SCHEME AND SYLLABUS

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

(Course Effective from 2022-23 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) under the Choice Based Credit and SemesterSystem (CBCSS)

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:-

	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:

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

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 Courses with code No	Lecture Hours Per Week	Credits	University Exam Duration	Evaluation Marks	
					CE	ESE (Uty Exam)
I	Language- EN 1111.1 English I	3	2	3	20	80
	Foundation :BM1121Environmental Studies	4	4	3	20	80
	Core: BM 1141 Fundamentals of Management	5	4	3	20	80
	Core: BM 1142 Managerial Economics	4	4	3	20	80
	Core- BM 1143 Financial Accounting	5	4	3	20	80
	Complimentary - BM 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: BM 1221E-Commerce & Cyber Laws	4	2	3	20	80
	Core: BM 1241 Marketing Management	5	4	3	20	80
	Core: BM 1242 Human Resource Management	4	4	3	20	80
	Core: BM 1243 Financial Management	5	4	3	20	80
	Compl.:BM 1231Business Regulatory Frame Work	4	3	3	20	80
	Total Credits		**19**			
III	Core: BM 1341 Business Environment and Policy	5	4	3	20	80
	Core: BM 1342 Corporate Regulations	5	4	3	20	80
	Core: BM1343 Cost and Management Accounting	5	4	3	20	80
	Core: BM 1344 Financial Services	5	4	3	20	80
	Elective Course I: BM 1361.1/2/3/4	5	4	3	20	80
	Total Credits		**20**			
IV	Core: BM 1441 Entrepreneurship Development	5	4	3	20	80
	Core: BM1442 Business Ethics & Corporate Governance	5	4	3	20	80
	Core: BM 1443 Operations Management	5	4	3	20	80
	Core: BM 1444 Skill Enhancement and Employability Orientation	5	4	3	20	80
	Elective Course II: BM 1461.1/2/3/4	5	4	3	20	80
	Total Credits		**20**			

Sem. No.	Name of Courses with code No	Lecture Hours Per Week	Credits	Uty Exam Duration	Evaluation Marks	
					CE	ESE (Uty Exam)
V	Core: BM 1541 Quantitative Techniques for Management	5	4	3	20	80
	Core: BM1542 Research Methodology	5	4	3	20	80
	Core: BM 1543 Investment Management	5	4	3	20	80
	Core: BM 1544 Project	2	-	-	-	100
	Open: BM 1551.1/2/3/4(**Course - other Faculty**)	3	2	3	20	80
	Elective Course III: BM 1561.1/2/3/4	5	4	3	20	80
	Total Credits		**18**			
VI	Core: BM 1641 Management Information System	5	4	3	20	80
	Core: BM 1642 International Business	5	4	3	20	80
	Core: BM 1643 Strategic Management	5	4	3	20	80
	Core: BM 1644 Project Work and Viva Voce	2	4	-	-	100
	Elective: BM 1661.5/6/7 (**Course - own Faculty**)	3	2	3	20	80
	Elective Course IV : BM 1661.1/2/3/4	5	4	3	20	80
	Total Credits		**22**			
	Grand Total of credits		**120**			

ELECTIVE STREAMS

STREAM I - HUMAN RESOURCE MANAGEMENT or

Semester	Course Code	Course title	Lecture Hours per week	Credits
III	BM 1361.1	Organisational Bahaviour	5	4
IV	BM 1461.1	Human Resource Development and Organisation Culture	5	4
V	BM 1561.1	Labour Law and Industrial Relations	5	4
VI	BM 1661.1	Performance Management	5	4

STREAM II - MARKETING MANAGEMENT or

Semester	Course Code	Course title	Lecture Hours per week	Credits
III	BM 1361.2	Consumer Behaviour	5	4
IV	BM 1461.2	Advertising and Sales Promotion	5	4
V	BM 1561.2	Customer Relationship Management	5	4
VI	BM 1661.2	Retail Management	5	4

STREAM III - FINANCE or

Semester	Course Code	Course title	Lecture Hours per week	Credits
III	BM 1361.3	Income Tax Law and Accounting	5	4
IV	BM 1461.3	Indirect Taxes	5	4
V	BM 1561.3	International Finance	5	4
VI	BM 1661.3	Project Appraisal and Analysis	5	4

STREAM IV – BUSINESS ANALYTICS

Semester	Course Code	Course title	Lecture Hours per week	Credits
III	BM 1361.4	Big Data Analytics	5	4
IV	BM 1461.4	Machine Learning and Artificial Intelligence	5	4
V	BM 1561.4	Social Media Analytics	5	4
VI	BM 1661.4	Natural Language Processing	5	4

STREAM V - TOURISM MANAGEMENT

Semester	Course Code	Course title	Lecture Hours per week	Credits
III	BM 1361.4	Fundamentals Of Tourism	5	4
IV	BM 1461.4	Airline and Cargo Management	5	4
V	BM 1561.4	Front Office Management	5	4
VI	BM 1661.4	Travel and Tour Operations Management	5	4

OPEN COURSES

(For students of other discipline)

Semester	Course Code	Course title	Lecture Hours per week	Credits
III	1551.1	Project Management	3	2
IV	1551.2	Functional Management	3	2
V	1551.3	Strategic Management	3	2
VI	1551.4	Fundamentals of Financial Accounting	3	2

ELECTIVE COURSE

(For students of Business Administration – Select one course)

Semester	Course Code	Course title	Lecture Hours per week	Credits
VI	1661.5	Business Communication or	3	2
	1661.6	Indian Banking System or	3	2
	1661.7	Hospitality Management	3	2

Programme Outcomes (POs)

PO1: Provide students with a sound theoretical base and exposure to current business challenges
PO2: Prepare students with capabilities and skills in areas of business and Management to take up roles in management position across diverse industries.
PO3: The program is focused to create financial expertise to contribute in emerging India in the following specific fields:

a. Financial management
b. Human Resource management
c. Marketing management
d. Operations management

PO4: To encourage creativity and innovative thinking leading to unique solution for complex problems.
PO5: Enhance the ability of students to meet global challenges through sensitivity towards organizational, economic and cultural diversity.
PO6: Provide inputs to the students to take up higher learning programmes.

Programme Specific Outcomes (PSOs)

PSO1: Develop critical thinking and Decision making skills.
PSO2: Build up problem solving skills.
PSO3: Develop Communication and presentation skills.
PSO4: Leadership and team work skills can be developed.
PSO5: Provide opportunities to improve entrepreneurial skills.
PSO6: Internship and project work exposure can be obtained.
PSO7: Get awareness and importance of ethical and social responsibility

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

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 Failure

Continuous Evaluation (CE)

All records of Continuous Evaluation shall be kept in the Department and shall be madeavailable 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)(Writtenbased 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	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 marksof 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 (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	10	10	1	10
Maximum of 2 sentences)				
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 thesame 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 completionof 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 specifiedby 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).

All the above regulations will be subject to amendments as stipulated by the University of Kerala from time to time.

Detailed Programme Structure - BBA (CBCSS)

SEMESTER I

UNIVERSITY OF KERALA			BBA
SEMESTER I	**FOUNDATION COURSE**		**BM 1121 ENIVRONMENTAL 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	After completion of the course, the students shall be able to: 1. Understand the various natural resources and its depletion. 2. Acquire knowledge on the eco system. 3. Learn about the bio diversity and its relevance. 4. Understand the pollution issues and 5. Assimilate the human issues in environment and understand the contemporary issues affecting the Sustainability of environment and its remedial measures.		
Module	**Content**		**Number 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		10
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- (Basic awareness required) 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 Environment Protection- Role of Information technology in environment and human health-Case studies. 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	8

Books Recommended*:*

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, A 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 (CBCSS)
SEMESTER I	**CORE COURSE**		**BM 1141 FUNDAMENTALS OF MANAGEMENT**
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	After completion of the course, the students shall be able to: 1. Understand the fundamentals concept of management and emerging trends in management. 2. Know about the scientific management and schools. 3. Learn the concepts and competence of planning and MBO. 4. Acquire the knowledge of Organization and Decision making process. 5. Understand the importance of effectiveness of staffing, directing & controlling.		
Module	**Content**		**Number 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. Emerging Trends in Management: globalization - workforce diversity -total quality management – knowledge management - green management.		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 .		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.		15
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- types of recruitment – Selection: definition – selection process – selection tests - Directing: meaning- nature and scope- elements of directing- Motivation: Definition- nature- types- Leadership- meaning- nature- leadership styles- Controlling: meaning- need- process of control- types- Techniques of control		25

Books Recommended*:*

1. K S Chandrasekar et.al., 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 (CBCSS)
SEMESTER I	**CORE COURSE**		**BM 1142 MANAGERIAL ECONOMICS**
No. of Credits	4	No. of instructional Hours/week	4
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	After completion of the course, the students shall be able to: 1. Knowing the role & responsibilities of Managerial Economists and understand the determinants of elasticity and apply the concepts of price, cross and income elasticity of demand. 2. Understand and estimate the production function and practical applications of cost functions. Identify the phases of the business cycle and the problems caused by cyclical fluctuations in the market economy. 3. Understand different market structure. 4. Explain the concept of national income and its measurement using different approaches. 5. Understand the basic concepts of budget, monetary and fiscal policies of India.		
Module	**Content**		**Number 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-- 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.		15
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		12
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.		15

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 Linited, New Delhi. 2007
3. G.S.Maddala and Ellen Miller, Microeconomics-Theory and Applications , McGraw-Hill Publishing Company Linited, New Delhi
4. M.Maria John Kennedy, Principles of Macroeconomics, C.Rangarajan and B.H.Dholakia McGraw-Hill Education Private Linited, New Delhi. 38th Reprint,2012
5. Money, Banking, International Trade and Public Finance – D.M. Mithani, Himalaya Publishing House, 2007.

UNIVERSITY OF KERALA			BBA (CBCSS)
SEMESTER I	**CORE COURSE**		**BM 1143 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	After completion of the course, the students shall be able to: 1. Learn fundamental aspects of accounting. 2. Acquire accounting knowledge from Journal to Final accounts. 3. Learn the preparation of financial statement. 4. Acquire the latest updates on financial knowledge and practice. 5. Develop the financial management skills. 6. Enable the students to acquire accounting skills.		
Module	**Content**		**Number 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*:*

1. Gupta. R.L. and Radhaswamy.M. Advanced Accounting, Sultan Chand &Sons, New Delhi.
2. Shukla.M.C, Grewal.T.S. and Gupta S.C.Advanced Accounts, Sultan Chand & Sons, New Delhi.
3. Jain and Narang.K.L. Financial Accounting, Kalyani Publishers, New Delhi.
4. S.N. Maheshwari,S.N. Suneel K. Maheshwari, and Sharad K. Maheshwari: An Introduction to Accountancy,Vikas Publishing House Pvt. Ltd.
5. Narayanaswamy,R. Financial Accounting: A Managerial Perspective, PHI Learning Pvt. Ltd.
6. Monga,J.R.Financial Accounting: Concepts and Applications, Mayur Paperbacks.
7. Ghosh,T.P. Financial Accounting for Managers: Taxmann Allied Services Pvt. Ltd.

UNIVERSITY OF KERALA			BBA (CBCSS)
SEMESTER I	**COMPLIMENTARY COURSE**		**BM 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	After completion of the course, the students shall be able to: 1. Understand the basic concept of statistics. 2. Obtain the knowledge about various statistical tools like correlation and regression. 3. Learn the Time series and its uses. 4. Acquire more idea about the application of statistics. 5. Become skilled at and apply the index numbers.		
Module	**Content**		**Number of Hours**
1	Statistics – Meaning – Definition – Features – Advantages and Distrusts of statistics. Measures of Central value- characteristics of an ideal measure- 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.		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		15
	Regression Analysis – Regression Vs Correlation, Linear Regression, Regression lines, Standard error of estimates		10
4	Time Series - Meaning and significance – utility, components of Time series - Measurement of Trend - Method of least squares.		10
5	Meaning and significance, problems in construction of index numbers, methods of constructing index numbers – weighted and unweighted – Consumer Price index numbers - test of adequacy of index numbers, chain index numbers, base shifting, splicing and deflating index numbers.		17

Books Recommended*:*

1. Gupta, S.P (2008). Statistical Methods, Sultan Chand & Sons, New Delhi.
2. Richard Levin & David Rubin, (1998). Statistics for Management, Prentice Hall, New Jersey
3. Anderson, Sweeney & Williams, (2013). Statistics for Business and Economics, South - Western Publishing Company, Ohio, USA

SEMESTER II

UNIVERSITY OF KERALA			BBA (CBCSS)
SEMESTER II	**FOUNDATION COURSE**		**BM 1221 E-COMMERCE AND CYBER LAWS**
No. of Credits	**2**	**No. of instructional Hours/week**	**4**
Course Objectives	To make acquainted the students with the basic concepts of internet, e-commerce, e- business and cyber law and cyber security.		
Course Outcomes	After completion of the course, the students shall be able to: 1. Understand the basic concept of internet. 2. Obtain the knowledge about E-commerce and its application. 3. Comprehend the use and application of e-business. 4. Acquire the knowledge about the avenues of e-banking. 5. Gain information about cyber law and cyber security.		
Module	**Content**		**Number of Hours**
1	Internet – basics – collect information on the Internet - Internet Protocol - www-Web Pages and HTML - Web browsers - searching the web – search engine - Electronic mail - Advantages and disadvantages of internet.		10
2	E-commerce - Definition - Types – Ecommerce Models – B2B – B2C - C2C - Internet marketing - E - advertising - use of social media for sales promotion.		12
3	E-business: - Definition – Components of e-business – difference between e-commerce and e-business - steps in building an e-business - Online web site design to promote online sales of a product or service – online free resources available for designing website – uses – URL – components of URL.		20
4	Internet Banking - Electronic Payment System - Concept of E-cash – ATM -NEFT - Debit and Credit card system – smart card - - BHIM UPI – Mobile Payment applications.		10
5	Cyber Law and cyber security - Introduction to cyber law - Public policy issues in e-commerce - Protecting Privacy - Intellectual property rights – Cyber threats - cyber crimes - Measures of cyber security – password - cryptography - encryption , decryption - Fire wall - Antivirus software.		20

Books Recommended*:*

1. Turban, Efraim, David King et. el.: Electronic Commerce: A Managerial Perspective, Pearson Education Asia, Delhi 2002.
2. Kalakota, Ravi: Frontiers of Electronic Commerce, Addison - Wesley, Delhi .
3. Rayport, Jeffrey F and Jaworksi, Bernard J: Introduction to E-Commerce, Tata McGraw Hill, New Delhi 2003.
4. Rich, Jason R: Starting an E-Commerce Business, IDG Books, Delhi .
5. Stamper David A, and Thomas L.Case: Business Data Communications, Pearson Education, New Delhi 2005.
6. William Stallings: Business Data Communications, Pearson Education, New Delhi 2004

UNIVERSITY OF KERALA			BBA (CBCSS)
SEMESTER II	**CORE COURSE**		**BM 1241 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	After completion of the course, the students shall be able to: 1. Gain knowledge about the basic concepts of marketing. 2. Put on better understanding of segmentation, targeting and positioning. 3. Know about the concepts of product and pricing. 4. Understand the concepts of sales promotion and distribution gets familiarity and better understanding. 5. Identify the concepts of marketing of services and its strategies.		
Module	**Content**		**Number 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*:*

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 (CBCSS)
SEMESTER II	**CORE COURSE**		**BM 1242 HUMAN RESOURCE MANAGEMENT**
No. of Credits	**4**	**No. of instructional Hours/week**	**4**
Course Objectives	To acquaint students with the fundamentals of Human Resource Management and the recent developments in Human Resource Management		
Course Outcomes	After completing the course the students can be able to : 1: Recognise the role human resources management as a functional area. 2: Equip with tools and techniques in human resource planning and procurement. 3: Familiarise with methods of HRD. 4: Enable the evaluation of employee performance and design reward system. 5: Gain insight on world class HR practices.		

Module	Content	Number 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	12
2	Human Resource Planning (HRP) - Need and importance - process of HRP - Job analysis- Job description - Job design - Recruitment – sources - Selection-steps in selection procedure - types of interview – Induction - Placement.	18
3	Training and Development - importance- methods of training – Development - types of management development - Changing role HRD - Grievances redressal	12
4	Performance Appraisal and Compensation- Performance appraisal-process and methods of performance appraisal- Compensation to employees- Wage System-Incentive wage plan - Profit sharing- Morale- Fringe benefits - Occupational health and safety.	18
5	Development Initiative - Workers participation in management - Team building - Industrial relations - Collective bargaining- Absenteeism and turnover – QWL – Concepts - Constitution of QWL - Quality circle - Outsourcing	12

Books Recommended*:*

1. Gary Dessler, Human Resource Management, Prentice Hall of India.
2. Gupta C.B, Human Resource Management - Sultan Chand & sons.
3. Subba Rao, P Personnel and Human Resource Management — Himalaya Publishing House
4. Prasad, L.M. Human Resource Management-– Sultan Chand & sons
5. Aswathappa, K. Human Resource Management-– McGraw Hill Education.

UNIVERSITY OF KERALA			BBA (CBCSS)
SEMESTER II	**CORE COURSE**		**BM1243 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	After completing the course the students can be able to 1. Understand the student about the importance and objectives of financial management. 2. Calculate the cost of capital and to arrive at the optimum capital structure. 3. Know about the Time Value of Money and measure the profitability and feasibility of a project. 4. Determine the impact of different dividend decisions and policies. 5. Manage cash, inventory and debtors using working capital management techniques.		
Module	**Content**		**Number of Hours**
1	Financial Management: Definition, Nature and Scope of financial management, Role of finance Manager -Traditional and Modern Approach; Profit Maximization, Wealth Maximization - Finance Functions –- Sources of finance- Risk and Return- Systematic and unsystematic risk.		15
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	Concept of Time Value of Money, present value, future value, and annuity. 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, Capital Rationing.		20
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 - Tax implications of dividend in India.		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 -Receivable management - Inventory management		15

Books Recommended*:*

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).

5. ShashiK.Gupta, R.K.Sharma, Neeti Gupta. Financial Management (2nd Edition), Kalyani Publishers, New Delhi (2014).

UNIVERSITY OF KERALA			BBA (CBCSS)
SEMESTER II	**COMPLEMENTARY COURSE**		**BM 1231 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	After completing the course the students can be able to: 1. understand the essential elements of Indian Contract Act 1872 2. Impart the knowledge of contract of sales, indemnity and bailment. 3. Know about Sale of Goods Act. 4. Understand be concept of Consumer protection Act 5. Acquire the knowledge of GST		

Module	**Content**	**Number 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.	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*:*

1. Kapoor, N.D (2014). Business Law. New Delhi: Sultan Chand & Sons.
2. Saravanavel, S. Mohapatra, S.R. and Balakumar,S. (2014). Business and Corporate Law, Mumbai: Himalaya Publishing House Pvt.Ltd
3, Garg K.C, V.K Sareen, Mahesh Sharma and Chawla R.C. Business Regulatory Framework, New Delhi: Kalyani Publishers.
44. Mulla: The Sale of Goods Act &The Indian Partnership Act, Lexis Nexis Butterworth India(2017)

SEMESTER III

UNIVERSITY OF KERALA			BBA (CBCSS)
SEMESTER III	**CORE COURSE**		**BM 1341 BUSINESS ENVIRONMENT AND POLICY**
No. of Credits	**4**	**No. of instructional Hours/week:**	**5**
Course Objectives	To familiarize and acquaint the students with the knowledge of Business environment and policy.		
Course Outcomes	After completing the course the students can be able to: 1. Understand the various factors that may have an impact on business 2. Identify various internal and external factors of the business that determine the success of a business 3. Analyse the impact of various factors through different environmental scanning tools 4. Distinguish the operation in the domestic and global business environment.		
Module	**Content**		**Number of Hours**
1	Business Environment - Meaning, Nature, importance, types of business environment-internal, external, micro and macro environment, Environmental Analysis, stages of environmental analysis – Scanning, Monitoring, Forecasting, Assessment.		15
2	Economic Environment - Significance of Economic Environment, Elements of Economic Environment - Economic policies, Economic System, Economic conditions, Sectors of Indian Economy - Primary Sector, Secondary Sector, Tertiary Sector, Industrial Policies 1948-56, 1991-Fiscal policy-Monetary policy - Exim Policy.		20
3	Political and government environment - -Concept, Elements of Political Environment, Role of government- Promotional role, Regulating role, Planning role, Entrepreneurial role, Technological environment- Impact of Technology, Technology Transfer.		20
4	Social Environment - Elements of Social environment, social responsibility of business – responsibility to different sections, social audit, Corporate Social Responsibility (CSR), Cultural Environment, business and culture.		20
5	Global Environment-Meaning, Nature, Foreign market entry strategies, FERA Vs FEMA, Multinational Corporations-Foreign Collaborations-GATT, WTO.		15

Books Recommended*:*

1. Francis Cherunilam., Business Environment, Himalaya Publishing House. Mumbai.
2. Aswathappa K., Essentials of Business Environment. Himalaya Publishing House Mumbai
3. Adhikari, M Economic Environment of Business, Sulthan Chand and Sons, New Delhi.
4. Sivayya, K.V. and VBM Das: Indian Industrial Economy, Sulthan Chand Publications, Delhi.
5. Panday G.N: Environmental Management, Vikas Publishing House.
6. RajAgarwal: Business Environment, Excel Publications, New Delhi.

UNIVERSITY OF KERALA			BBA (CBCSS)
SEMESTER III	**CORE COURSE**		**BM 1342 CORPORATE REGULATIONS**
No. of Credits	**4**	**No. of instructional Hours/week**	**5**
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.		
Course Outcomes	After completing the course the students can be able to: 1. Get knowledge about the basics of company regulations. 2. Understand the students with respect to important documents of the company. 3. Study more about the management and administration of companies. 4. Obtain knowledge in winding up and its legal procedures. 5. Learn IPR and Partnership type of organization.		
Module	**Content**		**Number of Hours**
1	Company-Meaning - Definition - Characteristics - Types - Illegal Association - Corporate Veil - Lifting of Corporate Veil - Promotion - Promoter - Position - Incorporation Procedure Effects of Registration - Pre-Incorporation Contract. - Table-A - Prospectus - Definition -Importance - Contents - Statement in Lieu of Prospectus - Deemed Prospectus - Shelf Prospectus – Red Herring Prospectus - Abridged Prospectus- Liability for Misstatement in Prospectus		20
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
3	Company Management and administration-Directors - Appointment - Qualification and Disqualification - Qualification Shares - Position of Directors - Powers - Retirement - Vacation of Office - Liabilities of Directors - Removal of Directors. Kinds of Meetings - Essentials of Valid Meeting - Chairman - Agenda - Minutes -Quorum - Motion - Types of Motions - Proxy - Poll - Modes of Poll - Resolution - Motion Vs Resolution.		20
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
5	Intellectual Property Rights - Meanings –Classifications- Patent Rights - Trademarks - Copy Rights – Geographical Indications-Trade Secret-WIPO-TRIPS-features-IPR for (MSME) – Partnership - Partnership deed – Types of partners – Rights and duties of partners (brief study only)		15

Books Recommended

1. Kapoor. N. D. (2016) Elements of Company Law, 30th Edition, New Delhi: Sultan Chand & Sons
2. Tulsian, P.C. (2014). Bharat Tulsian Second Edition (2014), New Delhi: McGraw Hill Education.
3. Gulshan and Kapoor (2012) Principles of Company Law, New Delhi: S Chand & Co.
4. Datey,V.S. (2016). All About GST-A Complete GST Law, 4th Edition, New Delhi: Taxmann Publishing.
5. Maheswari, S.N and Maheswari, S.K. (2012). Elements of Corporate Laws. Mumbai, HPH Pvt Ltd.
6. Saravanavel, P and Balakumar, S. (2010). Corporate Law and Governance. New Delhi: Himalaya Publishing House.
7. Saravanavel, P. and SR Mohapatra S.R. and Balakumar,S (2014). Business and Corporate Law, Mumbai: Himalaya Publishing House
8. Narayanan,P (2015). Intellectual Property Law. Lucknow: Eastern Law House.

UNIVERSITY OF KERALA			BBA (CBCSS)
SEMESTER III	**CORE COURSE**		**BM 1343 COST AND MANAGEMENT ACCOUNTING**
No. of Credits	**4**	**No. of instructional Hours/week**	**5**
Course Objectives	To impart conceptual and practical knowledge to students on cost and management accounting and the methods and techniques.		
Course Outcomes	After completing the course the students can be able to 1. Understand the concept of cost and cost accounting. 2. Familiar with various cost control techniques. 3. Know about the analysis and interpretation of financial statements. 4. Understand the way of preparing fund flow and cash flow statements. 5. Familiar with budgetary control technique.		

Module	**Content**	**Number of Hours**
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
2	Cost behavior - Fixed and variable - Marginal costing - Assumptions - advantages - Break -even analysis - managerial uses – P V ratio - Margin of safety - Break even chart	20
3	Analysis of Financial statement - profit & loss accounts - Balance sheet - Ratio analysis - Liquidity ratios - profitability ratios - solvency ratios - Activity ratios - interpretation of financial statement using Ratio analysis.	20
4	Fund flow statement: Meaning – uses of fund flow statement – schedule of changes in working capital – preparation of funds flow statement -. Cash flow statement: meaning – uses of cash flow statement - preparation of cash flow statement - difference between fund flow and cash flow statements.	20
5	Budgetary control- Budgeting – Meaning and definition- uses – Functional budgets- master Budget- preparation of cash Budget and Flexible Budget	15

Books Recommended:

1. Y.Hari Prasad Reddy, T.S. Reddy, Cost and Management Account — Margam Publications
2. S.P.Jain and K.L.Narang, Cost and Management Accounting — Kalyani Publishers.
3. S.N.Mageshwari, Cost and Management Accounting — Sulthan Chand
4. A.Murthi, Cost and Management Accounting, S.V. Publications.
5. Shashi K.Gupta and Sharma R.K. Management Accounting, Kalyani Publishers,New Delhi
6. Gupta.S.P and Sharma.R.K, Management Accounting, Sahithya Bhavan Publications, Agra.
7. ManMohan, Goyal S.N Principles of Management Accounting, Sahithya Bhavan Publications, Agra.

UNIVERSITY OF KERALA			BBA (CBCSS)
SEMESTER III	**CORE COURSE**		**BM 1344 FINANCIAL SERVICES**
No. of Credits	**4**	**No. of instructional Hours/week**	**5**
Course objectives	Providing the students with an understanding of various financial services available in the country.		
Course outcomes	After completing the course the students can be able to: 1. Distinguish primary and secondary market of Indian financial system. 2. Understand the significance of both fund based and non-fund based financial services 3. Get an overall idea about the banking sector 4. Get a thorough understanding of various insurance products in the country.		
Module	**Content**		**Number of Hours**
1	Indian Financial System – meaning - Nature and Scope, Classification of Financial Services - components, Financial Markets: Nature, Functions, Primary and Secondary Markets, Money and Capital Market, financial instruments – financial institutions – financial service - Nature and Scope, Classification of Financial Services.		15
2	Fund based financial services – Lease financing – Concept, Types, Merits and Demerits, Hire purchase finance - Concept, features, advantages, Hire purchasing Vs Leasing, factoring and forfaiting – bills discounting – housing finance – insurance, venture capital financing - Concept, features, Scope, Importance.		25
3	Non fund based services - Merchant banking, project advisory services, custodian service – credit rating –Concept, functions, benefits - Credit Rating Agencies in India, mergers and acquisition, capital restructuring service - safe custody services, stock broking – depositories – mutual funds - meaning, types.		25
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
5	Concept of insurance: Definition, basic characteristics of insurance, purpose and need of insurance, Insurance products and services - Types of insurance.		10

Books Recommended*:*

1. Khan M Y, Financial Services, Tata McGraw-Hill Publishing Co. Ltd New Delhi.
2. Gupta, N K and Monika Chopra, Financial Markets, Institutions and Services, Ane Books India.
3. Bharathi V Pathak, Indian Financial System, Pearson Education, New Delhi.
4. Cliford Gomez, Financial markets, institutions and financial services PHI Learning Pvt Ltd.
5. Gurusami, Financial Services, Tata McGraw-Hill Publishing Co. Ltd New Delhi.

SEMESTER IV

UNIVERSITY OF KERALA			BBA (CBCSS)
SEMESTER IV	**CORE COURSE**		**BM 1441 ENTREPRENEURSHIP DEVELOPMENT**
No. of Credits	**4**	**No. of instructional Hours/week**	**5**
Course Objectives	To make the student understand the concept and importance of entrepreneurship and facilitate generation of young entrepreneurs.		
Course Outcomes	After completing the course the students can be able to: 1. Understand about entrepreneurship, its roles and different classifications of Entrepreneurs. 2. Discuss the role of MSME in developing countries 3. Classify the various sources of business finance and identify the different institutions that supporting entrepreneurs. 4. Understand about the roles and responsibilities of a project manager 5. Discriminate the benefits of delivering the project identification and selecting the successful project with the various guidelines issued by the authorities.		
Module	**Content**		**Number of Hours**
1	Introduction: Concept of Entrepreneurship – Meaning – Definition - 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 of MSME in developing countries- Problems- Steps for starting MSME, An over view of Industrial policy of Kerala .		10
3	EDP in India – Phases of Entrepreneurial programs - Industrial Estates - Industrial clusters - Incentives and subsidies – Advantages - Needs & Problems – Promotional agencies –NMCC,SIDO, NSIC, NAYE, TCO, SISI's- Khadi & Village Commission- STEP –SIDCO – KINFRA- MSME & DICs- Business Incubators& Start-ups.		25
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
5	Project: Meaning – Features – Classification- Project Ideas - Project Life Cycle- Project identification - Project formulation - Feasibility Analysis - Network Analysis – Financial Analysis - Project Financing - Project Appraisal & Evaluation - Project Report Preparation - Project implementation		25

Books Recommended

1. Nandan H. Fundamentals of Entrepreneurship, PHI New Delhi.
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			BBA (CBCSS)
SEMESTER IV	**CORE COURSE**		**BM 1442 BUSINESS ETHICS AND CORPORATE GOVERNANCE**
No. of Credits	**4**	**No. of instructional Hours/week**	**5**
Course Objectives	To familiarize students with the concepts of Business Ethics and provide adequate knowledge of various factors relevant to the corporate sector.		
Course Outcomes	After completing the course the students can be able to: 1. Describe the concept of Business Ethics and the various factors influencing Business Ethics 2. Explain in detail about Ethical values and Ethics Committee 3. Discuss about culture, organisation culture and cultural diversity 4. Describe the concept of Corporate Social Responsibility of Business 5. Discuss the concept of Corporate Governance and Summarise the codes of Corporate Governance in India.		
Module	**Content**		**Number of Hours**
1	Business Ethics: Meaning – Definition – Scope – Benefits - Sources of Ethics: Religion, philosophical system, Cultural Experience, Legal System - Importance of Ethics - Factors Influencing Business Ethics: Leadership, Corporate Culture, Strategy & Performance, Individual Characteristics and Environment.		20
2	Ethical values: Meaning-Features - Importance - Types of Values - Personal Values - Values of work force- Ethics Committee.		10
3	Culture: Meaning - Components of Culture-Organization Culture: Meaning – Characteristics - Steps in building & maintaining Organization Culture - Managing Cultural Diversity in Organization.		15
4	Corporate Social Responsibility of Business: Meaning – Rationale – Strategies - Ackerman's Model of Social Responsibilities.		20
5	Corporate Governance: Meaning – Definition-Importance - Objectives - Principles-Committees on Corporate Governance: CII Code of Desirable Corporate Governance, Kumar Mangalam Birla Committee, Naresh Chandra Committee, Narayana Murthy Committee, Kotak Committee - SEBI-Clause 49 of the Listing Agreement		25

Books Recommended:

1. Bhatia S K. Business Ethics & Corporate Governance, Deep & Deep Publication Pvt Ltd.New Delhi
2. Khanka, S.S (2015). Business Ethics and Corporate Governance (Principles & Practice), S.Chand, New Delhi.
3. InderjitDube : Corporate Governance; LexisNexis Butterworths Wadhwa Nagpur
4. Sanjiv Agarwal : Corporate Governance: Concept & Dimensions; Snow white Publications.P. Ltd.
5. Sampath, K.R.: Law of Corporate Governance: Principles and Perspective; Snow white Publications P. Ltd.
6. Balasubramanian, N. Corporate Governance and Stewardship; Tata McGrawHill.

UNIVERSITY OF KERALA			BBA (CBCSS)
SEMESTER IV	**CORE COURSE**		**BM 1443 OPERATIONS MANAGEMENT**
No. of Credits	**4**	**No. of instructional Hours/week**	**5**
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.		
Course Outcomes	After completing the course the students can be able to: 1: Recognise the role of operations function 2: Apply appropriate tools for product, process and layout design and job design. 3: Facilitate decision making regarding location selection and scheduling of activities. 4: Apply control mechanisms through quality management and inventory control. 5: Familiarise with world class operations practices.		

Module	**Content**	**Number of Hours**
1	Operations Management – Meaning – Importance – historical developments –Cost, quality and customisation focus - Operation strategy and competitiveness - Decision areas in OM- Service operations-Productivity.	15
2	Product Design -Stages-Types Process selection-Types of processes-flow charts-Layout – factors influencing selection of layout – Types of layouts- Facility location- Factor rating method-Job design-Factor rating method .	20
3	Facility location- Factor rating method-Capacity planning – Aggregate Production Planning – Short term Scheduling - Production Planning and Control - Bottlenecks-Maintenance Management - Total Productive maintenance (TPM)	20
4	Quality Management- Cost of Quality – Total Quality Management- ISO9000 – ISO14000 – Six Sigma -Materials management – purchase functions and procedure - inventory classification – safety stock – Re order point – service level – inventory control systems – perpetual and periodic –Economic Order Quantity– JIT –KANBAN-Stores management	20
5	Supply Chain Management - Vendor management - Computer Integrated Manufacturing - Lean manufacturing - Agile Manufacturing - Green manufacturing.	15

Books Recommended*:*

1. Heizer and Render, Operations Management, Pearson.
2. Joseph G Monks, Operations Management (Theory and Problems) — McGraw Hill Intl.
3. S N Chary, Production and Operations Management — TMH Publications
4. Pannerselvam, Production and Operations Management –PHI
5. Lee J. Krajewski and Larry P. Ritzman, Operations Management: Process and value
6. Chains, 7th Edition, PHI
7. Hunawalla and Patil – production and Operations Management, Himalaya Publishing House
8. Chase, Aquilano& Jacobs. Production and Operations Management. Tata McGraw.

UNIVERSITY OF KERALA			BBA (CBCSS)
SEMESTER IV	**CORE COURSE**		**BM 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	After completing the course the students can be able to: 1. Expose learners to variety of texts to interact with them 2. Capability to increase learners to visualize texts and its reading formulae. 3. Develop a more humane and service-oriented approach to all forms of life around them. 4. Improvement in their communication skills for larger academic purposes and vocational purposes 5.Become critical participants in their everyday business life		
Module	**Content**		**Number 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. Gopalaswamy 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.

SEMESTER V

UNIVERSITY OF KERALA			BBA (CBCSS)
SEMESTER V	**CORE COURSE**		**BM 1541 QUANTITATIVE TECHNIQUES FOR MANAGEMENT**
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	After completing the course the students can be able to: 1. Understand the concept of Quantitative Techniques and OR. 2. Understand the mechanism to select an optimum solution with profit maximization. 3. Formulate a real-world problem as a mathematical programming approach and linear programming. 4. Application of how to reduce the cost under transportation and learn to increase the managerial responsibility for operations tasks. 5. 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. Learn to increase the managerial responsibility for operations tasks.		
Module	**Content**		**Number of Hours**
1	Quantitative techniques for management – types – objectives - importance Operations research – concept – meaning and definition – development of OR – characteristics of OR – phases – OR as a tool in decision making – scope and objectives – models in OR – limitations.		15
2	Linear programming – meaning – objectives – uses and applications – formulations of mathematical models to LPP – objective function – constraints – solution to LPP (graphical solution only) – advantages and disadvantages		20
3	Formulation of Transportation problems – solution by North West corner rule, least cost method, VAM – decision theory- pay off table- opportunity loss table – expected monetary value – expected opportunity loss – expected value of perfect information and sample information		20
4	Network analysis – meaning and objectives –construction of network diagram – network techniques – PERT – CPM – total float, free float, independent float and slack – finding of critical path (only simple problems are expected) – crashing (theory only)		20
5	Probability – meaning and need – theorems of addition and multiplication – conditional probability – Bayes theorem – random variable – discrete and continuous – expectation and variance – probability distribution : meaning and characteristics of binomial, poisson and normal distribution		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 (CBCSS)
SEMESTER V	**CORE COURSE**		**BM 1542 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	After completion of the course, the students shall be able to: 1. Understand various types of research and to identify the process of Research. 2. Develop a good Research Design. 3. Know about various Sampling techniques. 4. Comprehend and use SPSS package for data analysis. 5. Prepare a research report.		
Module	**Content**		**Number 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	Identifying a Research Problem – Review of Literature – Identifying Research Gap –Research Questions-Setting of Objectives and Hypotheses–Need, Significance and Types of Hypotheses - Variables and types - Research Design - Steps in developing a Research Design –Qualities of Good Research Design.		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 –Determinantsofsamplesize–samplingerrorsandsources-Pre-testingandPilotStudy.		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*:*

1. Naresh Malhotra, JohnHall, MikeShaw &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 (CBCSS)
SEMESTER V	**CORE COURSE**		**BM 1543 INVESTMENT MANAGEMENT**
No. of Credits	**4**	**No. of instructional Hours/week**	**5**
Course Objectives	To make the student understand the areas of Security Analysis and Portfolio Management for making prudent investment decisions		
Course Outcomes	After completing the course the students can be able to: 1. Understand various investment avenues and the process of investment. 2. Capture a clear idea on the working of money market and capital market operations and stock market mechanisms. 3. Distinguish different types of derivative market operations and the role of SEBI in the Indian stock market. 4. Create different portfolios to maximize the profitability and minimize the risk		

Module	**Content**	**Number of Hours**
1	Investment – meaning - definition – objectives - factors affecting investment – investment process -– investment avenues – elements of risk, scope of investment management.	10
2	Money market – importance, money market instruments, Capital market – Meaning, structure, Functions, capital market instruments – shares, debentures, bonds - stock exchanges – role - functions – stock exchanges in India-BSE - NSE – OTCEI – Trading and Settlement procedures - online trading – types of investors - types of speculators.	25
3	Derivatives – meaning, features, classifications, financial derivatives – forwards, futures, options, swaps - Indian derivative markets – structure - trading regulatory frame work.	20
4	Regulation of capital market in India - SEBI and its role as regulator - constitution - powers, -functions of SEBI- investor protection.	15
5	Portfolio management - meaning, importance, phases, security analysis – fundamental analysis, EIC frame work, technical analysis, Recent Developments in Investment Management.	20

Books Recommended:

1. Prasanna Chandra: Investment Analysis and Portfolio Management, Tata McGrawHill, New Delhi
2. S.Kevin, Portfolio management, Prentice Hall of India Pvt Ltd
3. Bhalla, Investment analysis, Sultan Chand & Sons New Delhi.
4. Avadhani V A Security Analysis and Portfolio Management, Himalaya Publishing House
5. Donald E Fisher and Ronald J Jordan, Security Analysis and Portfolio Management, Himalaya Publishing House.
6. Preethi Sing, Investment Management, Himalaya Publishing House, New Delhi.

SEMESTER VI

UNIVERSITY OF KERALA			BBA (CBCSS)
SEMESTER VI	**CORE COURSE**		**BM 1641 MANAGEMENT INFORMATION SYSTEM**
No. of Credits	**4**	**No. of instructional Hours/week**	**5**
Course Objectives	To acquaint students with the basic aspects of Management Information System and the application of MIS in business decisions.		
Course Outcomes	After completing the course the students can be able to: 1. Understand the basic concepts and technologies of a computer system which support the management information system. 2. Discuss the processes of developing and implementing information systems. 3. Understand how various information systems like DBMS work together to accomplish the information objectives of an organization 4. Understand the various techniques for system analysis and design 5. Explain the role of the ethical, social, and security issues of information systems.		
Module	**Content**		**Number of Hours**
1	Introduction to MIS - Data Vs. Information - MIS: Meaning and concept – Characteristics-Importance and Scope - Subsystems of MIS- MIS and other academic disciplines -Structure of MIS: based on management activity and organisational functions		20
2	System Concepts: Meaning – Characteristics – Elements - Types of information systems – Operations Support Systems, Transaction Processing Systems, Decision Support System (DSS) - Process Control Systems, Executive Support System, Formal and informal Systems, Expert Systems		20
3	Database Management Systems - Characteristics of DBMS - Objectives - Traditional and modern approaches - Database hierarchy and structure- Types of database users - Data models - Designing of DBMS		20
4	System Analysis and Design - Prototyping approach- Conceptual and detailed MIS design -System Development Life Cycle - System testing - Implementation of MIS		15
5	Security and Ethical Issues in MIS - Control Issues MIS- Security Hazards - Technical solutions for Privacy Protection.		15

Books Recommended:

1. D P Goyal, Management Information Systems: Managerial Perspective, Macmillan Publishers India Limited
2. Gordon B Davis and Margrethe H Olson, Management Information Systems: Conceptual Foundations, Structure and Development, Publisher, McGraw-Hill Ryerson, Limited
3. James A.O'Brien, Management Information Systems: Managing Information Technology in the Networked Enterprise, Irwin, 1996.
4. Kenneth C. Laudon and Jane P. Laudon Essentials of MIS, 9th Edition Pearson, New Delhi
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			BBA (CBCSS)
SEMESTER VI	**CORE COURSE**		**BM 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	After completing the course the students can be able to: 1. Explain the concepts in international business with respect to foreign trade/international business 2. Evaluate various modes of entry into International business and should be able to select the best mode of entry given a situation. 3. Explain the export import procedures and the various documents required 4. Discuss the various International Financial Organisations and the marketing strategies for expansion and balanced growth of international trade 5. Discuss the International Business concepts with functioning of global trade.		
Module	**Content**		**Number 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 - Licensing- Franchising- Joint Ventures – Acquisitions - Strategic Alliances - Trade barriers - Trade blocks. Multinational Corporations - 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		20
5	Globalisation of Indian Business – India's competitive advantage in Industries like IT, Textiles, GEMS & jewellery – India's strength and weakness in International Business - International Barriers-trade and non-trade .		15

Books Recommended:

1. Global Business Today- Charles W L Hill, University of Washington.
2. John Daniels, Lee Radebaugh, Daniel Sullivan, International Business: Environments &Operations- Prentice Hall, New Delhi
3. VK Bhalla, International Business, S Chand and Company Pvt Ltd. Mumbai.
4. Francis Cherunilayam, International Business- Text and Cases (Fifth Edition), PHILearning, New Delhi
5. Charles W L Hill, International Business: Competing in the Global Market Place, McGraw Hill, New York.
6. Donald Ball, Michael Geringer,Michael Minor & Jeanne Mc Nett. International Business: The Challenge of Global Competition-, McGraw Hill, New York.
7. P Subba Rao, International Business: Text and Cases-, Himalaya Publishing House Pvt Ltd Mumbai.

UNIVERSITY OF KERALA			BBA (CBCSS)
SEMESTER VI	**CORE COURSE**		**BM 1643 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	After completing this course the student can be able to: 1. Describe the strategic management process to analyse and improve organizational performance. 2. Discuss the internal capabilities and external opportunities of the organisation. 3. Summarize the different types of strategies and identify the suitable strategies for the business activities. 4. Describe the implementation plans to execute those strategies. 5. Explain the evaluation criteria's and the various control process.		
Module	**Content**		**Number of Hours**
1	Strategic Management: Meaning – Definition - Features of Strategic Management - Strategic Management Process– Levels of Strategy - Synergy – Dysergy.		20
2	Hierarchy of Strategic Intent - Vision - Mission - Business Definition- Goals -Objectives- Organizational Appraisal - SWOT Analysis-Strategic Decision Making– Approaches.		15
3	Strategy Formulation - Types of Strategies: Corporate level Strategies – Business Level Strategies – Growth Strategies - Diversification Strategies - Turnaround – Stakeholders of business – Strategic Choice & Analysis - Gap Analysis - BCG Matrix.		20
4	Strategy Implementation - Mc Kinsey Seven S Model – Organisational systems - Structures for Strategies – Functional Strategies - Strategic Alliance- Strategy & Leadership.		20
5	Strategic Evaluation & Control - Role of Organisational system in Evaluation & Control – Barriers - Operational Control – Process - Tools & Techniques.		15

Books Recommended:

1. Azhar Kasmi. Business Policy & Strategic Management ,Tata Mc Graw-Hill PublishingCo.LtdNewDelhi
2. Nag, A. Strategic Management-Analysis, Implementation and Control, Vikas Publishing, New Delhi
3. Srinivasan, R. Stategic Management-The Indian context, PHI
4. Chandrasekaran, N and P.S Ananthanarayanan, Strategic Management, Oxford, 2011.

ELECTIVE COURSES

STREAM I
HUMAN RESOURCE MANAGEMENT

UNIVERSITY OF KERALA			BBA (CBCSS)
SEMESTER III	**ELECTIVE COURSE STREM I H R MANAGEMENT**		**BM 1361.1 ORGANISATIONAL BEHAVIOUR**
No. of Credits	**4**	**No. of instructional Hours/week**	**5**
Course Objectives	To acquaint students with the fundamentals of Organisational Behaviour and the recent developments in Organisational Behaviour.		
Course Outcomes	After completion of the course, the students shall be able to: 1: Familiarise with basic concepts of OB. 2: Understand the constructs of personality. 3: Develop skills for team building and conflict resolution. 4: Gain the ability to motivate people in organisation. 5: Apply techniques for organisation development and interventions.		
Module	**Content**		**Number of Hours**
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
2	Personality - determinants- personality traits - Personality development - Perception and Learning - Perception: meaning – process - improving perception – Learning - Theories and principles of Learning.		20
3	Groups-types – development - Group cohesiveness - Group decision making - Interpersonal and organisational communication – Conflict - Individual conflict - Interpersonal conflict - Empathy and assertiveness - Group conflict - Transactional Analysis.		20
4	Motivation – Meaning – nature - Theories of motivation - Maslow's need hierarchy theory - Herzberg's two factor theory- Vroom's Expectancy theory - Theory X - Theory Y- Financial and non - financial incentives.		20
5	Organisational Development (OD) – objectives - OD interventions - Organisational Effectiveness (OE) – approaches – factors - Organisational climate - Organisational culture - Organisational change - Negotiation skills		15

Books Recommended*:*

1. Stephen P Robbins, Organisational Behaviour – Prentice Hall
2. L.M.Prasad, Organisational Behaviour –Sultan Chand & sons
3. S.S.Khanka, Organisational Behaviour - S. Chand Publishing
4. K Aswathappa, Organisational Behaviour – Himalaya Publishing House.

UNIVERSITY OF KERALA			BBA (CBCSS)
SEMESTER IV	**ELECTIVE COURSE STREAM I - H R MANAGEMENT**		**BM 1461.1 HUMAN RESOURCE DEVELOPMENT AND ORGANISATIONAL CULTURE**
No. of Credits	**4**	**No. of instructional Hours/week**	**5**
Course Objectives	To equip students with the understanding of HRD practices and to provide insight on the impact of organizational culture in the organization		
Course Outcomes	On completing the course students will be able to: 1. Understand the concept of HRD and HRM. 2. Comprehend the issues and strategies in HRD and its various subsystems. 3. Grasp various aspects and concept of HRD program and evaluation. 4. Comprehend the conceptual framework of Organisational Culture. 5. Elucidate the prominence of career development and emerging trends in HRD.		
Module	**Content**		**Number of Hours**
1	Introduction to Human Resource Development: Concepts of HRD: Features; Objectives; Importance and Scope; Principles of HRD; Competencies and functions of HRD Manager; HRM vs HRD, Functions of HRD; challenges of HRD		10
2	**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.		15
3	**HRD Programs and Evaluation**: Employee Training; Concept of training; importance, needs, objectives, Types of training, stages in training (including the methods of training), evaluating training effectiveness; Executive Development- Concept of Executive Development, Objectives and Methods		25
4	**Organisational Culture**: Meaning and definition; Concept; Features; Types of culture; Functions of culture; Strong and weak culture; creating and sustaining culture; methods of learning culture; Changing Organisational culture		20
5	**HRD and Career Management**: Career planning - Stages of Career Development - process of career Development - Issues in career development; Emerging Horizons in HRD; HRD Practices in different sector.		20

Books Recommended*:*

1. Mishra,M.N. OrganisationalBehaviour, VikasPublishing house, Chennai
2. Kandula, Srinivas R., Strategic Human Resource Development, Prentice Hall of India Pvt. Ltd., New Delhi, 2001
3. SubbaRao,P,Personnel&HumanResourceManagement,HimalayaPublishinghouse
4. Aswathappa,K. HumanResourceandPersonnel Management, Tata McGrawhill Publishing Co.Ltd.
5. P. C. Tripati, Personnel Management and Industrial Relations – 21st revised edition, Sultan Chand & Sons (2017)
6. GuptaCB,Human Resource Management,Sultan Chand and sons, NewDelhi
7. Tapomoy Deb, Human Resource Development: Theory and Practice, Ane Books Pvt. Limited,

UNIVERSITY OF KERALA			BBA (CBCSS)
SEMESTER V	**ELECTIVE COURSE STREM I – H. R. MANAGEMENT**		**BM 1561.1 INDUSTRIAL RELATIONS AND LABOUR LAW**
No. of Credits	**4**	**No. of instructional Hours/week**	**5**
Course Objectives	To equip the students familiar with the concept of Industrial Relations and the related labour legislations.		
Course Outcomes	After completing the course, the students shall be able to: 1: Familiarise with basic concepts of industrial Relations 2: Understand more about the role of various parties in the I. 3: Develop knowledge on industrial disputes and its settlement.. 4: Gain the ability to conceive various legislations in the area of industrial disputes. 5: Know the legislations in the area of safety , welfare and security of workers.		
Module	**Content**		**Number of Hours**
1	Industrial Relations (IR) – meaning – definition – Approaches to IR – Parties of IR – Role of Government.		10
2	Role of various parties in IR – Role of Government. – IR strategy – Factors affecting Employee relations strategy – IR Divisions. – Trade Unions – Role and future of Trade Unions – Trade union and management.		20
3	Industrial disputes – concept - Resolving Disputes – Causes of Dispute - settlement – collective Bargaining – Grievance Procedure – Arbitration – Conciliations – Adjudication.		15
4	Legislations – Labour Laws – Purpose – Forces influencing social and labour legislation in India -Trade Union Act 1926 – Important provision of the Act – Nature of Disputes – Industrial Disputes Act1947		20
5	Types of labour legislation – Protective Regulation – Social Security – Welfare - Health – Safety -Hazardous processes - Factories Act 1948 – Workmen compensation Act, 1923 - Employees State Insurance Act 1948 – Minimum wages Act 1948 - Employees Provident Fund Act 1952 - Payment of Gratuity Act.		25

Books Recommended*:*

1. Niland J R,etal, The future of Industrial Relations, Sage Publications, New Delhi
2. Ramaswamy ,E A, The Rayon Spinners The Strategic Management of Industrial Relations, Oxford University Press, New Delhi
3. PRN Sinha, Indu Balasinha, Seema Priyadarshini & Sekhar, Industrial Relations, Trade Unions and Labour Legislations
4. Kapoor, ND, Personal Management and Industrial Laws, Sultan Chand & Sons
5. Srivastava, S C, Industrial Relations & Labour Laws, Vikas Publishing House
6. Kapoor, ND, Elements of Mercantile Law, Sultan Chand & Sons
7. Shreenivasan,M R (Dr.),Industrial & Labour Law,Margham Publications.

UNIVERSITY OF KERALA			BBA (CBCSS)
SEMESTER VI	**ELECTIVE COURSE STREM I – H. R. MANAGEMENT**		**BM 1661.1 PERFORMANCE MANAGEMENT**
No. of Credits	**4**	**No. of instructional Hours/week**	**5**
Course Objectives	To make the students understand the importance and direction of performance in the organizational context.		
Course Outcomes	After completing the course, the students shall be able to: 1. Understand the conceptual framework of Performance management. 2. Get aware of the components of performance management.. 3. Familiar with performance appraisal and its various avenues.. 4. Understand the concept of performance inked remuneration system. 5. Comprehend various indicators of performance at different levels of management.		
Module	**Content**		**Number of Hours**
1	Meaning and concept of performance Management – Importance - features and Scope of Performance Management –Defining performance – Performance dimensions - approaches to measuring performance - diagnosing the causes of poor performance - performance standards and targets – rewiring organizational goals and targets.		20
2	Performance Management and Human Resource - Components of performance Management – Performance bench marking – Performance Culture – Management style and performance - Competence and Competency Analysis – job competency Assessment – Team work and Performance.		20
3	Performance Appraisals-Introduction-need-skill required - the role of appraiser - job description and job specification- appraisal methods - ratters errors - data collection - conducting an appraisal interview - follow up and validation - present thoughts and future directions.		15
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 - Performance consulting - concept - the need for performance consulting.		25
5	Indicators of performance for different levels of management – criteria for evaluating performance - junior level managers – middle level managers – top level managers – Feedback management for performance improvement.		10

Books Recommended*:*

1. Herman Aguinis, Performance Management, Pearson Education, 2007
2. Lance A. Berger & Dorothy R. Berger, The Talent Management Hand Book, Tata Mc- Graw Hill
3. Rao,T.V. Appraising & Developing Managerial Performance, Excel Books
4. Performance Management, Dixit Varsha, Ist edition, Vrinda Pubilcations Ltd
5. Rao, T.V. Performance Management and Appraisal Systems HR Tools for Global Competitiveness, Sage Publishing.

ELECTIVE
STREAM II
MARKETING MANAGEMENT

UNIVERSITY OF KERALA			BBA (CBCSS)
SEMESTER III	**ELECTIVE COURSE STREAM II - MARKETING MANAGEMENT**		**BM 1361.2 CONSUMER BEHAVIOUR**
No. of Credits	**4**	**No. of instructional Hours/week**	**5**
Course Objectives	To furnish the 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.		
Course Outcomes	After completion of the course, the students shall be able to: 1: Familiarise with basic concepts of consumer behaviour and consumer research process. 2: Understand more about the buying behaviour. 3: Develop knowledge on decision making process. 4: Gain the ability to segment the market suitable to the business. 5: Know the post purchase behavior and market regulation		
Module	**Content**		**Number of Hours**
1	Consumer behavior – definition - nature – scope - need for studying consumer behaviour-consumer research process - Report preparation.		15
2	Buying behavior- meaning - importance - elements in buying behavior- individual determinants of consumer behavior		15
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
4	Market segmentation -Meaning – Definition- Basics of market segmentation- Requirements of good market segmentation strategies -Loyalty marketing		15
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

Books Recommended*:*

1. Solomon, M.R.: Consumer Behaviour – Buying, Having, and Being, Pearson Prentice Hall.
2. Blackwell, R.D., Miniard, P.W., & Engel, J. F.: Consumer Behaviour, Cengage Learning.
3. Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerjee, A: Consumer Behaviour – Building Marketing Strategy, Tata McGraw Hill.
4. Kotler, P. & Keller, K. L.: Marketing Management (Global Edition) Pearson.
5. Leon G. Schiffman & Leslie L.Kanuk: Consumer Behaviour, Prentice Hall Publication.

UNIVERSITY OF KERALA			BBA (CBCSS)
SEMESTER IV	**ELECTIVE COURSE STREAM II - MARKETING MANAGEMENT**		**BM 1461.2 ADVERTISING AND SALES PROMOTION**
No. of Credits	**4**	**No. of instructional Hours/week**	**5**
Course Objectives	To impart in depth knowledge about advertising and sales promotion practices among corporate to persuade customers.		
Course Outcomes	After completion of the course, the students shall be able to: 1. Understand the concept of Marketing Communication. 2. Get aware of the function of Advertising, principles of advertising layout and campaign, media planning. 3. Familiar with Advertising Budget, advertising effectiveness. 4. Understand the concept of advertising business, advertising agency related functions. 5. Apply various sales promotion strategies and techniques.		
Module	**Content**		**Number of Hours**
1	Marketing communication - Meaning - importance - concept - process – Integrated marketing communication mix; Advertising, Personal selling, Sales promotion, Publicity, Public relations		10
2	Advertising-Meaning-definition-Features-significance-Functions-Classification-Futureof advertising - Creativity in advertising - Advertising appeals - Concept of copy - copy writing –message design and development - Media planning and selection		20
3	Advertising Budget and Effectiveness- Advertising Budget, Benefits, Factors Affecting, Budgeting methods: affordability methods, competitive method, percentage of sales method, Advertising effectiveness - importance - difficulties – Methods of measuring effectiveness: Pretesting methods and post testing methods		25
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
5	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		20

Books Recommended*:*

1. Chunawala,S.A.(2013).Advertising Sales and Promotion Management (Fifth revised Edition). Himalaya Publishing House, Bombay.
2. Chunawalla,S.A (2003).Advertising: An Introductory Text. Himalaya Publishing House, Bombay
3. DanielYadin(2000).Advertising,PrenticeHallNewDelhi,fourthedition.
4. RajeevBatra, DavidA.Aaker, Advertising Management. Prentice Hall New Delhi, fifith edition 1995
5. Norris,James,S(1987).Advertising,PrenticeHallNewDelhi,Thirdedition
6. Kotler,Philip.Marketingmanagement.PrenticeHallofIndia,NewDelhi,Fourteenthedition

ManendraMohan(1989).AdvertisingManagementConcepts.TataMeGraw-HillLtd.,NewDelhi

UNIVERSITY OF KERALA			BBA (CBCSS)
SEMESTER V	**ELECTIVE COURSE STREAM II - MARKETING MANAGEMENT**		**BM 1561.2 CUSTOMER RELATIONSHIP MANAGEMENT**
No. of Credits	**4**	**No. of instructional Hours/week**	**5**
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.		
Course outcomes	After completion of the course, the students shall be able to: 1. Understand the Basics of Relationship Marketing and CRM. 2. Study application of information technology in CRM and customer service 3. Know more about E-CRM, sales force automation and CRM architecture. 4. Uunderstand about analytical CRM. 5. Understand the concept CRM implementation. CRM practices of various services sectors in India.		
Module	**Content**		**Number of Hours**
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
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 (concepts only)		15
3	Sales force automation- sales process – Activity Management- contact management - e-CRM in business-features-advantages-technologies of e-CRM-voice portals-web phones- BOTs- virtual customer representative – customer relationship portals- - Six E's of e-CRM-e-CRM architecture-Enterprise Resource Planning- supply Chain Management- Partner Relationship Management (concepts only)		20
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
5	CRM implementation- concepts and steps- choosing CRM tools-managing customer relationships- conflict- complacency- resetting- CRM practices in Banking Industry- Hospitality industry and Healthcare Industry		20

Books Recommended*:*

1. Jagdish Nsheth, Atulparvatiyar, G.Shainesh Customer Relationship Management: Emerging concept tools and Application:TATAMcGraw Hill Publication.
2. JillDyche:The Customer Relationship Management Handbook: Pearson Publication.
3. H. Peeru Mohammed, A. Sagadevan: Customer Relationship Management - A step-by-step approach: Vikas Publication Pvt.Ltd
4. Paul Green Berg: Customer Relationship Management: Tata McGrawHill.

UNIVERSITY OF KERALA			BBA (CBCSS)
SEMESTER V	**ELECTIVE COURSE STREAM II - MARKETING MANAGEMENT**		**BM 1661.2 RETAIL MANAGEMENT**
No. of Credits	**4**	**No. of instructional Hours/week**	**5**
Course Objectives	To provide an insight on the fundamental concepts of retail management and the recent developments in the retail industry.		
Course Outcomes	After completing the course students will be able to: 1. Comprehend the concept of retailing its trend and ethics. 2. Understand the conceptual framework of Retail planning and location. 3. Develop a deep insight on store management and visual merchandising. 4. Learn the need and importance of SCM and retail logistics. 5. Design effective pricing and promotional strategies for retail organizations.		
Module	**Content**		**Number of Hours**
1	**Introduction to Retailing**:-Meaning and Definition; Features and Functions of retailing; Retail industry in India; Types of retail formats; organized vs. unorganized retailing; Trends in retailing Ethics in retailing		15
2	**Retail planning and location**:-Introduction–Strategic retail planning process-Retail Location: Importance of Location decision; location determining factors; levels of location decisions; Types of retail locations; Site selection Analysis		15
3	**Store Management and Visual Merchandising**: Store Management: Responsibilities of a store manager; Store layout; types & features; Store design; Visual merchandising and atmospherics; visual merchandising Techniques		15
4	Meaning and Definition; Need and Advantages of retail SCM; Components of SCM; Retail logistics: Retail logistics functions; logistics mix; distribution centre, quick response delivery systems, reverse logistics;		20
5	**Retail Pricing and Promotion**: Retail pricing objectives; Retail pricing strategies; factors influencing retail pricing; Retail Promotion: Selection of Promotion mix; Retail promotion mix strategy; Role of Technology in retail – Retail information system – Online retailing		25

Books Recommended*:*

1. Chethan Bajaj, Rajnish, NidhiVarma, Retail Management: Oxford University Press, New Delhi, 3rd Edition.
2. James.R.OgdenandDenis.T.Ogden,IntegratedRetailManagement,Biztantra,New Delhi.
3. Suja Nair (2011). Retail Management (4th edi), Himalaya Publishing House, New Delhi
4. Swapna Pradhan, Retail Management: McGraw Hill Education (India) Private Limited, Chennai, 2017
5. Arif Sheikh and Kaneez Fathima, Retail Management: Himalaya Publishing House Pvt. Ltd. Mumbai.

ELECTIVE COURSE
STREAM III - FINANCE

UNIVERSITY OF KERALA			BBA (CBCSS)
SEMESTER III	**ELECTIVE COURSE STREAM III - FINANCE**		**BM1361.3 INCOME TAX LAW AND ACCOUNTING**
No. of Credits	4	No. of instructional Hours/week	5
Course Objectives	To acquaint the students with the tax structure for individuals and corporateand also its implications for planning.		
Course Outcomes	After completion of the course, the students shall be able to: 1. To understand the various concepts related to Income. 2. Equip with the computation of income under various heads and apply income tax concepts to assess the Tax for individuals. 3. To Know about clubbing, setoff and carry forward of income. 4. To get basic knowledge about the computation of income and tax. 5. To know about various procedures in filing income tax return and e-filing.		
Module	**Content**		**Number of Hours**
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
2	Computation of Income under the head Salary, including retirement benefits and income under the head House property		25
3	Computation of Income under the head Profits and gains from Business or Profession		15
4	Computation of Income under the head Capital gains and Income from other sources		15
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 ofan individual and Business Units, Procedure for assessment: E-filing of return. (Simple problems only)		20

Books Recommended:

1. Singhania, V.K. Student Guide to Income Tax. Taxmann Publications Pvt. Ltd. (Latest ed.)
2. Ahuja & Gupta. Simplified Approach to Corporate Tax. Flair Publications Pvt. Ltd (Latest ed.)
3. Mahesh Chandra &Shukla, D.C. Income Tax Law & Practice Pragati Publications.
4. H C Mehrotra and Goyal, S.P. Income Tax-Tax Planning and Management. Sahitya Bhawan Publications.
5. Vinod K. Singhania, Direct Taxes, Taxmann Publications Pvt. Ltd.

UNIVERSITY OF KERALA			BBA (CBCSS)
SEMESTER IV	**ELECTIVE COURSE STREAM III - FINANCE**		**BM 1461.3 INDIRECT TAXES**
No. of Credits	**4**	**No. of instructional Hours/week**	**5**
Course Objectives	To acquaint the students with the knowledge of the principles and Laws relating to Indirect Taxes.		
Course Outcomes	After completing the course, the students shall be able to: 1. Acquire knowledge about the concepts of indirect taxes with special reference to service tax. 2. Understand the intricacies of central excise duty 3. Make the students aware of the customs duty and related import and export documentation. 4. Understand the central sales tax and apply the knowledge for fixing the liabilities to appropriate authorities. 5. Get an understanding of the implications of GST and other related taxes.		
Module	**Content**		**Number of Hours**
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 andaccess to registered premises.		20
2	. Central Excise Duty - Definition of Central Excise Duty- Nature of Excise Duty – Scope ofExcise Duty – Levy – Kinds of excise duty – Merits and Demerits of Excise duty - important definitions—General Procedures of Central Excise — registration – Central Excise Duty Authorities and their Powers –Penalties, Offences and Punishments - Appeals and Revisions- Tax Liability and Valuation of Goods– Penalties, Offences and Punishments-Concession to small scale industries.		20
3	Customs duty - Definition of Customs Duty – Importance – demerits - Important definitions – basis of determining Customs Duty – Import and Export Manifest-Specified Goods - Export policy -Customs Duty Authorities and Powers – Penalties and Prosecutions – Appeals and revisions–Tax liability and valuation of Goods - Baggage Rules –Import procedure and Documents – Export Procedure and Documents.		20
4	Central sales tax - Definition of Central Sales Tax - Vat - General sales tax – Central Tax Sales (Amendment) Act 2001 –Important definitions - Principles for determining different Categories of Sales – Sales Tax Liability – Registration of Dealers – Levy and Collection of Tax- Penaltiesand Prosecution – Sales Tax Authorities – Application of State Sales Tax Law –Power of Government to make Rules –Liability in special cases – Settlement of Disputes.		20
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

Books Recommended:

1. H.C Mehrotra and Prof.V.P. Agarwal, Indirect Taxes ,SahityaBhavan Publications, Agra
2. V.S.Datey, Indirect Taxes, Taxman Publications, New Delhi.
3. V. Balachandrran, 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			BBA (CBCSS)
SEMESTER V	**ELECTIVE COURSE STREAM III - FINANCE**		**BM 1561.3 INTERNATIONAL FINANCING**
No. of Credits	**4**	**No. of instructional Hours/week**	**5**
Course Objectives	To endow knowledge about the transaction of goods services and finance to learners so that they could manage the international transaction in an effective manner.		
Course Outcomes	After completing this course, the students shall be able to: 1.To Understand the various concepts related to international trade and commerce 2. To Understand the evolution of international monetary system 3. Apply the knowledge of foreign exchange and currency exchange rates for international transactions 4. Analyze the international investments and portfolio management in the international market		
Module	**Content**		**Number of Hours**
1	Introduction: concept of International trade, International Business, International Finance anddifferences among them. Theories of International trade, International trade financing in India, Balance of payments (of India).		15
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
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
4	Multinational Financial System- Value of the Multinational Financial System, Inter-company Fund- Flow Mechanisms: Cost and Benefits, Designing a Global Remittance Policy, Transfer Pricing and Tax Evasion. Issue of GDR, ADR Euro bonds and Foreign bonds.		20
5	International Investment Management: International Portfolio Investment - Issues in Foreign Investment Analysis, International Bond Investing, Strategies for Direct Investment, Bond Investment & Portfolio Investment-Managing Political Risk-Measuring Political Risk, Country Risk Analysis, Managing Political Risk		15

Books Recommended:

1. PG Apte: International Finance, Tata Mcgraw Hill.
2. Alan C. Shapiro: Multinational Financial Management- Prentice Hall
3. Maurice D. Levi: International Finance- The Markets and Financial Management of Multinational Business, Tata Mcgraw Hill.

UNIVERSITY OF KERALA			BBA (CBCSS)
SEMESTER VI	**ELECTIVE COURSE STREAM III - FINANCE**		**BM 1661.3 PROJECT APPRAISAL AND ANALYSIS**
No. of Credits	**4**	**No. of instructional Hours/week**	**5**
Course Objectives	To instill the knowledge of planning and evaluating projects among the students so that they could successfully carry out their tasks with proper management of time.		
Course Outcomes	After completing the course, the students shall be able to 1. Apply appraisal techniques for evaluating the project 2. Understand project identification and selection 3. Evaluate the feasibility in terms of marketing 4. Evaluate the technical feasibility of the project 5. Analyzing the financial feasibility of the project 6. Understand the relevance of alternative project appraisal techniques 7. Understand the Concept of project .		
Module	**Content**		**Number of Hours**
1	Apply appraisal techniques for evaluating the project-Understand project identification and selection - Evaluate the feasibility in terms of marketing Evaluate the technical feasibility of the project - Analyzing the financial feasibility of the project - Understand the relevance of alternative project appraisal techniques -Understand the Concept of project - Impact of Delays in Project Completions - Need for Project Management - The Project Manager - Project Management Processes -Essentials of Project Management Philosophy Project Management Principles - Project Management- Introduction.		20
2	Industry analysis review of project profiles - Generation of Project ideas - Project identification and formulation - Project appraisal and evaluation, Basic Principals of Project Analysis - Project cycle, Project cycle management - Private and Public sector Projects -Identification of investment opportunities -Project Appraisal: Introduction Feasibility study.		20
3	Technical appraisal of a project - Need for market analysis - Demand and supply analysis - Collection analysis : Primary /secondary data - Forecasting techniques Introduction to Market analysis of a project		15
4	Investment criteria - Techniques of Investment Appraisal - DCF and Non DCF methods - Non DCF Methods - Sensitivity Analysis - Financial needs of a Project .Introduction to Investment appraisal		15
5	Risk and Sensitivity Analysis - Application of simulation techniques - Monitoring and Evaluation of a Project - PERT , CPM - Monitoring Mechanism - Evaluation ad Lessons - Preparation of project report - Project risk assessment – Case Study		20

Books Recommended:

1. Machiraju, H.R.: Introduction to Project Finance, Vikas Publishing House
2. Prasanna Chandra: Projects-Planning, Analysis, Selection, Financing, Implementation,and review, Mc Graw Hill Education
3. K.Nagarajan, Project Management, New Age International Publications
4. Subash Chandra das, Project Management and Control, PHI Learning Pvt. Ltd

ELECTIVE
STREAM IV – BUSINESS ANALYTICS

UNIVERSITY OF KERALA			BBA (CBCSS)
SEMESTER III	**ELECTIVE COURSE STREAM IV – BUSINESS ANALYTICS**		**BM 1361.4 BIG DATA ANALYTICS**
No. of Credits	**4**	**No. of instructional Hours/week**	**5**
Course Objectives	This course will help students gain knowledge and understanding about Big Data Technology, Hadoop Ecosystem and various tools related to it.		
Course Outcomes	After completing the course, the students shall be able to • Understand the fundamentals of Big Data and its Applications in various Domains. • Conceptualize and Incorporate the Technologies behind Big Data. • Understand HDFS File Structure, Map Reduce Framework, the architectures relatedand to use them to solve complex problems. • Integrate R with Hadoop and solve analytical problems. • Understand and Use Hive/Hbase shell pertaining to relational data handling under Ha		
Module	**Content**		**Number of Hours**
1	What Is Big Data? History of Data Management, Evolution of Big Data, Structuring of Big Data, Elements of Big Data, Application of Big Data in the Business Context, Careers in Big Data. Business Applications of Big Data: The Significance of Social Network Data, Financial Fraud and Big Data, Fraud Detection in Insurance, Use of Big Data in the Retail Industry.		20
2	Distributed and Parallel Computing for Big Data, Understanding Hadoop, Cloud Computing, Grid Computing and In-Memory Technology for Big Data. VMWare Installation of Hadoop, Linux and its Shell Commands, Different Hadoop Distributions and their advantages, Hortonworks, Cloudera, MapR.		20
3	The Hadoop Ecosystem, Storing Data with HDFS, Design of HDFS, HDFS Concepts, Command Line Interface to HDFS, Hadoop File Systems, Java Interface to Hadoop, Anatomy of a file read, Anatomy of a file write, Replica placement and Coherency Model. Parallel Copying with distcp, keeping an HDFS Cluster Balanced.		15
4	Origins of Map Reduce, How Map Reduce Works, Optimization Techniques for Map Reduce Jobs, Applications of Map Reduce, Java Map Reduce classes (new API), Data flow,combiner functions, running a distributed Map Reduce Job. Configuration API, setting up the development environment, Managing Configuration		15
5	Understanding R-Hadoop, Integration Procedure, Packages needed for R under Hadoop Ecosystem, Text Mining for Deriving Useful Information using R within Hadoop, Introduction to Hive & Hbase, Hive and Hbase Architecture, Understanding Queries, Mining Big Data with Hive & Hbase.		20

Books Recommended:

1. Arshdeep Bahga, 2016, *Big Data Science & Analytics: A Hands-On Approach,* VPT.
2. Tom White, 2012, *Hadoop: The Definitive Guide*, O'Reilly.
3. Adam Shook and Donald Miner, 2012, *Map Reduce Design Patterns: BuildingEffective Algorithms and Analytics for Hadoop and Other Systems,* O'Reilly.
4. Dean Wampler, Edward Capriolo & Jason Rutherglen, 2012, *Programming Hive*,O'Reilly.

UNIVERSITY OF KERALA			BBA (CBCSS)
SEMESTER IV	**ELECTIVE COURSE STREAM IV – BUSINESS ANALYTICS**		**BM 1461.4 MACHINE LEARNING AND ARTIFICIAL INTELLIGENCE**
No. of Credits	**4**	**No. of instructional Hours/week**	**5**
Course Objectives	After this course students will gain critical knowledge and understanding about major Data Mining procedures like Decision Tree, Cluster Analysis, Neural Networks, Support Vector Machine, Bayesian Networks and Machine Learning fundamentals.		
Course Outcomes	After completing the course, the students shall be able to • Understand and employ a wide variety of Statistical and Machine Learning Algorithm • Identify the characteristics of Datasets, Problem Statement and develop Machine Lear programs with reference to known Computing Techniques. • Understand the Model Performance Evaluation and select the best one based on the so • Conceptualize and deploy Market Basket Analysis models based on Association Rule • Implement Machine Learning techniques and the Programming Framework to obtainacceptable decisions for the Real-World problems		

Module	Content	Number of Hours
1	Classification & Regression, working of a Decision Tree, Attribute Selection Measures, Information Gain, Gain Ratio, Gini Index, Building Decision Trees, CART, C5.0, and CHAID Trees, Prediction by Decision Tree, Advantages and Disadvantages of Decision Trees, Model Overfitting, Building Decision Trees in R.	20
2	Cluster Analysis versus Factor Analysis, Overview of Basic Clustering Methods, Agglomerative Hierarchical Clustering, Within-Group Linkage, Nearest Neighbor or Single Linkage, Furthest Neighbor or Complete Linkage, Centroid Clustering, Ward's Method, K-Means Algorithm, Dendrogram, Profiling of Cluster, Cluster Evaluation.	20
3	Decision Boundaries for Support Vector Machine, Maximum Margin Hyperplanes, Structural Risk Minimization, Linear SVM-Separable Case, Linear SVM-Non-Separable Case, Kernel Function, Kernel Trick, Kernel Hilbert Space, Model Evaluation.	15
4	Market Basket Analysis and Association Analysis, Market Basket Data, Stores, Customers, Orders, Items, Order Characteristics, Product Popularity, Tracking Marketing Interventions, Association Rules, Support, Confidence, Lift, Chi-Square Value, Sequential Pattern Analysis	15
5	Current Trends in AI, Intelligent Agents, Environments, Problem Solving Agents, Searching Techniques, Knowledge and Reasoning in AI, Forms of Learning, Structure of a Neural Network, Analogy with Biological Neural Network, Activation Functions, Gradient Descent, Model Accuracy.	20

Books Recommended:

1. Kevin Knight, Elaine Rich, B.Nair, 2017, *Artificial Intelligence*, McGraw.
2. Han, Jiawei and Kamber, Micheline, 2012, *Data Mining: Concepts and Techniques*,Morgan Kaufman Publishers.
3. Anand Rajaraman, 2011, *Mining of Massive Datasets*, Cambridge University Press.
4. Mitchell, 2013, *Machine Learning*, McGraw Hill.
5. Stuart Russell, Peter Norvig, 2004, *Artificial Intelligence – A Modern Approach, Pearson*

SEMESTER V	ELECTIVE COURSE STREAM IV – BUSINESS ANALYTICS	BM 1561.4 SOCIAL MEDIA ANALYTICS

No. of Credits	4	No. of instructional Hours/week	5

Course Objectives	The course comprises of Social Media, Mobile, Text Analytics along with Web Scraping and the future advancements in the field of Analytics.
Course Outcomes	After completing the course, the students shall be able to • Apply and use Social Media Analytics for the betterment of the business. • Use Mobile Analytics for solving complex business problems and to stop churn. • Evaluate the business problem and apply analytics techniques for better output. • Analyze and understand patterns and techniques in Social Media & Mobile Analytics to solve complex problems. • Implement Web scraping and deploy Text Analytics Models.

Module	Content	Number of Hours
1	Social Media, On-Line Social Network, Off-Line Social Network, Metrics and Measurement, Dashboard, Target Audience, Desired Action, Content, Market Research Online Communities, Cluster Analysis, Conjoint Analysis, Multidimensional Scaling, Social Media Listening, Social Media Scoring, Social Media Modelling	20
2	Understanding Mobile Analytics Concepts, difference between Mobile Analytics and Site Analytics, Natural language Processing with Mobile Analytics, Text Mining for Mobile Analytics, Mobile Analytics Tools, Churn Analytics.	20
3	Text Data, Sources of Text Data, Information Clusters, Patterns, Trends, Tagging, Natural Learning Process, Lexical Analysis, Social Network Nodes, Linkage Structure, Node Labelling, Content-Based Classification, Word Stemming, Stemming Algorithms, Polarity of the Attitude, Psychological Profiling, Sentiment Analysis	15
4	Web Scraping of unstructured data, Gathering data from HTTP and HTTPS format, Web Scraping from XML and JSON file, Regular expressions, Extraction Strategies, TermDocument Matrix, Data Cleansing, Data Manipulation and Data Transformation after Scrapping.	15
5	Classes, Self-Variable, Methods, Constructor Method, Inheritance, Overriding Methods, Data Hiding, Difference between an Error and Exception, Handling Exception, Try ExceptBlock, Raising Exceptions, and User Defined Exceptions	20

Books Recommended:

1. Galit Shamuelli, 2017, *Data Mining for Business Analytics: Concepts, Techniquesand Applications with R*, Wiley.
2. Luis Torgo, 2017, *Data Mining with R: Learning Case Studies*, Chapman.
3. Zaki & Meira, 2014, *Data Mining and Analysis Fundamental Concepts andAlgorithms*, Cambridge.
4. Han, Kamber & Pei, 2013, *Data Mining: Concepts and Techniques*, MorganKaufmann.
5. Han, Jiawei and Kamber, Micheline, 2012, *Data Mining: Concepts and Techniques*,Morgan Kaufman.

SEMESTER VI	ELECTIVE COURSE STREAM IV – BUSINESS ANALYTICS	BM 1661.4 NATURAL LANGUAGE PROCESSING

No. of Credits	4	No. of instructional Hours/week	5

Course Objectives	Upon completion, students are expected to be able to describe basic concepts and methods of Text Mining, Information Extraction, Text Classification and Clustering, Topic Modelling
Course Outcomes	After completing the course, the students shall be able to • Understand approaches to Syntax and Semantics in NLP. • Understand various methods for Statistical approaches to Machine Translation. • Build Models which extract information from Textual Unstructured Data. • Understand and implement Topic Modelling and Probabilistic Models for Information Extraction. • Implement and deploy programs based on Relationship Extraction, POS Taggingand Clustering Algorithms based on NLP

Module	Content	Number of Hours
1	Basics of Text Mining, Natural Language Content Analysis, Core Text Mining Operations, Associations, Using Background Knowledge for Text Mining, Domain Ontologies, Domain Lexicons. Text Mining Pre-processing Techniques, Task Oriented Approaches, NLP Tasks, Tokenization, Part-of-Speech Tagging, Syntactical Parsing and Shallow Parsing.	20
2	Finding Implicit Features, Finding Opinion Phrases and their Polarity, Context-Specific Word Semantic Orientation, Analysis of Word and Document Frequency, tf-idf, Zipf's Law, bind tf_idf Function, Subsequence Kernels for Relation Extraction, Capturing Relation Patterns with a String Kernel.	20
3	Tokenizing by N-gram, Counting and Filtering N-gram, Analyzing Bigrams to provide Context in Sentiment Analysis, visualizing a Network of Bigrams using ggraph, Counting and Correlating Pairs of Words with the widyr Package, Counting and Correlating among Sections, Examining Pairwise Correlation	15
4	Tokenizing by N-gram, Counting and Filtering N-gram, Analyzing Bigrams to provide Context in Sentiment Analysis, visualizing a Network of Bigrams using ggraph, Counting and Correlating Pairs of Words with the widyr Package, Counting and Correlating among Sections, Examining Pairwise Correlation	15
5	Latent Dirichlet Allocation, Word Topic Probabilities, Per-Document Classification, By- words Assignments, Alternative LDA Implementations. Hidden Markov models, Stochastic Context Free Grammar, Conditional Random fields, Parallel Learning Algorithms	20

Books Recommended:

1. Julia Silge, David Robinson, 2018, *Text Mining with R-A Tidy Approach*, O'Reilly
2. Matthew L. Jockers, 2014, *Text Analysis with R for Students of Literature,* Springer.
3. James Pustejovsky, Amber Stubbs, 2012, *Natural Language Annotation for Machine Learning,* O'Reilly.
4. Steve R. Poteet, 2007, *Natural Language Processing with Text Mining*, Springer.

ELECTIVE
STREAM V - TOURISM MANAGEMENT

UNIVERSITY OF KERALA			BBA (CBCSS)
SEMESTER III	**ELECTIVE COURSE TOURISM MANAGEMENT**		**BM 1361.4 FUNDAMENTALS OF TOURISM**
No. of Credits	**4**	**No. of instructional Hours/week**	**5**
Course Objectives	To provide an insight into the principles of tourism and the practical aspects that is connected to the same		
Course Outcomes	After completion of the course, the students shall be able to: 1. Understand the concept and complexity of tourism. 2. Acquire knowledge on the demand and supply aspects of tourism. 3. Understand the different components of tourism business. 4. Acquire understanding on the need for complex sustainable, socially responsible, and culturally appropriate tourism practices across the globe. 5. Gain knowledge on various organisations that contribute to the development of tourism		
Module	**Content**		**Number of Hours**
1	Tourism – Complexity of Tourism–Economic Significance of Tourism–Evolution of Tourism - Defining Tourism, Traveller, Visitor–Groups to be included as tourists – Travellers not considered as tourists – Types of Tourism – Destination Perspective – Inbound & Outbound – Geographical perspective – Domestic, Internal, National & International – Visitor perspective – Leisure, Business, Education, Health, Pilgrimage – Tourist Typologies – Cohen's Classification - Tourism Products – Characteristics – Components of Tourism industry		20
2	Demand and Supply in Tourism - Motivation –Maslow's Hierarchy of Human Needs - Tourism demand –The Demand Curve – Elements of Tourism Demand – Factors influencing tourism demand – Changes in demand –Elasticity of demand – Tourism Supply – Elements of supply system - Measurement of tourism –What to measure – Demand side data, Supply side data – Methods of collection of statistics - barriers of measuring tourist statistics		15
3	Tourism Business –Destinations – Components, Types, Destination Management Organisations – Attractions – Categories – Accommodation – Categories, Types – Travel & Tour Operations – Tour Operator, Travel Agency, Online Travel Agencies – Transportation – Aviation Sector – Jet Age – Boeing 747, Airbus A 380, Charter Operations, Low Cost Carriers – Airports – Greenfield, Brownfield – Rail – TGV, Bullet Train – Indian Railways & Tourism – Luxury Trains, Heritage Trains, High Speed Trains – Road Transportation – Road Transportation in India – NHDP – Water Transport – Houseboats, Cruise Tourism		20
4	Tourism Impacts - Positive & Negative impacts of tourism – economic, social, cultural, environmental –Tourism & Sustainability – Sustainable Tourism – Responsible Tourism, Ecotourism, Rural Tourism – Special Interest Tourism – Agri Tourism, Wine Tourism, Lighthouse Tourism, Cemetery Tourism, Avi Tourism, Photography Tourism, Trekking, Biking, Architecture Tourism, Military Tourism, Spa Tourism, Film Tourism		15
5	Tourism Organizations – Need - Role and functions of International Organizations – UNWTO, IATA, ICAO, WTTC, PATA, UFTAA, ASTA,UNESCO – World Heritage Sites -, ICCROM, ICIMOS, IUCN- Government Organizations in India - Ministry of Tourism, ITDC, Ministry of Civil Aviation, Ministry of Railways -		20

	IRCTC Government Organizations in in Kerala-Directorate of Tourism, Directorate of Ecotourism, KTDC, KTIL, BRDC, TEPS,KATPS, RT Mission, DTPCs, TourFed.	

Books Recommended*:*

1. Vasudevan, V., Vijayakumar, B. & Roy, S. (2017). *An Introduction to the Business of Tourism*. Sage Publications
2. Cooper, C., Fletcher, J., Gilbert, D., Fyall, A. and Wanhill, S. (2005) *Tourism: Principles and Practice*. Pearson Education
3. Ritchie, J. R., McIntosh, R. N., and Goeldner, C. R.(1995), *Tourism Principles, Practices, Philosophies*. Toronto. John Wiley & Sons
4. Swain, S. K. & Mishra, J. M. (2011). *Tourism Principles & Practices.* Oxford University Press.

Recommended Practical:

1. Make a list of countries through which the Silk route passes and identify the major trade activities in these centres during the middle ages and compare these wit the present economic activities prevalent there
2. Make a list of 20 students of your institute following simple random sampling technique and collect data on their motivation to travel and types of tourism activities they are interested in. Based on this data, classify them into groups using Maslow's hierarchy theory.
3. Analyse the Kerala Tourism, India Tourism and World Tourism statistics for the last ten years.
4. Make an assessment of the resource endowments in your family and surroundings and prepare a project report for starting a homestay business in your neighbourhood.
5. Following observation method, find out the demonstration effect of tourism in any one of the destinations of your choice

UNIVERSITY OF KERALA			**BBA (CBCSS)**
SEMESTER IV	**ELECTIVE COURSE TOURISM MANAGEMENT**		**BM 1461.4 AIRLINE AND CARGO MANAGEMENT**
No. of Credits :	4	No. of instructional Hours/week:	5
Course Objectives	1. To provide students with a rational understanding about the airport handling and cargo operations. 2. To disseminate operational aspects involved in aviation and cargo handling. 3. To understand the tariff rules and types for Air Cargo and cargo loading devices. 4. To familiarize with air cargo handling at airports. 5. To be conversant with handling of dangerous goods. 6. To develop skills & knowledge essential for employability in air cargo sector		
Course Outcomes	To have an understanding of 1. Operational knowledge of the global Airlies and cargo industry. 2. Overview about various regulations and acts applicable to the industry. 3. Passenger boarding and baggage handling at airports 4. Handling Passengers with special needs 5. Handling of air cargo at airports 6. Air Cargo tariff structure and about cargo loading device like ULD (Unite Load device)		
Module	**Content**		**Number of Hours**

1	Introduction to Airline Management - History of Indian aviation and present scenario - Indian legal regime – Aircraft act 1934 and Aircraft rules - International and national aviation authorities - ICAO, IATA, FIATA, DGCA AAI. International conventions -The Chicago Convention-The Warsaw Convention-The Montreal Convention, World Geography - IATA areas and sub areas -Airport and airline codes. World time zones and international time calculator chart - Calculation of local times and flying time -Calculation of time difference between two given cities– Freedoms of Air - Open sky policy.	15
2	Aircraft - Types of aircrafts - Aircraft turnaround time -Check in Formalities at Airport-Baggage Handling - Regulations - Types of Baggage - Handling Un Accompanied Minor - Pets – Special passengers - Wheel Chair Passengers etc. In-flight services, classes of service orientation, Ramp and equipments at the Airport - Preparation of Load and Trim sheets. Agents role in air cargo movement, Cargo guide ABC/OAG and TACT.	10
3	Introduction to cargo handling - Procedures and documentation - Air cargo – Airway bill – Risks in cargo handling- Insurance and types - International and domestic cargo management. Types and nature of cargo - General cargo, precious cargo, human organs, human remains, arms and ammunitions, mail and diplomatic way - Dispatch of Cargo. Security clearance, Cargo manifest, Loading of Cargo, Unit Load Device (ULD) - Container and Pallet. Cargo rates and tariff: minimum rate - General cargo rate, Quantity rate, Specific commodity rate, Class cargo rate and demurrage Charges, Documentation and statistical charges, Surcharges. Claims and complaints. Over pack and Salvage packaging.	20
4	Baggage handling - Interline and On-Line Transfer Baggage, Baggage Theft and Pilferage Prevention, Cargo/Mail Handling, Preparation for Loading of Cargo, Securing of Load, Collection of Sacks and Bags, Handling of Damaged Cargo, Wet Cargo, Perishable Cargo, Valuable Cargo, Human remains. Live Animals Regulations (LAR) -handling and Stowage of Live Animals. Handling of Battery-Operated Wheelchairs/Mobility aids as Checked Baggage, Aircraft Documents, Stowage, Special Load—Notification to Captain (General, Special Load - Notification to Captain, Special Load-Notification to Captain).	20
5	Introduction to Dangerous Goods and DGR- Aircraft rules for dangerous goods – Legal basis and regulations - Custody of unauthorized dangerous goods – Classification of Dangerous goods: Packing, labeling, marking. Shippers and Operators responsibilities- Provision of information – Inspection. Dangerous goods Security - Accidents and incidents – Training programmes. Information to passengers or warnings, limitations on the transport of dangerous goods. Acceptable goods and forbidden goods- Provisions for passengers and crew - Dangerous goods in passenger's baggage. Marking, labeling AND packaging of dangerous goods - Dangerous goods and emergency responses - General procedures for cabin crew – handling of contaminated cargo or baggage	25

Books Recommended:

1. Alexander T.Well, , Seth Young (2003) Principles of Airport Management. McGraw Hill
2. Senguttuvan P S (2003). Fundamentals of Airport Transport Management McGraw Hill
3. Wells. A (2000) Airport Planning and Management. McGraw-Hill
4. Norman Ashford, H. Stanton, Clifton Moore (1997). Airport Operations. McGraw-Hill
5. J.G. Wensveen, Air Transportation – A Management Perspective, Ashgate Publishing Ltd
6. Dangerous goods regulations – Manual (IATA)
7. Live Animal Regulations – Manual (IATA)

UNIVERSITY OF KERALA		BBA (CBCSS)
SEMESTER V	**ELECTIVE COURSE TOURISM MANAGEMENT**	**BM 1561.4 FRONT OFFICE MANAGEMENT**
No. of Credits	**4**	**No. of instructional Hours/week** **5**
Course Objectives	1. To familiarize with the importance, organizational structure and functions of Front office department 2. To understand registration, check in, check out process and inhouse guest services 3. Inculcate skills & knowledge essential for employability in Front office in hospitality sector 4. To familiarize with the importance of Night Auditing, PMS and yield management 5. To accustom with crisis / situation handling, grievance redressal procedures in hotels	
Course Outcomes	After completion of the course, the students shall be able to 1. Understand the hierarchy, functions organizational structure of Front office department 2. Interpret practical, theoretical knowledge about Check in , Check out and registration procedures . 3. Cultivate a professional management attitude for problem/ crisis management 4. Understand the yield management techniques in hotels	
Module	**Content**	**Number of Hours**
1	Importance and role of front office –Lay out and functions of front office department - organizational structure, duties, responsibilities & qualities of a front-office staff. Types of rooms and meal plans - EP, CP, MAP, AP. Room Tariff- Meaning, Factors influencing the room tariff/rates, Seasonality, Types of room tariff/rates - Rack, Discounted, Seasonal, Corporate, Special, net rate, Day rate, Bulk buying rates. Room. Rate Fixation Methods– Cost plus, Rule of thumb approach and Hubbart Formula.	20
2	Reservation -Need, types, modes of reservations – Guaranteed and non-guaranteed - tentative, confirmed and waitlisted. Sources of Reservation, Systems of Reservation - Hotel diary system, Whitney system, computerized reservation system (CRS). Reservation amendment and cancellation procedure. Group reservation, Pre arrival activities, Guest cycle - Pre-arrival, arrival, Stay, departure and Post-departure stages and Hotel vouchers.	15

3	Check in procedure for individuals & groups - on arrival and post arrival - reserved guests, walk-in guests, VIP, groups/crews, Scanty baggage guests, Foreign Nationals. Guest registration documents- C Form. Luggage handling at the time of arrival and departure. Check out Procedure- various types of check out, updating front office. Mode of Bill settlement, - Potential check -out problems and solutions. Credit security measures and Key control.	15
4	Night Auditing-Meaning and importance, Duties and Responsibilities of a Night Auditor. Evaluating Hotel Performance, Methods of Measuring Hotel Performance - Occupancy Ratio- ADR, ARR – ARP- RevPAR. Yield Management: Elements of Yield Management, Measuring Yield in the Hotel Industry, Benefits of Yield Management, Challenges or Problems in Yield Management and Evaluation of Hotel by Guest and Guest reviews on online platforms like Trip advisor	20
5	Situation and Complaint Handling - Usual situations (skipper, scanty baggage, walk-in, paging, room change, luggage handling during check-in and check-out, left luggage procedure, etc.) Unusual situations -Pandemic, accident, death, fire, theft, bomb threat and terrorist attack. Complaint handling - types of guest complaints , Complaints handling procedure and redressal	20

Books Recommended*:*

1. Tewari, J.R. (2009). Hotel Front Office Operations and Management, OUP, Publication New Delhi.
2. Gray and Ligouri (2000). Hotel and Motel Management and Operations, PHI, New Delhi.
3. Andrews, S.(2009). Hotel Front Office Training Manual, Tata McGraw Hill, Mumbai.
4. Foskett, J.C.D. &Gillespie,C. (2002). Food and Beverage Management, Pearson Education, England.
5. Andrews, S. (2008).Front Office Management and Operation. TATA McGraw-Hill, New Delhi.
6. Bardi, J. A. (2010). Hotel Front Office Management. John Wiley &Sons, NewJerse.

UNIVERSITY OF KERALA			**BBA (CBCSS)**
SEMESTER VI	**ELECTIVE COURSE TOURISM MANAGEMENT**		**BM 1661.4 TRAVEL AND TOUR OPERATIONS MANAGEMENT**
No. of Credits	**4**	**No. of instructional Hours/week**	**5**
Course Objectives	To have an understanding of the key features of Travel and Tour Operations management and to have a theoretical and operational knowledge to design and deliver innovative management strategies for travel and tourism industry. The course also focusses on enhancing understanding of management and leadership skills and qualities that are central to tourism and travel operations.		
Course Outcomes	After completion of the course, the students shall be able to: 1. Understand the concept of travel agent and tour operator, and their various departments and functions. 2. Understanding on travel documentation formalities especially for international trips. 3. Acquire knowledge and stimulate creative thinking to develop itineraries, packages and products. 4. Understand the influence of information technology on tourism and travel sector and		

	to translate technology to deliver efficiency and effectiveness in operation.	
Module	**Content**	**Number of Hours**
1	Travel Agency - Growth and development of Travel Agency – Functions – Organization structure and departments at travel agency- Setting up of a travel agency – IATA Approval – Types of Travel Agents - Full Service Agency, Commercial Agency, Implant Agency, Group / Incentive Agency, Online Travel Agencies (OTA) -	15
2	Travel Documentation - Travel formalities and documents - Passport - Visa - Health - Customs - Currency - Travel Insurance - Health Insurance - its types and documents required - Glossary of common terms used in air transport – SSR & OSI codes and its purpose	10
3	Tour Operator–Types of Tour operators – Outbound, Inbound, Domestic, Ground, Mass Market, Specialist – Types of Tour – Package, Escorted, Hosted, All inclusive, Group Inclusive Tour – Free Independent Traveller – Components of a Tour -Tour Operation Process – Components – Development of Tour Packages – Itinerary Preparation, Research, Field visit, Negotiations & Contracting, Tour Costing & Pricing, Brochure Production & Distribution, Marketing -Pre Tour Management - Ground handling, Post Tour Management – tour analysis - complaints redressal, cancellation and compensation – Destination Management Company – Charter Operations – MICE Tourism	25
4	Tourist Guide - Tour guiding - Tour escort - Tour managers - Skills and qualities of guides–Duties and Tasks of Tour Guide - Certification of guides - how to manage tourists – Pre – Tour Preparation and Post Tour Analysis	15
5	Travel Management Company – Travel Agent and Tour Operator – Trends – Blurring of Lines – Horizontal Integration, Vertical Integration – Electronic Intermediaries & E- commerce – Computerised Reservation System – Change over from Manual booking to CRS, Major CRS in the world – Amadeus, Abacus, Galileo - Global Distribution Systems - Difference between CRS & GDS	25

Books Recommended*:*

1. Vasudevan, V., Vijayakumar, B. & Roy, S. (2017). *An Introduction to the Business of Tourism*. Sage Publications
2. Conrady, R. and Buck, M. (2010).*Trends and Issues in Global Tourism 2010*. Springer
3. Negi, J. (2003).*Travel Agency Operations, Concepts and Principles*, New Delhi. Kanishka Publishers Distributors
4. Medik, S. (2001), *Understanding Tourism*. Oxford Woburn. Butterworth – Heinemann.

Recommended Practical:

1. Select five destinations abroad which you would like to visit in future and identify major attractions and accommodation facilities available there. Present the details in your class and discuss why the destinations are popular.
2. Develop a tour package for a destination that is close to your institute/residence and design a brochure covering essential details
3. Make a power point presentation including photographs/videos of various sites of a city trip near to your institute. Give commentary for the city trip assuming you are guiding the tour.
4. Familiarise the procedure for applying passport through Passport Seva Kendra.5. Practical Orientation of Galileo –Signing in, Signing off, Encoding cities and airports, decoding cities and airports, encoding airlines and decoding airlines, flight schedule and availability, return availability, booking file retrieval, mandatory feeds in booking files, optional fields in booking files and SSR , Seat assignment, booking file management, changing and cancelling seats, booking a car, hotel reservation.

OPEN COURSES
(For Students of BBA)

UNIVERSITY OF KERALA			BBA (CBCS)
SEMESTER V	**OPEN COURSE**		**BM 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	After completion of the course, the students shall be able to 1. Understand the stages in project cycle. 2. Comprehend the appraisal and feasibility report of the project. 3. Know various traditional and modern evaluation techniques of project appraisal. 4. Prepare the Project report as per the norms prevailing. 5. Understand the functions and schemes of various institutional finance avenues.		
Module	**Content**		**Number 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

Books Recommended*:*

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.

1.

UNIVERSITY OF KERALA			BBA (CBCS)
SEMESTER V	**OPEN COURSE**		**BM 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	After completion of the course, the students shall be able to 1. Understand various functions of Management. 2. Identify factors influencing Plant location and select an appropriate plant site 3. Comprehend the Scope and Functions of Marketing Management. 4. Know various HR management techniques. 5. Analyse Financial decisions and suggest investment options.		

Module	**Content**	**Number of Hours**
1	Management-meaning – definition – applications – functions – planning – organising - directing - staffing- -controlling - budgeting.	10
2	Production Management – concepts - meaning of plant - firm-industry-plant location- Quality Management, Production planning and control-plant-layout - factors-types .	10
3	Marketing Management-meaning and objectives-Evolution of marketing-Marketing concepts - Nature and Scope of Marketing - Functions of Marketing, marketing Mix – Product – Price – promotion – place (Physical distribution)	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 monitory.	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*:*

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 (CBCSS)
SEMESTER I	**CORE COURSE**		**BM 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	After completing the course the students can be able to: 1: Understand growing importance of strategies in uncertain business environment. 2: Understand the basic concept of business strategy. 3: Identify and evaluate different alternative strategies for effective decision making. 4: Analyze strategy implementation alternatives for effective decision making. 5: Illustrate the strategic requirements and correlation between business plans with strategic plans.		
Module	**Content**		**Number 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) – Organizational 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

Books Recommended*:*

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 (CBCSS)
SEMESTER VI	**OPEN COURSE**		**BM 1551.4 FUNDAMENTALS OF FINANCIAL ACOUNTING**
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	After completing this course the students can be able to: 1. Understand the basic concepts of Accounting. 2. Conceive ideas for preparation of journal and ledger books. 3. Get acquaintance for preparing cash book. 4. Know the way of preparing trial balance. 5. Get inspiration in preparing final accounts.		
Module	**Content**		**Number 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.		10
5	Final accounts of Sole Trader – Manufacturing, Trading and Profit & Loss Account - Balance Sheet - Preparation of Final accounts with basic adjustments only.		18

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
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.

ELECTIVE COURSE SEMESTER VI
(For Students of BBA)

UNIVERSITY OF KERALA			BBA (CBCSS)
SEMESTER VI	**ELECTIVE COURSE**		**BM 1661.5 BUSINESS COMUNICATION**
No. of Credits	**2**	**No. of instructional Hours/week**	**3**
Course Objectives	To make acquainted the students with the basic concepts of Business Communication in the organizational backdrop.		
Course Outcomes	After completing the course the students can able to : 1. Understand the basics and barriers of communication. 2. Get in touch with various types and tools of communication 3. Develop communication skill with various officers and institutions. 4. Comprehend the way of communication. 5. Know about various internal and external communication modes.		
Module	**Content**		**Number of Hours**
1	Business Communication - Meaning - importance - Methods - Types - Barriers to communication.		8
2	Types of communication - 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	Communication to Bank - 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

Books Recommended*:*

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.
8. Rajendra Paland KorlahalliJ.S. Essentials of Business Communication, Sultan Chand & Sons, New Delhi.

UNIVERSITY OF KERALA			BBA (CBCSS)
SEMESTER VI	**ELECTIVE COURSE**		**BM 1661.6 INDIAN BANKING SYSTEM**
No. of Credits	**2**	**No. of instructional Hours/week**	**3**
Course Objectives	To make acquainted the students to understand the working of the Indian Banking System.		
Course Outcomes	After completing the course the students can be able to : 1. Comprehend the systems of banking. 2. Obtain understanding on various Regulations Banking sector. 3. Understand commercial banking and central Banking. 4. Know more about Cooperative banks. 5. Acquit knowledge on development banking.		

Module	**Content**	**Number of Hours**
1	Banking Systems - 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 - Primary cooperative societies	10
5	Development Banks - concepts - nature - importance - SIDBI - EXIM Bank - RRBS - NABARD (Brief discussion only)	12

Books Recommended*:*

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 (CBCSS)
SEMESTER VI	**ELECTIVE COURSE TOURISM MANAGEMENT**		**BM 1661.7 HOSPITALITY MANAGEMENT**
No. of Credits	**2**	**No. of instructional Hours/week**	**3**
Course Objectives	1. To understand the evolution of hospitality industry, hierarchy and functions of various departments in a hotel, its classification and categorization 2. Interpret and apply basic principles and concept of hospitality and tourism management functions to achieve guest satisfaction. 3. Nurture attitude, skills & knowledge in students essential for employability in hospitality sector 4. Synergize professional and ethical manners and inculcate industry-defined work ethics. 5. Cultivate entrepreneurial initiative in the field of hospitality and its allied sectors		
Course Outcomes	After completing the course the students can be able to : 1. Able to understand the hierarchy and functions of various departments in a hotel. 2. Interpret practical, theoretical and personal skills required for management roles in hospitality industry. 3. Develop professional management attitude by fostering creativity, innovative ideas and solutions operations. 4. To understand the economics of rooms sales through various revenue management tools.		
Module	**Content**		**Number of Hours**
1	Hospitality - Definition - - hotel, history and evolution of Hospitality industry (World and India), Role of accommodation sector in tourism, Economic and employment benefits of hospitality industry. Major hotel chains of the world and in India, Hotel organizations in India and Kerala - FHRAI, HAI, SIHRA, AHAR, KHRA.		8
2	Classification of accommodation -Primary and Supplementary, Commercial & Non-Commercial, Location, Size, Ownership, size, target markets, location, length of guest stay & facilities offered, Star Classification (HRACC). Types of Hotels - Resort- Motel, Serviced villa - Green hotel, Floatel, Tree house, Convention hotel, Bed and breakfast establishments, Time-share and condominium hotels and Heritage hotels.		10
3	Front office and back office –. Introduction to Front Office Department. Organizational Hierarchy and functions of the Front Office Department. House Keeping - Introduction to Housekeeping, Organizational Hierarchy and functions of the House keeping department. Other departments - Food &Beverage Services- Types of services, Food production, Engineering and maintenance division, Marketing and sales division, Accounting division, Human Resource division and Security division.		14
4	Requirements and Procedures for Constructing Classified Hotel - Prescribed application form for approval of Hotel Projects. Regulatory conditions and Guide lines for approval of Hotel Projects, Sources of Finance, Incentives and subsidy extended to Hotels in Tourist areas and Tourist Backward areas, Eco friendly and sustainable hotels.		12
5	Future trends in hospitality industry – Information technology and hospitality industry – CRS, GDS, Online booking platforms - Online Travel Agencies - Aggregators - Online selling platforms in Hospitality,		10

	Reservation and Front office software. Applications of Computers in Reservation & Billing - PMS and its application. Global issues and hospitality industry.	

Books Recommended*:*

1. J.M.S.Negi: Hotels for Tourism Development, Metropolitan Books Co. New Delhi.
2. Jagmohan Negi. Hotel and Tourism Laws, Frank Brothers, New Delhi
3. Krishnan Kamra. Hospitality Operations and Management, Wheeler Publishers, Allahabad. 4.Walker John R. Introduction to Hospitality, PHI, New Delhi
5. Roy C Wood. Hospitality Management. A Brief Introduction. Sage Publishing
6. Walker, J.R.Introduction to Hospitality Management, Pearson Education.