

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.

- Read :
1. U.O.GAI/J1/3601/08(Vol II) dt.19.06.2009.
 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.

ORDER

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

UNIVERSITY OF CALICUT
REGULATIONS GOVERNING BACHELOR OF BUSINESS
ADMINISTRATION UNDER CUCCSSUG 2009

- 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 in to 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

Course	Title	Contact hours	Credits
Common	BBIA01 Communication Skills in English	5	3
Common	BBIA02 Critical reasoning, writing and presentation	5	3
Common	BBIA06 History and philosophy of science	5	4
Core	BBIB01 Management Concepts and Business Ethics	5	4
Compl.	BBIC01 Managerial Economics	5	4

Semester I I

Course	Title	Contact hours	Credits
Common	BBIIA04 Readings on Indian constitution, Secularism and Sustainable Environment	5	4
Common	BBIIA05 Literature and contemporary issues	5	4
Common	BBIIA10 Culture and Civilisation	5	4
Core	BBIIB02 Financial Accounting	5	4
Compl.	BBIIC02 IT for Business & Management	5	4

Semester III

Course	Title	Contact hours	Credits
Common	BBIIIA11 Basics of Business & Management	5	4
Common	BBIIIA12 General Informatics	5	4
Core	BBIIIB03 Business regulatory frame work	5	4
Core	BBIIIB04 Organizational Behavior	5	4
Compl.	BBIIIC03 Quantitative Techniques for Business	5	4

Semester IV

Course	Title	Contact hours	Credits
Common	BBIVA13 Basic numerical skills	5	4
Common	BBIVA14 Entrepreneurship Development	5	4
Core	BBIVB05 Marketing Management	5	4
Core	BBIVB06 Financial Management	5	4
Compl.	BBIVC04 Management Science	5	4

Semester V

Course	Title	Contact hours	Credits
Core	BBVB07 Accounting for management	5	4
Core	BBVB08 Business Research methods	5	4
Core	BBVB09 Operations management	5	4
Core	BBVB10 Emerging Trends in Management	2	2
Core	BBVB11 Human Resource Management	5	4
Open.	BBVD01 Open Course (For others)	3	4

Semester VI

Course	Title	Contact hours	Credits
Core	BBVIB12 Specialization	5	4
Core	BBVIB13 Specialization	5	4
Core	BB VI B14 Specialization	5	4
Core	BBVIB15 Specialization	5	4
Core Project	BB VI 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

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

Time: 5 Hours per week

Credits:4

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 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:

1. Boatright, John R: Ethics and the Conduct of Business, Pearson Education, New Delhi 2005.
2. Sathish Modh: Ethical Management: Macmillan.
- 3 Koontz, H and Wehrick, H: Management, McGraw Hill Inc, New York, 1995.
- 4 Drucker, Peter, F: Management: Tasks, Responsibilities and Practices, Allied Publishers, New Delhi 2004.
5. Principles of management By L.N Prasad.
6. Management Process by R.S Davar

UNIVERSITY OF CALICUT
BACHELOR OF BUSINESS ADMINISTRATION
BBIB02 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

Departmental Accounts - Meaning – Objects – Advantages - Accounting procedure – Allocation of expenses and incomes – Interdepartmental transfers – Provision for unrealized profit - Branch Accounts - Features – Objects- Types of branches – Dependent branches – Account Systems –Stock and Debtors System –Independent branch – Features – Preparation of consolidated Profit and Loss Account and Balance Sheet

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
2. Shukla, M.C., T.S. Grewal and S.C.Gupta: Advanced Accounts S.Chand&Co., New Delhi.
3. Naseem Ahmed, Nawab Ali Khan and M.L.Gupta: Fundamentals of Financial Accounting, Ane Books Pvt. Ltd., New Delhi.
4. Grewal and Gupta: Advanced Accounting
5. Dr. Goyal V.K., Financial Accounting, Excel Books, New Delhi.
6. Radhaswamy and R.L. Gupta: Advanced Accounting, Sultan Chand & Sons, New Delhi
7. R.K.Malhotra: Financial Management in Hotels and Restaurant Industry, Anmol Publishers
8. S.Kr. Paul: Advanced Accounting,
9. P.C. Tulasian: Introduction to Accounting, Pearson Education
10. Jain & Narang: Financial Accounting
11. Ashok Sehgal and Deepak Sehgal: *Advanced Accounting, Volume I*, Taxmann, New Delhi.

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

Indian Contract Act,1872 – Contract- Nature and classification of contracts-offer and acceptance-consideration- capacity of parties-free consent- coercion- undue influence – misrepresentation- fraud- mistake- void agreements- discharge of contract- breach of contract and remedies-contingent contracts-quasi-contracts

25 Hours

Module II

Special contracts-Contract of Indemnity- meaning – nature- right of indemnity holder and indemnifier – Contract of Guarantee-meaning – nature and features- surety and co-surety – rights and liabilities- discharge of surety from his liability – Contract of Bailment and Pledge- rights and duties of bailer and bailee, pledger and pledgee-pledge by non owners- Agency- creation of agency – duties and liabilities of agent and principal-termination of agency.

12 Hours

Module III

Sale of Goods Act, 1930-Contract for sale of goods-Meaning – essentials of a contract of sale – Conditions and Warranties- caveat emptor-sale by non owners- rules as to delivery of goods- auction sale -rights of unpaid seller

08 Hours

Module IV

The Consumer Protection Act,1986 – Definition – consumer – complainant – goods – service – complaint – unfair trade practices – restrictive trade practices – rights and remedies for consumers - consumer protection council – consumer disputes redressal agencies.

10 Hours

Module V

The Information Technology Act, 2000 – Digital signature – digital signature certificate – electronic records and governance - certifying authorities – cyber crimes – offences and penalties under IT Act,2000.

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
9. Government of India: Information Technology Act, 2000

UNIVERSITY OF CALICUT
BACHELOR OF BUSINESS ADMINISTRATION
BBIIB04 ORGANISATIONAL BEHAVIOR

Time: 5 Hours per week

Credits: 4

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

15

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.

25 Hours

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.

12 Hours

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.

10 Hours

Books:

1. Kotler, Philip: Marketing Management; Prentice Hall, New Jersey.
2. Condiff E.W. and Still, R.R., Basic Marketing Concepts, Decisions and Strategy; Prentice Hal of India, New Delhi.
3. Stanton W.J., Etzel Michael J and Walter Bruce J; Fundamentals of Marketing; McGraw Hill, New York.
4. Rorsiter Johan R, Percy Larry: Advertising and Promotion Management ; McGraw Hill, New York
5. Aaker, David and Myers Johan G, et. al,: Advertising Management; Prentice Hall of India; New Delhi.

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:

1. Battacharya, Hrishikas: Working Capital Management: Strategies and Techniques; Prentice Hall of India, New Delhi.
2. Chandra, Prasanna: Financial Management; Tata McGraw Hill, Delhi.
3. Pandey, I.M.: Financial Management, Prentice Hall of India, New Delhi.
4. Khan M.Y. and Jain P.k.: Financial Management; Tata McGraw Hill, Delhi.
5. Vanhorne, J.C.: Financial Management and Policy; Prentice Hall of India, New Delhi.
6. Ravi M kishore: Fundamentals of Financial Management (Tax man)

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

Management Accounting –Nature and Scope – Difference between Cost Accounting, Financial Accounting and Management accounting – Recent Trends in Management Reporting.

05 Hours

Module II

Analysis and Interpretation of financial Statement: - Meaning- Types and Methods of Financial Analysis – Comparative statements – Trend Analysis – Common size statements (a general discussion only). Ratio Analysis: - Meaning –Nature – uses and limitations of Ratios –liquidity, profitability, Turnover ,Solvency, Leverage, Market test ratios – Constructions of Financial Statements from ratios –Judgment of financial stability through ratios –(Stress to be given to problem solving and interpretation skills)

25 Hours

Module III

Fund Flow and Cash Flow Analysis:

- a. Fund Flow Statements : Meaning and concept of fund – Current and Non- Current Accounts – Flow of Fund –Preparation of Fund flow statements – uses and significance
- 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
9. Foster: Financial Statement Analysis, Pearson Education.
10. PN Reddy & Appanaiah: Essentials of 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

Business research – meaning and definition – features of business research – theory building- induction and deduction theory – concept – operational definition – variable – proposition – hypothesis – types of business research – basic and applied, exploratory, descriptive and causal – phases of business research.

10 Hours

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.
- 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, Irwin McGRAW-HILL International Editions, New Delhi.
2. John Adams, Hafiz T.A. khan Robert Raeside, David white: Research Methods for graduate business and social science students, Response Books, New Delhi – 110044.
3. Neresh K. Malhotra: Marketing research, latest edition, Pearson Education.
4. William G. Zikmund, Business research methods, Thomson
5. Wilkinson T.S. and Bhandarkar P.L.: Methodology and Techniques of social research, Himalaya.
6. S N Murthy & U Bhojanna: Business Research Methods, Excel Books, New Delhi.
7. Jan Brace: Questionnaire design. Kogan Page India
8. Michael V.P., Research Methodology in Management, Himalaya.
9. Dipak kumar Bhattacharyya, Research Methodology, Excel Books, New Delhi.
10. R. Paneerselvan: Research Methodology, Prentice-Hall of India
11. Ajai S Gaur & Sanjaya S Gaur: Statistical Methods for Practice & Research, Response Books, New Delhi.
12. Kultar Singh: Quantitative Social Research Methods, Response Books, New Delhi.

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

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

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:

1. Russell, Roberta S, and Bernard W.Taylor III, Operations Management, Pearson Education, New Delhi 2004.
2. Chase :Operations Management for Competitive Advantage, Tata McGraw Hill, New Delhi.
3. Buffa, E.S., 'Modern Production Management', New York, John Wiley, 1987.
4. Adam, E.E. and Ebert, R.J., 'Production and Operations Management' Prentice Hall of India, New Delhi 1995.
5. Chary, S.,N., Production and Operations Management', Tata McGraw Hill, New Delhi 1989

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

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

UNIT 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

UNIT 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

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.

10 Hours

UNIT V

Compensation management and grievance redressal. Compensation planning-objectives-Wage systems- factors influencing wage system-. Grievance redressal procedure- discipline- approaches- punishment-essentials of a good discipline system. Labor participation in management.

20 Hours

References:

Human Resource Management- Text and Cases-- VSP Rao

Human Resource Management—Snell, Bohlander

Personal Management and Human Resources—Venkata Ratnam .Srivasthava.

A Hand Book of Personnel Management Practice—Dale Yolder.

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

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.

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

Merchant banking – historical perspective – 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.

UNIT 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 .

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
- 4 Julia Holyoake, William Weipers: Insurance 4th edition
- 5 M.Y.Khan: Financial Services
- 6 Sriam. K: Hand book of leasing, Hire purchase and Factoring.
- 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 depository 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:

1. Donald E. Fisher and Ronald J. Jordan, “Securities Analysis and Portfolio Management”, Prentice Hall, New Delhi.
2. S. Kevin: Security analysis and portfolio Managemnt
3. Sourain, Harry, “Investment Management”, Prentice Hall of India.
4. Francis and Archer, “Portfolio Management ”, Prentice Hall of India.
5. Gupta L.C.: Stock Exchange Trading in India; Society for Capital Market Research and Development, Delhi.
6. Machi Raju, H.R.: Working of Stock Exchanges in India, Wiley Eastern Ltd, New Delhi.

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

UNIT II Computation of income under different heads: Salaries – Allowances – Perquisites – Profit in lieu of salary – Gratuity – Pension - Income from house property: Annual Value of House property – Computation under different circumstances – Deduction from annual value.

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

UNIT IV Capital gains: Definition of Capital Assets – Long term and Short term – Transfers – Cost of acquisition – Cost of improvement – Exempted Capital gains. Income from other sources: Definition - Computation – Grossing up – Deductions and other relevant provisions.

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.
3. Bhagwathi Prasad : Direct Taxes – Law and Practice, Wishwa Prakashana.
4. Dr. Mehrotra and Dr. Goyal : Direct Taxes – Law and Practice, Sahitya Bhavan Publication.
5. Dinakar Pagare : Law and Practice of Income Tax, Sultan Chand and sons.
6. Gaur & Narang : Income Tax.

Finance Specialization

UNIVERSITY OF CALICUT BACHELOR OF BUSINESS ADMINISTRATION BBVIB15 Working Capital Management

Time: 5 Hours per week

Credits: 4

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:

1. Bhalla, V.K.: Working Capital Management: Text and Cases, Anmol, Delhi 2001.
2. Chandra, Prasanna: Financial Management, Tata McGraw Hill, New Delhi 2005.
3. Scherr, F.C.: Modern Working Capital Management, Prentice Hall, 1989.
4. Hampton, J.J. and C.L.Wagner: Working Capital Management, John Wiley & Sons, 1989.

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:

- 1) Rampal. M.K & Gupta S. L , Service marketing , Galgotia Publishing, NewDelhi.
- 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.

UNIT I – Introduction to E- commerce : Meaning and concept – E- commerce v/s Traditional Commerce- E- Business & E- Commerce – History of E- Commerce – EDI – Importance , features & benefits of E- Commerce – Impacts, Challenges & Limitations of E- Commerce – Supply chain management & E – Commerce – E – Commerce infrastructure.

(15 hours)

UNIT 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)

UNIT 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 – Security issues on electronic payment system – Solutions to security issues – Biometrics – Types of biometrics.

(15 hours)

Module V – Legal and ethical issues in E- Commerce : Security issues in E- Commerce- Regulatory frame work of E- commerce, Cyber Laws – Information Technology Act 2000 – Digital signature – digital certificate – encryption – decryption – Public key & private key.

(10 hours)

Books:

1. Turban, Efraim, David King et. el.: Electronic Commerce: A Managerial Perspective, Pearson Education Asia, Delhi 2002.
2. Kalakota, Ravi: Frontiers of Electronic Commerce, Addison - Wesley, Delhi 1999.
3. Rayport, Jeffrey F and Jaworksi, Bernard J: Introduction to E-Commerce, Tata McGraw Hill, New Delhi 2003.
4. Smantha Shurety,: E-Business with Net Commerce, Addison - Wesley, Singapore 2001.
5. Rich, Jason R: Starting an E-Commerce Business, IDG Books, Delhi 2000.

6. Laudon, Kenneth C and Carol Guercio Traver : E-Commerce business. Technology. Society, Pearson Education, Delhi 2005.
7. Stamper David A, and Thomas L.Case: Business Data Communications, Pearson Education, New Delhi 2005.
8. Willam Stallings: Business Data Communications, Pearson Education, New Delhi 2004.

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 life-style; 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:

1. Hawkins, Best and Coney: Consumer Behaviour, Tata McGraw Hill, New Delhi 2004.
2. Schiffman, L.G. and Kanuk, L.L.: Consumer Behaviour, Prentice Hall of India, New Delhi 1994.
3. Laudon, David L and Bitta Albert J Della: Consumer Behaviour, Tata McGraw Hill, New Delhi 2005.
4. Mowen, John C: Consumer Behaviour, Macmillan, New York 1993.
5. Assael, H: Consumer Behaviour and Marketing Action, South Western, Ohio 1995.

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.

15 Hours

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.

15 Hours

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.

10 hours

UNIT IV

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

15 hours

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

Credits: 4

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:

1. Bernardin, John H: Human Resource Management, Tata McGraw Hill, New Delhi 2004.
2. Arthur M, Career Theory Handbook, Prentice Hall Inc, Englewood Cliff, 1991.
3. Belkaoui, A.R. and Belkaoui ,JM, Human Resource Valuation: A Guide to Strategies and Techniques, Quarum Books, Greenwood, 1995.
4. Dale, B, Total Quality and Human Resources: An Executive Guide, Blackwell, Oxford, 1992.
5. Greenhaus, J.H., Career Management, Dryden, New York, 1987.
6. Mabey, C and Salama, G., Strategic Human Resource Management, Blackwell, Oxford, 1995.

HRM specialization

**UNIVERSITY OF CALICUT
BACHELOR OF BUSINESS ADMINISTRATION
BBVI B13 PERFORMANCE MANAGEMENT**

Time: 5 Hours per week

Credits: 4

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:

7. Niland J.R. et al, The Future of Industrial Relations, Sage Publications, New Delhi 1994.
8. Mamkootam, K, Trade Unionism–Myth and Reality, Oxford University Press, New Delhi 1982.
9. Papola T.S.and Rodgers,G, Labor Institutions and Economic Development in India, ILO, Geneva, 1992.
10. Ramaswamy , E.A, The Rayon Spinners The Strategic Management of Industrial Relations, Oxford University Press, New Delhi 1994.
11. Virmani, B.R., Participative Management vs Collective Bargaining, Vision Books, New Delhi,1988.

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

Technical training – training for TQM – attitudinal training – training for management change – training for productivity – training for creativity and problem solving – training for leadership and training for trainers. Training communication- Training evaluation – evaluation methods – cost benefit analysis.

UNIT V

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

Books:

12. Buckley R and Caple, Jim, The Theory and Practice of Training, Kogen & Page, 1995.
 13. Lynton R Pareek, U, Training for Development, Vistaar, New Delhi 1990.
 14. Peppar, Allan D, Managing the Training and Development Function, Gower, Aldershot, 1984.
 15. Reid, M.A., et el., Training Interventions: Managing Employee Development, IPM, London, 1992.
 16. Senge, P, The Fifth Discipline: The Art and Practice of Learning Organization, Century, London 1992.
- 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.

B. Macro Economics and Business decisions: Phases of Business cycle - Evil effects of cyclical fluctuations on business firms - Minimising effects of Business cycles.

Economic Forecasting for business: Economic and Business forecasting - uses of economic forecasts - Methods of economic forecasting - selecting a forecast - evaluating forecasts.

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
6. K K Dewett : Economnic 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
10. Dr. P.N. Reddy and H.R. Appanaiah : Essentials of Business Economics
11. Barry Keating and J. Holton Wilson: 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

Office automation – objectives – office automation technology – office equipment – document generation – dictation systems, electronic typewriters – document distribution – copier, telex, facsimile and personal computers – workstations - printers and storage technologies- computer networks - LAN, WAN, Virtual Private Networks, ISDN, email, message systems, computer conferencing, information retrieval systems- Desktop publishing.

Module II

Microsoft Office - 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 - merge printing documents- MS Excel for spread sheet applications – creating, formatting and printing worksheets- - functions in Excel- goal seek, scenario management – financial functions – PMT, NPV, IRR, IPMT, ISPMT- statistical functions- AVERAGE, MEDIAN , AVEDEV, CORREL, INTERCEPT, MAX, MIN- database in spreadsheet-DMAX, DMIN, DAVERAGE, DCOUNT- graphics in Excel –creating, formatting and printing graphs- 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.

Module III

Database system– characteristics of database system- database management system- components – relational database system - popular relational database packages and their features: MS Access, MS SQL Server, and Oracle - Database administrator – functions of database administrator – database security – access rights and access control - login and passwords – physical security measures – backing up database for security - Microsoft Access – creation of database in MS Access – designing and running queries in Access : append query, update query, delete query, crosstab query- report generation in MS Access – creating report in design view - creating report using Wizard —formatting and printing of report.

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

Computerised accounting – Tally – company creation (without inventory)- account classification – types of vouchers- voucher entry – financial statements and report generation- cashflow statement, fundsflow statement, ratio analysis-.

(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:

1. Management Information Systems, Kenneth C. Laudon and Jane P. Laudon, Pearson Education, New Delhi, 2002.
2. Using Microsoft Office, Ed Bott and Woody Leonhard, Prentice Hall of India, New Delhi 1999.
3. Implementing Tally 6.3, A.K.Nadhani and K.K.Nadhani, BPB Publications, New Delhi 2001.
4. Fundamental of Database Systems, Elmasri and Navathe, Addison Wesley, New Delhi.

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, Wilcoxon 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.

Unit 1 – Operations Research: Concept -- Meaning and Definition – Development of OR – Characteristics of OR – Scope & Objectives of OR – Phases of OR – Techniques of OR – Or and Modern Business Management.

(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)

Unit 3 – Network Analysis – Meaning and Objectives – Network Techniques – Managerial applications of Network Techniques – PERT & CPM – Network diagram – activity – Event – Dummy Activity – Construction of Network diagram – Numbering of events – Activity & Event times – Float & Slack – Steps in the application of CPM – Critical activity – Finding of critical path & Estimated Duration – Time estimates in PERT – Steps involved in PERT calculations – Difference between PERT & CPM (only simple problems are expected – Crashing of activity timing not expected)

(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)

Module – 5 – 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)

Reference :

- 1) Operation research Techniques for management – V.K Kapoor,Sulthan Chand & Sons
- 2) Operations Research an Introduction – Taha, Prentice hall.
- 3) Operations Research Theory and Application – J.K. Sharma.
- 4) Operations Research Problems and solutions – J.K. Sharma (Macmillan)
- 5) Operations Research – Paneersevam – (Prentice hall of India).

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.

UNIT I – Introduction to E- commerce : Meaning and concept – E- commerce v/s Traditional Commerce- E- Business & E- Commerce – History of E- Commerce – EDI – Importance , features & benefits of E- Commerce – Impacts, Challenges & Limitations of E- Commerce – Supply chain management & E – Commerce – E – Commerce infrastructure.

(15 hours)

UNIT 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)

UNIT III – Electronic Payment system : Introduction – Online payment systems – prepaid and postpaid payment systems – e- cash, e- cheque, Smart Card, Credit Card , Debit Card, Electronic purse – Security issues on electronic payment system – Solutions to security issues – Biometrics – Types of biometrics. Legal and ethical issues in E- Commerce : Security issues in E- Commerce- Regulatory frame work of E- commerce,

(25 hours)

Books:

1. Turban, Efraim, David King et. el.: Electronic Commerce: A Managerial Perspective, Pearson Education Asia, Delhi 2002.
2. Kalakota, Ravi: Frontiers of Electronic Commerce, Addison - Wesley, Delhi 1999.
3. Rayport, Jeffrey F and Jaworksi, Bernard J: Introduction to E-Commerce, Tata McGraw Hill, New Delhi 2003.
4. Smantha Shurety,: E-Business with Net Commerce, Addison - Wesley, Singapore 2001.
5. Rich, Jason R: Starting an E-Commerce Business, IDG Books, Delhi 2000.
6. Laudon, Kenneth C and Carol Guercio Traver : E-Commerce business. Technology. Society, Pearson Education, Delhi 2005.
7. Stamper David A, and Thomas L.Case: Business Data Communications, Pearson Education, New Delhi 2005.
8. Willam Stallings: Business Data Communications, Pearson Education, New Delhi 2004.

Open course

**UNIVERSITY OF CALICUT
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.

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--frond 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 frond office operation By Sue Baker and others