

## **FACULTY OF MANAGEMENT STUDIES**

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

**(To be introduced from 2014 admission onwards)**

The Scheme and Syllabus of the Career related First Degree programme in Business Administration is subject to the modified regulations as per university order No.Ac.A V/1/UG.Sem/2010 dated 28.09.2013.

#### **Eligibility for Admission**

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

#### **Duration**

The duration of the BBA programme of study is three academic years with six semesters. The duration of each semester shall be five months inclusive of the days of examinations. There shall be at least 90 working days in a semester and a minimum 450 hours of instructions in a semester. Odd semester (June - October) commences in June and Even Semester (Nov - March) commences in November every year. There will be, to an extent possible, five days semester break in between odd and even semesters.

#### **Registration**

Each student shall register for the courses in the prescribed registration form in consultation with the Faculty Advisor within two weeks from the commencement of each semester.

#### **Programme structure**

The BBA programme shall include 33 courses, including two language courses and one project:-

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

The students secure the credit assigned to a course on successful completion of the course. The students shall be required to earn a minimum of 120 credits for the award of the degree. The minimum credits required for different courses are given below:

<b>Courses</b>	<b>Credits</b>
Language Courses	4
Foundation Courses	6
Core Courses	80
Complementary Courses	6
Open Course	4
Elective Courses	16
Project	4
<b>Total</b>	<b>120</b>

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

SEM No.	Name of Courses with code No	Lecture Hours Per Week	Credits	Uty Exam Hours	Evaluation Marks	
					CE	ESE (Uty Exam)
I	Language- EN 1111.4 English I	3	2	3	20	80
	Foundation :BM1121Environmental Studies	4	3	3	20	80
	Core: BM 1141 Fundamentals of Management	5	4	3	20	80
	Core: BM 1142 Principles of Business Decision	4	4	3	20	80
	Core- BM 1143 Financial Accounting	5	4	3	20	80
	Complimentary - BM 1131 Business Statistics	4	3	3	20	80
	<b>Total Credits - 20</b>					
II	Language- EN 1211.4 English II	3	2	3	20	80
	Foundation:BM 1221E-Commerce & Cyber Laws	4	3	3	20	80
	Core: BM 1241 Marketing Management	4	4	3	20	80
	Core: BM 1242 Human Resource Management	5	4	3	20	80
	Core: BM 1243 Financial Management	5	4	3	20	80
	Compl.:BM 1231Business Regulatory Frame Work	4	3	3	20	80
	<b>Total Credits - 20</b>					
III	Core: BM 1341 Business Environment and Policy	5	4	3	20	80
	Core: BM 1342 Corporate Regulations	5	4	3	20	80
	Core: BM1343 Cost and Management Accounting	5	4	3	20	80
	Core: BM 1344 Services Marketing	5	4	3	20	80
	Elective Course I: BM 1361.1/2/3/4	5	4	3	20	80
<b>Total Credits - 20</b>						
IV	Core: BM 1441 Entrepreneurship Development	5	4	3	20	80
	Core: BM1442Busi.Ethics&CorporateGovernance	5	4	3	20	80
	Core: BM 1443 Investment Management	5	4	3	20	80
	Core: BM 1444 Skill Enhancement and Employability Orientation	5	4	3	20	80
	Elective Course II: BM 1461.1/2/3/4	5	4	3	20	80
<b>Total Credits - 20</b>						
V	Core: BM 1541 Qunti.Techniqu.for Management	5	4	3	20	80
	Core: BM1542 Research Methodology	5	4	3	20	80
	Core: BM 1543 Operation Management	5	4	3	20	80
	Core: BM 1544 Project	2				
	Open:BM 1551.1/2/3/4(Course - other Faculty)	3	2	3	20	80
	Elective Course III: BM 1561.1/2/3/4	5	4	3	20	80
<b>Total Credits - 18</b>						
VI	Core: BM 1641 Management Information System	5	4	3	20	80
	Core: BM 1642 International Business	5	4	3	20	80
	Core: BM 1643 Strategic Management	5	4	3	20	80
	Core: BM 1644 Project Work and Viva Voce	2	4			100
	Elective:BM 1661.5/6/7 (Course - own Faculty)	3	2	3	20	80
	Elective Course IV : BM 1661.1/2/3/4	5	4	3	20	80
<b>Total Credits - 22</b>						
	<b>Grant Total 120</b>					

## ELECTIVE STREAMS

### STREAM I. HUMAN RESOURCE MANAGEMENT

SEMESTER	COURSE CODE	COURSE TITLE
III	BM 1361.1	Labour Laws and Industrial Relations
IV	BM 1461.1	Organisation Culture and Human Resource Development
V	BM 1561.1	Organisational Behaviour
VI	BM 1661.1	Performance Management

### STREAM II. MARKETING MANAGEMENT

SEMESTER	COURSE CODE	COURSE TITLE
III	BM 1361.2	Consumer Behaviour
IV	BM 1461.2	Advertising and Sales Promotion
V	BM 1561.2	Customer Relationship Management
VI	BM 1661.2	Retail Management

### STREAM III. FINANCE

SEMESTER	COURSE CODE	COURSE TITLE
III	BM 1361.3	Income Tax Law and Practice
IV	BM 1461.3	Indirect Taxes
V	BM 1561.3	Banking Law and Practice
VI	BM 1661.3	Financial Services

### STREAM IV. TOURISM MANAGEMENT

SEMESTER	COURSE CODE	COURSE TITLE
III	BM 1361.4	Introductions to Tourism
IV	BM 1461.4	Air cargo Management
V	BM 1561.4	Front Office Management
VI	BM 1661.4	Travels and Tour Operations Management

**OPEN COURSES**  
(For students of other discipline)

<b>SEM</b>	<b>Course Code</b>	<b>Course Title</b>
<b>V</b>	<b>1551.1</b>	<b>Project Management</b>
	<b>1551.2</b>	<b>Functional Management</b>
	<b>1551.3</b>	<b>Strategic Management</b>
	<b>1551.4</b>	<b>Fundamentals of Financial Accounting</b>

**ELECTIVE COURSES**  
(For students of Business Administration)

<b>SEM</b>	<b>Course Code</b>	<b>Course Title</b>
<b>VI</b>	<b>1661.5</b>	<b>Business Communication</b>
	<b>1661.6</b>	<b>Indian Banking System</b>
	<b>1661.7</b>	<b>Hospitality Management</b>

**Attendance:**

Students who secure a minimum of 75% attendance in the aggregate for all the Courses of a semester taken together alone will be allowed to register for End Semester Evaluation. Others have to repeat the semester along with the next batch, unless they could make up the shortage of attendance through condonation. However the award of Grade for attendance in CE shall be made course-wise. Condonation of shortage of attendance to a maximum of 10 days in a semester subject to a maximum of two times during the whole period of a Degree Programme shall be granted by the University on valid grounds. This condonation shall not be considered for awarding marks for CE. Benefits of attendance for a maximum of 10 days in a semester shall be granted to students who participate/attend University Union activities, meetings of the University Bodies and Extra Curricular Activities, on production of participation/attendance certificate by the University Authorities/Principals as the case may be. But in such cases, condonation will be considered for award of marks for CE.

**Evaluation and Grading**

The Evaluation of each Course shall consist of two parts

- 1) Continuous Evaluation (CE)
- 2) End Semester Evaluation (ESE)

The CE and ESE ratio shall be 1:4 for both Courses with or without practical. There shall be a maximum of 80 marks for ESE and maximum of 20 marks for CE. For all Courses (Theory and Practical), Grades are given on a 7-point scale based on the total percentage of mark (CE+ESE) as given below.

### Criteria for Grading

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

#### Continuous Evaluation (CE)

All records of Continuous Evaluation shall be kept in the Department and shall be made available for verification by the University, if and when necessary.

#### Attendance (Max.marks 5):

The allotment of marks for attendance shall be as follows:

<b>Attendance less than 75 %</b>	<b>1 Marks</b>
<b>75 % &amp; less than 80 %</b>	<b>2 Marks</b>
<b>80% &amp; less than 85%</b>	<b>3 Marks</b>
<b>85% &amp; less than 90%</b>	<b>4 Marks</b>
<b>90% &amp; above</b>	<b>5 Marks</b>

#### Assignments or Seminars: (Max. marks 5)

Each student shall be required to do one assignment or one seminar for each Course. Valued assignments shall be returned to the students. The seminars shall be organized by the teacher/teachers in charge of CE and the same shall be assessed by a group of teachers including the teacher/ teachers in charge of that Course. Assignments/Seminars shall be evaluated on the basis of their quality. The teacher shall define the expected quality of an

assignment in terms of structure, content, presentation etc. and inform the same to the students. Due weight shall be given for punctuality in submission. Seminar shall be similarly evaluated in terms of structure, content, presentation, interaction etc.

**Tests: (Max. marks 10)**

For each Course there shall be one class test during a semester. Valued answer scripts shall be made available to the students for perusal within 10 working days from the date of the test.

**Announcement of results of CE.**

The results of the CE shall be displayed within 5 working days from the last day of a semester. Complaints regarding the award of marks for CE if any have to be submitted to the Head of the Department within 3 working days from the display of results of CE. These complaints shall be examined by the Department Committee and shall arrive at a decision, which shall be communicated to the student.

The Statement of marks of the CE of all the students shall be approved by the Department Committee, countersigned by the Principal and forwarded to the Controller of Examinations within 15 working days from the last day of the semester. The University has the right to normalize the CE, if required, for which separate rules shall be framed.

**End Semester Evaluation (ESE):**

End Semester Evaluation of all the Courses in all the semesters shall be conducted by the University. The results of the ESE shall be arranged to be published according to the Examination Calendar prescribed by the University Level Monitoring Committee (ULMC), which shall not exceed 45 days from the last day of the examination.

**Project/Dissertation Work:**

For each First Degree Programme there shall be a Project/Dissertation Work during the sixth semester on a topic related to any issues in commerce/Business/Industry/vocational course. The Project/Dissertation work can be done either individually or by a group not exceeding five students under the supervision and guidance of the teachers of the Department. The topics shall either be allotted by the supervising teacher or be selected by the students in consultation with the supervising teacher.

The project work shall have the following stages:

- a. Project proposal presentation and literature review - 5<sup>th</sup> semester
- b. Field work and data analysis - 6<sup>th</sup> Semester
- c. Report writing and draft report presentation - 6<sup>th</sup> Semester
- d. Final report submission - 6<sup>th</sup> Semester

The report shall be printed and spiral bound with around 50 A4 size pages.

The layout is:

Font : Times New Roman  
Size : 12  
Line Spacing : 1.5  
Margin : Left - 1.25; Right-1; Top-1; Bottom-1

The project report should be submitted to the Department at least 15 days before the last working day of the sixth semester. The candidate shall prepare three copies of the report: two copies for submission to the Department and one copy for the student to bring at the time of viva-voce

### **Structure of the Report:**

1. Title Pages
2. Certificate of the supervising Teacher with signature
3. Contents
4. List of Tables, Figures, Charts etc
5. Chapter 1- Introduction, Review of literature, Statement of the problem, Need and Significance of the study Objectives of the study, Research Methodology, Chapterisation scheme etc  
(5-8 pages)
6. Chapter II - Theoretical Back ground (10-15 pages)
7. Chapter III - Data Analysis and Interpretation
8. Chapter IV Summary, Findings and Recommendations
9. Appendix Questionnaire, Specimen copies of forms, other exhibits
10. Bibliography (Books, journal articles, website etc. used for the project work)

### **EVALUATION.**

- \* A Board of two examiners appointed by the University shall evaluate the report.
- \* There shall be no Continuous Evaluation for the Project work.
- \* Evaluation of project should involve submission of report with a and project based viva-voce.
- \* A Viva voce based on the project report shall be conducted Individually by the



Board of Examiners.

The total credits for Project work is 4.

\* The Maximum Marks for evaluation of the report shall be

100 distributed among the following components,

i) Statement of the problem -	- 10
ii) Objectives of the study	- 5
iii) Review of literature	- 5
iv) Methodology	- 15
v) Analysis and Interpretation	- 15
vi) Presentation of the report	-10
vii) Findings and suggestions	-10
viii) Bibliography	- 5
ix) Viva-Voce	- <u>25</u>

Total - 100

An examiner shall evaluate 10 project reports per day.

### **Social service/extension activities**

Students are to participate in Extension/NSS/NCC or other specified social service, sports, literary and cultural activities. These activities are to be carried out outside the instructional hours and will fetch the required one credit extra over and above the minimum prescribed 120 credits. It is mandatory for a student to participate in the Social Service/Extension Activities for not less than forty hours, during the 3rd and 4th semesters, for successful completion of the Programme.

There shall be a General Co-ordinator to be nominated by the College Council, for the conduct of all these activities. A statement testifying the participation of the students shall be forwarded to the Controller of Examinations along with the statement of CE results of the 4th semester. Those who have not secured the minimum number of hours of Social Service/Extension Activity during the 3rd and 4th semester shall secure the minimum required attendance by attending such Programmes during the 5th semester. In such cases, the details about participation shall be forwarded to the Controller of Examinations, by the College authorities along with the Continuous Evaluation (CE) results of the 5th semester.

### **Grading System**

Both CE and ESE will be carried out using Indirect Grading system on a 7-point scale.

## Consolidation of Grades

The maximum mark for a Course (ESE theory) is 80. The duration of ESE is 3 hours. The marks of CE shall be consolidated by adding the marks of Attendance, Assignment/Seminar and Test paper respectively for a particular Course.

a	Attendance	5 marks
b	Assignment/Seminar	5 marks
c	Test Paper	10 marks

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

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

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

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

### Evaluation.

#### Consolidation of SCPA:

SCPA is obtained by dividing the sum of Credit Points (CP) obtained in a semester by the sum of Credits (C) taken in that semester. After the successful completion of a semester, Semester Credit Point Average (SCPA) of a student in that semester shall be calculated.

For the successful completion of a semester, a student has to score a minimum SCPA of 4.00 (E Grade). However, a student is permitted to move to the next semester irrespective of his / her SCPA.

**Consolidation of CCPA:** An overall letter Grade (Cumulative Grade) for the whole Programme shall be awarded to the student based on the value of CCPA using a 7-point

scale, as given below. It is obtained by dividing the sum of the Credit Points in all the Courses taken by the student, for the entire Programme by the total number of Credits.

### **Overall Grade in a Programme**

Percentage of marks	CCPA	Letter Grade
90 and above	9 and above	A+ Outstanding
80 to < 90	8 to < 9	A Excellent
70 to < 80	7 to < 8	B Very Good
60 to < 70	6 to < 7	C Good
50 to < 60	5 to < 6	D Satisfactory
40 to < 50	4 to < 5	E Adequate
Below 40	< 4	F Failure

The Marks of the Courses taken over and above the minimum prescribed Credits shall not be counted for computing CCPA.

For the successful completion of a Programme and award of the Degree, a student must pass all Courses satisfying the minimum Credit requirement and must score a minimum CCPA of 4.00 or an overall grade of E.

### **Pattern of Questions**

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

**Promotion to Higher Semesters:**

Students who complete the semester by securing the minimum required attendance and who register for the End Semester Evaluation conducted by the University of each semester alone shall be promoted to the next higher semester.

**Repetition of the Semester Courses:** Students who fail to secure the minimum required aggregate attendance during a semester shall be given one chance to repeat the semester along with the subsequent batch of students after obtaining re-admission, subject to provision contained in clause 6.1 and they will have to repeat the CE for all Courses.

**Re-appearance of Failed Students:** "Students who-fail shall have to reappear for the ESE of the same along with the next regular batch of students." Candidates who fail to score 'E' grade in the ESE in any of the Course/Courses have to reappear for the ESE of the Course /Courses concerned with next regular batch of students. The number of chances or such appearances is limited to 5 and the same have to be done within a period of 12 continuous semesters including the semester in which they have first appeared.

However, students who fail to secure SCPA of 4.00 have to reappear for the ESE with the next regular batch of students for such courses for which they have secured the least Grade for improving the SCPA. Here also the number of appearance is limited to 5 and the same has to be done within a period of 12 continuous semesters including the semester in which they have first appeared.

In both cases (i.e. failure to obtain 'E' Grade for individual Course/Courses and 'SCPA of 4.00) students shall not be allowed to repeat the semester, but the marks secured by them for the CE part shall be carried over and added to the marks obtained in the ESE they reappear. However, those who fail in the CE (i.e. those who fail to secure a minimum of 'E' grade) will have one chance to improve the same (except the marks for attendance) along with next regular batch of students.

**Improvement of ESE**

Candidates who have successfully completed the Semester, but wish to improve their marks for the End Semester Evaluation (ESE) shall have only one chance for the same along with the next immediate regular batch of students. In this case, the better marks obtained shall be considered for the calculation of SCPA.

**Grace Marks:**

Grace marks shall be awarded for Sports/Arts/ NCC/NSS in recognition of meritorious achievements

**Mark cum Grade Sheet**

The University under its seal shall issue to the students a Mark cum Grade Sheet on completion of each semester indicating the details of Courses, Credits, Marks for CE and ESE, Grades, Grade Points, Credit Points and Semester Credit Point Average (SCPA) for each Course.

The Consolidated Mark cum Grade sheet issued at the end of the final semester on completion of the Programme shall contain the details of all Courses taken during the entire Programme including Additional Courses taken over and above the prescribed minimum Credits for obtaining the Degree. However, for the calculation of CCPA, only those Courses in which the student has performed the best with maximum Credit Points alone shall be taken subject to the minimum requirements of Credits for successful completion of a Programme. The Consolidated Mark cum Grade sheet shall indicate the CCPA and CCPA(S)\* and the overall letter grade for the whole Programme. The Consolidated Mark cum Grade sheet shall also indicate all the Audit Courses (Zero Credit) successfully completed by the student during the whole Programme.

No student shall be eligible for the award of the Degree unless he/she has successfully completed a Programme of not less than 6 semesters duration and secured at least 120 Credits (excluding Credits for Social Service/Extension Activities) as prescribed by the Regulations.

The Degree to be awarded shall be called Bachelors Degree in Business Administration (BBA) as specified by the Board of Studies and in accordance with the nomenclature specified by the Act and Statutes of the University.

\* CCPA(S) is CCPA for specialized subjects. (It is computed in a similar manner but without considering the Language Courses, Foundation Course for Language and Open Course).

# SYLLABUS

## SEMESTER - I

UNIVERSITY OF KERALA

BACHELOR OF BUSINESS ADMINISTRATION

SEMESTER – I

**FOUNDATION COURSE: BM 1121 ENVIORNMENTAL STUDIES**

**No. of Credits : 3**

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

**Course Objectives: To enable the students to acquire knowledge about environment and enable them to contribute towards maintaining and improving the quality of the environment**

### **Module I**

Environmental studies - Meaning - definition-scope - importance - Natural resources - Renewable and non renewable resources - Use-exploitation-changes-benefits and conflicts of forest, water, Mineral,Food,Energy and Land resources- Role of an individual in conservation of natural resources- Equitable use of resources for sustainable life styles. (10 hrs)

### **Module II**

Ecosystem - Biodiversity and its conservation - Ecosystem - Concept- structure - functions- Producers - consumers and decomposers-Energy flow-Ecological sucesion-Foodchains, Food webs and ecological pyramids-Forest ecosystem-Grassland ecosystem-Desert ecosystem-aquatic ecosystems.

Biodiversity and its conservation- Introduction - Definition - generic - species and ecosystem diversity- Value of biodiversity - consumptive use - productive use - social ethical aesthetic and option values- At different levels-at global - National and local-Threats-Conservation of biodiversity. In-situ and Ex-sit conservation of biodiversity. (20 hrs)

### **Module III**

Environmental Pollution - Definition- Causes - effects - prevention and control measures of Air - Water - Soil - Marine - Noise - Thermal and Nuclear hazards- Solid waste management- Disaster Management - Floods Earthquack - cyclone and landslides -Role of an individual in prevention of pollution - pollution case studies (14 hrs)

#### **Module IV**

Social Issues and the Environment - From Unsustainable to Sustainable development- Urban problems related to energy - Water conservation - rain water harvesting - watershed management- Resettlement and rehabilitation of people - its problems and concerns - Case Studies

Environmental Ethics - Issues and possible solutions - Climate change - global warming - acid rain - ozone layer depletion - nuclear accidents and holocaust - Case Studies- Wasteland reclamation consumerism and waste products - Environment Protection Act - Air (Prevention and Control of Pollution) Act - Water (Prevention and control of Pollution) Act - Wildlife Protection Act - Forest Conservation Act - Issues involved in enforcement of Environmental legislation - Public awareness (20 hrs)

#### **Module V**

Human Population and the Environment - Population growth - variation among nations - Population Explosion - Environment and Human Health - Human rights - Value Education - Women and child welfare - Role of Information Technology in Environment and Human health. (8 hrs)

#### **Books Recommended**

1. Introduction to Environmental Economics - Nick Hanley et al - Oxford
2. Ecology and Economics - Ramprasad Sengupta - Oxford
3. Environmental Economics - an Indian perspective - Rabindra N Bhattaria - Oxford
4. Bharucha Erach, The Biodiversity of India, Mapin Publishing Pvt. Ltd., Ahmadabad.
5. Brunner R C, 1989, Hazardous Waste Incineration. McGraw Hill Inc.
6. Jadhav H & Bhosale, V M 1995. Environmental Protection and Laws. Himalaya Publishing, House, New Delhi.
7. Mhaskar A K, Matter Hazardous, Techno-Science Publication (TB)
8. Miller T G, Jr. Environmental Science Wadsworth Publishing Co. (TB).
9. Survey of the Environment, The Hindu (M).

**UNIVERSITY OF KERALA  
BACHELOR OF BUSINESS ADMINISTRATION**

**SEMESTER – I**

**CORE COURSE: BM 1141 FUNDAMENTALS OF MANAGEMENT**

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

**Course Objectives: To acquaint students with the basic knowledge of management and to develop an understanding of terms, facts, concepts pertaining to functions of management**

**Module-I**

Introduction to management-Definition - scope - levels of management - evolution of management theory - scientific management - principles of management - basic functions of management - relevance

(20 hrs)

**Module-II**

Planning and decision making - Planning - nature and purpose - types of planning - steps in planning - decision making - techniques of decision making - management by objectives.

(15 hrs)

**Module -III**

Organising-Nature and purpose - horizontal and vertical dimensions - formal and informal dimensions - delegation - decentralization - departmentalization - span of management

(10 hrs)

**Module - IV**

Staffing - directing - controlling - Nature and scope - elements of staffing - recruitment and selection - performance appraisal - Directing - nature - scope - elements of directing (communication, motivation, leadership) - relevance - Controlling - meaning - need - process of control - techniques of control.

(35 hrs)

**Module-V**

Emerging trends in management - Modern theories of management  
(System management school, situational approach). (10 hrs)

**Books Recommended**

1. Bhatia R.C. Business Organization and Management, Ane Books Pvt. Ltd., New Delhi.
2. Richard Pettinger. Introduction to Management, Palgrave Macmillan, New York.
3. Koontz and O'Donnell. Principles of Management, Tata McGraw-Hill Publishing Co. Ltd. New Delhi.
4. MeenakshiGupta. Principles of Management, PHI, New Delhi.
5. Terry G.R. Principles of Management,D.B.Taraporevala Sons&Co.Pvt Ltd Mumbai



**UNIVERSITY OF KERALA**  
**BACHELOR OF BUSINESS ADMINISTRATION**

**SEMESTER – I**

**CORE COURSE: BM1142 PRINCIPLES OF BUSINESS DECISIONS**

**No. of Credits** : 4

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

**Course Objective: To acquaint the student with principles of business decisions in  
Managerial Decision-making**

**Module 1.**

Introduction - Decision making - Definition - nature - scope - steps - basic principles of business decisions - incrementalism - discounting - opportunity cost principle - Equi-Marginal principle - time perspective - decision making areas.

(7 hrs)

**Module II.**

Demand and supply analysis - Law of demand - Law of supply - demand determinants - price - elasticity of demand – degrees and types - concepts of income elasticity - cross elasticity-advertisement elasticity-demand forecasting-uses-demand forecasting methods

**Module III.**

(20 hrs)

Cost analysis-cost concepts-Actual and opportunity cost –explicit and implicit cost-past cost and future cost-fixed and variable-marginal cost - cost output relationship in the short run and long run. Production Analysis-Production function-Laws of production-Law of Diminishing Returns to Scale- Economies and diseconomies of scale- isoquant curve - Optimum combination of inputs

(20 hrs)

**Module IV.**

Pricing Policy and practices - Forms of market situations–Perfect competition - monopolistic - monopoly - oligopoly - pricing methods - cost plus pricing - Rate of return pricing - marginal cost pricing - Going rate pricing - Price skimming - penetration pricing

(20 hrs)

**Module V.**

Business cycles - meaning – causes - theories of business cycles - effects of business cycles – control of business cycles

(5 hrs)

**Books Recommended:**

1. Reddy P.N and Appanniah.H.R. Principles of Business Economics, S.Chand & Co. Ltd. New Delhi
2. Gupta G.S. Managerial Economics, Tata Mc Graw-Hill Publishing Co.Ltd.New Delhi
3. Maheswari.K.L and Vaeshney. Managerial Economics, Sultan Chand & Sons,New Delhi
4. Mote V.L. Samuel Paul and Gupta G.S. Managerial Economics, Tata McGraw-Hill Publishing Co.Ltd.New Delhi
5. Dwivedi N.D. Managerial Economics, Vikas Publishing House New Delhi

**UNIVERSITY OF KERALA  
BACHELOR OF BUSINESS ADMINISTRATION**

**SEMESTER – I**

**CORE COURSE: BM1143 FINANCIAL ACCOUNTING**

**No. of Credits : 4**

**No. of instructional Hours : 5 Hours per week**

**Course Objective: To impart knowledge and understanding of the principles and concepts of Financial accounting and to develop the skill required for the preparation of Financial statements and accounts of various business areas.**

**Module I**

Accounting Principles - Meaning- Application- Generally Accepted Accounting Principles – Indian Accounting Standards

Accounting errors – Meaning – Definition – Types – Detection and rectification of errors – Suspense Accounts.

(15 hrs)

**Module II**

Sectional and Self Balancing Ledgers - Introduction- The Three Ledgers- Sectional Ledgers- Total Debtors Account- Total Creditors Account- Self Balancing Ledgers- Scheme of entries- Transfers from one ledger to another ledger- contra balances in ledgers. Distinction between Self balancing and Sectional balancing system.

(15 hrs)

**Module III**

Company Accounts- - Types of Shares- Issue of Shares - Types of allotment-Forfeiture of shares- Reissue of forfeited shares - Redemption of preference shares- Issue of Debentures

(30 hrs)

**Module IV**

Final Accounts of Sole Trading Concern-Manufacturing, Trading and Profit & Loss Accounts and Balance Sheet.

(20 hrs)

**Module V**

Final Accounts of Companies- Form and content of Balance sheet (Preparation of simple Balance Sheet without Adjustments)

(10 hrs)

**Books Recommended:**

1. Gupta R.L. and Radhaswamy.M. Advanced Accounting, Sultan Chand & Sons, New Delhi.
2. Shukla M.C., Grewal. T.S and S.C. Gupta. Advanced Accounts, S. Chand & Co. Ltd. New Delhi.
3. Jain S.P. and Narang. K.L. Financial Accounting, Kalyani Publishers, New Delhi.
4. Naseem Ahmed, Nawab Ali Khan and Gupta.M.L. Fundamentals of Financial Accounting Theory and Practice, Ane Books Pvt. Ltd. New Delhi.

**UNIVERSITY OF KERALA  
BACHELOR OF BUSINESS ADMINISTRATION**

**SEMESTER – I**

**COMPLEMENTARY COURSE: BM 1131 BUSINESS STATISTICS**

**No. of Credits : 3**

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

**Course Objective: To enable the student to gain understanding of statistical technique as applicable to business and to acquaint students with the technique of statistical measures and analysis and uses in business**

**Module I**

Introduction – Meaning - definition - functions - scope - uses - advantages and limitations - relationship with other subjects (8 hrs.)

**Module II.**

Types of data - Primary data - Secondary data - Reliability of secondary data - Collection-classification-tabulation -presentation of data. (12 hrs.)

**Module III**

Measures of central tendency - Meaning and uses of mean - median - mode - geometric mean harmonic mean - weighted average - combined mean - merits - demerits computations Dispersion - meaning - objects of measuring range - interquartile range - mean - deviation standard deviation and quartile deviation - skewness. (27 hrs.)

**Module IV**

Correlation and regression analysis - meaning - definition - Methods of correlation - kaarlpearsons co efficient of correlations - spears man rank correlations - concurrent deviation - probable error - Simple Regression analysis - regressions line - regression equations - algebraic methods and their applications in business (15 hrs.)

**Module V**

Probability - fundamentals of permutations and combinations - probability - theorems - addition therom - multiplication theorem - conditional – random variables - probability distribution - binomial - Poisson - normal distribution (10 hrs)

**Books Recommended:**

1. Gupta.S.P. Statistical Methods, Sultan Chand & Sons, New Delhi.
2. Elhance.D.L .Fundamentals of Statistics, KitabMahal, Allahabad.
3. Gupta.B.N. Statistics - Theory and Practice, Sahitya Bhawan Publications, Agra.
4. Sanchetti D.C and KapoorV.K. Statistics - Theory, Methods and Application, Sultan Chand & Sons, New Delhi.
5. Nabendu Pal and HadedSarkarS.A .Statistics - Concept and Application, PHI, New Delhi.
6. Agarwal.B.M. Business Mathematics and Statistics, Ane Books Pvt.Ltd, New Delhi.

## **SEMESTER - II**

### **UNIVERSITY OF KERALA BACHELOR OF BUSINESS ADMINISTRATION**

#### **SEMESTER – II**

#### **FOUNDATION COURSE: BM 1221 E-COMMERCE AND CYBER-LAW**

**No. of Credits** : 3

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

**Course Objective:** - To familiarize the students with the basic concepts of internet, e-commerce, E-business and Cyber Security

#### **Module I.**

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

#### **Module II.**

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

#### **Module III.**

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

#### **Module IV.**

E-business: - Definition – Components of e-business - steps in building an e-business application - Online web site design to promote online sales of a product or service - Use Google SITES free resources for designing website.  
(12 hrs)

#### **Module V.**

Cyber Law and security - Introduction to cyber law - Public policy issues in e-commerce - Protecting Privacy - Intellectual property rights - Data encryption/decryption, cyber crimes - virus - Fire wall - Antivirus software.  
(15 hrs)

**Books Recommended:**

1. Ashoke Ghose, Basics of E-commerce. Legal & Security Issues: NIIT Publisher
2. Bejajnath E-commerce, The cutting Edge of Business
3. R Kalakota E-commerce
4. Douglas, The internet book
5. Aleon, Internet in a nutshell
6. Internet and web design. R&D Wing, Mac Million
7. A.K. Nadhani, Financial Management and Accounting System Your Business Partner,  
BPB
8. Rayport, Jeffrey F and Jaworksi, Bernard J, Introduction to E-Commerce, Tata Mc Graw  
Hill, New Delhi

**UNIVERSITY OF KERALA  
BACHELOR OF BUSINESS ADMINISTRATION**

**SEMESTER II**

**CORE COURSE: BM 1241 MARKETING MANAGEMENT**

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

**Course Objective: The aim of the course is to develop an overview regarding concepts underlying in the marketing management process.**

**Module I**

Introduction to marketing - nature and scope of marketing - core marketing concepts - marketing concepts - traditional and modern - marketing mix - marketing environment- role of marketing in modern business - marketing information systems

(12 hrs)

**Module II**

Consumer Behaviour - Determinants of consumer behavior - buying decision process - buying motives - buying roles - Consumer behavioural models (simple models) - Market Segmentation - need and requirements of effective segmentation - basis for the segmentation for selecting target markets - positioning - positioning tools and strategies.

(17 hrs)

**Module III**

Product Planning - concepts and types of product - product line and product mix decisions - new product development - product life cycle concepts - branding and packaging - Price planning - pricing objective - importance of pricing - factors affecting pricing decisions and pricing strategies

(16 hrs)

**Module IV**

Promotion Planning - meaning and importance of promotion - Steps in developing effective marketing communications - methods of promotion - advertising - sales promotion - publicity - public relations - Ethics in marketing - CRM - Recent trends in marketing.

(12 hrs)

**Module V**

Distribution Planning - Structure and types of marketing channels - selection of channels - channel dynamics - channel cooperation and conflict - wholesaling - retailing - role of intermediaries - physical distribution - Personnel selling - direct marketing - role of a salesman in selling process - channel management in India.

(15 hrs)

### **Books Recommended**

1. Kotler, Philip, Marketing management, Prentice Hall of India, New Delhi.
2. Ramaswamy and Namakumari, Marketing management-, MacMillan India Ltd, New Delhi.
3. Rajan Nair et al, Marketing management, Sultan chand & Sons.
4. Chandrasekhar K.S, Vijaynicole, Marketing management-text and cases, Tata McGraw Hill
5. Saxena,R, Marketing management, Tata McGraw-Hill Publishing Co., New Delhi
6. Gupta, C B & Rajan Nair, Marketing management, Sultan Chand & Sons.



**UNIVERSITY OF KERALA  
BACHELOR OF BUSINESS ADMINISTRATION**

**SEMESTER II**

**CORE COURSE: BM 1242 HUMAN RESOURCES MANAGEMENT**

**No. of Credits : 4**

**No. of instructional Hours : 5 per week**

**Course Objective: - The objective of this course is to familiarize students with the Principles of Human Resources Management.**

**Module I**

Introduction - Significance and scope --Evolution and Approaches to HRM - Personnel management Vs Human Resources management - Functions to HRM - System approach to HRM. (15 hrs)

**Module II**

Human Resource Planning - Need and Importance of HRP - Recruitment - Meaning - Process of Recruitment - Sources and techniques of Recruitment - Selection - Meaning and Importance - steps in Selection procedure - Interview-Types of Interviews - Induction - Placement (25 hrs)

**Module III**

Training and Development - Meaning - Importance - Methods of training - Development - Objectives and types of Management Development. (10 hrs)

**Module IV**

Performance Appraisal - Designing of effective Performance appraisal - Compensation to Employees - Wage system - Incentive Wage Plan - Profit Sharing-Bonus Issue - Fringe Benefits. (20 hrs)

**Module V**

Development Initiative - Work participation in management - Team Building - Collective Bargaining - Quality of Work Life - Quality circle - Impact of globalization in HRM - out sourcing. (20 hrs)

**Books Recommended:**

1. Gupa, C B, Human Resource Management, Sultan Chand & Sons
2. Aswathappa, K, Human Resource and Personal Management, Tata McGraw-Hill Publishing Co.Ltd, New Delhi.
3. Subba Rao, P Human Resource Management and Industrial Relations, Himalaya Publishing House
4. Prasad, L M, Getting the Right People, MacMillan India Ltd, New Delhi
5. Rao, VSP, Human Resource Management- Text and Cases
6. Snell, Bohlander, Human Resource Management
7. Dale Yolder, A Hand Book of Personnel Management Practice,
8. VenkataRatnam .Srivasthava, Personal Management and Human Resources

**UNIVERSITY OF KERALA  
BACHELOR OF BUSINESS ADMINISTRATION**

**SEMESTER II**

**CORE COURSE: BM 1243 FINANCIAL MANAGEMENT**

**No. of Credits : 4**

**No. of instructional Hours : 5 per week**

**Course Objective: To familiarize the students with the conceptual frame work of Business Finance with respect to raising, financing and managing finance.**

**Module I**

Introduction - Meaning - nature - Scope - objectives - Management of Working Capital- Definition -Types - Determinants - estimation of working capital - cash management- Receivables management-Inventory management

(15 hrs)

**Module II**

Investment Decision - Capital budgeting - Determination of cash flows - Evaluation methods - Non discounted and discounted methods - Payback period - ARR - NPV - IRR - Profitability Index - Interpretation of results

(20 hrs)

**Module III**

Financing Decision - Sources of Finance - debt - equity - institutional finance - Cost of Capital - computation of specific cost - weighted average cost of capital.

(20 hrs)

**Module IV**

Capital Structure Decision - Meaning - Factors determining capital structure - Financial structure - capitalization - over and under capitalization - capital gearing - operating leverage - Financial leverage

(20 hrs)

**Module V**

Dividend Decision - Dividend Policy - factors affecting dividend policy - Dividend payment ratio - ploughing back of profits - stability of dividend - Bonus shares.

(15 hrs)

**Books Recommended**

1. Pandey I M: Financial Management, Vikas Publishing House, New Delhi
2. Shashi K Gupta and Sharma R K, Financial Management, Kalyani Publishers New Delhi
3. James C Van Horn, Fundamentals of Financial Management, PHI New Delhi
4. Prasanna Chandra, Financial Management, Tata McGraw-Hill Publishing Co. Ltd New Delhi
5. Chandra Bos D Fundamentals of Financial Management PHI New Delhi

**UNIVERSITY OF KERALA  
BACHELOR OF BUSINESS ADMINISTRATION**

**SEMESTER II**

**COMPLEMENTARY COURSE: BM 1243 BUSINESS REGULATORY  
FRAME WORK**

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

**Course Objective: To acquaint the students with the legal framework influencing  
Business Operations**

**Module I**

Law of Contracts - The Indian Contract Act, 1872 - Definition of contract - Law of contracts - nature of contract - classifications - Essential elements of Contract - offer and acceptance - consideration - capacity of parties - Free consent - legality of object and considerations - performance of contract - discharge of contract - breach of 'Contract - remedies for breach of contract (20 hrs)

**Module II**

Special Contracts - Bailment and Pledge - Bailment - Definition - essential elements - rights and duties of bailor and bailee - finder of lost goods - Pledge - essentials - rights and duties of Pawner and Pawnee

Indemnity and Guarantee - Indemmtly - definition - nature of liability of surety - rights of surety - discharge of surety - Meaning and definition of guarantee.

(15 hrs)

**Module III**

Law of Agency - essentials - kinds of agents - rights and duties of agent and principal - creation of agency - termination of agency - Sub agents and substituted agents - Relationships

**Module IV**

(10 hrs)

Sale of Goods Act, 1930 - Formation of contract of sale - essentials of contract of sale goods and their classification - condition on warranties - transfer of property in goods - performance of contract of sale - unpaid seller and his rights.

(12 hrs)

## **Module V**

Consumer Protection Act, 1986 - Rights of a consumer - filing of appeals at the district level - state level - national level - Intellectual Property Rights - meanings - patent rights - trademarks - copy rights - plagiarism

(15 hrs)

### Books Recommended:

1. Kapoor N.D Business Law, Sultan Chand & Sons, New Delhi..
2. Chandha. P..R. Business Law, Gajgotia ,New Delhi
3. Garg K.C,V.K ,Sareen, Mahesh Sharma and Chawla R.C. Bitsiness Regulatory Framework- Kalyani Publishers, New Delhi
4. Tulsian P.C. Business Laws,, Tata McGraw- Hill Publishings Co.Ltd New Delhi
5. B.S.Moshal, Modern Business Law, Ane Books India New Delhi.
6. Chandra Bos.D Business Law PHI learning Pvt Ltd New Delhi

## **SEMESTER - III**

### **UNIVERSITY OF KERALA BACHELOR OF BUSINESS ADMINISTRATION**

#### **SEMESTER – III**

#### **CORE COURSE: BM 1341 BUSINESS ENVIRONMENT AND POLICY**

**No. of Credits : 4**

**No. of instructional Hours : 5 per week**

**Course Objectives: To familiarize and acquaint the students with the knowledge of  
Business Environment.**

#### **Module I**

Introduction - Concept-significance - nature - Types-Internal - external - micro - macro  
environment - environmental analysis - Environmental audit

(15 hrs)

#### **Module-II**

Economic environment - Significance - elements - Economic systems and business  
environment - Industrial policies 1948 - 56 - 1991 - Fiscal policy - Monetary policy - Exim  
policy - Economic reforms

(25 hrs.)

#### **Module-III**

Political, Legal and Technological Environment - Meaning - Definition - concept - elements  
of political environment - political environment and business - Political environment in India  
- Legal environment and Business - meaning - definition - concept - legal environment in  
India - FEMA - SEBI - Intellectual Property Rights - Technology transfer.

(25hrs)

#### **Module-IV**

Socio - Cultural Environment - Elements - social instructions and systems - values and  
attitudes - social groups - social responsibility of business - social audit

(10 hrs.)

## **Module-V**

Global Environment - Meaning-nature - Globalisation of Indian business - Multinational corporations - Foreign collaborations - Corporate sector institutional frame work for business environment - GATT/WTO

(15 hrs.)

### **Books Recommended**

1. Francis Cherunilam. Business Environment, Himalaya Publishing house, Mumbai.
2. Aswathappa K. Essentials of Business Environment, Himalaya Publishing house, Mumbai.
3. Raj agarwal and Parag Diwan, Business Environment, Excell books, New Delhi.
4. Cherunilam Francis, Business Environment, Himalaya Publishing House, New Delhi.
5. Adhikary.M, Economic Environment of Business, Sultan Chand & Sons, New Delhi.
6. Sengupta N.K: Government and Business in India, Vikas publications, New Delhi
7. Sivayya and Das, Indian Industrial Economy, S.Chand & Co Ltd, New Delhi.

**UNIVERSITY OF KERALA  
BACHELOR OF BUSINESS ADMINISTRATION**

**SEMESTER – III**

**CORE COURSE: BM 1342 CORPORATE REGULATIONS**

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

**Course Objectives:** To provide an understanding of the administration and management of corporate form of business.

**Module I**

Company - meaning - Definition - characteristics - advantages and disadvantages - illegal Association - Corporate veil - Lifting of Corporate veil - Promotion - Promoter - position - incorporation procedure - Effects of registration - Pre-incorporation contract  
(15 hrs)

**Module II**

Memorandum - Definition - Importance - Clauses of Memorandum - Procedure of alteration of Memorandum of Association - Doctrine of ultravires - Articles of Association - Definition - contents - Procedure of alteration of Articles of Association - Distinction between Memorandum and Articles - Doctrine of Constructive notice - Doctrine of Indoor management - Table-A. Prospectus - Definition - Importance - Contents - Statement in Lieu of Prospectus - Deemed Prospectus - shelf Prospectus - Red Lerring prospectus - Abridged prospectus - Liability for misstatement in prospectus - commencement of business.  
(30 hrs)

**Module III**

Management and Administration of company - Directors - appointment - qualification and disqualification - Qualification shares - position of Directors - Powers - Retirement - vacation of office - Liabilities of directors - Removal of Directors  
(10 hrs)

**Module IV**

Company Meetings - Kinds of meetings - Essentials of valid meeting - Chairman - Agenda - Minutes - Quorum - Motion - Types of motions - Proxy - Poll - Modes of Poll - Resolution - Motion Vs Resolution  
(15 hrs)

**Module V**

Winding up of Companies - Modes - Compulsory winding up - grounds and procedures - Liquidator - Duties and functions - Voluntary winding up - Types - winding up under the supervision of the court - defunct companies.  
(20 hrs)

**Books Recommended:**

1. Avtar Singh Indian Company Law
2. Kapoor N D Elements of Company Law, Sultan Chand & Sons, New Delhi
3. Gulshan and Kapoor Principles of Company Law, S Chand & Co. New Delhi
4. Sherlekar S A Company Secretarial Practice, Kitab Mahal, Bombay
5. Chandra Bos D Business Law PHI New Delhi



**UNIVERSITY OF KERALA**  
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**SEMESTER – III**

**CORE COURSE: BM 1343 COST & MANAGEMENT ACCOUNTING**

**No. of Credits : 4**

**No. of instructional Hours : 5 per week**

**Course Objectives: The objective of the course is to acquaint the students with the basic Concepts and tools of cost and Management Accounting**

**Module I.**

Definition - Meaning - Nature - scope and objectives of cost Accounting and Management Accounting - differences between cost Accounting - Management Accounting and Financial Accounting - cost concepts - Elements of cost - preparation of cost sheet.

(10 hrs)

**Module II.**

Cost behavior - Fixed and variable - Marginal costing - Assumptions - advantages - Break - even analysis - managerial uses - PVratio - Margin of safety - Break even chart.

(15 hrs)

**Module III.**

Financial statement Analysis - Financial statements - profit&loss accounts - Balance sheet - functions of financial statements - limitations - Techniques of financial statement analysis - comparative and common size income statement and Balance sheet - Trend analysis - Ratio analysis - Liquidity ratios - profitability ratios - solvency ratios - Activity ratios - interpretation of financial statement using Ratio analysis.

(20 hrs)

**Module IV.**

Funds flow analysis - Cash flow analysis - concept of fund-flow of funds-Funds flow statement - uses - preparation of funds flow statement and Cash flow statements

(30 hrs)

**Module V.**

Budgeting - uses - preparation of cash Budget - Flexible Budget.

(15 hrs)

**Books Recommended:**

1. Maheshwari.S.N. Cost and Management Accounting, Sultan Chand & Sons, New Delhi
2. Jain S.P and Narang K.L.Advanced cost Accounting, Kalyani Publishers,New Delhi
3. Shashi K.Gupta and Sharma R.K. Management Accounting, Kalyani Publishers,New Delhi
4. Gupta.S.P and Sharma.R.K, Management Accounting, Sahithya Bhavan Publications, Agra.
5. Man Mohan,Goyal S.N Principles of Management Accounting, Sahithya Bhavan Publications, Agra.
6. Prasad N.K. Advanced Cost Accounting,Book Syndicate Pvt Ltd Kolkata

**UNIVERSITY OF KERALA**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**SEMESTER – III**

**CORE COURSE: BM 1344 SERVICES MARKETING**

**No. of Credits : 4**

**No. of instructional Hours : 5 per week**

**Course Objectives: To familiarise the students with the basic concept of Services marketing.**

**Module I**

Introduction – Concept – Goods and Services – Characteristics of Services - Classification of services –Significance of Service marketing

(15 hrs)

**Module II**

Service Marketing Mix – Introduction – Concept – Seven P's of Marketing – Internal marketing – Consumer Behaviour Profile – Designing Communication mix – Flower of Service

(20 hrs)

**Module III**

Service Delivery – Flexing of Capacity – Channels of Distribution – Channel Functions – Channel Selection – Impact of Information Technology – Service customer relationship – Service failure and Service recovery - Internal marketing - Service Triangle.

(20 hrs)

**Module IV**

Service Quality – Introduction – Concept of Service Quality – GAP model – SERVQUAL dimensions – Delivery of High quality service – Emerging trends in service marketing – E-service.

(20 hrs)

**Module V**

Marketing of Tourism – Tourism Service Marketing Mix – Factors governing demand for tourism – Market segmentation - Factors governing demand for tourism.

(15 hrs)

**Books Recommended:**

1. Christopher H Lovelock, Services Marketing, Prentice Hall
2. Jha, SM, Services Marketing, Himalaya Publishing Co.
3. Payna,Adrim,An essence of Services Marketing, Prentice Hall
4. Ravisankar ,Services Marketing
5. Nimit Chowdry & Monica Chowdry, The text book of service – The Indian Experience
6. Srinivasan.R,Services Marketing – The Indian Context
7. Going Apt ,Services Marketing

**UNIVERSITY OF KERALA**  
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**SEMESTER – III**

**ELECTIVE COURSE STREAM I: HUMAN RESOURCE MANAGEMENT**  
**BM 1361.1 LABOUR LAW AND INDUSTRIAL RELATIONS (IR)**

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

**Course objective: To make the students familiar with the concept of Industrial Relations and the related labour legislations.**

**Module 1**

Definition of IR – Approaches to IR – Parties of IR – Role of Government.  
(10 hrs)

**Module II**

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

**Module III**

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

**Module IV:**

Legislations – Labour Laws – Purpose – Forces influencing social and labour legislation in India - Trade Union Act 1926 – Important provision of the Act – Nature of Disputes – Industrial Disputes Act 1947.  
(25 hrs)

**Module V:**

Types of labour legislation – Protective Regulation – Social Security – Welfare - Health - Safety - Hazardous processes - Factories Act 1948 – Workmen compensation Act, 1923 - Employees State Insurance Act 1948 – Minimum wages Act 1948 - Employees Provident Fund Act 1952 - Payment of Gratuity Act.  
(25 hrs)

**Books Recommended:**

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

**UNIVERSITY OF KERALA  
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**SEMESTER – III  
ELECTIVE COURSE STREAM II: MARKETING MANAGEMENT**

**BM 1361.2 CONSUMER BEHAVIOUR**

**No. of Credits** : 4

**No. of instructional Hours** : 5 Hour per week

**Course objective: To develop an understanding of underlying concepts and issues in Consumer behavior in marketing.**

**Module: I**

Consumer Behavior - Definition - Nature - Scope - need for studying CB - Consumer research process - Setting objectives - Sample design - Data collection - Report Preparation

(15 hrs)

**Module: II**

Consumer Buying Behaviour and Buying process - Buying behavior - Concepts - importance - need and elements involved in buying process - Factors influencing buying process - Economic and legal factor - Social factors - Psychological factors - Behavioral factors.

(15 hrs)

**Module: III**

Consumer behaviour and decision making models - Consumer decisions - consumer as decision makers - types of consumer decisions - consumer decision making process - problem recognition - information search - alternative evaluation and selection - Consumer decision making models - Economic model - Psychoanalytic model - Sociological model - Howard & Sheth model - Consumer Decision making

(25 hrs)

**Module: IV**

Consumer behaviour and market segmentation - Market segmentation - meaning - definition - bases of market segmentation - requirements of good market segmentation - market segmentation strategies.

(15 hrs)

**Module: V**

Post purchase behaviour and market regulation - Defining post purchase behavior - consumer's post purchase dissonance - satisfaction - dissatisfaction - consumer complaint behavior - loyalty marketing - Consumer market regulation - Consumer Protection Act 1986 - rights of consumers - Consumer Protection Council - State Protection Council - Consumer Dispute Redressal Agencies.

(20 hrs)

**Books Recommended:**

1. Hawkins, Best and Coney, Consumer Behaviour, Tata McGraw Hill, New Delhi
2. John A Howard, Consumer Behaviour in Marketing Strategy, Prentice Hall New Delhi
3. Schiffman L G and Kanuk L L Consumer Behaviour, Prentice Hall New Delhi
4. Anita Ghatak, Consumer Behaviour in India, D K Agencies (P) Ltd New Delhi
5. Sarkar A Problems of Consumer Behaviour in India, Discovery Publishing House New Delhi

**UNIVERSITY OF KERALA  
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**SEMESTER – III  
ELECTIVE COURSE STREAM III: FINANCE**

**BM 1361.3 INCOME TAX LAW AND PRACTICE**

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

**Course objective: To expose the students to the latest provisions of Income Tax Act and to enable them to compute taxable income under different heads**

**Module I**

Basic Concepts - Income - Person - Assessee - Assessment Year - Previous Year - Gross Total Income - Total Income - Exempted Income - Agricultural Income - Rate of Income Tax Residential Status and scope of Income - Determination of residential status of individual, HUF, Association of Persons or BOI - Scope of Tax liability

(10 hrs)

**Module II**

Income under the head Salaries - Provisions - Computation of Income under the head Salary

(20 hrs)

**Module III**

Income from House Property - Provisions - Computation income from House Property

(10 hrs)

**Module IV**

Computation of Income under the head Profits and Gains of Business and Profession

(20 hrs)

**Module V**

Computation of Income under the head Capital Gains and Income from Other Sources. - Deductions from GTI - Computation of Total Income

(30 hrs)

**Books Recommended:**

1. Lal, B B, Income Tax Law and Practice, Konark Publishers Pvt Ltd, New Delhi.
2. Mahrothra, H C and Goyal, S P, Sahitya Bhavan Publications, Agra.
3. Gaur, V P and Narang B B, Income Tax Law and Practice, Kalyani Publishers, New Delhi.
4. Vinod K Singhania and Kapil Singhania, Direct Taxes Law and Practice, Taxman Publications Pvt Ltd, New Delhi
5. Bhagavati Prasad, Law and Practice of Income Tax in India.

**UNIVERSITY OF KERALA  
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**SEMESTER – III**

**ELECTIVE COURSE STREAM IV: TOURISM MANAGEMENT**

**BM 1361.4 INTRODUCTIONS TO TOURISM**

**No. of Credits : 4**

**No. of instructional Hours : 5 Hour per week**

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

**Module I**

Introduction- Tourism concepts - Significance - Characteristics - Definitions - Tourism Systems - inbound tourism - outbound tourism - domestic tourism - international tourism - inter and intra - regional tourism - Components - Tourism Products - Characteristics - Types .  
(15 hrs)

**Module II**

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

**Module III**

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

**Module IV**

Tourism Impacts - Importance in a national perspective - Benefits - economic - social - cultural - environmental - Negative impacts of tourism - economic - social - cultural - environmental - Case studies.  
(20 hrs)

**Module V**

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

**Books Recommended:**

1. Chris Cooper, Fletcher, Gilbert and Wanhill, Tourism Principles and Practices
2. Rob Davison(1989), Tourism, Pitman Publishing London
3. AK Bhatia(1991), International Tourism, Sterling Publishers Pvt. Ltd, New Delhi
4. Ritchie, MC Intosh and Goeldner(2009), Tourism Principles, Policies and Practices, Wiley Publishing Ltd.
5. Dennis L Foster(1995), Introduction to travel and Tourism, Macmillan Company London
6. Dennis L Foster(1990), Introduction to Hospitality, Macmillan Company London
7. Pran Nath Seth(1985), Successful Tourism Management, Sterling Paperbacks, New Delhi
8. Chris Holloway(2006), Business of Tourism, Prentice Hall



## **SEMESTER - IV**

### **UNIVERSITY OF KERALA BACHELOR OF BUSINESS ADMINISTRATION**

#### **SEMESTER – IV**

#### **CORE COURSE: BM 1441 ENTREPRENEURSHIP DEVELOPMENT**

**No. of Credits : 4**

**No. of instructional Hours : 5 per week**

**Course Objectives: To make the student understand the concept & importance of Entrepreneurship and facilitate generation of young entrepreneurs.**

#### **Module I**

Definition of Entrepreneurship – Concept of Entrepreneurship – Role of Entrepreneurship in economic development – Types of Entrepreneurs – Barriers – ED cycle

(10 hrs)

#### **Module II**

Small Enterprise – Definition – Types Legal forms – Govt policy – Role of small business in the economic system - Advantages and disadvantages with regard to size of Business – Govt's assistance to SSI.

(15 hrs)

#### **Module III**

EDP in India – Phases of Entrepreneurial programmes – content of training programme – steps for starting a small industry – selection of forms of organisation

(20 hrs)

#### **Module IV**

Franchising - Definition - Agreement – Merits and Demerits of Franchising - Venture capital as a source of funds for projects.

(15 hrs)

## **Module V**

Setting up a New SSI - Institutions promoting Entrepreneurship and offering promotional assistance to Entrepreneurship – DIC - SIDCO - NSIC - SISI - TCO - KVIC - Commercial Banks - Venture Capital – Institutions offering financial assistance. – Feasibility study related to location - Market and infrastructure - Project report preparation.

(30 hrs)

### **Books Recommended.**

1. Nandan H. Fundamentals of Entrepreneurship, PHI New Delhi
2. Shukla M.B. Entrepreneurship and small Business Management, Kitab Mahal, Allahabad
3. Sangram Keshari Mohanty, Fundamentals of Entrepreneurship, PHI New Delhi
4. Peter .F.Drucker. Innovation and Entrepreneurship, Ane Books Pvt Ltd., New Delhi
5. Entrepreneurial Development – Vasant Desai.
6. Small Business Management – Gupta & Srinivasa
7. Entrepreneurial Development – P. Saravanavel
8. Entrepreneurial Development – E. Gordan & K. Natarajan

**UNIVERSITY OF KERALA  
BACHELOR OF BUSINESS ADMINISTRATION**

**SEMESTER – IV**

**CORE COURSE: BM 1442 BUSINESS ETHICS AND CORPORATE  
GOVERNANCE**

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

**Course Objectives: To inculcate knowledge on Business Ethics and to provide  
knowledge of various factors influencing the corporate sector**

**Module I**

Business Ethics - Meaning - scope - benefits - Sources of Ethics - religion - philosophical system - cultural experience - legal system - Importance of Ethics - Factors influencing Business Ethics - leadership - strategy and Performance - environment - corporate culture - individual characteristics

(15 hrs)

**Module II**

Ethical Values - Meaning - Features - importance - Types of values - Personal values - Values of work force - Ethics committee.

(15 hrs)

**Module III**

Culture - Meaning - components of culture - Organisation culture - Meaning - characteristics - steps in building and maintaining organization culture - Managing cultural diversity in organisation

(15 hrs)

**Module IV**

Corporate Governance - History and Development - ingredients - Meaning - definition Importance - objectives - Principles - Code of Corporate Governance - Committees on Corporate Governance - Global and Indian perspectives - Mandatory and non-mandatory regulations - SEBI - Clause 49 of the Listing Agreement - Independent directors and corporate governance

(35 hrs)

**Module V**

Corporate Social Responsibility of Business - Meaning - rationale - Strategies - Ackerman's model of social responsibility.

(10 hrs)

**Books Recommended:**

- 1 .Bhatia S.K. Business Ethics and Corporate Governance, Deep & Deep Publications Pvt Ltd New Delhi
2. Prof.( Col) PS Bajaj, Dr. Raj Agarwal- Business Ethics An Indian perspective Biztantra-
3. Laura p Hartman, Perspectives in Business Ethics, Mc Graw Hill International
4. SK Chakraborty, Ethics in Managment; Vedantic Perspectives , Oxford University Press
5. George A Steiner and John F Steiner, Business, Governemnt and Society, Mc Graw Hill International
6. Subhash Sharma, Management in New Age: Western Windows- Esatern Doors, New Age International Publishing, New Delhi

**UNIVERSITY OF KERALA  
BACHELOR OF BUSINESS ADMINISTRATION**

**SEMESTER – IV**

**CORE COURSE: BM 1443 INVESTMENT MANAGEMENT**

**No. of Credits : 4**

**No. of instructional Hours : 5 Hours per week**

**Course Objectives: To make the student understand the areas of security analysis and Portfolio Management for making prudent investment decisions.**

**Module I**

Investment – meaning - definition – objectives - factors affecting investment – investment process - investment Vs gambling - investment Vs speculation – investment avenues – elements of risk

(10 hrs)

**Module II**

Capital market - Meaning – structure – Functions – Money market VS Capital market- capital market instruments - shares - debentures - bonds - stock exchanges – role - functions – stock exchanges in India- BSE - NSE – OTCEI – trading mechanism – online trading – types of investors - types of speculators

(25 hrs)

**Module III**

Derivatives – meaning - features – classifications - financial derivatives – forwards – futures- options – swaps - Indian derivative markets – structure - trading regulatory frame work

(20 hrs)

**Module IV**

Regulation of capital market in India - SEBI – constitution – powers – functions- roles- investor protection

(15 hrs)

**Module V**

Portfolio management - Introduction - importance – phases – security analysis – fundamental analysis - EIC frame work – technical analysis – Dow Theory - Elliot Wave Theory

(20 hrs)

**Books Recommended:**

- 1 Rustagi RP, Investment Analysis and Portfolio Management, Sultan Chand & sons, new Delhi.
2. Dr.S.Kevin, Portfolio management, Prentice Hall of India Pvt Ltd
3. Bhalla, Investment analysis, Sultan Chand&Sons
4. Avadhani V A Security Analysis and Portfolio Management, Himalaya Publishing House
5. Donald E Fisher and Ronald J Jordan, Security Analysis and Portfolio Management, Himalaya Publishing House.
6. Preethi Sing, Investment Management,
7. Gupta L C, Stock Exchange Trading in India
8. Balakrishnan and S S Nag, Securities Market in India

**UNIVERSITY OF KERALA  
BACHELOR OF BUSINESS ADMINISTRATION**

**SEMESTER – IV**

**CORE COURSE: BM 1444 SKILL ENHANCEMENT & EMPLOYABILITY  
ORIENTATION**

**No. of Credits : 4**

**No. of instructional Hours : 5 per week**

**Course objectives**

The course fundamentally aims at developing and honing soft skills that are highly sought after by employers while recruiting entry level professionals. Along with effective communication skills, the course also encompasses skills like collaboration and team work , time management, problem solving and self management skills, developing a societal awareness and an attitude to work and learn by being resourceful and dependable. It is a need based individual –centric approach that caters equally to the different levels of learners helping each one to acquire and learn in his /her own way. Thus making the student responsible for his own learning by developing competencies that enable him to proceed for life –long learning . Students can also make efforts to improve their basic skills through self –directed readings and engaging in projects and activities beyond the walls. The training program is also intended to ensure cross learning from other disciplines through expression in required contexts .

**COURSE OBJECTIVES**

- aims at developing and sustaining employability skills necessary to get placed in an entry level position and face competition by developing in students effective oral and written communication skills.
- Focuses on training that brings about changes in thinking and behavior by emphasizing on the three fundamental aspects of learning namely, KSA that are crucial for the survival in the challenging and evolving competitive market scenario.

**Module I SELF REGULATION & IMPROVING ACADEMIC  
PERFORMANCE (15 hours)**

Know oneself, personal SWOT analysis, empowering self by developing self esteem ,self efficacy, self control and self monitoring , enhancing adaptability and coping with change , enhancing Emotional Intelligence , developing sound study habits, reading newspapers , reviewing -a book, a research article, management movie , improving personal memory, understanding the nature of stress and manage stress, mind mapping, developing the skills of observation, managing time.

**Module II EFFECTIVE ORAL COMMUNICATION SKILLS(15 hours )**

Communication basics and effectiveness in communication, interpersonal and intrapersonal communication , managing conversations, asking questions, working in teams, public speaking –planning , preparing and delivering speeches clearly and confidently, effective self

introductions , participating in a debate –expressing and arguing clearly and effectively ,narrating incidents and events and expressing opinions, give reasons, dynamics of group communication- taking active part in group discussions, managing meetings.

**Module III EFFECTIVE WRITTEN COMMUNICATION SKILLS (20 hours )**

Principles of effective writing ,writing an -informal letter, bio-sketch, a narrative piece, description of an object, a notice, crafting a good CV, writing a formal letter, a letter to the editor, a report, a memo, routine letters, cover letters, thank you/ follow –up letters, acceptance letter, rejection letters, resignation letters .

**Module IV SELF MANAGEMENT & STANDARDS OF CONDUCT (15 hours)**

Barriers to effective communication, managing conflicts , developing an assertive communication style, perspectives on relationships, understand the basics of etiquette, general etiquette to be followed by a student, mobile phone etiquette, telephone etiquette, e-mail etiquette, dressing etiquette, interview etiquette, people etiquette, office etiquette, dining etiquette, personal grooming.

**Module V SELF MOTIVATION & GETTING HIRED (15 hours )**

Developing an openness and eagerness to learn, willingness to work, show initiative, being proactive, responsible, dependable and conscientious ,develop thinking skills -critical and creative thinking, evaluation , decision making and problem solving , understanding the changing world of work, understand employer expectations ,transferring CV ,job searching, preparing for the interview, the interview process, follow –up, keeping the job.

Each session can be a blend of input and practice depending on the objective of the session and preference of the faculty .The session can commence by administering an assessment /psychological test to gauge the skill level and then move on to interactive methodologies like role plays, games, case lets , quizzes, videos etc., to reinforce the content.

**Texts Recommended :**

<b>Name of the book</b>	<b>Author/s</b>	<b>Publishing Company</b>
Personal Development for life and work	Wallace & Masters	Thomson
The ACE of Soft Skills	Gopaldaswamy Ramesh ,Mahadevan Ramesh	Pearson
Business Communication	Meenakshi Raman & Prakash Singh	Oxford
Business Communication	Dr Urmila Rai & SM Rai	Himalaya publishing House

**UNIVERSITY OF KERALA  
BACHELOR OF BUSINESS ADMINISTRATION**

**ELECTIVE COURSE STREAM I: HUMAN RESOURCE MANAGEMENT**

**SEMESTER – IV**

**BM 1461.1 ORGANISATIONAL CULTURES AND HUMAN RESOURCE  
DEVELOPMENT**

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

**Course objective: To familiarize and acquaint the students with the knowledge of  
Organisational culture and to enlighten the students with the HRD  
Practices followed in various organizations**

**Module I**

Organisational Structure - Classical organisation theory - Neo classical organisation theory -  
Modern organisation theory - Systems approach in organization - Technical sub sytem -  
social sub system-power sub system

(15 hrs)

**Module-II**

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

(15hrs)

**Module-III**

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

(25 hrs)

**Module-IV**

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

(20 hrs)



## **Module V**

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

(15 hrs.)

### **Books Recommended**

1. M N Mishra.Organisational Behaviour, Vikas Publishing house, Chennai
2. Prasad. L.M, Organisational Behaviour, Sultan Chand and sons, New Delhi
3. Subba Rao, P, Personnel & Human Resource Management, Himalaya Publishing house
- 4 Aswathappa, K. Human Resource and Personnel Management, Tata Mc Graw hill  
Publishing Co.Ltd.
5. Shashi Gupta & Rosy Joshi, Organisational Behaviour, Kalyani Publishers.
6. Gupta C B, Human Resource Management, Sultan Chand and sons, New Delhi

**UNIVERSITY OF KERALA  
BACHELOR OF BUSINESS ADMINISTRATION**

**SEMESTER – IV**

**ELECTIVE COURSE, STREAM II: MARKETING MANAGEMENT**

**BM 1461.2 ADVERTISING AND SALESPROMOTION**

**No. of Credits : 4**

**No. of instructional Hours : 5 Hour per week**

**Course objective: To acquaint the students with the basic knowledge of advertising and sales promotion**

**Module-I**

Marketing communication - Meaning - importance - concept - process - marketing communication mix

(10 hrs)

**Module-II**

Advertising - Meaning - definition - Features - significance - Functions - Classification - Future of advertising - Creativity in advertising - Concept of copy - copy writing - copy research - theme and appeal - message design and development

(25 hrs)

**Module-III**

Advertising Effectiveness - Concept - importance - difficulties - Advertising effectiveness - Measurement - direct measures - historical sales method - experimental control - indirect measures - Recall of advertising message - attitude change - Media planning and selection.

(25 hrs)

**Module-IV**

Advertising Business - Adv Agency - Types of agency - functions and selecting an Ad agency - Adv agency and client relationship - Social implications of advertising - Moral and Ethical issues in advertising

(15 hrs)

**Module-V**

Sales promotion - Selling concept - Objectives and functions of sales management - sales promotion - meaning - importance - techniques - relationship between sales promotion and advertising - future of sales promotion

(15 hrs)

## **BOOKS RECOMMENDED**

1. Chunawalla and Sethia S.A,Foundations of Advertising theory and practice, Himalaya Publishing House, Bombay.
2. Aaker David, et al ,Advertising Management, Prentice Hall New Delhi
3. Ramaswamy, V S and S Namakumari, Marketing Management-Planning implementation and control, Macmillan India Ltd Delhi.
4. Norris, James, S Advertising, Prentice Hall New Delhi.
5. Gupta, Vaswar Das,Sales Management in Indian's perspective, Prentice Hall New Delhi
6. Advertising Management- Manendra Mohan
7. Advertising Management- Batra, Myers &Aaker
8. Advertising and Promotion: S.A.Chunawalla
9. Sales Promotion: M.N.Mishra
10. Advertising and Promotion- George Belch and Michael Belch
11. Advertising Sales and Promotion Management-S.A.Chunawala

**UNIVERSITY OF KERALA  
BACHELOR OF BUSINESS ADMINISTRATION**

**SEMESTER – IV  
ELECTIVE COURSE STREAM III: FINANCE**

**BM 1461.3 INDIRECT TAXES**

**No. of Credits : 4**

**No. of instructional Hours : 5 Hour per week**

**Course Objective: To acquaint the students with the knowledge of the principles and  
Laws relating to the Service Tax, Central Excise Duty, Customs duty  
And Central Sales Tax**

**Module I**

Introduction - Indirect Tax - Definition – Scope – Nature – Difference between direct and indirect tax

(5 Hrs)

**Module II**

Service tax in India - Introduction – Exempted Services Vs Services included in the negative list - General exemption from payment of Service Tax - Registration- issue of invoice – bill or challan or consignment note – person liable to pay Service Tax - Payment of Service Tax – Exemptions available for small service providers - returns – Large tax payer – records and access to a registered premises.

(25Hrs)

**Module III**

Central Excise Duty - Definition of Central Excise Duty- Nature of Excise Duty – Scope of Excise Duty – Levy – Kinds of excise duty – Merits and Demerits of Excise duty - important definitions—General Procedures of Central Excise -- registration – Central Excise Duty Authorities and their Powers –Penalties, Offences and Punishments - Appeals and Revisions- Tax Liability and Valuation of Goods–Penalties, Offences and Punishments-Concession to small scale industries

(20 Hrs)

#### **Module IV**

Customs duty - Definition of Customs Duty – Importance – demerits - Important definitions – basis of determining Customs Duty – Import and Export Manifest- Specified Goods - Export policy -Customs Duty Authorities and Powers – Penalties and Prosecutions – Appeals and revisions–Tax liability and valuation of Goods - Baggage Rules –Import procedure and Documents – Export Procedure and Documents.

(20 Hrs)

#### **Module V**

Central sales tax - Definition of Central Sales Tax - Vat - General sales tax – Central Tax Sales (Amendment) Act 2001 –Important definitions - Principles for determining different Categories of Sales – Sales Tax Liability – Registration of Dealers – Levy and Collection of Tax- Penalties and Prosecution – Sales Tax Authorities – Application of State Sales Tax Law –Power of Government to make Rules –Liability in special cases – Settlement of Disputes

(20Hrs)

#### **Books Recommended**

1. Dr. H.C Mehrotra and Prof.V.P. Agarwal, Indirect Taxes ,SahityaBhavan Publications, Agra
2. V.S.Datey, Indirect Taxes ,Taxman Publications, New Delhi.
3. Dr. V. Balachandran, Indirect Taxes ,Sultan Chand and Sons, New Delhi
4. Balachandran, VIndirect Taxes, Sultan Chand and Sons, New Delhi
5. Yogendra Vandana Bhangar & Vineet K Sodhani,Aadhya Prahashan Pvt Ltd

**UNIVERSITY OF KERALA**  
**BACHELOR OF BUSINESS ADMINISTRATION**

**SEMESTER – IV**

**ELECTIVE COURSE STREAM IV: TOURISM MANAGEMENT**

**BM 1461.4 AIR CARGO MANAGEMENT**

**No. of Credits : 4**

**No. of instructional Hours : 5 Hour per week**

**Course objective: To acquire basic knowledge and necessary skills to work in the Air Cargo section of Airline industry.**

**Module I**

Introduction to Aviation - National and International Aviation Authorities - ICAO/IATA/FIATA - The roles and responsibilities of the IATA cargo Agent - The operations and service functions - The air cargo consolidator and the process of consolidation - World Geography - IATA areas and sub areas - World time zones and the study of the international time calculator chart - Calculation of local times and flying time - Calculation of time difference between two given cities - Use of the official Airline Guides - To construct unpublished transfer connections of air cargo shipments.

(15 hrs)

**Module II**

Aircraft - Types of aircraft - passenger - cargo - combi - Narrow bodied and wide bodied aircrafts – parts – seating arrangements - configuration - loading limitations - volume and weight - Bulk loading limitation - Structure of an international airport - The airside and land side facilities - Equipments used in handling of air cargo - The air cargo complex and its facilities - Customer clearance procedures - The shipper's letter of instruction (SLI) &- Instruction for carriage and special cargo.

(15 hrs)

**Module III**

Procedures for Air Cargo Booking - Automation in the Air Cargo Industry -- Physical handling procedures for Air Cargo - The Air Cargo Tariff (TACT) -- Calculation of the chargeable weight - Volume weight and Gross weight - Types of Cargo rates - GCR - SCR and CR - Lower charge in High weight category and the precedence of rates and charges - Valuation charges - Disbursement and charges collect shipments - Rating concepts - The Air way Bill, its functions and completion

(20 hrs)

**Module IV**

DGR Familiarization - The contents of the IATA Dangerous Goods Regulation Manual - Introduction to the DGR - Applicability and limitations - Definitions of clauses/Divisions and packing groups - List of Dangerous Goods and how to use the DGR Manual - Mixtures and solutions and the assignment of proper shipping names - Multiple Hazards and study of items acceptable in passenger or cargo aircrafts -Types of packing - UN specification, Limited Quantity and other type - Checking the packaging of Dangerous Goods shipment Specification of Packaging markings and different dangerous goods packed in one outer packaging - Over pack and Salvage packaging

(20 hrs)

**Module V**

DGR Procedures - Marking the package and to check the markings - Labeling given shipment and check the correctness - reference guide - the shipper's declaration for dangerous goods - documentation requirements for import and export - Airway Bill - Transport of radioactive materials and types of packaging used - The transport Index - Documentation requirements in transporting dangerous Goods - Classes and divisions of DG in Excepted Quantities - limited Quantity labels - Completion of the emergency procedures to be followed in case of damaged or leaked packages - Dangerous Goods Emergency Response Chart - Reporting of incidents and Accidents.

(20 hrs)

**Books Recommended:**

1. J.G. Wensveen, Air Transportation – A Management Perspective , Ashgate Publishing Ltd
2. Bijan Vasigh, Thomas Tacker and Ken Fleming Introduction to Air Transport Economics - Ashgate Publishing Ltd
3. IATA Foundation course Air faces & Ticketing, IATA Publications
4. IATA Foundation in Tourism & Travel, IATA Publications
5. Travel Information Manual, (TIM) 2006, IATA Publications

## **SEMESTER - V**

### **UNIVERSITY OF KERALA BACHELOR OF BUSINESS ADMINISTRATION**

#### **SEMESTER – V**

#### **CORE COURSE: BM 1541 QUANTITATIVE TECHNIQUE FOR MANAGEMENT**

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

**Course Objectives: To enable the students to apply the quantitative technique to solve the management problems.**

##### **Module I:**

Introduction to Operations Research – Evolution - Definition - nature - Phases - Scope - Application (10)

##### **Module II:**

General linear programming problem - Mathematical formulation of linear programming problem - Solution to LPP - Graphical approach – utility of the graphical approach - simplex method(simple problems) (25)

##### **Module III:**

Transportation problems - Attaining initial basic feasible solution using North/West Corner rule - Least Cost Method and Vogel's approximation method - final solution - Optimal solution - Assignment problems - Hungarian method - Salesman routing problem. (25 hrs)

##### **Module IV:**

Replacement decision -Types of replacement problems - Present worth and discount rate - Replacement of capital equipments that deteriorate with time - Replacing assets which fail completely - Group replacement. (15 hrs)

##### **Module V:**

Net work analysis - Concepts of PERT & CPM – Time Estimates –Determination of critical Path. (Simple Problems.) (15 hrs)

##### **Books Recommended**

1. Gupta S P & Gupta P K, Business Statistics and Operations Research, Sultan Chand&Sons
2. Aggarwal Gupta, Business Statistics and Operations Research, Kalyani Publishers
3. Hamdy, A, Taha, An introduction to Operation Research. Prentice Hall New Delhi
4. Sharma,J K Operation Research, Macmillan India Ltd
2. V. K. Kapoor Operations Research
2. Kantiswarup, P K Gupta & Manmohan Operations Research
3. Nair N G, Operations Research
4. S K Jain. D M Mehta Operations Research (Theory and Applications)
5. G K Mustafi, Operations Research (Methods and Practical)



**UNIVERSITY OF KERALA  
BACHELOR OF BUSINESS ADMINISTRATION**

**SEMESTER – V**

**CORE COURSE: BM 1542 RESEARCH METHODOLOGY**

**No. of Credits : 4**

**No. of instructional Hours : 5 per week**

**Course Objectives: To provide an insight into the fundamentals of social science  
Research and to acquire practical knowledge and required skills in  
carrying out research**

**Module I:**

Research - Meaning – nature – significance – objectives – utilities - Research Methods and Process - Types of Research - Fundamental - Applied - Exploratory - Descriptive - Predictive - Analytical - Methods of Investigation – Library - Case study - survey - field studies - experimental - evaluation - Action - Diagnostic - Ex-post facto research - Quantitative Research - Qualitative Research

(15 hrs)

**Module II:**

Research Design - Research problem Identification – identifying research gap – setting of objectives and hypotheses – identifying the variables - dependent - independent and intervening variables – steps in developing a research design - contents.

(20 hrs)

**Module III:**

Data Collection Methods - Collection of data – primary and secondary data – field methods - techniques and tools for data collection - tests - observations - interview - surveys - projective techniques - questionnaire - schedules - Pre-testing and Pilot Study.

(15 hrs)

**Module IV:**

Data analysis - Classification and Tabulation of data - Tools and Techniques of data analysis - Introduction to Statistical Packages in Social Sciences (SPSS) - Its uses and precaution on using SPSS. Interpretation of analysed data

(25 hrs)

**Module V:**

Report writing and presentation - Research Report - types of reports – content of report – Style of Reporting – Steps in Drafting Reports – Qualities of a good report – Documentation – Citation - Footnotes – References – Bibliography – APA and MLA - Formats in writing references and bibliography.

(15 hrs)

**Books Recommended:**

1. Kothari C. R., Research Methodology: Methods and Techniques, New Age International Publishers, New Delhi
2. Krishnaswami, O R and Ranganathan, Methodology of Research in Social Sciences, Himalaya
3. Ghosh, B N, Scientific Methods and Social Research, Sterling, New Delhi
4. Gupta, Santhosh, Research Methods and Statistical Techniques, Deep&Deep, New Delhi
4. Singh A. K., Tests, Measurements and Research Methods in Behavioural Sciences
6. John W. Best and James V. Khan, Research in Education

**UNIVERSITY OF KERALA  
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**SEMESTER – V**

**CORE COURSE: BM 1543 OPERATIONS MANAGEMENT**

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

**Course 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 - objectives - interaction of operations management with other areas - manufacturing and non-manufacturing operations and their characteristics.

(15 hrs)

**Module II**

Facilities planning—plant location—factors determining plant location— plant layout— process layout and product layout— Capacity planning—estimation of capital requirements—maintenance management—types of maintenance.

(20 hrs)

**Module III**

Application of Inventory Management Techniques - Material Requirement Planning. (MRP) - Concepts Bill of Materials - Material control techniques – ABC analysis - VED analysis - Just in Time (JIT) Inventory system - meaning - scope - importance.

(15 hrs)

**Module IV**

Operations planning and control—objectives of operations planning— planning procedure— operations planning categories (concept only) - Routing – Scheduling – Despatching - operations control—meaning - importance - objectives—techniques of operations control

(25 hrs)

**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 hrs)

**Books Recommended:**

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

**UNIVERSITY OF KERALA  
BACHELOR OF BUSINESS ADMINISTRATION**

**ELECTIVE COURSE STREAM I: HUMAN RESOURCE MANAGEMENT**

**SEMESTER – V**

**BM 1561.1 ORGANISATIONAL BEHAVIOUR**

**No. of Credits : 4**

**No. of instructional Hours : 5 Hour per week**

**Course Objectives: To equip the students with knowledge on behavioural dynamics of Organisations and to develop effective motivational and leadership skills.**

**Module- I**

Organisational Behaviour - concept - nature - scope - significance - Emerging trends in OB - The five anchors of OB - Perception - Process & errors - Improving perceptions - personality development - Determinants of Personality - Personality traits relevant to OB - Learning - Theories & Principles of Learning - Contingencies & Schedules of Reinforcement. (20 hrs)

**Module- I**

Motivation - Early theories - contemporary theories - Stress Management - Concept of stress - Sources & Effects of stress on humans - Management of Stress - Concept of Group Dynamics and Teams - Theories of Group Formation - Team Development - Communication - Concept of two-way & Open Communication - Transactional Analysis. (20 hrs)

**Module - III**

Organisational conflict - Conflict Management - Traditional & Modern view of conflict - Constructive & Destructive conflict - Conflict Process - Strategies for encouraging constructive conflict - Strategies for resolving destructive conflict - Leadership Styles - Models and Theories of Leadership. (18 hrs)

**Module - IV**

Elements of Organisational Structure - Traditional & Modern Organisational Design - Power & Politics - Sources & Consequences of Power - Organisational Politics - Types of Political Activity - Controlling Political Behaviour. (18 hrs)

**Module – V**

Organisational culture - Elements of Organisational Culture - Hofstadter culture typology - Management of Change - Forces responsible for change - Resistance to change - Overcoming resistance to change. (14 hrs)

**Books recommended:**

1. Steven McShane & Van Glinar, Organizational Behavior, Tata McGraw Hill Publish.Co.
2. Stephen Robbins, "Organizational Behavior". Prentice Hall India Pvt. Ltd New Delhi.
3. Fred Luthans, "Organizational Behavior". McGraw Hill Book Company.
4. Kavita Sharma, "Organizational Behavior", Pearson India.
5. Ricky Griffin & Georgy Moorehead, "Organizational Behavior", Hough Co. Boston.

**UNIVERSITY OF KERALA  
BACHELOR OF BUSINESS ADMINISTRATION**

**SEMESTER – V**

**ELECTIVE COURSE, STREAM II: MARKETING MANAGEMENT**

**BM 1561.2 CUSTOMER RELATIONSHIP MANAGEMENT**

**No. of Credits : 4**

**No. of instructional Hours : 5 Hour per week**

**Course objective: To enable the students to learn the basics of Customer Relationship Management**

**Module 1**

CRM concepts - Definition - understanding customers - customer loyalty - and optimizing customer relationships - Success factors of CRM.

(15 hrs)

**Module II**

Customer Retention - Behavior Prediction - Customer Profitability & Value Modeling - Channel Optimization - Event - based marketing - CRM and Customer Service - The Call Centre - Call Scripting - Customer Satisfaction Measurement.

(15 hrs)

**Module III**

Sales Force Automation - Sales Process - Activity - Contact - CRM links in e-Business - E-Commerce and Customer Relationships on the Internet - Enterprise Resource Planning (ERP), Supply Chain Management (SCM), Supplier Relationship Management (SRM), Partner relationship Management (PRM).

(20 hrs)

**Module IV**

Analytical CRM: Managing and sharing customer data - Customer information databases, Ethics and legalities of data use. Data Warehousing and Data Mining concepts. Data analysis.

(20 hrs)

**Module V**

CRM Implementation - Defining success factors - preparing a business plan - requirements - justification - processes - Choosing CRM tools - Managing customer relationships - conflict - complacency - resetting the CRM strategy - Selling CRM.

(20 hrs)

**Books Recommended:**

1. Shajahan Relationship Management, Tata McGraw Hill
2. Paul Green Berg Customer Relationship Management, Tata McGraw Hill
3. Philip Kotler, Marketing Management, Prentice Hall
4. Barry Berman and Joel R Evans Retail Management A strategic approach Prentice Hall
5. Kumar, Werner J Reinartz, Customer Relationship Management WILRY India edition
6. Paul Greenberg, CRM at the speed of light, YMH 2nd edition.

**UNIVERSITY OF KERALA  
BACHELOR OF BUSINESS ADMINISTRATION**

**SEMESTER – V  
ELECTIVE COURSE STREAM III: FINANCE**

**BM 1561.3 BANKING LAW AND PRACTICE**

**No. of Credits** : 4

**No. of instructional Hours** : 5 Hour per week

**Course objective:** To provide the students with the basic knowledge of the theory and practice of banking and to provide skill in operating banking transactions.

**Module I**

Banking -Meaning and definition - role of banks in business - structure of commercial banking in India - Public sector and private sector banks - scheduled banks - foreign banks - new generation banks - functions of commercial banks - primary and secondary functions - creation of credit. (10 hrs)

**Module II**

Central banking - origin - functions - note issue - systems of note issue - bankers bank - banker to Government - Lender of last resort - custodian of nations reserves - Central Clearing agency - credit control - methods of credit control - monetary policy by Central bank - functioning of RBI as Central Bank. (15 hrs)

**Module III**

E-Banking - Tele Banking - Centralised Online Real Time Electronic Banking (CORE) - Electronic Clearing Service (ECS)-Electronic Fund Transfer (EFT) - Real Time Gross Settlement (RTGS) - National Electronic Fund Transfer (NEFT) - bank Financial Telecommunications (SWIFT)-E-Cheque - Any Time Money - ATMs - Credit Cards - Debit Cards - Smart Cards - Internet Banking. (20 hrs)

#### **Module IV**

Banking Practice - Banker - Customer - definition - relationship between banker and customer - general and special relationship -cheque - definition - essentials of a valid cheque - crossing- types of crossing - general and special crossing - dishonour of cheque - Liabilities of wrongful dishonor - collecting banker and paying banker-statutory protection to collecting banker and paying banker - opening and operation of accounts by special types of customers -operation of accounts and settlement of transactions using internet banking

(25 hrs)

#### **Module V**

Changing scenario of Indian Banking - social control - Nationalization of banks - social banking - Lead Bank Scheme - Priority sector (ending-service area approach-micro credit - banking sector reforms - management of Non - Performing Assets (NPAs) - Prudential norms - Basel Norms - Capital Adequacy norms - Universal banking - maintaining customer relationship - Know Your Customer (KYC) - Right to information

(20 hrs)

#### **Books Recommended:**

1. Maheswari S N, Banking Theory Law and Practice, Kalyani Publishers, New Delhi
2. Sundaram, K P M and Varshney P M, Banking Theory Law and Practice, Sultan Chand & Sons, New Delhi.
3. Radhaswami, M, Practical Banking, Sultan Chand & Sons, New Delhi.
4. Sekhar, K C, Banking Theory Law and Practice, Vikas Publishing House, New Delhi.
5. Gordon, E and Natarajan, K, Banking Theory Law and Practice, Himalaya Publishing House, Bombay

**UNIVERSITY OF KERALA  
BACHELOR OF BUSINESS ADMINISTRATION**

**SEMESTER – V**

**ELECTIVE COURSE STREAM IV: TOURISM MANAGEMENT**

**BM 1561.4 FRONT OFFICE MANAGEMENT**

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

**Course objective: To acquire necessary basic knowledge, skills and packages for working in the front office section of tourism and hospitality industry.**

**Module I**

Introduction to Hospitality industry - Types of Accommodation – Hotels - Commercial & Non commercial hotels - various departments in hotels – hotel classification - supplementary accommodation sector- Resorts - Guest House - Caravans, Lodges - Inns - Youth Hostels – Trends in Kerala -Home stays - Serviced villas.

(15 hrs)

**Module II**

Front Office and Other Department - Front Office organization structure - Bell Desk - Functions - Baggage handling upon arrivals & checkouts - Mails and Message Handling - Minor supplies and services - luggage handling and arrival records - House Keeping Department - Engineering Department - HRD Department - Accounts Department - Department - Methods of Communication - Importance - Methods.

(10 hrs)

**Module III**

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

(25 hrs)

**Module IV**

Key control - Movement of Key - Room guest - House-Keeping - Front Office - Safety and Precautions - Importance - Fire Precautions - The accident book - Security & Safety Instruction.

(20 hrs)

**Module V**

Applications of Computers in Reservation & Billing - Front Office Software's - PMS and its application in front office - Occupancy and revenue statistics - % of occupancy - % of Double Occupancy House Count – ARR - ARP - Yield Management – concept - importance.

(20 hrs)



**Books Recommended:**

1. Andrews, Sudhir, Hotel front office Training manual, TATA McGraw-Hill Publishing Company Ltd., New Delhi
2. Bhatnagar, S K: Frank Brothers & Co., Front Office Management, Frank Brothers & Co. / Braham, Bruce: Stanley Thorne (publishers) Ltd
3. Kasavana, Michael L Effective front office operations, Van Nostrand Reinhold Co., New York
4. Bardi, James, A, Hotel front office management, John Wiley & sons, Inc:

## **SEMESTER-VI**

**UNIVERSITY OF KERALA  
BACHELOR OF BUSINESS ADMINISTRATION  
SEMESTER – VI**

**CORE COURSE: BM 1641 MANAGEMENT INFORMATION SYSTEM**

**No. of Credits : 4**

**No. of instructional Hours : 5 per week**

**Course Objectives: To create an awareness of the role of information systems in business  
and to get an introduction to management information system**

### **Module 1**

Introduction to MIS - Meaning, concept - Evolution - significance and need - Objectives and features - subsystems of MIS - MIS and other academic disciplines - operating elements of MIS - structure of MIS based on management activity - based on organizational functions.  
(10 hrs)

### **Module II**

Concepts of information - Nature of information - Definition and Types of management information - data Vs information - Information for various levels of management - Value of information in decision making - age of information.  
(20 hrs)

### **Module III**

Value and cost of information - Types of information systems - Operations support system - Transaction Processing Systems - Decision support System - Process Control Systems -- Executive support system - Formal and Informal information system - Expert system  
(20 hrs)

### **Module IV**

Planning information system - Developing information system - System Analysis and design - Implementing Information System acquisition - Managing and Controlling information system resources - Information resources management  
(20 hrs)

### **Module V**

Database Management-Database - DBMS - objectives of database - Characteristics of database system - data models - database languages - DBA Database system structure - Types of databases - omponents of DBMS - dvantages  
(20 hrs)

### **Books Recommended**

1. Goyal, Management Information System, Macmillan, New Delhi
2. Laudon and Laudon, Management Information System, Pearson, New Delhi
3. Murdic, R G and Ross J E, Information System for Modern Management, PHI New Delhi
4. Robert G Merdick, Management Information System.
5. W.S Jawadekar, Management Information System
6. Gordon B Davis, & Margrethe H Olson, Management Information System

**UNIVERSITY OF KERALA  
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**SEMESTER – VI**

**CORE COURSE: BM 1642 INTERNATIONAL BUSINESS**

**No. of Credits : 4**

**No. of instructional Hours : 5 per week**

**Course Objective: To make the students understand international business and its various dimensions.**

**Module 1**

International Business - Meaning - modes - scope - importance - benefits - International business environment - economic - political - legal - cultural and technological.

(15 hrs)

**Module II**

Methods of entry into foreign markets - Licensing- Franchising- Joint Ventures- Acquisitions – Strategic Alliances - Trade barriers - Trade blocks - MNC's – Nature - characteristics - Host Country - Government Policies

(20 hrs)

**Module III**

Export Import procedures and documentation - Terms of export import order - Letter of credit - Bill of lading - RBI's role as exchange control authority - FEMA - convertibility of capital account.

(20 hrs)

**Module IV**

International Organisations and Global business- UNO, WTO, IMF, World Bank, ADB, IFC, UNCTAD, IDA and IBRD.

(20 hrs)

**Module V**

Globalization of Indian Business - problems - challenges - benefits.

**Books Recommended:**

(15 hrs)

1. Global Business Today- Charles W.L. Hill, University of Washington.
2. International Business: Environments & Operations- John Daniels, Lee Radebaugh, Daniel Sullivan, Prentice Hall, New Delhi.
3. International Business: Text and Cases- P. Subba Rao, Himalaya Publishing House Pvt. Ltd. Mumbai.
4. International Business- V.K. Bhalla, S. Chand & Company Pvt. Ltd. New Delhi.
5. International Business: Competing in the Global Market Place- Charles W.L. Hill, Mc Graw Hill, New York.
6. International Business: An Asian Perspective- Charles W. L. Hill, Chow How Wee & Krishna Udayasankar, Mc Graw Hill, New York.
7. International Business: The Challenge of Global Competition- Donald Ball, Michael Geringer, Michael Minor & Jeanne McNett, Mc Graw Hill, New York.
8. International Business: Alan M Rugman & Simon Collinson, Pearson Education Singapore Pte Ltd.

**UNIVERSITY OF KERALA  
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**SEMESTER – VI**

**CORE COURSE: BM 1643 STRATEGIC MANAGEMENT**

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

**Course Objective: To create a conceptual awareness on various strategies and its formulation**

**Module 1**

Concept of strategy - Meaning-Definition – Features of strategic management - Levels of strategy - process of strategic management  
(10 hrs)

**Module II**

Strategic decision making - Approaches to strategic decision making - Strategic Intent - Developing a strategic vision and mission - setting of objectives  
(15 hrs)

**Module III**

Strategy formulation – stakeholders in business – vision - mission and purpose – Objectives and goals – strategic business unit (SBU) – Types of strategies - Approaches to strategy formulation - GAP analysis - BCG matrix - Synergy - Functional strategies - Production, Marketing - Finance and HR Strategies  
(25 hrs)

**Module IV**

Implementation - Evaluation - Control - Implementation - Behavioural Aspects of implementation - Structure for strategies - Mc Kinsey Seven S Model -Evaluation and control of strategies - Techniques. Organisational appraisal - SWOT analysis - Industry and Competitive Analysis  
(25 hrs)

**Module V**

Strategic management in International context-strategies of multinational companies.  
(15 hrs)

**Books Recommended:**

1. Srivastava R.M. Management Policy and Strategic management (Concepts, skills and Practices).
2. Subha Rao P. Business Policy and Strategic Management, Himalaya Publishing House, Mumbai.
3. Bhattachary S.K. and Venkataraman N. Managing Business Enterprises: Strategies, Structures and System, Vikas Punlishing House, New Delhi.
4. Ramaswamy and Namakumari S. Strategic Planning Formulation of Corporate Strategies, Macmillan India Ltd., New Delhi.
5. Sharma R.A. Strategic management in Indian Companies, Deep & Deep Publications Pvt. Ltd., New Delhi.
6. Azhar Kasmi. Business Policy and Strategic Management, Tata McGraw–Hill Publishing Co. Ltd., New Delhi.
7. Arthur A Thompson and AJ Stickland III, Strategic Management, New Delhi Tata McGraw Hill
8. Sharma R.A, Strategic Management in Indian Companies, Deep and Deep Publications, New Delhi.
9. Michal, E Porter: The Competitive Advantage of Nations, Macmillan, New Delhi.

**UNIVERSITY OF KERALA  
BACHELOR OF BUSINESS ADMINISTRATION**

**ELECTIVE COURSE STREAM I: HUMAN RESOURCE MANAGEMENT  
SEMESTER – VI**

**BM 1661.1 PERFORMANCE MANAGEMENT**

**No. of Credits : 4**

**No. of instructional Hours : 5 Hour per week**

**Course Objectives: To make the students understand the importance and direction of performance in the organizational context.**

**Module 1**

Meaning and concept of performance Management - features of Performance Management – Scope of Performance Management – Importance of Performance Management

Defining performance - Performance dimensions - approaches to measuring performance - diagnosing the causes of poor performance - differentiating task from contextual performance.

(20 hrs)

**Module II**

Performance Management and Human Resource - Components of performance Management – Performance bench marking – Performance Culture – Competence and Competency Analysis – job competency Assessment – Team work and Performance

(14 hrs)

**Module III**

Appraisals - Introduction - need - skill required - the role of appraiser - job description and job specification - appraisal methods - ratters errors - data collection - conducting an appraisal interview - follow up and validation - present thoughts and future directions.

(20 hrs)

**Module IV**

Performance management and employee development - personal development plans - 360 degree feed back as a developmental tool - performance management and reward system - performance linked remuneration system - performance linked career planning and promotion policy.

(18 hrs)

## **Module V**

Performance consulting - concept - the need for performance consulting - role of the performance consulting - designing and using performance relationship maps - contracting for performance consulting services - organising performance improvement department

(18 hrs)

### **BOOKS RECOMMENDED:**

1. Herman Aguinis, Performance Management, Pearson Education, 2007
2. Lance A. Berger & Dorothy R. Berger, The Talent Management Hand Book, Tata Mc-Graw Hill
3. T. V. Rao, Appraising & Developing Managerial Performance, Excel Books
4. Rao, et all 360 degree feedback & assessment & development Centres, Volume I, II and III, TV, Excel Books
5. Performance Management, Dixit Varsha, Ist edition, Vrinda Pubilcations Ltd
6. Human Resource Management - K.Ashwathappa
7. Human Resource Management - I.M.Prasad

**UNIVERSITY OF KERALA  
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**SEMESTER – VI  
ELECTIVE COURSE, STREAM II: MARKETING MANAGEMENT**

**BM 1661.2 RETAIL MANAGEMENT**

**No. of Credits : 4**

**No. of instructional Hours : 5 Hour per week**

**Course objective: To give an overview of the conceptual aspects of retail marketing management**

**Module I**

Retailing - Nature - scope - Functions of retailing - Retail industry in india - types of retailing format - Changes in retailing environment - Socio - Economic - technology - economic change

(15hrs)

**Module II**

Customers and retail business - Understanding customers - Factors influencing consumer behavior - Consumer decision making process - Retailing information system and research - online retailing

(15 hrs)

**Module III**

Location and Organisational decision - types of location - trading area analysis - catchments area - site selection - developing location strategy - organisational patterns in retailing

(15 hrs)

**Module IV**

Store design - lay out and space allocation - Display - Visual merchandising and atmosphere - Store security - Product assortment decisions - Merchandise forecasting - pricing-Labeling and packaging

(20 hrs)

**Module V**

Retail promotion - Developing store image - Retail store sales promotion - Retail promotion mix strategy - Retail budgeting and resource allocation-Credit management-Controlling retail operation

(25 hrs)



**Books Recommended:**

1. Barmen, Barry and Joel Evans, Retail management, Prentice Hall
2. Levy, Michael and Barton, Retail management, Tata McGraw Hill
3. Chetan Bajaj et al, Retail management, Oxford
4. Rojer & Paul Britain, retail management, Prentice Hall
5. Dhandapani Alagiri, Kalai Selvan N, Retail Supply Chain Management: An introduction, Icfai University Press.
6. Cooper j: Strategy planning in logistics and transportation
7. Cox roger: Retail management
8. Kotler: Marketing management

**UNIVERSITY OF KERALA**  
**BACHELOR OF BUSINESS ADMINISTRATION**

**SEMESTER – VI**

**ELECTIVE COURSE STREAM III: FINANCE**

**BM 1661.3 FINANCIAL SERVICES**

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

**Course objective: Providing the students with an understanding of the various financial services available in the country**

**Module I**

Financial services - Meaning - significance - Types - NBFCs - Merchant Banking - Functions and growth - Government and SEBI guidelines.

(15 hrs)

**Module II**

Lease Financing and Factoring - Leasing - Concept - Process - Legal aspects - Tax aspects. Factoring - Objectives - Features - Forms - Forfaiting - Functions of a Factor - Legal aspects - Factoring in India.

(20 hrs)

**Module III**

Venture Capital - Nature and scope - Types - Process of Venture capital financing - Limitations - Venture capital funds in India

(15 hrs)

**Module IV**

Housing Finance - Importance - Fixed and Flexible rate of Interest - EMI - Procedure for granting loans - Role of NHB, Commercial Banks and other housing financial institutions. Securitisation of debt - objectives - benefits.

(20 hrs)

**Module V**

Mutual Funds and other Financial Services - Mutual funds - concepts - objectives - types - Mutual funds in India

Credit rating - concept - Agencies - significance - credit rating in India

(20 hrs)

**Books Recommended:**

1. Khan M Y, Financial Services, Tata McGraw-Hill Publishing Co.Ltd New Delhi.
2. Gupta, N K and Monika Chopra, Financial Markets, Institutions and Services, Ane Books India.
3. Bharathi V Pathak, Indian Financial System, Pearson Education, New Delhi.
4. Yogesh Maheswari, Investment Management, PHI New Delhi
5. Avadhani, V A, Security Analysis and Portfolio Management, Himalaya Publishing House.

**UNIVERSITY OF KERALA**  
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**SEMESTER – VI**

**ELECTIVE COURSE STREAM IV: TOURISM MANAGEMENT**

**BM 1661.4 TRAVELS AND TOUR OPERATIONS MANAGEMENT**

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

**Course objective To enable the student to acquire knowledge and skills for getting a job in the Travel and Tour Operation area or to fetch self employment.**

**Module I**

Travel agency business - Growth and development of Travel Agency – concepts and definition – functions - organizations and departments at travel agency- setting up of a travel agency – IATA Approval

(15 hrs)

**Module II**

Travel Documentation - Travel formalities and documents - Passport - Visa - Health - Customs - Currency - Travel Insurance - Health Insurance - its types and documents required

(10 hrs)

**Module III**

Introduction to tour operations management - concept and definitions - differences – types of tours – components of a tour - The business of Tour Operation – Concepts and Definitions - Types of Tour operators - inbound - outbound - domestic and specialized tour operators – Rates and Responsibilities – Itinerary preparation - Stages - components of an itinerary – tour costing – Planning a Tour - Stages - Components of tour planning

(25 hrs)

**Module IV**

Tourist Guide - Tour guiding - tour escort - tour managers - tour guides - skills and qualities of guides - certification of guides - how to manage tourists – tour analysis - pre tour and past tour analysis – tourist retention programs

(20 hrs)

**Module V**

Computerized Reservation System - Introduction to Computerized Reservation System - change over from Manual booking to CRS - difference between CRS & GDS – History of GDS - Major CRS' in the world - Amadeus - Galileo - Abacus – Glossary of Common terms used in air transport – SSR & OSI codes and its purpose - Practical Orientation of ABACUS - Introduction to ABACUS - sign in /sing out - encoding decoding - Availability display - seat setting - schedules - PNR creation - Mandatory &Optional fields - saving PNR – retrieving PNR - ignoring PNR.

(20 hrs)

**Books Recommended:**

1. Medik S (2001), Understanding Tourism, Butterworth – Heinemann, Oxford Woburn
2. Roland Conrady and Martin Buck (2010) – Trends and Issues in Global Tourism 2010. Springer Heidelberg Dardrecht, London
3. JagmohanNegi (2003) , Travel Agency Operations , Concepts and Principles, Kanishka Publishers Distributors, New Delhi
4. Karen Ellicott (2002) , Cities of the World, 6<sup>th</sup> Edition, The Gale Group, Inc, Farmington
5. Paul A Tucci and Mathew T Rosenberg (2009) – The Geographic Answer Book. Visible Ink Press, Canton
6. Micheal Hall and Stephen.J Page (2006) – The Geography of Tourism and Recreation – Environment, Place and Peace, Routledge, Oxan
7. Abacus Manuals
8. [www.abacus.com.sg](http://www.abacus.com.sg)

## **OPEN COURSES-For students of other Discipline**

### **UNIVERSITY OF KERALA BACHELOR OF BUSINESS ADMINISTRATION**

#### **SEMESTER – V**

#### **OPEN COURSE: BM 1551.1 PROJECT MANAGEMENT**

**No. of Credits : 2**

**No. of instructional Hours : 3 Hour per week**

**Course objective: To provide knowledge on the concept of project management**

#### **Module I**

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

#### **Module II**

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

#### **Module III**

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

#### **Module IV**

Estimation of Project cost – Preliminary expenses – cost of acquisition of fixed assets, cost on technical knowhow, acquisition of patents and licenses – documentation charges – preparation of project report (10 hrs)

#### **Module V**

Institutional Finance for Projects – National and state level – IDBI, SIDBI, GIC, LIC, UTI, SFC, IFC – functions and schemes (12 hrs)

#### **Books Recommended:**

1. Prasanna Chandra. Project Planning, Analysis, Selection, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
2. Goel B.B. Project Management, Deep & Deep Publications Pvt. Ltd., New Delhi.
3. Harold Kerzner . Project Management: A Systems Approach to Planning, Scheduling and Controlling, CBS Publishers , New Delhi.
4. Vasant Desai . Project Management, Himalaya Publishing House, Mumbai.
5. Rao .P .C .K . Project Management and Control, Sultan Chand & Sons, New Delhi.
6. Bhavesh M Patel . Project Management: Strategic Financial Planning, Evaluation and Control, Vikas Publishing House, New Delhi.

**UNIVERSITY OF KERALA  
BACHELOR OF BUSINESS ADMINISTRATION**

**SEMESTER – V**

**OPEN COURSE: BM 1551.2 FUNCTIONAL MANAGEMENT**

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

**Course objective: To provide a theoretical base so as to enable the students to acquire practical knowledge of the functional areas of management**

**Module I**

Management – meaning – definition – functions of management –planning - organizing – staffing – directing – controlling (a brief study ) (10 hrs)

**Module II**

Production Management – meaning of plant – firm - industry – plant location – factors affecting plant location - production planning and control – plant layout – factors – types – inventory management (10 hrs)

**Module III**

Marketing Management - meaning and objectives – difference between marketing and selling –marketing functions – functions of exchange, buying and assembly – selling – functions of physical distribution – standardisation - grading and branding – packaging – transportation marketing mix (12 hrs)

**Module IV**

Human Resource Management – meaning and nature – role and responsibility of HR managers – Man power planning – recruitment – selection – training and development – placement compensation – methods of wage payment – incentives – monetary and non monetary. (12 hrs)

**Module V**

Financial Management - Meaning – definition – objectives – profit maximization vs wealth maximization – scope of financial management – investment decisions – financing decisions – dividend decisions – Working Capital ( a brief study) (10 hrs)

**Books Recommended:**

1. Richard Pettiger. Introduction to Management, Palgrave Macmillan ,New York.
2. Meenakshy Gupta . Principles of Management, PHI, New Delhi.
3. Prasad L.M. Principles of Management, Sultan Chand & Sons, New Delhi.
4. Koontz andn O’Donnel. Principles of Management, Tata McGraw-Hill Publishing Co.Ltd. New Delhi.
5. Koonts and Heinz Weihrich. Essentials of Management, Tata McGraw-Hill Publishing Co.Ltd. New Delhi.
6. Bhooshan Y.K. Business Organisation and Management, Sultan Chand & Sons New Delhi.
7. Bhatia R.C. Business Organisation and Management, Ane Books Pvt. Ltd. New Delhi.

**UNIVERSITY OF KERALA  
BACHELOR OF BUSINESS ADMINISTRATION**

**SEMESTER – V**

**OPEN COURSE: BM 1551.3 STRATEGIC MANAGEMENT**

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

**Course objective: To enhance decision making abilities of students in situations of  
Uncertainty in a dynamic business environment**

**Module I**

Strategic management – introduction – concept – characteristics of strategic management – Defining strategy.

(8 hrs)

**Module II**

Strategy formulation – stakeholders in business – vision, mission and purpose – objectives and goals – strategic business unit (SBU) – Types of strategies.

(10 hrs)

**Module III**

Strategic analysis and choice – Environmental Threat and Opportunity Profile (ETOP) – Organisational Capability Profile – Strategic Advantage Profile – Corporate Portfolio Analysis – SWOT Analysis – Synergy and Dysergy – GAP Analysis.

(14 hrs)

**Module IV**

Strategy implementation – Inter-relationship between formulation and implementation – issues in strategy implementation – resource allocation.

(10 hrs)

**Module V**

Strategy evaluation – importance – strategic control – techniques of strategic evaluation and control.

(12 hrs)

**Books Recommended:**

1. Srivastava R.M. Management Policy and Strategic management (Concepts, skills and Practices).
2. Subha Rao P. Business Policy and Strategic Management, Himalaya Publishing House, Mumbai.
3. Bhattachary S.K. and Venkataraman N. Managing Business Enterprises: Strategies, Structures and System, Vikas Punlishing House, New Delhi.
4. Ramaswamy and Namakumari S. Strategic Planning Formulation of Corporate Strategies, Macmillan India Ltd., New Delhi.
5. Sharma R.A. Strategic management in Indian Companies, Deep & Deep Publications Pvt. Ltd., New Delhi.
6. Azhar Kasmi. Business Policy and Strategic Management, Tata McGraw–Hill Publishing Co. Ltd., New Delhi.

**UNIVERSITY OF KERALA  
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**SEMESTER – V**

**OPEN COURSE: BM 1551.4 FUNDAMENTALS OF FINANCIAL ACCOUNTING**

**No. of Credits : 2**

**No. of instructional Hours : 3 Hours per week**

**Course objective: To provide basic accounting knowledge as applicable to business and to equip students to maintain various types of ledgers and to prepare final accounts**

**Module I**

Introduction - Accounting - Meaning - objectives - Accounting Principles - systems of accounting - Accounting Standards - Meaning and Objectives - Double entry book keeping - Rules of Debit and Credit

(8 hrs)

**Module II**

Recording Business Transactions - Journal - Ledger - Preparation of Subsidiary books.

(8 hrs)

**Module III**

Cash book- Simple cash book - cash book with cash and discount columns - cash book with cash, discount and bank columns - Petty Cash Book - Bank Reconciliation Statement

(10 hrs)

**Module IV**

Trial Balance - meaning and objectives - preparation of Trial Balance - Rectification of errors  
Types of errors - detection and rectification of errors - Suspense Account.

(10 hrs)

**Module V**

Final accounts of Sole Trader - Manufacturing Trading and Profit & Loss Account - Balance Sheet - Preparation of Final accounts with adjustments.

(18 hrs)

**Books Recommended:**

1. Gupta, R L and Gupta V K, Principles and Practice of Accountancy, Sultan Chand & Sons, New Delhi
2. Jain S P and Narang, K L, Basic financial accounting, Kalyani Publishers, New Delhi
3. Naseem Ahamed, Nawab Ali Khan and Gupa M L, Fundamentals of Financial Accounting- Theory and Practice, Ane Books Pvt Ltd, New Delhi.
4. Maheswari, S N & Maheswari, S K, Advanced Accountancy, Vikas Publishing, New Delhi.
5. Gupta, R L and Radhaswamy M, Advanced Accountancy, Sultan Chand & Sons, New Delhi



# **ELECTIVE COURSES-For students of Business Administration**

## **UNIVERSITY OF KERALA BACHELOR OF BUSINESS ADMINISTRATION**

### **SEMESTER – VI**

#### **ELECTIVE COURSE: BM 1661.5 BUSINESS COMMUNICATIONS**

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

**Course objectives : To familiarize the students with the basic concepts of Business Communication in the organizational backdrop.**

#### **Module I**

Business Communication - Meaning - importance - Methods - Types - Barriers to communication (8 hrs)

#### **Module II**

Written communication - Business Letters - Types - layout - Business enquiries - Offers and Quotations - Orders - execution and cancellation of orders - Letters of complaint - collection and status enquiries. (14 hrs)

#### **Module III**

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

#### **Module IV**

Communication through reports - importance - contents - Annual report

#### **Module V** (10 hrs)

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

#### **Books Recommended:**

1. Rajendra Pal Korahill, Essentials of Business Communication, Sultan Chand & Sons, New Delhi
2. Bhatia R C, Business Communication, Ane Books Pvt Ltd, New Delhi.
3. Remesh, M S,& C C Pattanshetti, Business Communication, R.Chand & Co, New Delhi.
4. Shalini Aggarwal, Essentials of Business Skills, Ane Books Pvt Ltd, New Delhi.
5. Madhukar, R K, Business Communication, Vikas Publishing House New Delhi.
6. Asha Kaul.Effective Business Communication, PHI, New Delhi.
7. Francis Soundararaj.Speaking and Writing for Effective Business Communication, Macmillan india Ltd., New Delhi.
8. Rajendra Paland KorlahalliJ.S. Essentials of Business Communication SultanChand&Sons, New Delhi.

**UNIVERSITY OF KERALA  
BACHELOR OF BUSINESS ADMINISTRATION**

**SEMESTER – VI**

**ELECTIVE COURSE: BM 1661.6 INDIAN BANKING SYSTEMS**

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

**Course objective: To enable the students to understand the working of the Indian Banking System.**

**Module I**

Systems of Banking - Unit banking and Branch banking - group banking and chain banking - deposit banking and mixed banking - any time banking and anywhere banking - banking system in India (10 hrs)

**Module II**

Banking regulation in India - Banking regulation Act 1949 - applicability - social control - Negotiable Instruments Act 1881 - negotiable instruments (12 hrs)

**Module III**

Non-Banking Finance Companies (NBFCs) - definition - regulation - difference between NBFCs and Banks (10 hrs)

**Module IV**

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

**Module V**

Co-Operative Banks - structure - Role - State co-operative bank - District Co-operative bank - PACS. (10 hrs)

**Books Recommended:**

1. Maheswari S N, Banking Theory Law and Practice, Kalyani Publishers, New Delhi
2. Sundaram, K P M and Varshney P M, Banking Theory Law and Practice, Sultan Chand & Sons, New Delhi.
3. Radhaswami, M, Practical Banking, Sultan Chand & Sons, New Delhi.
4. Sekhar, K C, Banking Theory Law and Practice, Vikas Publishing House, New Delhi.
5. Gordon, E and Natarajan, K, Banking Theory Law and Practice, Himalaya Publishing House, Bombay
6. Vasanth Desai, Development Banking and Financial intermediaries, Huimalaya Publishing House
9. Balakrishnan and S S Nag, Securities Market in India

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**SEMESTER – VI**

**ELECTIVE COURSE: BM 1661.7 HOSPITALITY MANAGEMENT**

**No. of Credits : 2**

**No. of instructional Hours : 3 Hours per week**

**Course objective: To impart knowledge about the organization and management of Hospitality industry**

**Module I**

Hospitality industry - meaning - Hotel - Travel and Tourism industry - Economic and other impacts of Hotel, Tourism and travel Industry

( hrs)

**Module II**

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

( hrs)

**Module III**

Organisational structure - Rooms Division - The Front office department – The House Keeping department - The Food Studies Division - The Food production department - The Food & Beverage service department.

( hrs)

**Module IV**

Functional areas - Engineering and maintenance division - Marketing and sales division – Accounting division – Human Resource division - Security division.

( hrs)

**Module V**

Future trends in hospitality industry - CRS - chain of hotels - associations in hospitality management - HR issues and technology.

( hrs)

**Books Recommended:**

1. Sudhir Andrews: Hotel Front Office Training Manual, Tata McGraw-Hill Publishing Co.Ltd, New Delhi
2. Sudhir Andrews: Food & Beverage Service Training Manual, Tata McGraw-Hill Publishing Co.Ltd. New Delhi
3. Dr.J.M.S.Negi: Hotels for tourism development Metropolitan Books Co. New Delhi.
4. Jagmohan Negi .Hotel and Tourism Laws, Frank Brothers, New Delhi
5. Krishnan Kamra. Hospitality Operations and Management Wheeler Publishers, Allahabad.
6. Walker John R. Introduction to Hospitality, PHI New Delhi
7. Chon .Welcome to Hospitality: An introduction, Delmar Publishers, London.