UNIVERSITY OF CALICUT
REGULATIONS OF BACHELOR OF BUSINESS ADMINISTRATION (BBA) PROGRAMME UNDER DISTANCE EDUCATION UNDER CCSS MODE TO BE IMPLEMENTED WITH EFFECT FROM 2014
BY REGULAR/ SDE, UNIVERSITY OF CALICUT

1.0 Title of the programme
This DEGREE shall be called BACHELOR OF BUSINESS ADMINISTRATION (BBA).

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

4.0 Courses of study:
Total number of courses for the whole BBA programme 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:

5.0 Semester I
Course Title Contact hours Credits
Common BBIA01 Common English course I 5 4
Common BBIA02 Common English course II 5 3
Common BBIA07 Addl. Language courses I 5 4
Core BBIB01 Management Concepts and Business Ethics 5 5
Compl. BBIC01 Managerial Economics 5 4

1 Semester II
Course Title Contact hours Credits
Common BBIIA03 Common English course III 5 4
Common BBIIA04 Common English course IV 5 3
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<thead>
<tr>
<th>Course Title</th>
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<tbody>
<tr>
<td>Common BBIIA 08 Additional language course</td>
<td>5</td>
<td>4</td>
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<tr>
<td>Core BBIIB02 Financial Accounting</td>
<td>5</td>
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<tr>
<td>Compl. BBIIC02 IT for Business &amp; Management</td>
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**Semester III**

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<tr>
<th>Course Title</th>
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<tbody>
<tr>
<td>Common BBIIIA11 Basic numerical skills</td>
<td>5</td>
<td>4</td>
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<tr>
<td>Common BBIIIA12 General Informatics</td>
<td>5</td>
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<tr>
<td>Core BBIIB03 Business regulatory framework</td>
<td>5</td>
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<td>Core BBIIB04 Organizational Behavior</td>
<td>5</td>
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<tr>
<td>Compl. BBIIC03 Quantitative Techniques for Business</td>
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**Semester IV**

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<th>Course Title</th>
<th>Contact Hours</th>
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<tr>
<td>Common BBIVA13 Banking &amp; Insurance</td>
<td>5</td>
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<tr>
<td>Common BBIVA14 Entrepreneurship Development</td>
<td>5</td>
<td>4</td>
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<tr>
<td>Core BBIVB05 Marketing Management</td>
<td>5</td>
<td>4</td>
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<tr>
<td>Core BBIVB06 Financial Management</td>
<td>5</td>
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<tr>
<td>Compl. BBIVC04 Management Science</td>
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**Semester V**

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<th>Course Title</th>
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<tr>
<td>Core BBVB07 Accounting for management</td>
<td>5</td>
<td>4</td>
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<tr>
<td>Core BBVB08 Business Research methods</td>
<td>4</td>
<td>4</td>
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<tr>
<td>Core BBVB09 Emerging Trends in Management</td>
<td>3</td>
<td>4</td>
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<tr>
<td>Core BBVB10 Specialization I</td>
<td>5</td>
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<tr>
<td>Core BBVB11 Specialization II</td>
<td>5</td>
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<tr>
<td>Open. BBVD01 Open Course ( For others)</td>
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**Semester VI**

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<th>Course Title</th>
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<tr>
<td>Core BBVIB12 Operations Management</td>
<td>5</td>
<td>4</td>
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<tr>
<td>Core BBVIB13 Human Resource Management</td>
<td>5</td>
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<tr>
<td>Core BBVIB14 Specialization III</td>
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<td>Core BBVIB15 Specialization IV</td>
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Core
Project BBVI B16 Three weeks project and viva voce 5 4

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

UNIVERSITY OF CALICUT
BACHELOR OF BUSINESS ADMINISTRATION
BBIB01 MANAGEMENT CONCEPTS AND BUSINESS ETHICS
Time: 5 Hours per week Credits: 5

Course objectives:

· To understand the process of business management and its functions
3
· 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 management.

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:**
2. Sathish Modh: Ethical Management: Macmillan.

**BACHELOR OF BUSINESS ADMINISTRATION**
**BBIIB02 FINANCIAL ACCOUNTING**
**Time:** 5 Hours per week  **Credits:** 5

**Objectives:**
- To enable the students to acquire knowledge of the financial accounting principles and practices
- To equip the students with skills for recording various kinds of business transactions
- 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)

4

**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.

**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

**Module IV**

**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

(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

**BACHELOR OF BUSINESS ADMINISTRATION**
**BBIIIIB03 BUSINESS REGULATORY FRAMEWORK**
**Time: 5 Hours per week Credits: 4**
Objectives:
- To provide students with Basic Legal Concepts and the Indian Legal Environment in which Business is carried on.
- To enable the students to understand the emerging legal issues in a digital networked environment.

Module 1:
20 Hours

Module 2:
and liabilities - discharge of surety from his liabilities.
15 Hours

Module 3:
Contract of Bailment And Pledge – rights and duties of bailer and bailee – pledger and pledge – pledge by non owner – Agency – duties and liabilities of agent and principal - termination of agency.
10 Hours

Module 4:
15 Hours

Module 5:
15 Hours

Reference Books:
1. Balchandani: Business Laws
2. S.D.Geet and M.S. Patil: Business Laws
BACHELOR OF BUSINESS ADMINISTRATION
BBIIIB04 ORGANISATIONAL BEHAVIOR

Time: 5 Hours per week Credits: 4

Objectives:

- 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.

Module I
Organizational behavior—concepts, meaning, nature, scope features of OB. OB and other disciplines 10 Hours

Module 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

Module 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

Module IV
Leaderships—types—theories of leadership (Trait theory, Michigan studies and Fideler’s contingency model) modern approach to leadership theories—leadership styles. 15 Hours

Module 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

References:
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
BACHELOR OF BUSINESS ADMINISTRATION
BBIVB05 MARKETING MANAGEMENT
Time: 5 Hours per week Credits: 4
Objectives:

- To acquaint the students with the marketing principles and practices, and,
- 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. 15 Hours

Module III
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. 15 Hours

Module IV
Promotion: promotion mix; methods of promotion; advertising: functions of advertising, characteristics of effective advertisement, advertising media-types of ad media, media planning and scheduling, legal and ethical aspects of advertising; personal selling: functions of a personal selling, characteristics of a good salesman, steps in personal selling process; publicity and public relations.
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.

20 Hours

Module V
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.

15 Hours

References:

Core course
BACHELOR OF BUSINESS ADMINISTRATION
BBIVB06 FINANCIAL MANAGEMENT
Time: 5 Hours per week Credits: 4
Objectives:
• To familiarize the students with the concepts, tools and practices of financial management, and,
• 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
9
Dividend decisions—Types of dividend- dividend models—principles of dividend policy—practical aspects of dividend. 7 Hours

References:

Core course
BACHELOR OF BUSINESS ADMINISTRATION
BBV B07 ACCOUNTING FOR MANAGEMENT
Time: 5 Hours per week Credits: 4

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

Module I

Module II

**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**

10

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**

**BACHELOR OF BUSINESS ADMINISTRATION**
BBV B08 BUSINESS RESEARCH METHODS
Time: 4 Hours per week Credits: 4
Objectives:
- 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

Module II
Exploratory research – objectives – methods – experience survey – secondary data analysis – case study – pilot study by focus group interview – process of problem definition – understanding background of the problem - determination of unit of analysis – determine the relevant variables and state the research questions – hypothesis and research objectives. 10 Hours

Module III
Meaning of research design – methods of descriptive and causal research – survey – experiments – secondary data studies and observation – sampling design – simple random sampling – restricted random sampling – stratified, cluster and systematic - nonrandom sampling – convenient and judgment sampling – sampling error and non sampling error. 10 Hours

Module IV
Measurement and scaling – nominal - ordinal – interval and ratio scale – criteria for good measurement – reliability and validity – designing questionnaire – means of survey data collection – personal interview – telephonic, mail and internet. 10 Hours

Module V
A. Data processing – processing stages – editing – coding and data entry – descriptive analysis under different types of measurements – percentages frequency table – contingency table – graphs – measures of central tendency and index number – interpretation. 11
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:
1. Donald R.Cooper and Pamela S. Schindler: Business Research Methods, Latest edition,


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. Paneerselvan: Research Methodology, Prentice-Hall of India


Core course

BACHELOR OF BUSINESS ADMINISTRATION

BBVB 09 EMERGING TRENDS IN MANAGEMENT

Time: 3 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

Module I


Module II

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)

Module III

References:
1. Chopra, Meindl & Kalra, Supply Chain Management: Strategy, Planning and Operations, Pearson Education-New Delhi
2. Christopher, Logistics and supply chain Management - Pearson Education-New Delhi
3. Sople, Logistics Management- Pearson Education-New Delhi
4. Suganthi L, samuel, A Anand Total Quality Management, PHI, New Delhi
5. Besterfield, Total Quality Management, 3e revised - Pearson Education-New Delhi

Core course

BACHELOR OF BUSINESS ADMINISTRATION

BBVI B12 OPERATIONS MANAGEMENT

Time: 5 Hours per week Credits: 4

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

Module 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

Module II
Facilities planning—plant location—factors determining plant location—plant layout—process layout and product layout—materials handling—MRP—Principle equipments. 12 Hours

Module 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

Module 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

**Module 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

**References:**

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**BACHELOR OF BUSINESS ADMINISTRATION**

**BBVI B 13 HUMAN RESOURCES MANAGEMENT**

**Time:** 5 Hours per week  
**Credits:** 4

**Objectives:**

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

**Module I**

Introduction to Human Resource Management—Importance—scope and objectives of HRM. Evolution of the concept of HRM- Approaches to HRM- Personal management Vs Human Resource Management-HRM and competitive advantage- Traditional Vs Strategic human resource management. 15 Hours

**Module II**

Human resource planning, Recruitment and selection—Job analysis—process of job analysis-job discretion- job specification—methods of job analysis— Conventional Vs strategic planning—job evaluation—Recruitment—source of recruitment-methods. 15 Hours

**Module III**

Placement, Induction and Internal mobility of human resource. Training of employees—need for training-objectives- approaches --methods-training environment- areas of training- Training evaluation. 12 Hours

**Module 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. 10 Hours

Module V
Compensation management and grievance redressel. Compensation planning objectives- Wage systems- factors influencing wage system-. Grievance redressel procedure-
disciplineapproaches-
punishment-essentials of a good discipline system. Labor participation in
management. 20 Hours

References:
2. Human Resource Management—Snell, Bohlander

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Finance specialization

BACHELOR OF BUSINESS ADMINISTRATION
BBV B10 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.

Module I
Indian financial system – an overview. Money market – call money market – commercial paper
market – commercial bill market – certificates of deposits – treasury bill market – gilt edged
securities market. Capital market – an overview - capital market instruments - capital market
reforms –primary markets – methods of raising funds from primary market- public issue –
emerging trends

Module 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

Module III
Merchant banking – historical perceptive – nature of services provided by Merchant bankers –
structure of merchant banking firm – setting up and managing a merchant bank – SEBI
regulations on merchant banks – under writing – stock broking – depositories – tax planning
services – port folio management services – factoring services and practices – card business –
credit cards and debit cards.

Module IV
Credit rating: approaches and process of rating – credit rating agencies – CRISIL and ICRA,
CARE ratings for financial instruments – methodology of rating. Leasing: concepts and classification of leasing – present legislative frame work of leasing

**Module 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**

**BACHELOR OF BUSINESS ADMINISTRATION**

**BBV B11 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.

**Module 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

**Module II**

Capital market - meaning, structure and functions - capital market instruments - shares, debentures and bonds.- stock exchanges- role and functions - NSE , BSE - trading mechanism - online trading - script less trading and depositary system – SEBI- role and functions.

20 Hours

**Module III**

Mutual funds- meaning and definition- Concept of open end and close ended fund - equity, index, diversified, large cap, mid cap funds, sector fund - Benefits and limitations of MF investment - Roll and objectives of AMFI
Module IV
Introductions to Exchange Traded Funds – salient features – Market making by Authorised Participants – Creation Units – Portfolio deposit and cash components - Mutual Fund Vs ETFs – Relative Advantages.

Module 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
BACHELOR OF BUSINESS ADMINISTRATION
BBVI B14 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

Module 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.

Module II

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

Module IV

Module 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. 15 Hours

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.

References:
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.

Finance Specialization
BACHELOR OF BUSINESS ADMINISTRATION
BBVI B15 WORKING CAPITAL MANAGEMENT
Time: 5 Hours per week Credits: 4

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

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

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

Module 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, Beranetk 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.

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

Module 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.

References:

Marketing specialization
BACHELOR OF BUSINESS ADMINISTRATION
BBV B10 SERVICES MANAGEMENT
Time: 5 Hours per week Credits: 4
Objectives :
• To familiarize the students with role of different prominent services in India and prepare them with basic skills to manage.

Module I
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. (10 hours)

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

Module III
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. (15 hours)
Module IV
Banking and insurance management – Banking -concept- services; traditional and new generation – universal banking- bank assurance- offshore banking- banking- retail banking- A brief insight into the current Indian banking scenario; emerging issues in Indian banking;
(15 hours)

Module V
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. (7 hours)

Module VI
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); (15 hours)

References:
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 , Elements of banking and insurance PHI learning Pvt Ltd. New Delhi.
8) Sreenivasan – Service marketing PHI learning Pvt. Ltd.

Marketing specialization
BACHELOR OF BUSINESS ADMINISTRATION
BBV B11 E- COMMERCE
Time: 5 Hours per week Credits: 4

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

Module I
Module II

**Business models of E – Commerce:** Business to Business – Business to customers – customers to customers - Business to Government – Business to employee – E – Commerce strategy – Influencing factors of successful E- Commerce. (10 hours)

Module III

**Marketing strategies & E – Commerce:** Website – components of website – Concept & Designing website for E- Commerce – Corporate Website – Portal – Search Engine – Internet Advertising – Emergence of the internet as a competitive advertising media- Models of internet advertising – Weakness in Internet advertising – Mobile Commerce. (15 hours)

Module IV

**Electronic Payment system:** Introduction – Online payment systems – prepaid and postpaid payment systems – e- cash, e- cheque, Smart Card, Credit Card, Debit Card, Electronic purse 19 – Security issues on electronic payment system – Solutions to security issues – Biometrics – Types of biometrics. (15 hours)

Module V


References:

Marketing specialization

BACHELOR OF BUSINESS ADMINISTRATION

BBVI B14 CONSUMER BEHAVIOR

Time: 4 Hours per week Credits: 4

Objectives:
To understand the basics of consumer decision-making processes, and,
To understand the information needs for helping the consumer in decision making.

**Module 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.

**Module II**
Consumer involvement and decision-making; Consumer decision-making process; Information search process; Evaluative criteria and decision rules.

**Module 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

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

**Module 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;

**References:**

**Marketing specialization**
**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.

**Module 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. 15 Hours

**Module 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. 15 Hours

**Module 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. 10 hours

**Module IV**
Product assortment decision—merchandise forecasting—buying and handling merchandise—inventory management—pricing, labeling and packaging. 15 hours

**Module 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.

**References:**
21
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**
**BACHELOR OF BUSINESS ADMINISTRATION**
**BBV B10 HUMAN RESOURCES PLANNING AND DEVELOPMENT**
**Time: 5 Hours per week Credits: 4**

**Objectives:**
- To give the students a deep understanding of process of HR planning, and
- To familiarize them with the methods for HR development.

**Module 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 manpower 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

Module 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

Module III
Performance management: Performance planning; Potentials appraisal and career development; Tools for measuring performance. 15 Hours

Module IV
HRD climate; work culture; Quality of work life(QWL) and management of change; TQM and HRD strategies; HRD in strategic organization; 10 Hours

Module V
HR Information systems; HR Valuation and accounting; HR Audit; Culture Audit; Career assessment; Models. 8 Hours

References:

22
HRM specialization
BACHELOR OF BUSINESS ADMINISTRATION
BBV B11 PERFORMANCE MANAGEMENT
Time: 5 Hours per week Credits: 4

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

References:
1. White, Alasdair: Performance Management

HRM specialization
BACHELOR OF BUSINESS ADMINISTRATION
BBVIB14 INDUSTRIAL RELATIONS
Time: 5 Hours per week Credits: 4
Objectives:
23
• 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.

References:
4. Ramaswamy , E.A, The Rayon Spinners The Strategic Management of Industrial Relations,

HRM specialization

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

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.

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

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

Module IV

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

References:

Complementary Course
BACHELOR OF BUSINESS ADMINISTRATION
BBIVC01 MANAGERIAL ECONOMICS
Time: 5 Hours per week Credits: 4
Objectives:
- To enable the students to understand the micro and macroeconomic concepts relevant for business decisions
- 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. 15 Hours

**Module V**


**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 use of IT for business and management
2. To make them proficient in using computer for routine tasks like data retrieval, data analysis, accounting and report generation.
Module I
26
Introduction to IT: meaning and nature-importance-applications in business and management
office automation – objectives – office automation technologies –office equipments- virtual office-office communication methods: tele, audio and video conferencing and tele-presence system. 10 Hours
Module II
Microsoft Office – components- Word processing - characteristics of word processing - MS Word for word processing – creating, formatting and printing documents in MS Word – inserting objects from other MS applications – mail merge- Microsoft PowerPoint – creating presentations in PowerPoint- applying templates – recording narration – presenting animation – inserting hyperlink – inserting slide number, date and time – inserting picture into slide – slide transition – running slide show. 15 Hours
Module III
Spreadsheet-features-advantages-packages-Ms Excel: creating, formatting and printing worksheets- functions in Excel- mathematical: SUM, PRODUCT, SQRT, ROMAN and ROUNDstatistical: AVERAGE, MEDIAN, MODE, STDEV, CORREL and FORECAST, Financial: DB, SLN, SYD, PMT, NPER, and IPMT- Database: DMAX, DMIN, DAVERAGE, DCOUNT and DSUM- goal seek-scenario management. 15 Hours
Module IV
Module V
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. 15 Hours
(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
BACHELOR OF BUSINESS ADMINISTRATION
BBII1C03 QUANTITATIVE TECHNIQUE FOR BUSINESS MANAGEMENT
Time: 5 Hours per week Credits: 4
Objectives:
• To familiarize the student with the use of quantitative techniques in managerial decision making.

Module I
Quantitative techniques—introduction—meaning and definition— classification of QT, QT and other disciplines—application of QT in business— limitations 5 Hours

Module II
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

Module 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

Module IV
Statistical inference—testing of hypothesis—procedure—error in testing— two tail test and one tail test—non parametric tests - Chi-Square test only - 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

Module V

28

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

Complementary course
BACHELOR OF BUSINESS ADMINISTRATION
BBIV C04 MANAGEMENT SCIENCE
Time: 5 Hours per week Credits: 4

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.

Module I


Module II

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)

Module III


Module IV

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, & Hurwicz 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)

Module V

Transportation Model: Structure of Transportation problem – solution for Transportation problem – North West Corner Method (NWCM) – Least Cost Method (LCM) – Vogl’s Approximation method (VOM) (Simple problems only). (10 hours)

References:
1) Operation research Techniques for management – V.K Kapoor, Sultan Chand & Sons

Open course

BACHELOR OF BUSINESS ADMINISTRATION

BBV D1 E-COMMERCE

Time: 3 Hours per week Credits: 2

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

Module I


Module II


Module III


References:

Open course
BACHELOR OF BUSINESS ADMINISTRATION
BBV D1 HOSPITALITY MANAGEMENT
Time: 3 Hours per week Credits: 2
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.

Module 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

Module 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

Module 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 framework—housekeeping, F&B production and service 15 Hours

References:
Objectives:

☐ To enable the students to acquire knowledge about basics of Banking and Insurance.

☐ To familiarise the students with the modern trends in banking.

Module I

15 Hours

Module II

15 Hours

Module III

15 Hours

Module IV
Introduction to Insurance: Concept - Need of insurance - Insurance as a social security tool - Insurance and economic development - Principles of insurance - various kinds of insurance – Life and general insurance (Fire, Marine, Medical, Personal Accident, Property and Motor Vehicle Insurance) – Features – Life insurance Vs General insurance.

15 Hours

Module V
Life Insurance: Law relating to life insurance - General principles of life insurance contract - Proposal and policy - Assignment and nomination - Title and claims - General Insurance: Law relating to general insurance - IRDA - Powers and functions - Insurance business in India.

15 Hours

Reference Books:
5. Pannandikar & Mithami': Banking in India.
12. G. Krishnaswamy: Principles & Practice of Life Insurance

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