linked remuneration system - performance linked career planning and promotion policy (20 hrs)

Module 5
Performance consulting - concept - the need for performance consulting - role of the performance consulting - designing and using performance relationship maps - contracting for performance consulting services - organising performance improvement department (15 hrs)

Books Recommended:

UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION
SEMESTER – VI
ELECTIVE COURSE STREAM II: MARKETING MANAGEMENT

COURSE 4: BM 1661. 2- RETAIL MANAGEMENT

No. of Credits : 4
No. of instructional Hours: 5 per week
Course Objectives: To give an overview of the conceptual aspects of retail marketing management.

Module 1
Retailing: - Introduction - scope - Functions of retailing - Retail industry in India - types of retailing format –Segments of organized retailing in India- Retail as a career (15hrs)

Module 2
Retail planning and location: - Introduction – Strategic retail planning process- Location- Types of locations- Steps- Site selection Analysis (15 Hrs)
Module 3

Module 4
Supply chain management and Retail logistics: - Evolution of supply chain management –Need – CPFR – Retail logistics - concepts - Importance of information in supply chain management- Online logistics management (20 hrs)

Module 5
Retail promotion: - Retail store sales promotion - Retail promotion mix strategy – Emerging trends in retailing –Ethical issues in retailing – Role of Technology in retail – Retail information system –Online retailing (25 hrs)

Books Recommended:
1. Barmen, Barry and Joel Evans, Retail management, Prentice Hall
2. Swapna Pradhan, Retail management, (Text and cases), Tata McGraw Hill
3. Chetan Bajaj et al, Retail management, Oxford
5. Suja Nair: Retail Management, Himalaya Publishers. New Delhi

UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION
SEMESTER – VI
ELECTIVE COURSE STREAM III: FINANCE
COURSE 4: BM 1661.3- PROJECT APPRAISAL AND ANALYSIS

No. of Credits: 4
No. of instructional Hours: 5 per week
Course Objectives: To explain identification of a project, feasibility analysis including market, technical and financial appraisal of a project. Understand the relevance of alternative project appraisal techniques, financial structuring and financing alternatives. This course intends to involve students to apply appraisal techniques for evaluating live projects

Module 1

Module 2
Module 3
Market Analysis: Market analysis of a project, Need for market analysis, Demand and supply analysis, Collection analysis, primary /secondary data, Forecasting techniques -Technical appraisal of a project (20 hrs)

Module 4
Investment appraisal: Introduction and techniques, DCF and non DCF methods, Sensitivity Analysis, Financial needs of a Project, Investment criteria. (20 hrs)

Module 5

Books Recommended:
3. K.Nagarajan, Project Management, New Age International Publications
4. Subash Chandra das, Project Management and Control, PHI Learning Pvt. Ltd

UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION
SEMESTER – VI
ELECTIVE COURSE STREAM IV: TOURISM MANAGEMENT

COURSE 4: BM 1651.4 - TRAVELS AND TOUR OPERATIONS MANAGEMENT

No. of Credits : 4
No. of instructional Hours: 5 per week
Course Objectives: To enable the student to acquire knowledge and skills for getting a job in the Travel and Tour Operation area or to fetch self employment.

Module 1
Travel agency business - Growth and development of Travel Agency – concepts and definition – functions - organizations and departments at travel agency- setting up of a travel agency – IATA Approval (15 hrs)

Module 2
Travel Documentation - Travel formalities and documents - Passport - Visa - Health - Customs - Currency - Travel Insurance - Health Insurance - its types and documents required (10hrs)

Module 3

Module 4
Tourist Guide - Tour guiding - tour escort - tour managers - tour guides - skills and qualities of guides- certification of guides - how to manage tourists – tour analysis - pre tour and past tour analysis – tourist retention programs. (15 hrs)
Module 5

Books Recommended:
5. www.abacus.com.sg

UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION
SEMESTER – V
OPEN COURSE (FOR STUDENTS OF OTHER DISCIPLINE)
OPEN COURSE 1: BM 1551.1 - PROJECT MANAGEMENT

No. of Credits : 2
No. of instructional Hours: 3 per week
Course Objectives: To provide knowledge on the concept of project management.

Module 1
Project management – meaning- definition- features – classification of projects - stages in project cycle – identification, formulation and implementation (8 hrs)

Module 2
Appraisal of Projects – Market feasibility, technical feasibility, financial feasibility - different types of appraisal to determine feasibility – feasibility report (10 hrs)

Module 3
Financial Appraisal of a Project – Evaluation Techniques – traditional and modern (theoretical aspects only) (14 hrs)

Module 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 hrs)

Module 5
Institutional finance for projects – National and state level – IDBI, SIDBI, GIC, LIC, UTI, SFC, IFC – functions and schemes (12 hrs)
Books Recommended:


UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION
SEMESTER – V
OPEN COURSE (FOR STUDENTS OF OTHER DISCIPLINE)
OPEN COURSE 2: BM 1551.2- FUNCTIONAL MANAGEMENT

No. of Credits : 2  
No. of instructional Hours: 3 per week  
Course Objectives: To provide a theoretical base so as to enable the students to acquire theoretical knowledge of the functional areas of management.

Module 1  
Management-meaning-definition-applications-functions-planning-organising-staffing-directing-controlling (10 hrs)

Module 2  
Production Management-concepts-meaning of plant-firm-industry-plant location-Quality Management, Production planning and control-plant-layout-factors-types-inventory management (10 hrs)

Module 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 (12hrs)

Module 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 monitory (10hrs)

Module 5  
Financial Management-meaning-definition-objectives-profit maximization vs. wealth maximization-scope of financial management-investment decisions-financing decisions-dividend decisions-working capital (12hrs)

Books Recommended:

UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION

SEMESTER – V
OPEN COURSE (FOR STUDENTS OF OTHER DISCIPLINE)

OPEN COURSE 3: BM 1551.3- STRATEGIC MANAGEMENT

No. of Credits : 2
No. of instructional Hours: 3 per week
Course Objectives: To enhance decision making abilities of students in situations of Uncertainty in a dynamic business environment.

Module 1
Strategic management – introduction – concept – characteristics of strategic management – Defining strategy (8 hrs)

Module 2

Module 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 hrs)

Module 4
Strategy implementation – Inter-relationship between formulation and implementation – issues in strategy implementation – resource allocation (10 hrs)

Module 5
Strategy evaluation – importance – strategic control – techniques of strategic evaluation and control (12 hrs)

Books Recommended:
UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION

SEMESTER – V
OPEN COURSE (FOR STUDENTS OF OTHER DISCIPLINE)

OPEN COURSE 4: BM 1551.4- FUNDAMENTALS OF FINANCIAL ACCOUNTING

No. of Credits : 2
No. of instructional Hours: 3 per week
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.

Module 1

Module 2
Recording Business Transactions - Journal - Ledger - Preparation of Subsidiary books (8 hrs)

Module 3

Module 4
Trial Balance - meaning and objectives - Preparation of Trial Balance - Rectification of errors- Types of errors - detection and rectification of errors - Suspense account (10 hrs)

Module 5
Final accounts of Sole Trader – Manufacturing, Trading and Profit & Loss Account - Balance Sheet - Preparation of Final accounts with adjustments (18 hrs)

Books Recommended:
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
5. Gupta, R L and Radhaswamy M, Advanced Accountancy, Sultan Chand & Sons, New Delhi

UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION

SEMESTER – VI

ELECTIVE COURSE: BM 1661.5 BUSINESS COMMUNICATIONS

No. of Credits : 2
No. of instructional Hours: 3 per week
Course Objectives: To familiarize the students with the basic concepts of Business Communication in the organizational backdrop.
Module 1
Business Communication - Meaning - importance - Methods - Types - Barriers to communication. (8 hrs)

Module 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 hrs)

Module 3
Bank Correspondence - Correspondence of company secretary with shareholders and directors. (12 hrs)

Module 4
Communication through reports - importance - contents - Annual report (10 hrs)

Module 5
Internal Communication - Short speeches - Memo - Circulars - Notices - Communication Media - Intercom, Telex and Telephone - Fax – Internet-Intranet (10 hrs)

Books Recommended:
1. Rajendra Pal Korahill, Essentials of Business Communication, Sultan Chand & Sons, New Delhi

UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION
SEMESTER – VI
ELECTIVE COURSE: BM 1661.6 INDIAN BANKING SYSTEMS

No. of Credits : 2
No. of instructional Hours: 3 per week
Course Objectives: To enable the students to understand the working of the Indian Banking System.

Module 1
Systems of Banking - Unit banking and Branch banking - group banking and chain banking - deposit banking and mixed banking - banking system in India (10 hrs)

Module 2
Banking regulation in India - Banking regulation Act 1949 - applicability - social control - Negotiable Instruments Act 1881 - Negotiable instruments (12 hrs)
Module 3
Commercial Banking in India - Innovative banking products-Non-Banking Finance Companies (NBFCs) – Central banking- RBI (10 hrs)

Module 4
Co-operative Banks - structure - Role - State co-operative bank - District Co-operative bank - PACS (10 hrs)

Module 5
Development Banks - concepts - evolution - nature - importance - SIDBI - EXIM Bank - RRBS - NABARD (Brief discussion only) (12 hrs)

Books Recommended:

UNIVERSITY OF KERALA
BACHELOR OF BUSINESS ADMINISTRATION
SEMESTER – VI
ELECTIVE COURSE: BM 1661.7 HOSPITALITY MANAGEMENT

No. of Credits : 2
No. of instructional Hours: 3 per week
Course Objectives: To impart knowledge about the organization and management of Hospitality industry

Module 1
Hospitality industry - meaning - Hotel - Travel and Tourism industry - Economic and other impacts of Hotel, Tourism and travel Industry (10 hrs)

Module 2
Management -Hotel - definition-types of hotel-International-resorts-commercial-residential-International Hotel Association (IHA) - food service industry - composition - size - management of food services. (12 hrs)

Module 3
Organisational structure - Rooms Division - The Front office department – The House Keeping department - The Food Studies Division - The Food production department - The Food & Beverage service department (12 hrs)
Module 4

Functional areas - Engineering and maintenance division - Marketing and sales division – Accounting division – Human Resource division - Security division (10 hrs)

Module 5

Future trends in hospitality industry - CRS - chain of hotels - associations in hospitality management - HR issues and technology (10 hrs)

Books Recommended:

6. Walker John R. Introduction to Hospitality, PHI, New Delhi