UNIVERSITY OF CALICUT
(Abstract)

Faculty of Commerce and Management Studies-BBA Programme-Regulations, Scheme and Syllabus-under Choice Based Credit Semester System-approved-implemented-with effect from 2009 admission-orders issued.

------------------------------------------------------------------------------------------------------------------

GENERAL AND ACADEMIC BRANCH – I E Section

No. GA. I/E3/2907/03 Dated, Calicut University. P.O., 25.06.2009.

------------------------------------------------------------------------------------------------------------------

2. Minutes of the meeting of the Board of Studies in Management Studies held on 05.08.08 and 06.05.09.
3. Minutes of the meeting of the Faculty of Commerce and Management Studies held on 12.05.09.
4. Minutes of the meeting of the Academic Council held on 14.05.09 item No.II.1.3.

O R D E R

The Rules and Regulations governing the UG curriculum under Choice based Credit Semester System in the Colleges affiliated to the University was implemented with effect from 2009 admission onwards vide paper read 1st above.

The meetings of the Board of Studies in Management Studies as per paper read as 2nd prepared and approved the Regulations, Scheme and Syllabus of BBA programme under Choice based Credit Semester System.

As per paper read as 3rd, the meeting of the Faculty of Commerce and Management Studies approved the minutes of the meeting of the Board of Studies in Management Studies held on 05.08.08. and 06.05.09.

The Academic Council held on 14.05.09 approved the minutes of the Faculty of Commerce and Management Studies as per paper read as 4th.

Sanction has therefore been accorded for implementing the Regulations, Scheme and Syllabus of BBA programme under Choice based Credit Semester System in the affiliated colleges of the University with effect from 2009 admission onwards.

Orders are issued accordingly.
(Regulations, Scheme and Syllabus appended)

Sd/-
DEPUTY REGISTRAR (G&A I)
For REGISTRAR

To
The Principals of Colleges
Offering BBA Programme.
Copy to: Controller of Examination/EX.Sec/EG1Sec/DR,
AR,BCom/System Administrator
With a request to upload in the University Website/
GAI F Sec/SF/DF/FC.

Forwarded /by Order

SECTION OFFICER
1.0 Title of the programme: This DEGREE shall be called BACHELOR OF BUSINESS ADMINISTRATION.

2.0 Eligibility for admission: Any candidate who has passed the Plus Two of the Higher Secondary Board of Kerala or Pre Degree of Calicut University 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 50% marks in aggregate, is eligible for admission. However, SC/ST, OBC, and other eligible communities shall be given relaxation as per University rules.

3.0 Duration of the programme: The duration of the BBA programme of study is three academic years with six semesters.

4.0 Medium of Instruction: The medium of instruction and examination shall be English.

5.0 Courses of study: Total number of courses for the whole BBA program is 30. It is divided into four groups namely:

1. Common courses
2. Core courses
3. Complementary courses and
4. Open courses

The Courses of study leading to the award of BBA shall comprise the following:

5.1 Semester I

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Contact hours</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Common</td>
<td>BBIA01 Communication Skills in English</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Common</td>
<td>BBIA02 Critical reasoning, writing and presentation</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Common</td>
<td>BBIA06 History and philosophy of science</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Core</td>
<td>BBIB01 Management Concepts and Business Ethics</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Compl.</td>
<td>BBIC01 Managerial Economics</td>
<td>5</td>
<td>4</td>
</tr>
</tbody>
</table>
### Semester II

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Contact hours</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Common</td>
<td>BBIIA04 Readings on Indian constitution, Secularism and Sustainable Environment</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Common</td>
<td>BBIIA05 Literature and contemporary issues</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Common</td>
<td>BBIIA10 Culture and Civilisation</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Core</td>
<td>BBIIIB02 Financial Accounting</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Compl.</td>
<td>BBIIC02 IT for Business &amp; Management</td>
<td>5</td>
<td>4</td>
</tr>
</tbody>
</table>

### Semester III

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Contact hours</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Common</td>
<td>BBIIIA11 Basics of Business &amp; Management</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Common</td>
<td>BBIIIA12 General Informatics</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Core</td>
<td>BBIIIB03 Business regulatory frame work</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Core</td>
<td>BBIIIB04 Organizational Behavior</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Compl.</td>
<td>BBIIIC03 Quantitative Techniques for Business</td>
<td>5</td>
<td>4</td>
</tr>
</tbody>
</table>

### Semester IV

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Contact hours</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Common</td>
<td>BBIVA13 Basic numerical skills</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Common</td>
<td>BBIVA14 Entrepreneurship Development</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Core</td>
<td>BBIVB05 Marketing Management</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Core</td>
<td>BBIVB06 Financial Management</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Compl.</td>
<td>BBIVC04 Management Science</td>
<td>5</td>
<td>4</td>
</tr>
</tbody>
</table>

### Semester V

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Contact hours</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core</td>
<td>BBVB07 Accounting for management</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Core</td>
<td>BBVB08 Business Research methods</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Core</td>
<td>BBVB09 Operations management</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Core</td>
<td>BBVB10 Emerging Trends in Management</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Core</td>
<td>BBVB11 Human Resource Management</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Open.</td>
<td>BBVD01 Open Course (For others)</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>
### Semester VI

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Contact hours</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core</td>
<td>BBVIB12 Specialization</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Core</td>
<td>BBVIB13 Specialization</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Core</td>
<td>BB VI B14 Specialization</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Core</td>
<td>BBVIB15 Specialization</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Core</td>
<td>BB VI B16 Three weeks project and viva voce</td>
<td>5</td>
<td>4</td>
</tr>
</tbody>
</table>

Core courses in the area of Specialization:

**A. Finance**
1. Indian Financial System
2. Investment Management
3. Income Tax
4. Working Capital Management

**B. Marketing**
1. Services Management
2. E-Commerce
3. Consumer behavior
4. Retail Management

**C. Human Resource management**
1. Human Resource Planning and Development
2. Performance Management
3. Industrial Relations
4. Management training and development

**5.2 All the common courses, Core Courses, Complementary and Open courses for BBA program will be handled by Commerce teachers**

6.0 **Attendance:** A candidate shall attend at least a minimum of 75% of the number of classes actually held for each of the courses in a year to be eligible for appearing for examination in that course. If the candidate has shortage of attendance in any course in a year he shall not be allowed to appear for any examination in that year. However the University may condone shortage if the candidate applies for it as laid down in University procedures and if the Vice Chancellor is satisfied with the reasons cited by the candidate for his absence in classes.

7.0 **Internal Assessment:** All courses except project report / placement training report shall have internal assessment as specified in the common regulations
for CCSSUG 2009. Provisions of the clause 9.1 and 9.2 of the common regulation are applicable in the case of internal assessment.

8.0 External Examination
8.1 The University shall conduct semester examinations as specified in the common regulations for CCSSUG 2009. The duration of examination shall be three hours for each course. Provisions of clause 9.3, 9.4 and 9.5 of the common regulation for CCSSUG 2009 will be applicable for external examinations.

9.0 Project Report
9.1 During the sixth semester the candidate shall do a project for a business organization.
9.2 The candidate shall prepare and submit a project report to the Department.
9.3 The report shall be printed and spiral bound with not less than 50 A4 size pages.
9.3 The project report should be submitted to the Head of the Department one month before the last working day of the sixth semester.
9.4 Project work shall have the following stages
   o Project proposal presentation
   o Field work and data analysis
   o Report writing
   o Draft project report presentation
   o Final project report submission
9.5 The project can be done individually.
9.6 The candidate shall prepare at least two copies of the report: one copy for submission to the Department and one copy for the student which he/she has to bring with him/her at the time of viva voce. More copies may be prepared If the organization or the guide or both ask for one copy each.
9.7 Duration of project work
   The duration for project work is 3 weeks.
9.8 A certificate showing the duration of the project work shall be obtained from the organization for which the project work was done and it shall be included in the project report.
9.9 Structure of the report
   Title page
   Certificate from the organization (for having done the project work)
   Certificate from guide
   Acknowledgements
   Contents
Chapter I: Introduction (Organization profile, Research problem, objectives of the study, Research methodology etc.)
Chapter II: Review of literature
Chapters III and IV: Data Analysis (2 or 3 chapters)
Chapter V: Summary, Findings and Recommendations.
Appendix (Questionnaire, specimen copies of forms, other exhibits etc.)
Bibliography (books, journal articles etc. used for the project work).

9.10 Evaluation of project report

The project report shall be subject to double evaluation:

9.11 The candidate should get a minimum of D grade for project report for a pass.

9.12 If the candidate fails to get a minimum D grade in project report, he or she shall resubmit the project report after modifying it on the basis of the recommendations of the examiners.

10.0 Viva Voce

10.1 At the end of sixth semester candidate shall attend a comprehensive viva voce.

10.2 The candidate should get a minimum D grade in the viva voce for a pass in viva voce examination and an aggregate D grade in the core project course. If the candidate fails to get D grade in project / Viva he/she has to reappear for that part only.

11 Requirement for passing the course: For passing the BBA degree program the student shall be required to achieve a minimum of 120 credits of which 38 credits shall be from common courses, 62 credits from courses, 16 credits from complementary courses and 4 credits from open courses.

12.0 In all other matters regarding the conduct of BBA program in the affiliated colleges under Calicut university under choice based credit semester system which are not specified in this regulation the common regulation CUCCSSUG 2009 will be applicable.
UNIVERSITY OF CALICUT
BACHELOR OF BUSINESS ADMINISTRATION
BBIB01 MANAGEMENT CONCEPTS AND BUSINESS ETHICS

Course objectives:
• To understand the process of business management and its functions, and
• To familiarize the students with current management practices.
• To understand the importance of ethics in business, and
• To acquire knowledge and capability to develop ethical practices for effective
government.

Module I
Nature and scope of Management; evolution of management- Schools of management
thought; F.W.Taylor and Henry Fayol; principles of management; management as a
science and an art; management process.

Module II
Functions of management- planning: types of plan; planning process; organizing:
span of control, line and staff functions; centralization and decentralization;
delegation; staffing: manpower planning, recruitment, selection and placement;
directing: principles of direction; coordinating, and controlling.

Module III
Manager vs leader; leadership and motivation; leadership styles; theories of
motivation. MBO; Management of performance; Understanding and managing group
processes; characteristics of work group, work group behaviour and productivity;
team creation and management;

Module IV
Ethics, culture and values: Importance of culture in organisations; Indian ethos and
value systems; Model of management in the Indian socio political environment;
Work ethos; Indian heritage in production and consumption.

Module V
Business ethics: Relevance of values in Management; Holistic approach for managers
in decision-making; Ethical Management: Role of organisational culture in ethics;
structure of ethics management; Ethics Committee.

Books:
1. Boatright, John R: Ethics and the Conduct of Business, Pearson Education,
New Delhi 2005.
2. Sathish Modh: Ethical Management: Macmillan.
1995.
4. Drucker, Peter, F: Management: Tasks, Responsibilities and Practices, Allied
UNIVERSITY OF CALICUT
BACHELOR OF BUSINESS ADMINISTRATION
BBIIB02 FINANCIAL ACCOUNTING

Time: 5 Hours per week  Credits:4

Objectives:

Ø To enable the students to acquire knowledge of the financial accounting principles and practices
Ø To equip the students with skills for recording various kinds of business transactions
Ø To familiarize the students with the techniques of preparing financial statements

Module I
Introduction - Nature of financial Accounting - scope – objects – limitations – Accounting concepts and conventions- Financial accounting standards – Object of accounting standards – Accounting Standard Board of India and Indian Accounting Standards – Accounting process from recording of business transactions to preparation of Trial Balance (an overview only)

15 Hours

Module II
Conceptual Frame work for preparation and presentation of financial statements - Capital, Revenue and deferred revenue expenditure – Capital and revenue receipts - Final accounts of Sole Proprietor and not –for- profit organizations – accounting from incomplete records – statement of affairs method and conversion method (simple problems only)

25 Hours

Module III
Accounting for Hire Purchase and Installment System - Meaning – Features of hire purchase agreement – Distinction between hire purchase and sale – Interest calculation – Recording of transaction in the books of both parties - Default and repossession - Installment system – Features – Distinction between hire purchase and installment

10 Hours

Module IV

25 Hours

Module V
Accounting for hotels and restaurants – Introduction - features - revenue earning and non revenue earning departments - heads of revenue and heads of expenditure -
Working papers, journals – posting - preparation of trial balance – preparation of final statements -
Trading accounts, Profit and Loss Accounts and Balance sheet

15 Hours

(Theory and problems may be in the ratio of 30% and 70% respectively)

Reference Books:

1. S.N. Maheswari: Financial Accounting
4. Grewal and Gupta: Advanced Accounting
8. S.Kr. Paul: Advanced Accounting,
9. P.C. Tulasian: Introduction to Accounting, Pearson Education
UNIVERSITY OF CALICUT
BACHELOR OF BUSINESS ADMINISTRATION
BBIIB03 BUSINESS REGULATORY FRAMEWORK

Time: 5 Hours per week
Credits: 4

Objectives:
Ø To provide students with Basic Legal Concepts and the Indian Legal Environment in which Business is carried on
Ø To enable the students to understand the emerging legal issues in a digital networked environment.

Module I

25 Hours

Module II

12 Hours

Module III

08 Hours

Module IV

10 Hours

Module V

5 Hours
**Reference Books:**

1. Balchandani: Business Laws
2. S.D.Geet and M.S. Patil: Business Laws
3. S.S. Gulshan: Business Laws
4. B.S.Moshal: Business & Industrial Law
5. B Sen and Mitra: Business and Commercial Laws
6. N.D.Kapoor: An Introduction to Mercantile Laws
7. N.M. Wechlakar: Business Laws
8. M.C. Kuchal: Business Laws
Course objective: to familiarize the students with the basic concepts of the organizational behavior and to enhance their understanding of the interaction between the individuals and the organizations.

UNIT I Organizational behavior—concepts, meaning, nature, scope features of OB, OB and other disciplines

10 Hours

UNIT II Individual behavior—basic psychological process—personality, determinants of personality—personality traits—perception, factors affecting perception—learning, theories of learning—social learning. Motivation—theories of motivation (Maslow’s, Hertzberg, Mc Greger, X and Y theory) financial and non financial motivation.

20 Hours

UNIT III Group—concept of group dynamics—features of group—types of group behavior—formal and informal group behavior—stages of group development—group moral—group norms—group cohesiveness...

15 hours

UNIT IV Leaderships- types—theories of leadership (Trait theory, Michigan studies and Fideler’s contingency model) modern approach to leadership theories—leadership styles.

15 Hours

UNIT V Stress management—meaning, types of stress—consequences of work stress—causes of stress—Conflict, types of conflicts, conflict resolution—Organisational development—meaning, need, benefits and limitations of OD—steps in OD. Organizational changes.

12 Hours

Reference:

1. Fred Luthans : Organisational behavior
2. Danial C. Fieldman and Hugh Arnold : Managing individual and group behavior in organization
3. Henry Mintzberg : The structure of organization
4. Edwin Gerlof : Organization theory and design
5. Robin. S. P : Organizational behavior
6. Aswathappa: Organizational Behavior
7. Jai B. Sunhat: Culture and Organisational Behavior
Core course

UNIVERSITY OF CALICUT
BACHELOR OF BUSINESS ADMINISTRATION
BBIVB05 MARKETING MANAGEMENT

Time: 5 Hours per week
Credits: 4

Course objectives:
1. To acquaint the students with the marketing principles and practices, and,
2. To understand the process of marketing in a business firm.

Module I
Marketing: nature and scope of marketing; marketing concepts - traditional and modern; selling and marketing; marketing mix; marketing environment; service marketing - characteristics of service.
10 Hours

Module II
Consumer behavior and market segmentation: nature, scope and significance of consumer behavior; market segmentation - concept and importance; bases for market segmentation.

Module III
Hours
Product: concept of product; consumer and industrial goods; product planning and development; packaging - role and functions; branding: brand name and trade mark; product life cycle; after sales service.

Price: importance of price in marketing mix; factors affecting price; discounts and rebates; pricing strategies.

Promotion: promotion mix; methods of promotion; advertising; personal selling; selling as a career; functions of a salesman; characteristics of a good salesman; approach and presentation to a customer; objection handling; closing sale and follow up; publicity and public relations.

Distribution: physical distribution; channels of distribution - concept and role; types of channels; factors affecting choice of a particular channel; physical distribution of goods; transportation - modes; retail formats - supermarkets, hyper markets, chain stores, department stores, discount stores, margin free markets, electronic retailing.

Module IV
Advertising: functions of advertising; advertising media; different types of media; relative merits and demerits; characteristics of effective advertisement; measuring media effectiveness; media planning and scheduling; Legal and ethical aspects of advertising.

Module V
Sales promotion: meaning, nature and functions; limitations of sales promotion; sales promotion schemes: sample; coupon; price off; premium plan; consumer contests and sweep stakes; POP displays; demonstration; trade fairs and exhibitions; sales promotion techniques and sales force.
Books:

Core course

UNIVERSITY OF CALICUT
BACHELOR OF BUSINESS ADMINISTRATION
BBIVB06 FINANCIAL MANAGEMENT

Time: 5 Hours per week Credits: 4

Course objectives:

1. To familiarize the students with the concepts, tools and practices of financial management, and,
2. To learn about the decisions and processes of financial management in a business firm.

50% theory and 50% numerical

Module I
Financial management: meaning, nature and scope of finance; financial goals: profit maximization, wealth maximization; finance functions,- investment, financing and dividend decisions.

10 Hours

Module II
Capital budgeting: nature of investment decisions; investment evaluation criteria- net present value, internal rate of return, profitability index, payback period, accounting rate of return , NPV and IRR comparison; capital rationing; risk analysis in capital budgeting.

20 Hours

Module III
Working capital: meaning, significance and types of working capital; financing of working capital; sources of working capital; management of inventory; management of cash; management of account receivables; optimum credit policy; credit collection; factoring service; various committee reports on bank finance; dimensions of working capital management.

15 Hours

Module IV
Capital structure theories: traditional and MM hypotheses; determining capital structure in practice; Capital structure planning.
Cost of capital: meaning and significance of cost of capital; calculation of cost of debt, preference capital, equity capital and retained earnings;
Operating and financial leverages; measurement of leverages; effects of operating and financial leverages on profit.

20 Hours

Module V
Dividend decisions—Types of dividend- dividend models—principles of dividend policy—practical aspects of dividend.

7 Hours
Books:
Core course

UNIVERSITY OF CALICUT
BACHELOR OF BUSINESS ADMINISTRATION
BBV B07 ACCOUNTING FOR MANAGEMENT

Time: 5 Hours per week
Credits: 4

Objectives:

Ø To enable the students to understand the concept and relevance of management Accounting
Ø To provide the students an understanding about the use of accounting and costing data for planning, control and decision taking.

Module I

05 Hours

Module II

25 Hours

Module III
Fund Flow and Cash Flow Analysis:

b. Cash Flow Statement : Difference between fund flow statement and cash flow statements – Preparation of cash flow statements as per AS-3 Norms – Direct and Indirect methods.(Stress to be given to problems)

20 Hours

Module IV
Managerial decision making with the help of C.V.P. Analysis : Marginal Costing-Fixed Cost, Variable Cost, Contribution, P/V ratio, Break Even Analysis – Algebraic and Graphic presentation – Decision making: Fixation of Selling Price – Exploring new markets – make or buy-key factor – Product Mix – Operate or Shutdown

20 Hours

Module V
Responsibility Accounting –Concept – Significance – Responsibility centers- Activity Based Costing – (General outline only)

05 Hours

(Theory and problems may be in the ratio of 40% and 60% respectively)
Reference Books:

1. Dr. S.N. Maheswari: Management Accounting
2. Sexana: Management Accounting
3. Made Gowda: Management Accounting
4. Dr. S.N. Goyal and Manmohan: Management Accounting
5. B.S. Raman: Management Accounting
6. R.S.N. Pillai and Bagavathi: Management Accounting
7. Sharma and Gupta: Management Accounting
8. J. Batty: Management Accounting
Core course

UNIVERSITY OF CALICUT
BACHELOR OF BUSINESS ADMINISTRATION
BBV B08  BUSINESS RESEARCH METHODS

Time: 5 Hours per week  Credits: 4

Objectives:
Ø To enable students for acquiring basic knowledge in business research methods and to develop basic skills in them to conduct survey researches and case studies

Module I

10 Hours

Module II

10 Hours

Module III

10 Hours

Module IV

10 Hours

Module V

B. Preparation of research report – format – report writing stages – gathering material and data -make overall format - make detailed outline – write first draft - rewrite – final word processing and publishing.

20 Hours
Reference Books:

4. William G. Zikmund, Business research methods, Thomson
7. Jan Brace: Questionnaire design. Kogan Page India
8. Michael V.P., Research Methodology in Management, Himalaya.
10. R. Paneerselvam: Research Methodology, Prentice-Hall of India
Core course

UNIVERSITY OF CALICUT
BACHELOR OF BUSINESS ADMINISTRATION
BBV B09  OPERATIONS MANAGEMENT

Time: 5 Hours per week
Credits: 4

Course objectives:

3. To familiarize the students with the concepts, tools and practices of operations management, and,
4. To learn about the decisions and processes of operations management in a business firm.

UNIT I  Operations management—meaning, definitions, scope and objectives—interaction of operations management with other areas—manufacturing and non manufacturing operations and their characteristics.
15 Hours

12 Hours

UNIT III Capacity planning—estimation of capital requirements—maintenance management—types of maintenance -work study—time and method study—work measurement, meaning, scope and importance.
15 Hours

UNIT IV Operations planning and control—objectives of operations planning—planning procedure—operations planning categories ( concept only) operations control—meaning, importance and objectives—techniques of operations control.
15 Hours

UNIT V  Quality control—Concept of quality—quality planning—statistical quality control—control charts( X chart and R chart Only)—management of quality in organizations—quality circles—TQM.
15 Hours

Books:

Core course

UNIVERSITY OF CALICUT
BACHELOR OF BUSINESS ADMINISTRATION
BBVB 10 EMERGING TRENDS IN MANAGEMENT

Time: 2 Hours per week

Credits: 2

Objectives:
To impart knowledge about the emerging trends of new management concepts, and
To provide knowledge about the significance of the integration of information
technology as the platform for the application of various management concepts

Unit 1: Supply Chain Management: Meaning and definition—components/participants of SC—concept of SCM—Objectives of SCM—SCM process:
Customer relationship management, customer service management, demand
management, customer order fulfillment, manufacturing flow management,
Procurement management/supplier relationship management, product development &
Commercialization, returns management—Factors driving the evolution of SCM—
oBJECTIVES OF SCM—supply chain planning.

(15 hours)

Unit 2: Logistics Management: Meaning and definition—significant of logistics—
business logistics—concepts of logistics management—objectives of logistics
management—elements of logistics management—logistics management v/s supply
chain management—integrated logistics—operating of objectives of integrated
logistics:

(10 hours)

Unit 3: Total Quality Management: Quality—Meaning & Definition—Quality
education—Efficiency v/s effectiveness—drivers of quality—quality management—
internal & external customers—vision statement—Mission statement—objectives of
QM—Targets—Action Plans—Principles of QM—Total quality management:
Evolution, Definition—Preparing for TQM—Stages in TQM implementation—TQM
models—TQM planning—TQM software.

(10 hours)

References:
UNIVERSITY OF CALICUT
BACHELOR OF BUSINESS ADMINISTRATION
BBVB11 HUMAN RESOURCES MANAGEMENT

Time: 5 Hours per week                                      Credits: 4

Objectives: To give a conceptual understanding of human resource practices in organizations.

UNIT I


UNIT II


UNIT III


UNIT IV

Performance appraisal and career planning. Need and importance- objectives-process- methods and problems of performance appraisal-. Concept of career planning --features- methods --uses career development.

UNIT V


References:

Human Resource Management- Text and Cases-- VSP Rao
Human Resource Management—Snell, Bohlander
Finance specialization

UNIVERSITY OF CALICUT
BACHELOR OF BUSINESS ADMINISTRATION
BBVIB12 INDIAN FINANCIAL SYSTEM

Time: 5 Hours per week Credits: 4

Objectives: To give a detailed idea about the Indian financial system and its broad components.

UNIT I

UNIT II
Financial services- nature – characteristics – role of financial services in economic development – relevance of the study of financial services – factors influencing the growth and development of financial services industry – types of financial services

UNIT III

UNIT IV

UNIT V
Stock exchange business and practices – insurance – role of insurance in financial frame work – general insurance – life insurance – marine insurance and others.

References
1  L.M. Bhole: Financial Institutions and Market
2  I. Friend M Blume, J Crocket: Mutual Funds and other Institutional Investors
3  N.J.Yasaswy: Personal Investment and Tax Planning
5  M.Y.Khan: Financial Services
7  Bhatt. R.S : Financial system for economic development
Finance specialization

UNIVERSITY OF CALICUT
BACHELOR OF BUSINESS ADMINISTRATION
BBVIB13 INVESTMENT MANAGEMENT

Time: 5 Hours per week                                      Credits: 4

Objectives: To give an overall idea about different investment avenues available in financial markets and prepare them with basic skills and knowledge to manage investment.

UNIT I Investment, meaning- investment and speculation- investment objectives- process-avenues- financial and non financial investment. Corporate investment-return and risk—systematic and unsystematic risks- measurement of risk-Approaches to investment analysis—fundamental analysis—technical analysis—modern portfolio theory (Basic knowledge only expected) 15 hours

UNIT II Money market –meaning, objectives, structure and functions—money market instruments-treasury bills, commercial papers, certificate of deposits and inter bank participation certificates. 12 Hours

UNIT III Capital market—meaning, structure and functions—money market Vs capital market—capital market instruments—shares, debentures and bonds.—stock exchanges—role and functions—NSE and OTCEI—trading mechanism—online trading—script less trading and depositary system—SEBI, role and functions. 20 Hours

UNIT IV Mutual funds—meaning and definition—history and need—classification of mutual funds—capital market and money market MF—benefits and limitations of MF investment—MF in India. 10 Hours

UNIT V Derivatives—concepts and meaning, features, classification of derivatives—options and features—kinds of options and features—index and currency feature. (General idea is only expected) 10 Hours

References:

2. S. Kevin: Security analysis and portfolio Management
Finance Specialization

UNIVERSITY OF CALICUT
BACHELOR OF BUSINESS ADMINISTRATION
BBVIB14  INCOME TAX

Time: 5 Hours per week          Credits: 4

Objectives:
To impart basic knowledge and equip students with application of principles and provisions Income-tax Act, 1961 amended up-to-date

UNIT I Basic concept: Income - agricultural income – person – assessee - assessment year - previous year - gross total income - total income - maximum marginal rate of tax - Residential status - Scope of total income on the basis of residential status - Exempted income under section 10.
10 Lectures

20 Lectures

UNIT III Profits and gains of business or profession: Definition - Computation – Allowable expenses and not allowable expenses – General deductions - Provisions relating to Depreciation.
10 Lectures

10 hours Lectures

UNIT V Total income and tax computation: Income of other persons included in assessee’s total income - Aggregation of income and set-off and carry forward of losses - Deductions from gross total income - Rebates and reliefs - Computation of total income of individuals and firms - Tax liability of an individual and firm.
15 Lectures

Note: The applicability of law for the purpose of examination would be the law in force as on 31st March immediately preceding the academic year.

REFERENCE:
1. Dr. Vinod K. Singhania : Direct Taxes – Law and Practice, Taxman publication.
2. B.B. Lal : Direct Taxes, Konark Publisher (P) ltd.
4. Dr. Mehrotra and Dr. Goyal : Direct Taxes – Law and Practice, Sahitya Bhavan Publication.
Course objectives:

- To understand the need for and importance of adequate working capital, and,
- To gain in-depth knowledge to manage working capital of SMEs.

Unit I
Working capital: Concepts, Need for and components of working capital; Kinds of working capital; Determinants of working capital; Estimation of working capital requirements.

Unit II
Working capital cycle; Working capital theories and approaches; Determining the financial mix; Financing of working capital; Sources of working capital.

Unit III
Cash management- facets of cash management; Cash conservation; Cash forecasting and budgeting; Managing cash flows; methods of accelerating cash flows; Methods of slowing cash outflows; Cash management models- Baumol Model, Beranek Model, Miller-Orr Model, Stone Model; Determining optimum cash balances; Investment in marketable securities; Types of marketable securities and criteria for selection of securities for short term investment.

Unit IV
Receivables management: Determining appropriate receivable policy; Credit selection models; Formulation of suitable credit and collection policies; Collection techniques.

Unit V
Inventory management: Need, objectives and techniques of inventory management. Determining optimum order quantity- EOQ approach; Safety stocks, Selective inventory controls; Role of Finance Manager in inventory management. Valuation of inventory.

Books:

Marketing specialization

UNIVERSITY OF CALICUT
BACHELOR OF BUSINESS ADMINISTRATION
BBVIB12 SERVICES MANAGEMENT

Time: 5 Hours per week
Credits: 4

Objective:
To familiarize the students with role of different prominent services in India and prepare them with basic skills to manage.

Unit 1: (10 hours) Services: - concept-definition-features-Growth of service sector; Role of services in economy- Classification of services- service triangle- Marketing of services- Internal and external marketing- Customer involvement in service Processes; Customer behavior in service settings.

Unit 2: (10 hours) Service market segmentation; principles, bases- service marketing mix; four Ps and expanded Ps; methods of developing CR- building customer loyalty.

Unit 3: (15 hours) Tourism management: Evolution of tourism – concept-characteristics- components- economic, social, cultural, political and environmental impacts of tourism – Role of travel agencies and tour operators- Role of airways, railways, cruises and road transport in the development of tourism – Tourism guidance – tourist accommodation and hospitality – different types of hotels- tourism in India; growth potentials in different areas – major tourist attractions.

Unit 4: (15 hours) Banking and insurance management – Banking -concept- services; traditional and new generation – universal banking- bancassurance- offshore banking- e- banking- retail banking- A brief insight into the current Indian banking scenario; emerging issues in Indian banking;

Unit 5: (7 hours) concept of Insurance- types of insurances; Life insurance and General insurance; Marine, Fire, Personal accident and health insurance policies – insurance business in India – IRDA – major private and public sector organisations in Indian insurance business.

Unit 6: (15 hours) Services in organized retailing – Health care industry in India; Marketing E- services; Business process outsourcing (BPO); medical transcription , knowledge process outsourcing (K PO) E – learning (Indian context);

Books for Reference:
2) Kritain Anderson & Carol Kerr, Customer relationship management , Tata MCGraw Hill, NewDelhi.
3) Bhattacharjee , service sector management , Jaico publishing, Mumbai.
4) Lovelock, Christopher ; Services marketing- people, Technology, strategy ; Pearson.
   Education Asia, Delhi; First Indian Reprint, 2001.
5) Bhatia A.K International Tourism , Sterling publishers New Delhi
6) Jha S. M, tourism marketing, Himalaya, Publishers, Mumbai.
7) Sethi & Bhatia , Elementis of banking and insurance PHI learning Pvt Ltd. New Delhi.
8) Sreenivasan – Service marketing PHI learning Pvt. Ltd.
Marketing specialization

UNIVERSITY OF CALICUT
BACHELOR OF BUSINESS ADMINISTRATION
BBVIB13 E-COMMERCE

Time: 5 Hours per week Credits: 4

Course objectives:
- To understand the importance of database systems for business management, and,
- To gain a practical orientation to database development and maintenance.


(15 hours)


(10 hours)


(15 hours)


(15 hours)


(10 hours)

Books:
Marketing specialization

UNIVERSITY OF CALICUT
BACHELOR OF BUSINESS ADMINISTRATION
BBVI B14 CONSUMER BEHAVIOR

Time: 4 Hours per week
Credits: 4

Course objectives:
1. To understand the basics of consumer decision-making processes, and,
2. To understand the information needs for helping the consumer in decision-making.

Unit I: Consumer behaviour – concepts; nature, scope and applications of consumer behaviour; Consumer behaviour and marketing strategy; profiling consumers and their needs; Market segmentation and consumer research; psychographics and lifestyle; Consumer behaviour audit.

Unit II: Consumer involvement and decision-making; Consumer decision-making process; Information search process; Evaluative criteria and decision rules.

Unit III: Individual influences on buying behaviour; Consumer as an individual; Theories of personality; personality and market segmentation; consumer perception; consumer needs and motivation. Personal influences and attitude formation. Learning and consumer involvement; Communication and consumer behaviour. Reference group influence in buying decisions; opinion leadership. Family life cycle and decision-making; Social class concept and measurement

Unit IV: The buying process: problem recognition and information search behaviour; information processing; alternative evaluation; Purchase process and post purchase behaviour

Unit V: Culture and Consumer behaviour: Core culture and sub cultures. Role of culture in consumer buying behaviour. Profile of Indian consumers; Behavioural patterns of Indian consumers; Problems faced by Indian consumers; Consumer protection in India;

Books:

Marketing specialization

UNIVERSITY OF CALICUT
BACHELOR OF BUSINESS ADMINISTRATION
BBVIB15 RETAIL MANAGEMENT

Time: 4 Hours per week Credits: 4

Objective: To give an overview of the conceptual aspects of retail marketing management and to give some practical functional aspects of retailing.

UNIT I
Retailing—nature and scope—objectives and functions—retailing scenario in India—wheel of retailing—retailing life cycle—types of retailing—ownership based, store based and non store based retailing—vertical marketing system.

UNIT II
Strategic planning in retailing—retail environment and customers—design retail information system and research—location and organizational decisions—trading area analysis—site selection, organizational pattern in retailing.

UNIT III
Retail operations management—budgeting and resource allocation—store format and size decision—store layout and space allocation—store security aspects—credit management—working capital for retailing—cash collection and recovery.

UNIT IV
Product assortment decision—merchandise forecasting—buying and handling merchandise—inventory management—pricing, labeling and packaging.

UNIT V
Retail promotion—building retail store image—role of atmosphere—layout planning—retail promotion mix—sales promotion scheme—public relations in retailing—CRM in retailing-- retail control system—financial control, merchandise control-- human resource control—operational control.

Reference:
1. Berman, Barry and Joel Evans : Retail Management
2. Cooper J : Strategy planning in logistics and transportation
3. Cox Roger : Retail management
4. Kotler : Marketing Management
5. Levy, Michael : Retail Management
HRM specialization

UNIVERSITY OF CALICUT
BACHELOR OF BUSINESS ADMINISTRATION
BBVI B12 HUMAN RESOURCES PLANNING AND DEVELOPMENT

Time: 5 Hours per week

Course objectives:
1. To give the students a deep understanding of process of HR planning, and
2. To familiarize them with the methods for HR development.

UNIT I: Introduction to HR planning—meaning and definition, objectives of HRP, benefits of HRP, problems of HRP, process of HRP, HR demand forecasting-techniques-HR supply forecasting-skill inventories-management inventories, Micro level man power planning and labour market analysis, recruitment and succession planning.

Macro level manpower planning and labor market analysis; Organizational HR Planning; Stock taking; Workforce flow mapping; Age and grade distribution mapping.

25 Hours

UNIT II: Job analysis, meaning and definition, job description and job specifications, steps in job analysis, process of job analysis, method of collecting job data. Why job analysis, job design—career management and career planning- selection process.

15 Hours

UNIT III: Performance management: Performance planning; Potentials appraisal and career development; Tools for measuring performance.

15 Hours

UNIT IV: HRD climate; work culture; Quality of work life(QWL) and management of change; TQM and HRD strategies; HRD in strategic organization;

10 Hours

UNIT V: HR Information systems; HR Valuation and accounting; HR Audit; Culture Audit; Career assessment;-Models.

8 Hours

Books:
Course objectives:
- To gain an in-depth understanding of organizational and managerial performance, and,
- To gain practical knowledge in setting up team management, target setting and achievement.

Module I
Concepts of organizational performance: Vision and mission: Communicating and living shared view; Competencies and behaviors for effective performance; Establishing the skills, knowledge and attitude required for the organization’s future; Performance standards and targets; Clarifying, communicating and reviewing organizational goals and targets.

15 Hours

Module II
Performance management: Meaning and importance of Managerial Performance; Critical success factors analysis for managerial performance; Business System analysis; Management styles and performance; Style of communication; Performance appraisal: Instrument for performance appraisal; Evaluation of managerial performance. Setting performance standards & measurement of performance.

15 Hours

Module III
Management style: Relationship orientation; Task orientation; Working in teams: Team development; coaching and training; Leadership Skills and Motivation. Setting objectives and targets; Setting smart goals; chasing targets;

15 Hours

Module IV
Indicators of performance for different levels of management; Criteria for evaluating performance of junior level managers, middle level managers and top level managers; Tracking performance; Feedback management for performance improvement.

12 Hours

Module V
Organizational culture and managerial performance: Developing appropriate culture for superior performance; Focusing individual and organizational learning on improved performance; Rewards and performance - Defining appropriate reward systems; Ensuring the link between performance and rewards; Limitations and boundaries of performance related rewards.

15 Hours

Books:
1. White, Alasdair.: Performance Management
HRM specialization

UNIVERSITY OF CALICUT
BACHELOR OF BUSINESS ADMINISTRATION
BBVIB14 INDUSTRIAL RELATIONS

Time: 5 Hours per week
Credits: 4

To sensitize the students to the tasks of industrial relations, and,
To familiarize them with the current IR practices.

Module I
Industrial relations perspectives; IR and the emerging socio-economic scenario- IR and the state- legal framework of IR; Industrial conflict and disputes. Salient features of Industrial Employment (Standing Orders) Act, 1946.

Module II
IR and Trade Unions; Role and future of trade unions; Trade union and the employee; Industrial unrest; Trade union and the management; Plant level labor relations; Works committees; Joint management committees.

Module III
Discipline and grievance management; Negotiation and collective settlements; Participative management and co-ownership; Productivity bargaining and gain sharing.

Module IV
Employee empowerment and quality management; Quality circles; Employee suggestion schemes; Industrial relations and technology management.

Module V
Role of state in IR; Labor office, labor courts and industrial tribunals; Conciliation and mediation.

Books:
HRM specialization

UNIVERSITY OF CALICUT
BACHELOR OF BUSINESS ADMINISTRATION
BBVIB15 MANAGEMENT TRAINING AND DEVELOPMENT
Time: 5 Hours per week Credits: 4

Course objectives:
- To gain an in-depth understanding of the concepts, tools and techniques of management training, and,
- To learn to design and use methods for management development.

UNIT I
Training process an overview; Training and development; Learning and skill acquisition; Role, responsibilities and challenges to training managers- Relationship between HRD and business strategies; Skill inventory; Scanning the environment for training areas; Organizational analysis for training.

UNIT II
Organisation and management of training function; Learning process; Learning and Knowledge management; Various tools and models.

UNIT III
Training climate and pedagogy – developing training modules – training methods and techniques- facilities planning and training aids.

UNIT IV

UNIT V
Management Development (MD): objectives of Management Development; Methods of Management Development; Various models of management development.

Books:

John Patrick: Training Research and Practice, ____________
Complementary Course

UNIVERSITY OF CALICUT
BACHELOR OF BUSINESS ADMINISTRATION
BBIVC01 MANAGERIAL ECONOMICS

Time: 5 Hours per week Credits: 4

Objectives:

Ø To enable the students to understand the micro and macroeconomic concepts relevant for business decisions
Ø To help the students to understand the application of economic principles in business management

Module I
Introduction - Definition of Managerial economics - objectives - characteristics - uses - decision making and forward planning - basic economic tools in management economics.

8 Hours

Module II
The concept of demand and elasticity of demand - Demand curve: Individual demand curve, Market demand curve, Movement along Vs shifts in the Demand curve, Elasticity of Demand: Price, Income and cross - Demand estimation and demand forecasting - concept of revenue: Average Revenue and Total Revenue - Marginal Revenue and Incremental Revenue.

12 Hours

Module III
Production: Fixed and Variable inputs, Production function, Total, Average and Marginal Product, Law of variable proportions, Linear homogeneous production function - production isoquants, marginal rate of technical substitution - optimal combination of resources - return to scale - cost of production - social and private cost of production - difference between economic and accounting cost - long run and short run cost of production - Economics and diseconomies of scale.

20 Hours

Module IV
Price and output decisions under different market structures: Price and output decisions under perfect competition, monopoly and monopolistic competition - pricing under oligopoly - kinked demand curve - price leadership - pricing, under collusion.

10 Hours

Module V
A. Pricing policies and practices: factors governing prices - objectives of pricing policy - Role of cost in pricing - demand factor in pricing - consumer psychology and pricing - pricing methods: cost-plus or full-cost pricing - Target pricing - Marginal cost pricing - going rate pricing - follow up pricing - Barometric pricing - customary prices - Pricing of new products: Penetrating pricing - Price skimming.


25 Hours

**Reference Books:**

1. R.L. Varshney and K.L. Maheswari, Managerial Economics
2. D.N. Dwivedi, Managerial Economics
3. Dr. S. Sankaran, Managerial Economics
4. D M Mithani: Business Economics
5. Seth M L Text Book of Economic Theory
7. Petersen & Lewis: Managerial Economics
8. Mote V L peul. S & Gupta G S: Managerial Economics
9. H. Craig Petersen & W. Cris Lewis: Managerial Economics
Complementary course

UNIVERSITY OF CALICUT
BACHELOR OF BUSINESS ADMINISTRATION
BBIIC02 IT FOR BUSINESS & MANAGEMENT

Time: 5 Hours per week                                                                 Credits: 4

Course Objectives:

1. To familiarize the students with the office automation and communication technologies used in business, and ,

2. To make them proficient in using computer for routine tasks like data retrieval, data analysis, accounting and report generation.

Module I


Module II


Module III

Module IV

The Internet – Internet protocol suite – domain name system – Internet and its possibilities for business communication – Internet tools – email, FTP, WWW, bulletin boards, telnet- portals – search engines – website– intranet and extranet- Electronic Data Interchange- objectives and advantages of EDI- EDI formats- business applications of EDI.

Module V


(Note: About half of the hours may be used for practical sessions to demonstrate the use of MS Office applications such as Word, Excel, Access and PowerPoint. A few sessions may also be used for web browsing and email communications).

Books:


Complementary course

UNIVERSITY OF CALICUT
BACHELOR OF BUSINESS ADMINISTRATION
BBII1C03 QUANTITATIVE TECHNIQUE FOR BUSINESS MANAGEMENT
Time: 5 Hours per week Credits: 4

Course objectives: To familiarize the student with the use of quantitative techniques in managerial decision making.

UNIT I: Quantitative techniques—introduction—meaning and definition—classification of QT, QT and other disciplines—application of QT in business—limitations

5 Hours

UNIT II: Set theory—Probability—concept of probability—meaning and definition—approaches to probability—Theorems of probability—addition theorem—multiplication theorem—conditional probability—inverse probability—Baye’s theorem.

15 hours

UNIT III: Theoretical distribution—binomial distribution—basic assumptions and characteristics—fitting of binomial distribution—Poisson distribution—characteristics—fitting of Poisson distribution—Normal distribution—features and properties—standard normal curve.

15 Hours

UNIT IV: Statistical inference—testing of hypothesis—procedure—error in testing—two tail test and one tail test—non parametric tests—Chi-Square test, Wilkoxen test. Parametric tests—Z test—test of significance of large samples—test for two sample means—small sample mean tests—Student t test—Analysis of variance—F test—one way ANOVA and two way ANOVA tests.

20 hours

UNIT V: Correlation and regression analysis—meaning and definition of correlation—Karl Pearson’s coefficient of correlation—rank correlation—Regression—types—determination of simple linear regression—Coefficient of determination.

17 Hours

References:
1. David M. Levine : Business statistics
2. S.P. Gupta : Statistical methods
3. 
Complementary course

UNIVERSITY OF CALICUT
BACHELOR OF BUSINESS ADMINISTRATION
BBIV C04 MANAGEMENT SCIENCE

Time: 5 Hours per week Credits: 4

Course objectives:
To provide a basic knowledge about Operations Research and
To acquaint the students some common operations Research Tools for various Business decision marketing situations.

(15 hours)

Unit 2 – Linear programming problem – Meaning & Objective of LP – Applications of LP – Formulation of Mathematical Model to a LPP – Objective function – Constraints – Solution to LPP (Graphical solution only) – Advantages & Disadvantages of LP.
(15 hours)

(25 hours)

Unit 4 – Decision Theory: Decision making situations – Decision making under certainty - Decision making under uncertainty : Payoff, Regret (Opportunity loss), Maximax criterion – Minimax criterion, Maximin criterion, Laplace criterion & Hurwics alpha criterion – Decision making under risk : Expected Monetary Value (EMV), Expected Opportunity Loss (EOL), Expected Value of perfect information (EVPI) – Decision making under competition – Game Theory (Theory only) – Decision Tree
(10 hours)

(10 hours)

Reference:
1) Operation research Techniques for management – V.K Kapoor,Sulthan Chand & Sons
Open course

UNIVERSITY OF CALICUT
BACHELOR OF BUSINESS ADMINISTRATION
BBV D1 E-COMMERCE

Time: 3 Hours per week  
Credits: 2

Course objectives:
• To understand the importance of database systems for business management, and,
• To gain a practical orientation to database development and maintenance.


(15 hours)


(10 hours)


(25 hours)

Books:
Objectives: To give a broad overview of the basic concepts of hospitality management and to equip the students to make use of the opportunities in this sector.

UNIT I  Introduction to hospitality industry—meaning and definition—historical development of hospitality industry—scope and significance—components of hospitality industry—Tourism industry—Hotel industry—tourism travel industry—domestic and international hospitality industry—Economic aspects of hospitality industry.

15 hours

UNIT II Tourism management—tourism planning—steps in planning—organisational structure for tourism industry—directing, communicating, staffing, and controlling tourism activities. Assessing tourism demand—Environmental dimension of tourism—sustainability and conservation policy—tourism marketing—basic concepts of tourism marketing—tourism products—pricing—promotion and tourism retailing.

20 Hours

UNIT III Hotel management—basic concepts of hotel management—history of hotel industry—economic significance—functions—classification of hotels—continental—European and American—major hotel chains in India—front office management—facility and event management—service regularity frame work—house keeping, F&B production and service

15 Hours

References:
1. Hotel front office training manual BY Sudhir Andrews
2. Principles of hotel front office operation By Sue Baker and others