



KANNUR UNIVERSITY
കണ്ണൂർ സർവകലാശാല

(Abstract)

FYUG - BBA TTM Programme- Scheme and Syllabus for 5-8 Semesters - Approved & Implemented in Affiliated colleges w.e.f 2024 Admission - Orders issued

ACADEMIC C SECTION

ACAD C/ACAD C4/21871/2024

Dated: 23.03.2026

- Read:-1.U.O No. ACAD C/ACAD C4/21871/2024 dated.27.11.2024.
2.U.O No. ACAD C/ACAD C4/21871/2024 dated.25.07.2025 and 31.12.2025
3.The Minutes of the meeting of the Board of Studies in Travel & Tourism (Cd) held on 06.11.2025
4.E-mail dtd. 13.11.2025 from the Chairperson, Board of Studies in Travel & Tourism (Cd).
5.E-mail dated: 16.02.2026 from the Dean of Faculty of Commerce & Management studies
6.The Minutes of the meeting of Standing Committee of the Academic Council, held on 21.02.2026
7. Orders of the Vice Chancellor dtd. 02.03.2026 in File No.ACAD C/ACAD C4/21870/2024.

ORDER

- 1.The Scheme and Syllabus (First to Fourth Semesters only) of the BBA TTM Programme under FYUGP pattern were approved and implemented in affiliated colleges w.e.f. 2024 admission, vide papers read as (1) and (2) above.
- 2.Subsequently, the Board of Studies in Travel & Tourism (Cd), at its meeting held on **06.11.2025**, resolved to submit the syllabus for the Fifth to Eighth semesters of the FYUG BBA TTM programme w.e.f. 2024 admission. Accordingly, the Chairperson, as per paper read as (4) above, submitted the scheme and syllabus for 5-8 semesters for approval.
- 3.The Scheme and Syllabus prepared by the Board of Studies were forwarded to the Dean, Faculty of Commerce & Management studies for verification and the Dean, after vetting the syllabus recommended its approval vide email dated **16.02.2026**.
- 4.The Vice-Chancellor, after examining the matter in detail, ordered to place the Scheme and Syllabus, along with the minutes of the Board of Studies meeting and the remarks of the Dean, before the Standing Committee of the Academic Council for consideration
- 5.The Standing Committee of the Academic council, at its meeting held on 21.02.2026 considered the Scheme & Syllabus of 5-8 Semesters of the FYUG BBA TTM Programme and recommended to approve the same.



6.The Vice Chancellor after considering the recommendation of the Standing Committee of the Academic Council and in exercise of the powers of the Academic Council conferred under the Section 11 (1) chapter III of Kannur University Act 1996,and all other enabling provisions read together with it, **approved the Scheme & Syllabus for 5-8 Semesters of the BBA TTM programme (FYUGP) and accorded sanction to implement the same w.e.f 2024 admission in the Affiliated Colleges under the University, subject to reporting to the Academic Council.**

7.The Scheme & Syllabus for 5-8 Semesters of the BBA TTM Programme (FYUGP) is appended with this U.O and uploaded in the University website. (www.kannuruniversity.ac.in)

Orders are issued accordingly.

Sd/-

Bindu K P G

DEPUTY REGISTRAR (ACADEMIC)

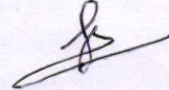
For REGISTRAR

- To:
- 1.The Controller of Examinations(through the PA)
 - 2.The Principals of Arts and Science Colleges affiliated to Kannur University
 - 3.The Chairperson, Board of Studies in Travel and Tourism (Cd)

- Copy To:
1. PS to VC / PA to PVC / PA to R/PA to FO/PA to CE (to circulate among the section concerned)
 2. DR / AR (Acad) / AR I ,AR II Exam/JR II Exam
 3. Computer Programmer/EXC I/AR VII (Exam)
 4. Web Manager (for uploading in the website)
 5. SF/DF/FC

Forwarded / By Order


SECTION OFFICER







KANNUR UNIVERSITY

FOUR YEARS UNDERGRADUATE PROGRAMME

SYLLABUS

BBA TTM

(2024 Admission onwards)

COURSE STRUCTURE SPECIFIC COURSES (DSC, MDC, VAC, SEC)

Sem	Course Code	Type/ Course	Name of the Course	TTL			Duration		Hrs/	Tot al
				CCA	ESE	Mark	Exam (Hrs)	Cr edi t	Wk	Cre dits
BBA TTM SYLLABUS (2024)										

4	KU4DSCBTM206	DSC-A5	Heritage Tourism Management	30	70	100	2	4	4	21
	KU4DSCBTM207	DSC-A6	Event Management and Hospitality	30	70	100	2	4	4	
	KU4DSCBTM208	DSC-A7	Tour Leadership and Study Tour	30	70	100	2	4	4	
	KU4SECBTM201	SEC-1	Business Communication	25	50	75	1 ½	3	3	
	KU4VACBTM202	VAC-2	Basics of Food	25	50	75	1½	3	3	



BBA TTM SYLLABUS (2024)

			Science and Nutrition							
	KU4VACBTM203	VAC-3	Tourism Law and Administration	25	50	75	1 ½	3	3	
5	KU5DSCBTM301	DSC-A8	Employability and Leadership in Hospitality	30	70	100	2	4	4	23
	KU5DSCBTM302	DSC-A9	Business Economics	30	70	100	2	4	4	
	KU5DSCBTM303	DSC-A10	Hospitality Marketing	30	70	100	2	4	4	
	KU5DSEBTM301	DSE-A11	Room Service Operations	30	70	100	2	4	4	
	KU5DSEBTM302	DSE-A12	Tourism Transport Systems	30	70	100	2	4	4	
	KU5SECBTM301	SEC-2	Aviation Management	25	50	75	1 ½	3	3	
6	KU6DSCBTM304	DSC-A13	Organizational Behavior in Tourism	30	70	100	2	4	4	23
	KU6DSCBTM305	DSC-A14	Human Resource Management and Tourism	30	70	100	2	4	4	
	KU6DSCBTM306	DSC-A15	Airport Management and Ground Handling	30	70	100	2	4	4	
	KU6DSEBTM303	DSE-A16	Logistics Management	30	70	100	2	4	4	
	KU6DSEBTM304	DSE-A17	Entrepreneurship Development	30	70	100	2	4	4	
	KU6INTBTM301	INT	Internship	15	35	50	0	2		
	KU6SECBTM302	SEC-3	Technology and Tourism	25	50	75	1 ½	3	3	
7	KU7DSCBTM401	DSC A-18	Sustainable Development and Crisis Management	30	70	100	2	4	4	20
	KU7DSCBTM402	DSC A-19	Strategic Management	30	70	100	2	4	4	
	KU7DSCBTM403	DSC A-20	Destination Planning and Management	30	70	100	2	4	4	
	KU7DSCBTM404	DSC A-21	Tourism Project Management	30	70	100	2	4	4	
	KU7DSCBTM405	DSC A-22	Business Ethics and Corporate Governance	30	70	100	2	4	4	
	KU8DSCBTM406	DSC	Research	30	70	100	2	4	4	



BBA TTM SYLLABUS (2024)

8		A-23	Methodology							24
	KU8DSCBTM407	DSC A-24	Academic Writing and Publishing	30	70	100	2	4	4	
	KU8DSCBTM408	DSC A-25	Financial Management in Tourism	30	70	100	2	4	4	
	OR (instead of Core Courses 19 to 21 in Major)									
	KU8PRJBTM498	PRJ(H)	Research Project (Honors)	90	210	300		12	12	
	OR (instead of any two Core Courses 19 to 21 in Major)									
	KU8PRJBTM499	PRJ(H-R)	Research Project	60	140	200		8	8	
	KU8DSEBTM401		Cargo Management	30	70	100	2	4	4	
	KU8DSEBTM402		Business Analytics	30	70	100	2	4	4	

BOS CHAIRPERSON:

Dr. Sindhu Joseph, Associate Professor and Head, PG Dept. of TTM, Govinda Pai Memorial Government College, Manjeshwaram, Kasaragod.

SPECIAL INVITEES FOR SYLLABUS DESIGN

1. Sri. Mohammad Vaseem C, Senior Research Fellow, Kannur University.
2. Agney Sai C, Assistant Professor, Govinda Pai Memorial Government College, Manjeshwaram, Kasaragod.
3. Dr. Reshma P. T., Assistant Professor, Govinda Pai Memorial Government College, Manjeshwaram, Kasaragod.
4. Sri. Mahadevan P., Regional Auditor (South Asia). Green Destinations, The Netherlands.
5. Sri. Sifad Siddique, Assistant Professor, Govinda Pai Memorial Government College, Manjeshwaram, Kasaragod.
6. Dr. Sanuja K V, Assistant Professor, Jain University, Kochi
7. Sri. Viswas P. P, Research Scholar, Kannur University.
8. Dr Arundas O.P, Assistant Professor, Govinda Pai Memorial Government College, Manjeshwaram, Kasaragod.

SEMESTER 5

SEMESTER 5	KU5DSCBTM301	EMPLOYABILITY AND LEADERSHIP IN HOSPITALITY
-------------------	---------------------	--

Program	BBA TTM				
Course Code	KU5DSCBTM301				
Course Title	Employability and Leadership in Hospitality				
Type of Course	DSC-A8				
Semester	5				
Academic Level	300 – 399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4			60
Pre-requisites	No prerequisites needed for the course				
Course Summary	The Employability and leadership in Hospitality course prepares students for dynamic careers in the hospitality industry by combining theoretical knowledge with practical skills. Through a blend of lectures, interactive activities, and real-world applications, students develop the competencies needed to excel in leadership roles and meet the evolving demands of the industry.				

Course Outcomes (COs):

CO	CO Statement	Cog. Level	Kn. Catg.	Evaluation Tools used
CO1	Explain the concept of personality, including its dimensions, types (e.g., introvert/extrovert), and the role of self-	R	C	Quiz/ Practical Assignment

BBA TTM SYLLABUS (2024

	awareness tools like SWOT analysis in personal and professional development.			/Observation of Practical Skills/ Seminar Presentation/ Technology-based assessment
CO2	Differentiate between submissive, aggressive, and assertive behaviors, and apply intrinsic and extrinsic motivators to enhance self-confidence, self-esteem, and innovative thinking (e.g., lateral and out-of-the-box thinking).	U	P	
CO3	Demonstrate core leadership and teamwork competencies, including conflict management, stress resilience (using tools like the Circle of Control), and effective time management through planning and prioritization.	Ap	P	
CO 4	Analyze the components of Emotional Intelligence (EI) and evaluate how attitudes—positive or negative—influence behavior, relationships, and performance in workplace settings.	An	P	
CO 5	Apply professional communication and interpersonal skills in practical contexts, including persuasive speaking, body language, group discussions, interviews, and business etiquette (e.g., telephone/dress codes, work ethics).	Ap	P	
<p>* - Remember (R), Understand (U), Apply (Ap), Analyze (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)</p>				

DETAILED SYLLABUS

Module	Unit	Content
I	The concept of personality	
	1	21st Century Skills for employment: Self-Awareness, Behavior Skills, time management, critical and adaptive thinking, problem-solving, creative thinking, social and cultural awareness, emotional awareness, learning to learn etc. in personal and professional life.
	2	Self-analysis- SWOT Analysis- Dimensions of personality –Types of personality- introverts and extroverts.
	3	Who am I, Attributes, Importance of Self-confidence- Self Esteem-Advantages - Do's and Don'ts to develop positive self-esteem — Positive and negative self-esteem - Low self-esteem symptoms.
	4	Aggressive, Submissive and assertive behaviors - Out of box thinking, Lateral Thinking.
	5	Intrinsic & Extrinsic Motivators-Importance of self- motivation- Factors leading to de-motivation.
II	Leadership qualities	
	6	Leadership qualities of a successful leader - Group behavior; leadership in a group; Perception-Perceptual pitfalls- Attribution.
	7	Conflict- reasons -conflict Management- Handling Criticism- Teamwork.
	8	Causes of Stress and its impact, how to manage & distress, Circle of control, Stress Busters.
	9	Time management-Value of time, Weekly Planner To do list, Prioritizing work.

BBA TTM SYLLABUS (2024)

		Communication Skills: Verbal Communication, Non-Verbal Communication, Practicing Effective Communication- Workplace Communication- JOHARI Window, 7 Habits of Highly Effective People.
III	Emotional Intelligence	
	10	Emotional Intelligence- emotional quotient -Emotion Scales.
	11	Managing Emotions -Attitude - Concept - Significance - Factors affecting attitudes - Positive attitude –Advantages –Negative attitude- Attitude Change-Balance Theory Cognitive Dissonance Theory.
IV	Leadership Orientation	
	12	Persuasive Speaking Skills- The concept of success and failure - Overcoming hurdles - Factors responsible for success –Causes of failure-managing failures.
	13.	Types of Body Language- Professionalism - group discussion (Practical Sessions).
	14.	CV/Resume Building-Facing the Personal (HR & Technical) Interview - Frequently Asked Questions - Psychometric Analysis - Mock Interview Sessions.
V	Teacher Specific Content (12 Hrs.)	

Compulsory Learning Activity

1. Mock Interview Sessions
2. Presentation and Public Speaking Exercises
3. Self-Assessment
4. Resume/CV building

References:

1. Hurlock, E.B (2006). Personality Development, 28th Reprint. New Delhi: Tata McGraw Hill.
2. Stephen P. Robbins and Timothy A. Judge (2014), Organizational Behavior 16th Edition: Prentice Hall.
3. Andrews, Sudhir. How to Succeed at Interviews.21st (rep.) New Delhi. Tata McGraw-Hill 1988.
4. Hindle, Tim. Reducing Stress. Essential Manager series. Dk Publishing, 2003
5. Lucas, Stephen. Art of Public Speaking. New Delhi. Tata - Mc-Graw Hill. 2001
6. Mile, D.J Power of positive thinking. Delhi. Rohan Book Company, (2004).
7. Pravesh Kumar. All about Self- Motivation. New Delhi. Goodwill Publishing House. 2005.
8. Smith, B. Body Language. Delhi: Rohan Book Company. 2004
9. Soft Skills, 2015, Career Development Centre, Green Pearl Publications.

Mapping of COs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	2	1	-	-	-	2

BBA TTM SYLLABUS (2024)

CO 2	1	-	-	-	-	1
CO 3	2	-	1	-	-	1
CO 4	2	-	-	2	1	1
CO 5	2	1	-	-	2	3

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper-1	10
b)	Presentation	10
c)	Practical (All Modules)	10
Total		100

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

SEMESTER 5	KU5DSCBTM302	BUSINESS ECONOMICS
-------------------	---------------------	---------------------------

Program	BBA TTM
Course Code	KU5DSCBTM302
Course Title	BUSINES ECONOMICS
Type of Course	DSC-A9
Semester	5
Academic Level	300 – 399

Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4			60
Pre-requisites	No prerequisites needed for the course				
Course Summary	This course provides a concise introduction to business economics with a focus on tourism, covering core concepts of micro and macroeconomics, demand-supply dynamics, and market structures. It applies economic tools to analyze consumer and producer behavior, forecast tourism demand, and evaluate tourism's economic contributions—such as employment, foreign exchange, and multiplier effects—while critically assessing challenges like leakage, inflation, and enclave development. Emphasis is placed on formulating sustainable, policy-informed strategies for resilient tourism development in varying economic climates.				

Course Outcomes (COs):

CO	CO Statement	Cog. Level	Kn. Cate	Evaluation Tools used
CO1	Explain the fundamental concepts, scope, and principles of business economics, including the distinction between micro and macroeconomics, basic economic problems, and the role of demand and supply in market equilibrium.	R	C	Quiz/ Practical Assignment /Observation of Practical Skills/ Seminar Presentation / Technology-based assessment
CO2	Analyze consumer and producer behavior using economic tools such as utility theory, indifference curves, production functions, cost structures, and market equilibrium under different market structures (perfect competition, monopoly, oligopoly).	An	P	
CO3	Apply demand and supply theories—including elasticity, forecasting techniques, and determinants—to evaluate tourism demand and supply dynamics, seasonality, and business strategies in varying economic conditions.	E	P	
CO4	Assess the economic contributions of tourism, including foreign exchange earnings, employment generation, multiplier effects, and its role as an invisible export, using national and regional data	An	P	
CO5	Critically evaluate the positive and negative economic impacts of tourism—such as leakage, inflation, enclave tourism, and displacement—and formulate informed perspectives on sustainable tourism development in the context of economic recessions and policy interventions (e.g., price controls).	E	P	
* - Remember (R), Understand (U), Apply (Ap), Analyze (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

DETAILED SYLLABUS

Module	Unit	Content
I	An introduction to Business Economics	
	1.	Business Economics – Scope, Nature- Micro and Macro Economics-Laws of economics- Basic Economic Problems.
	2.	Economic Statics and Dynamics-Gross National Product (GNP)-Business Cycle-Inflation-Demand-Types of Demand - Concept of Demand –Types of demand-Elasticity of Demand and Their types.
	3.	Determinants of Demand -Law of Demand-Demand Schedule- Demand Curve-Demand Function- Demand Curve Shifts.
	4.	Supply: Determinants of Supply-Law of Supply-Supply Schedule-Supply Curve-Supply Curve Shifts-Market Equilibrium.
II	Utility in Economics	
	5.	Utility in Economics-Law of Diminishing Marginal Utility-Cardinal and Ordinal Utility-Indifference Curve-Marginal Rate of Substitution-Budget Line- Consumer Equilibrium- Revealed Preference Theory.

BBA TTM SYLLABUS (2024)

		Cost & Production Analysis; Production in Economics- Production Possibility Curve-Production Function- Types of Production Functions-Production in the Short Run- Law of Diminishing Returns- Isoquant Curve- Producer Equilibrium- Returns to Scale.
	6.	Cost and Revenue Analysis: Types of Cost-Short Run Cost-Long Run Cost- Economies and Diseconomies of Scale.
	7.	Market Structure: Types of Market Structures- Profit Maximization- Market Power- Monopoly and Oligopoly- Demand Forecasting- Methods of Demand Forecasting-Criteria for Good Demand Forecasting. Market Failure-Price Ceiling and Price Floor.
III	Tourism Economics	
	8.	Tourism Demand: Elasticity of demand, Types, determinants; measurement and forecast of tourism demand- Tourism supply: Determinants of tourism supply; Law of supply- Elasticity of supply, tourism supply forecasting.
		Tourism and seasonality, types of seasonality, Managing Tourism Business during Economic Slowdown, and off season.
	9.	Tourists spending --spenders and earners in international tourism- Kerala tourism statistics- Comparison of important states in India in terms of Foreign Tourist Arrivals (FTA).
	10.	Critical evaluation of Indian tourism in terms of Foreign Tourist Arrivals (FTA).
IV	Economic Impacts of Tourism	
	11.	Economic impacts of tourism – Foreign exchange, Balance of Payments, employment generation.
	12.	multiplier effect – types of multipliers; regional development; Displacement effect and tourism, tourism as an invisible export.
	13.	Negative economic impacts of tourism, Leakage effect, inflation and price rise, enclave tourism.
	14.	Impact of economic recession on tourism.
V	Teacher Specific Content (12 Hrs)	

References:

1. P.L. Mehta; Managerial Economics: Analysis, Problems and Cases
2. Varshney and Maheshwari; Managerial Economics
3. D. Salvatore; Managerial Economics
4. Pearson and Lewis; Managerial Economics
5. G.S. Gupta; Managerial Economics
6. Krishnan Kamra; Economics of Tourism
7. Ashif Iqbal Fazil, S. Husain Ashraf; Tourism in India (planning & development)

BBA TTM SYLLABUS (2024)
Mapping of COs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	2	1	-	-	-	2
CO 2	1	-	-	-	-	1
CO 3	2	-	1	-	-	1
CO 4	2	-	-	2	1	1
CO 5	2	1	-	-	2	3

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper-2	10
b)	Assignment	5
c)	Seminar	5
d)	Case Study	10
Total		100

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

SEMESTER 5**KU5DSCBTM303****HOSPITALITY MARKETING**

Program	BBA TTM				
Course Code	KU5DSCBTM303				
Course Title	Hospitality Marketing				
Type of Course	DSC-A10				
Semester	5				
Academic Level	300 – 399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4			60
Pre-requisites	No prerequisites needed for the course				
Course Summary	The course will provide insights into both theoretical and applied knowledge in the field of marketing. Students will be getting knowledge of the marketing strategies that will be required for the business to be successful. It will also introduce to the students the essentials of marketing, like what are the methods of attracting tourists which will benefit the firms and strategies as well as methods that will help them to successfully market in today's dynamic world. The emphasis on the tourism marketing mix and digital marketing as applied in contemporary times is the hallmark of the course.				

Course Outcomes (COs):

CO	CO Statement	Cog. Level	Kn. Catg.	Evaluation Tools used
CO1	Identify effective marketing strategies for tourism development.	R	C	Quiz/ Practical Assignment /Observation of Practical Skills/ Seminar Presentation / Technology- based assessment
CO2	Recognize the significance of customer orientation in tourism marketing.	U	P	
CO3	Explain how promotional tourism, hospitality, and leisure campaigns can appeal to multiple target markets.	E	P	
CO4	Create, apply, and evaluate various marketing strategies for tourism destinations and organizations.	An	P	

BBA TTM SYLLABUS (2024

* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)
 # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

DETAILED SYLLABUS

Module	Unit	Content
I	Marketing: An introduction	
	1	Marketing for Hospitality and Tourism: Meaning, Definition, Core Concepts – Marketing Philosophies.
	2	Selling Vs. Marketing, Differences between Products and Service Marketing- Specific features of Tourism Marketing.
	3	Role of Marketing in Tourism and Hospitality-Strategic Marketing in Tourism: Global Marketing, Direct Marketing, Target Marketing, Relationship Marketing, Experiential Marketing, E-Marketing, Green Marketing.
	4	Issues in Marketing -Social Responsibility and Marketing Ethics, Consumerism and Legal Issues.
II	Marketing Environment	
	5	Marketing Environment-Marketing Planning -Developing Marketing Opportunities and Strategies: Marketing Information Systems and Marketing Research.
	6	Consumer Markets and Consumer Behavior, Factors Affecting Tourist Behavior.
	7	STP Process- Developing the Tourism Marketing Mix: Ps of Marketing.
	8	Managing the Product / Service, Product Decisions, Product Line, Product Mix, Product Life Cycle.
	9	New Product Development process, Branding and Packaging Decisions, Destination Branding.
	10	Strategies adopted in various stages of the Destination Life Cycle.
III	Promotional strategies	
	10	Pricing Products - Pricing Considerations and Approaches, Pricing Strategies and Methods.
	11	Integrated marketing communication -Mass Media- Distribution Channel.
	12	Promotion Mix: Public Relations, Advertising, Sales Promotion, Personal Selling, and Publicity.
IV	Digital Marketing	
	13	Digital Marketing- Importance, Key forms of Digital Marketing- Creativity in digital marketing; - Social media marketing.

BBA TTM SYLLABUS (2024)

	14	Design of marketing materials/ promotional tools (brochures, folders, pamphlets etc).
	15	Destination Marketing by Tourism Boards-Case Studies -Digital Technologies in Marketing- Online Marketing Domains-B2C-B2B-C2C-C2B.
	16	Setting up Online Marketing presence Ads and Promotions Online, Types of ads, Digitalization of Word of Mouth- Internet Banner Ads, Online Video Content, Pay Per Click (PPC) Advertising, Email marketing, Websites & SEO content, Blogs.
	17	Types of digital marketing-Push & Pull; Digital advertising - Digital marketing strategy of Airbnb (case study).
V		Teacher Specific Content (12 Hrs)

References:

1. Philip Kotler, Bowens, and James Makens – Marketing for Tourism and Hospitality
2. Kotler, Philip and Armstrong Philip, Principle of Marketing, 1999, Prentice-Hall, India
3. Holloway and Robinson, Marketing for tourism, Longman publisher
4. Ravi Shankar Service Marketing

Mapping of COs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	2	1	-	-	-	2
CO 2	1	-	-	-	-	1
CO 3	2	-	1	-	-	1
CO 4	2	-	-	2	1	1

Assessment Rubrics:

Evaluation Type	Marks
End Semester Evaluation	70
Continuous Evaluation	30
a) Test Paper-2	10
b) Assignment/Seminar	10
c) Case Study	10
Total	100

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium

3	Substantial / High
---	--------------------

SEMESTER 5	KU5DSEBTM301	ROOM SERVICE OPERATIONS
-------------------	---------------------	--------------------------------

Program	BBA TTM				
Course Code	KU5DSEBTM301				
Course Title	Room Service Operations				
Type of Course	DSE A-11				
Semester	5				
Academic Level	300 – 399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4			60
Pre-requisites	None				
Course Summary	This course offers a comprehensive and practical exploration of the Rooms Division—the operational heart of hotel management—focusing on service delivery, technology integration, performance analytics, and guest-centric operations. Designed for aspiring hospitality professionals, the curriculum bridges foundational knowledge with emerging industry trends to prepare students for dynamic roles in front office, housekeeping, and revenue operations.				

Course Outcomes (CO):

CO	CO Statement	Cog. Level *	Kn. Catg.	Evaluation Tools used
CO1	Differentiate between full-service and limited-service hotel operations and analyse the organizational structure of the Rooms Division, including the roles, responsibilities, and reporting relationships within Front Office and Housekeeping departments.	U	C	Practical Assignment /Observation – Industrial Visits/ Mock Presentations/
CO2	Identify and classify standard guest room types based on size, occupancy, and layout	An	P	

BBA TTM SYLLABUS (2024

	as referenced in regional hospitality standards (e.g., HRACC), and evaluate how room design impacts guest experience and operational efficiency.			Technology-based assessment/ Practical activities
CO3	Explain the concept of SMART (Sustainable, Modern, Automated, Responsive, Tech-enabled) rooms, describe the integration of IoT-enabled devices (e.g., keyless entry, voice-controlled lighting/HVAC), and apply foundational principles of room rate structures and dynamic pricing strategies.	E	P	
CO4	Demonstrate proficiency in managing guest check-in and check-out procedures across various stay patterns—including 24-hour stays, day use, and night/day rate scenarios—while ensuring compliance with hospitality service standards and data privacy protocols.	E	P	
CO5	Calculate, interpret, and benchmark key performance indicators (KPIs) for the Rooms Division—including Occupancy Rate, Average Daily Rate (ADR), Revenue Per Available Room (RevPAR), Gross Operating Profit Per Available Room (GOPPAR), and Guest Satisfaction Index—and recommend data-driven strategies to optimize performance.	Ap	P	

* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)
- Factual Knowledge (F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

DETAILED SYLLABUS

Mod ule	Unit	Content
I	Rooms Division	
	1.	Hotel organization- Full service/ limited service, Rooms division hierarchy. Types of Room sizes (with reference to HRACC).
	2.	SMART rooms: Basic of charging. Types of Room rates -IoT-enabled devices (lighting, HVAC, voice control, keyless entry).
	3.	Check-in/checkout, 24 hours, Night/ Day, Day use.
	4.	KPIs for room division: ADR, Rev PAR, GOPPAR, Occupancy, Guest Satisfaction Index Benchmarking & best practices in luxury, business, and budget hotels.
	5.	The role of the rooms division manager- Leadership and team management in room division.

II	Guest Rooms	
	6.	Room service: Introduction, General Principles, Types – Centralized and Decentralized, Tray/Trolley setups for breakfast & other meals, Forms and Formats, Order Taking, Thumb Rules, Suggestive Selling, Breakfast Cards, Layout & Setup of Common Meals, Lead Time from Order Taking to Clearance.
	7.	Room change procedure, Special procedure, Wake-up call, Newspaper delivery & transport arrangements.
	8.	Hotel Guest Rooms: Guest room layout - single and double-Guest floor rules- Guest room supplies and amenities.
	9.	Laundry Operations: Functions of hotel laundry- laundry equipment: washers, dryers, presses, finishing machines -laundry processes (collection, marking, sorting, washing, finishing, distribution).
III	Maintenance of Rooms	
	10.	Upkeep and Maintenance: Sequence and procedure of cleaning- Departure room, occupied room, Vacant room, differently abled room, OOO/ DND/DL rooms, Turndown service, Second service.
	11.	Furniture's in guest room: Guest Room Furniture - Types of Furniture, Common furniture found in guestrooms, Sizes of Guest Room Furniture, Furniture arrangement.
	12.	Preparing To Clean: Significance -Layout-List of Inventory-Maintained - Assembling Supplies and Stocking the Cart/ Caddy-Room Status Reporting-Setting Priority of Scheduling Cleaning.
	13.	Pest Control & Sanitation: Importance of pest control in hotels -Common pests (cockroaches, rodents, bedbugs, flies, ants, termites) -Methods of pest control (chemical, biological, preventive).
IV	Strategic Room Division Management	
	14.	Interior Designing and Decoration: basic types of designing, elements of designing, principles of designing, units of designing -Dimensions of colour, harmonies in planning colour scheme.
	15.	Lighting –Types of Lighting, Lighting Fixtures, Lighting Plans, Standard Lamps and Table Lamps, Planning a lighting system.
	16.	Flower arrangement: Flower arrangement Basics-Mechanics, Equipment, Containers, Bases, Types and Styles of flower arrangement, Conditioning of Plant material, Principles of flower arrangement, Placement of flower arrangement, Emerging trends in Flower arrangement.
	17.	Safety and security issues in room division (cyber security, guest safety, fraud)
V	Teacher Specific Content (12 Hrs)	

Compulsory Learning Activities

- Case study analysis of global hotels using AI and smart rooms (Hilton Connected Room, Marriott Bonvoy app, OYO AI tools)
- Simulation on AI-based check-in/check-out (kiosk, mobile app, keyless entry) Demonstration of chatbot-driven reservation system
- Industrial Visit to learn about room service operations
- Mock Presentations of Room Service

References

BBA TTM SYLLABUS (2024)

1. Kasavana, M. L., & Brooks, R. M. (2016). Managing Front Office Operations (10th ed.). American Hotel & Lodging Educational Institute (AHLEI).
2. Raghubalan, G., & Raghubalan, S. (2022). Hotel Housekeeping: Operations and Management (3rd ed.). Oxford University Press.
3. Ninemeier, J. D., & Hayes, D. K. (2017). Hotel Operations Management. Pearson Education.
4. HRACC Guidelines (2022): Hotel Classification & Room Size Standards. Ministry of Tourism, Government of India.
5. Stanislav Ivanov & Craig Webster, AI for Hospitality and Tourism – Springer Recent Industry Whitepapers & Reports (Skift, STR, Deloitte Hospitality Trends, McKinsey Travel Reports)
6. Sudhir Andrews, Hotel Housekeeping Training Manual, Tata McGraw Hills Publication Co. Ltd. New Delhi.
7. S.K. Kaushal S.N. Gautam, Accommodation Operations and Management, Frank Bros. & Co. Ltd. 4675 – A, Ansari Road, 21 Daryaganj, New Delhi.
8. Robert J. Martin, Professional Management of Housekeeping Operations, John Wiley and Sons Inc. 605 3rd Avenue New York.
9. Gajanan Shirke, Housekeeping Management, Shroff Publishers and Distributors Private Limited. Navi Mumbai, India.

Assessment of Rubrics:

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper- 1	10
b)	Industrial Visit Report	10
c)	Practical based on the syllabi	10
Total		100

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

SEMESTER 5	KU5DSEBTM302	TOURISM TRANSPORT SYSTEMS
-------------------	---------------------	----------------------------------

Program	BBA TTM				
Course Code	KU5DSEBTM302				
Course Title	TOURISM TRANSPORT SYSTEMS				
Type of Course	DSE-A12				
Semester	5				
Academic Level	300 – 399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4			60
Pre-requisites					
Course Summary	This course provides a comprehensive understanding of transportation systems and their vital role in the tourism industry. The course covers essential concepts, operations, regulations, and sustainability aspects of each mode, emphasizing their significance in facilitating travel and enhancing the overall tourism experience.				

Course Outcomes (CO):

CO	CO Statement	Cog. Level	Kn. Catg.	Evaluation Tools used
CO1	Explain the definition, components, and socio-economic importance of transportation across key sectors—especially tourism, hospitality, trade, and logistics—and evaluate the advantages of modern transport systems in terms of connectivity, efficiency, safety, and comfort.	U	F	Instructor-created exams / Quiz Practical Assignment/ Observation of Practical Skills
CO2	Trace the historical evolution of transportation, from ancient modes (walking, animal-powered, waterways) to modern systems (high-speed rail, electric vehicles, ridesharing), and analyse their transformative impact on travel, commerce, and	An	C	Instructor-created exams / Home Assignments Instructor-created exams / Quiz

BBA TTM SYLLABUS (2024

	urban development.		
CO3	Describe the structure and operations of surface transportation systems, including road and rail networks, public and private road transport services (e.g., buses, taxis, ridesharing), and relevant documentation (licenses, insurance, tolls, traffic regulations).	An	P
CO 4	Explain the air, rail, and water transport systems, including luxury tourist trains, mountain railways, cruise liners, and national waterways.	An	M
CO5	Understand the importance of transportation documentation, regulations, and safety measures in facilitating travel and ensuring a seamless tourism experience.	U	C
<p>* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)</p>			

DETAILED SYLLABUS

Module	Unit	Content
I	Introduction to Transportation Systems	
	1	Definition of transportation and its components: Importance of transportation in various sectors (e.g., tourism, hospitality, trade, commerce, logistics).
	2	Advantages of transportation systems (economic development, connectivity, efficiency, safety).
	3	Emergence of railways and their impact on travel and trade- Advent of automobiles and the rise of road transport systems.
	4	Aviation and the birth of air travel- Modern transportation systems (e.g., high-speed rail, electric vehicles, ridesharing)
II	Surface Transportation	
	5	Types of surface transportation (roads, highways, railways), Modes of surface transportation (buses, cars, trucks, motorcycles), Advantages and limitations of surface transportation.
	6	Public Road Transportation Systems: Public bus transportation services (municipal, state, and intercity), Operations and services of public transport corporations (e.g., KSRTC), Scheduled and non-scheduled bus services, Ticketing, and fare systems Private Road Transportation Systems: Taxis and ride-sharing services (e.g., Uber, Ola), Limousine and luxury car services, Car rental agencies and procedures, Caravans, and recreational

BBA TTM SYLLABUS (2024

		vehicles (RVs), Tour coaches and charter buses.
	7	Types of Roads and Highways: National highways and interstate highway systems, State and local roads, Rural and urban road networks, Toll roads and expressways- Highway infrastructure and maintenance (Brief)
	8	Road Transportation Documentation: Driver's licenses and vehicle registration, Insurance and liability coverage, Road taxes and toll payments, Safety regulations and traffic laws, Travel documents and permits (for international travel)
III	Air and Rail Transport system	
	9	Leading global airlines by region- Airline Business Models and Alliances: Hub-and-spoke vs. point-to-point network models, Global airline alliances: Star Alliance, SkyTeam, Oneworld – structure, benefits, and member airlines, Codeshare agreements and interline partnerships- world's busiest passenger and cargo routes.
	10	Classification of railways: Passenger, freight, urban transit (metro, light rail), and heritage lines-High-speed rail (HSR) technology and infrastructure- Maglev trains (e.g., Shanghai Maglev, Japan's Chuo Shinkansen)
	11	Major Railway systems of the world (in brief): Europe: EU rail integration, Eurostar, TGV (France), Deutsche Bahn (Germany), Swiss Federal Railways-Asia: Japan's Shinkansen (bullet trains), China's high-speed rail network (world's largest)-Indian Railways: Structure, scale, and modernization (Vande Bharat, Dedicated Freight Corridors)-North America: Amtrak (USA), VIA Rail (Canada), freight-dominated rail systems- Africa: Emerging networks (Ethiopia-Djibouti Railway, Gautrain in South Africa)- Australia: Trans-Australian Railway and urban systems (Sydney Trains, Melbourne Metro).
IV	Water Transport system	
	12	Water transport network & categories of water transport -Major Water Ways of the World.
	13	Cruise transport, types of cruise liners, cruise packages of India and abroad –Cruise Packages to Islands of India- National waterways of India.
	14	Modes of air transport: Major Airlines, Air taxis, Custom channels- Ministry of transport.
V	Teacher Specific Content (12 Hrs)	

References

Lumsdon, L. M., & Peeters, P. M. (2019). Transport and Tourism: Global Perspectives (4th Edition). Routledge.
 Page, S. J. (2019). Transport and Tourism: Global Perspectives (4th Edition). Pearson Education.
 Rodrigue, J.-P., Comtois, C., & Slack, B. (2017). The Geography of Transport Systems (4th Edition). Routledge.
 Holloway, J. C., & Humphreys, C. (2019). The Business of Tourism (11th Edition). SAGE Publications Ltd.
 Rodrigue, J.-P., Comtois, C., & Slack, B. (2017). The Geography of Transport Systems (4th Edition). Routledge.
 Knowles, R., Shaw, J., & Docherty, I. (Eds.). (2014). Transport Geographies: Mobilities, Flows and Spaces. John Wiley & Sons.

Mapping of COs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	2	1	-	-	-	2
CO 2	1	-	-	-	-	1
CO 3	2	-	1	-	-	1
CO 4	2	-	-	2	1	1
CO 5	2	1	-	-	2	3

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper- 1	10
b)	Case study	10
c)	Seminar	10
Total		100

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

SEMESTER 5	KU5SECBTM301	AVIATION MANAGEMENT
-------------------	---------------------	----------------------------

Program	BBA TTM
Course Code	KU5SECBTM301
Course Title	Aviation Management

BBA TTM SYLLABUS (2024)

Type of Course	SEC-2				
Semester	5				
Academic Level	300 – 399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	3	3			45
Pre-requisites	No prerequisites needed for the course				
Course Summary	<p>This course provides a foundational understanding of civil aviation, covering its history, global regulatory bodies (ICAO, IATA, DGCA, AAI), and key legal frameworks such as the Chicago and Warsaw Conventions. It explores airline commercial practices—including fare types, e-ticketing, journey classifications, code-sharing, and frequent flyer programs—as well as airport operations like passenger handling, baggage rules, and special assistance protocols. The curriculum also details cabin crew roles, in-flight services, safety procedures, and the core functions of airline operations control (flight dispatch, load planning, crew and maintenance coordination). Designed for aspiring aviation professionals, the course blends regulatory, commercial, and operational knowledge essential for careers across the air transport industry.</p>				

Course Outcomes (COs):

CO	CO Statement	Cog. Level	Kn. Catg.	Evaluation Tools used
CO1	Explain the historical evolution, regulatory framework, and key institutions of civil aviation, including the roles of ICAO, IATA, DGCA, AAI, and international agreements (e.g., Chicago Convention, Warsaw Convention, Freedoms of the Air, Open Sky policy).	R	C	Quiz/ Practical Assignment /Observation of Practical Skills/ Seminar Presentation
CO2	Describe airline operations and commercial practices, including types of airlines, aircraft configurations, fare structures (normal, discounted, special), e-ticketing, journey types (OW, RT, RTW), and ancillary services such as frequent flyer programs and codesharing.	U	P	Technology-based assessment
CO3	Outline airport management processes and passenger handling protocols, covering terminal operations, check-in procedures, baggage regulations (checked/unchecked, pooling,	E	P	

BBA TTM SYLLABUS (2024

	dangerous goods), special passenger assistance, and minimum connecting times.			
CO 4	Identify the roles and responsibilities of cabin crew and key airline personnel, and summarize in-flight services, safety/security measures, and job qualifications within the aviation industry.	An	P	
CO5	Analyse airline operational control functions, including flight dispatch, load planning, crew scheduling, maintenance coordination, and management of irregular operations, while recognizing the organizational structure and safety management systems in airline operations.			
<p>* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)</p>				

DETAILED SYLLABUS

Module	Unit	Content
I	Civil aviation: An introduction	
	1	Airline Terminology -Origin of civil aviation - History of Civil Aviation in India
	2	IATA, ICAO, AAI and DGCA
	3	Air Transport regulations: Bilateral Regulations--Multilateral regulations- Warsaw and Chicago conventions – Freedoms of Air- Open Sky policy
	4	Types of Airlines- Classes of Service and aircraft configuration -aircraft manufacturers.
	5	In-flight services
	6	Job Opportunities in airlines- Cabin Crew - Services- Job Specifications and Qualifications
II	Airlines Management	
	7	IATA Areas -2 letter Codes of Airlines -3 letter city codes of major airports.
	8	Types of journeys (OW, CT, RT, OJ, RTW)
	9	E-tickets & its advantages-International Sale Indicators - Global Indicators
	10	Types of fare: Normal Fare - Special Fares - Discounted Fares- ticket validity-refund- cancellation
	11	Insurance coverage-types of insurance for travel- Airline planning and operations: hub and spoke systems - Code sharing- - CRM and Frequent Flyer Programs (FFPs).
III	Airport Management	
	12	Cabin Crew – Airport Terminals—formalities for arriving, transiting, and departing passengers.

BBA TTM SYLLABUS (2024)

	13	Airport facilities: Check-in facilities, types –Landing facilities for departing passengers – In-flight services — Emergency equipment for disembarkation - Minimum connecting time.
	14	Passengers requiring special handling- Baggage and Excess baggage - Checked and unchecked baggage – piece and weight concept – pooling of baggage.
	15	Carry-on items – carriage of live animals - classification of dangerous goods
IV	Operations Control	
	12	Airline operations Control-Flight planning and Dispatch - Load control planning- Crew Operations Control.
	13	Maintenance Control-types of maintenances-Station Operations Control - Passenger processing and flight operation -Airline Disruptions and Irregular Operations-Safety and security operations by airlines-On-board safety measures.
	14	Airline Key personnel and organization structure- -IATA&UFTAA fare formula (only theoretical aspects).
V	Teacher Specific Content (12 Hrs)	

References:

1. Graham. A-Managing Airport an International Perspective –Butterworth Heinemann, Oxford-2001
2. Richard H. Wood, Aviation Safety Programs A Management Handbook— Jeppesen Sanderson Inc.
3. IATA course material for Foundation in Travel and Tourism 4. IATA course material for Passenger Ground Services

Mapping of COs with PSOs

Rubrics:

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	2	1	-	-	-	2
CO 2	1	-	-	-	-	1
CO 3	2	-	1	-	-	1
CO 4	2	-	-	2	1	1
CO 5	2	1	-	-	2	3

Assessment

Correlation Levels:

BBA TTM SYLLABUS (2024)

Evaluation Type		Marks
End Semester Evaluation		50
Continuous Evaluation		25
a)	Test Paper-2	10
b)	Case Study	15
Total		75

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

SEMESTER 6

SEMESTER 6	KU6DSCBTM304	ORGANIZATIONAL BEHAVIOR IN TOURISM
-------------------	---------------------	---

Program	BBA TTM				
Course Code	KU6DSCBTM304				
Course Title	Organizational Behavior in Tourism				
Type of Course	DSC-A13				
Semester	6				
Academic Level	300 – 399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4			60
Pre-requisites	No prerequisites needed for the course				
Course Summary	<p>This course explores the core principles of Organizational Behavior (OB) with a focus on the tourism and hospitality industry. It begins with an understanding of OB's nature, significance, and the critical role of organizational culture in shaping service delivery and employee engagement. The curriculum delves into individual behavior, examining personality (including the Big Five model), perception, learning, attitudes, and job satisfaction. It then addresses group dynamics, covering team formation, roles, norms, conflict management, and strategies for building effective teams in service settings. Finally, the course examines organizational change, including drivers of change, resistance, and structured approaches to managing change and fostering innovation through models like Lewin's and Kotter's.</p>				

Course Outcomes (COs):

CO	CO Statement	Cog. Level	Kn. Catg.	Evaluation Tools used
CO1	Explain the foundational concepts of Organizational	U		Quiz/

BBA TTM SYLLABUS (2024)

	Behaviour (OB), including its nature, importance in management, and the role of organizational culture—particularly in tourism contexts—and evaluate how culture influences employee behaviour, service quality, and organizational effectiveness.		C	Practical Assignment /Observation of Practical Skills/ Seminar Presentation / Technology-based assess
CO2	Analyse individual behaviour in tourism organizations by applying theories of personality (e.g., Big Five, trait theory), perception, learning, attitudes, and emotions to understand job satisfaction, decision-making, and workplace conduct.	An	P	
CO3	Examine group dynamics and team effectiveness, including stages of group development, team roles, norms, and conflict management strategies, and apply principles of team building and teamwork to enhance collaboration in service-oriented environments.	E	P	
CO 4	Evaluate organizational change processes by identifying internal and external drivers of change, analyzing resistance, and applying established change models (e.g., Lewin’s, Kotter’s) to foster innovation, adaptability, and resilience in tourism and hospitality organizations.	E	P	
* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

DETAILED SYLLABUS

Module	Unit	Content
I	Introduction to Organizational Behavior	
	1	Concept of Organizational Behavior (OB): Nature and characteristics.
	2	Importance -Management roles, skills, and activities.
	3	Concept of organizational culture: elements of organizational culture in tourism, factors affecting tourism organizational culture.
	4	Impact of tourism organizational culture (functions and liability); Creating and sustaining tourism organizational culture.
II	Group Dynamics:	
	5	Dynamics: Concept of group, Types of groups. Stages of Group Development -Factors Influencing Group Behavior.

BBA TTM SYLLABUS (2024)

	6	Group norms, Group and teams; Types of teams; Creating team players from individuals building and team-based work (TBW).
	7	Team Roles and Responsibilities, Teamwork-Team Building-Team Management.
	8	Conflict- types, stages of conflict-Conflict Management and Resolution.
III	Concept of Individual Behavior:	
	9	Components of individual behavior, factors affecting individual behavior - Learning, Concept of learning, conditioning, shaping and reinforcement.
	10	Attitude: Concept of attitude in tourism organization, components, behavior, and attitude. - Job satisfaction in tourism organization.
	11	Personality and Values: Concept of personality; Relevance of values; Big Five model of personality: Theories of personality - Trait theory - psychoanalytic theory - social learning theory
	12	Perception, Decision Making and Emotions (Tourism): Perception and Judgements; Factors; Linking perception to individual decision making.
IV	Organizational Change	
	13	Concept of organizational change, Forces of change; Planned change; Resistance, and resistance to change: Learning organization.
	14	Managing Change and Innovation-Forces for Change (External and Internal) Resistance to Change and Overcoming Resistance.
	15	Change Management Models (Lewin's Change Model, Kotter's 8-Step Model)-Innovation and Creativity in Organizations.
V	Teacher Specific Content (12 Hrs)	

References:

1. Kinicki, Angelo, and Mel Fugate. "Organizational Behavior: A Practical, Problem-Solving Approach." 2nd ed., McGraw-Hill Education, 2018.
2. Luthans, Fred. "Organizational Behavior: An Evidence-Based Approach." 13th ed., McGraw-Hill Education, 2015.
3. Nelson, Debra L., and James Campbell Quick. "Organizational Behavior: Science, the Real World, and You." 9th ed., Cengage Learning, 2018.
4. Newstrom, John W. "Organizational Behavior: Human Behavior at Work." 15th ed., McGraw-Hill Education, 2019.
5. Greenberg, Jerald. "Behavior in Organizations." 11th ed., Pearson Education, 2017.
6. McShane, Steven L., and Mary Ann Von Glinow. "Organizational Behavior." 8th ed., McGraw-Hill Education, 2018.
7. Colquitt, Jason A., Jeffery A. LePine, and Michael J. Wesson. "Organizational Behavior: Improving Performance and Commitment in the Workplace." 6th ed., McGraw-Hill Education, 2019.

BBA TTM SYLLABUS (2024

8. Schermerhorn, John R., James G. Hunt, Richard N. Osborn, and Mary Uhl-Bien. "Organizational Behavior." 13th ed., John Wiley & Sons, Inc., 2017.
9. Hitt, Michael A., C. Chet Miller, and Adrienne Colella. "Organizational Behavior." 5th ed., John Wiley & Sons, Inc.,
10. Dwivedi, R. S. (2001). Human relations and organizational behaviour. Macmillan Publishers India Limited.
11. Robbins, Stephen P., and Timothy A. Judge. "Organizational Behavior." 18th ed., Pearson Education, 2019.

Mapping of COs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	2	1	-	-	-	2
CO 2	1	-	-	-	-	1
CO 3	2	-	1	-	-	1
CO 4	2	-	-	2	1	1

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper-1	10
b)	Assignment/Seminar	10
c)	Case Study	10
Total		100

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

SEMESTER 6	KU6DSCBTM305	HUMAN RESOURCE MANAGEMENT AND TOURISM
-------------------	---------------------	--

Program	BBA TTM				
Course Code	KU6DSCBTM305				
Course Title	Human Resource Management and Tourism				
Type of Course	DSC-A14				
Semester	6				
Academic Level	300 – 399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4			60
Pre-requisites	No prerequisites needed for the course				
Course Summary	<p>This course provides a comprehensive overview of Human Resource Management (HRM) with a focus on the tourism and hospitality sector. It covers the evolution of HRM, strategic HR practices, and key Indian labor laws governing employment, safety, and welfare. Students learn about recruitment, training, talent management, performance appraisal, and compensation systems. The curriculum also addresses employee relations, grievance handling, industrial disputes, collective bargaining, and participative management. Emerging trends such as the gig economy, AI in HR, and workforce reskilling are explored to prepare students for the future of work in dynamic service environments.</p>				

Course Outcomes (COs):

CO	CO Statement	Cog. Level*	Kn. Catg.	Evaluation Tools used
CO1	Explain the evolution, scope, and strategic role of HRM, and differentiate between traditional HRM and Strategic HRM (SHRM) in the context of tourism and service industries.	R	C	Quiz/ Practical Assignment /Observation of Practical Skills/ Seminar Presentation / Technology-based assessment
CO2	Apply recruitment, selection, and talent management practices, including job analysis, onboarding, training methods, career development, and workforce planning to attract and retain skilled employees.	Ap	P	
CO3	Design and evaluate compensation and performance management systems, incorporating	Ap	P	

BBA TTM SYLLABUS (2024

	job evaluation, pay equity, incentive plans, appraisal methods (e.g., 360-degree), and recognition strategies.			
CO 4	Interpret key Indian labour laws (e.g., Factories Act, PF Act, Maternity Benefit Act, Child Labour Act) and apply principles of employee relations, grievance handling, and ethical separation practices.	An	P	
CO5	Analyse industrial relations mechanisms, including trade unions, collective bargaining, dispute resolution, and participative management, and assess emerging HR trends like gig work, AI, and reskilling in the future of work.	An	P	
* Remember (R), Understand (U), Apply (Ap), Analyze (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

DETAILED SYLLABUS

Module	Unit	Content
I	Introduction to Human Resource Management	
	1	Definition and Evolution of Human Resource Management: Scope and Functions of HRM.
	2	Strategic Human Resource Management-Features and benefits of SHRM - Barriers to HRM - Difference in traditional HRM and SHRM.
	3	The Factories Act, 1948-- The Workmen’s Compensation Act, 1923-The Maternity Benefit Act, 1961.
	4	The Employee’s Provident Fund and Miscellaneous Provision Act, 1952- The Payment of Gratuity Act, 1972- Trade Union Act, 1926-Child Labour (Prohibition and Regulation Act, 1986).
II	Recruitment and Selection	
	5	Job Analysis and Job Description- Recruitment Sources (Internal and External)-Selection Methods (Applications, Interviews, Tests)-Onboarding and Orientation
	6	Training and Development: Training Needs Assessment-Training Methods (On-the-Job, Off-the-Job)-Career Development and Succession Planning- Career life cycle, Process, Factors affecting Career Planning and Development.
	7	Talent Management: Workforce Planning and Forecasting- Talent Acquisition and Retention-Employee Engagement and Motivatio

III	Compensation Management	
	8	Job Evaluation and Pay Structures-Internal and External Equity-Incentive and Variable Pay Plans-Benefits and Perquisites.
	9	Performance Management: Performance Appraisal Methods (Ratings, 360-degree, Self- appraisal)-Performance Management Systems-Feedback and Coaching-Rewarding and Recognizing Performance.
	10	Employee Relations in Tourism: Employee Engagement and Communication-Grievance and Discipline Management- Employee Separation: Retirement, VRS, Suspension, Termination, Resignation.
	11	Future of Work and HRM in Tourism: Gig Economy and Non-traditional Work Arrangements-Artificial Intelligence and Automation-Workforce Upskilling and Reskilling.
IV	Industrial Relations	
	12	Industrial dispute: Forms and Causes, Machinery for settlement of Industrial dispute.
	13	A very brief overview of Acts: The Factories Act, 1948-- The Workmen's Compensation Act, 1923-The Maternity Benefit Act, 1961-The Employee's Provident Fund and Miscellaneous Provision -Act, 1952- The Payment of Gratuity Act, 1972- Trade Union Act, 1926-Child Labour (Prohibition and Regulation Act, 1986)
	14	Collective Bargaining: process and types- Grievance and Disciplinary Actions: Grievance: causes, Discovery of grievance, effects of grievance.
		Participative Management and employee counselling: Importance, Forms of Participative Management, Worker's Participative Management (WPM) in India-Employee Counselling: Methods and types of Employee Counselling.
	15	Industrial dispute: Forms and Causes, Machinery for settlement of Industrial dispute.
V	Teacher Specific Content (12 Hrs)	

References:

- Tripathi & Reddy, Principles of Management, Tata Mcgraw-Hill, New Delhi,2008
- Steven W. Schmidt. Training and Development for the Workplace"
- Human Resource Management by Gupta C.B (Publisher: Sultan Chand & Sons)
- Bernadin, Human Resource Management, Tata Mcgraw Hill, 8th edition 2012
- Shashi.K.Gupta and Rosy Joshi, Human Resource Management

BBA TTM SYLLABUS (2024

- <https://www.accountingnotes.net/human-resource/type-of-incentive-plans/type-of-incentive-plans/17317>)
- <https://www.economicdiscussion.net/industries/industrial-relations/32249>
- <https://www.managementstudyguide.com/job-description-specification.htm>
-

Mapping of COs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	2	1	-	-	-	2
CO 2	1	-	-	-	-	1
CO 3	2	-	1	-	-	1
CO 4	2	-	-	2	1	1
CO 5	2	1	-	-	2	3

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper-2	10
b)	Assignment/Seminar	10
c)	Case Study	10
Total		100

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

SEMESTER 6	KU6DSCBTM306	AIRPORT MANAGEMENT AND GROUND HANDLING
-------------------	---------------------	---

Program	BBA TTM				
Course Code	KU6DSCBTM306				
Course Title	Airport Management and Ground Handling				
Type of Course	DSC-A15				
Semester	6				
Academic Level	300 – 399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4			60
Pre-requisites	No prerequisites needed for the course				
Course Summary	<p>This course introduces the fundamentals of airport operations with a focus on infrastructure, management, and ground handling. It covers airport classification, ownership models (including PPP and privatization), and the layout of airside and landside facilities. Students explore the full scope of ground handling—passenger, baggage, cargo, and aircraft services—along with safety, security, and customer service protocols. The curriculum also addresses operational planning, use of Ground Support Equipment (GSE), and handling of special needs passengers, preparing learners for roles in airport and ground handling operations within the aviation and tourism sectors.</p>				

Course Outcomes (COs):

CO	CO Statement	Cog. Level*	Kn. Catg.	Evaluation Tools used
CO1	Explain the concept, structure, classification, and strategic importance of airports in air transport and tourism, including ownership models, privatization, and the roles of operators and investors.	R	C	Quiz/ Practical Assignment
CO2	Describe the physical and functional components of an airport, distinguishing between airside (runway, taxiway, apron, ATC, ANS) and landside (terminal, passenger facilities) infrastructure	U	P	/Observation of Practical Skills/ Seminar Presentation
CO3	Outline the scope and operations of airport ground		P	/ Technology-based

BBA TTM SYLLABUS (2024

	handling services, including passenger, baggage, cargo, and aircraft handling, with emphasis on safety, security, and customer service standards.	E		assessment
CO 4	Apply principles of ground handling planning and resource management, including flight scheduling, staff rostering, use of Ground Support Equipment (GSE), and contingency planning for operational disruptions.	An	P	
CO5	Demonstrate knowledge of passenger handling procedures and special assistance protocols, ensuring compliance with safety, security, and service quality requirements in diverse airport environments.	An	P	
* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

DETAILED SYLLABUS

Module	Unit	Content
I	Introduction to Airport	
	1	Concept of Airport – Airport and Air transport – Major Airports.
	2	Structure of the Airport – Terminal, Apron, Runway, Taxiway etc.
	3	Importance of Airport for Tourism – Airport customers and tourists.
	4	Classification of Airport – Modern Airports.
	5	Privatization – Types of Privatizations.
	6	Airport Operators and Investors.
II	Airport Management	
	5	Airport Classification - Airport Ownership- Public-Private Partnership (PPP) - Modern Airports.
	6	Structure of the Airport-The Airside-Runway-Taxi ways- Apron/Ramp- .Hangar-Air Navigation Services (ANS) and Air Traffic Control (ATC)- Terminal.
	7	Structure and components of a terminal- Landside-Physical components.
III	Overview of Airport Ground Handling	
	8	Definition and scope of ground handling services.

BBA TTM SYLLABUS (2024)

	9	Ground Handling Operations: Passenger handling (check-in, boarding, deplaning), Baggage handling (loading, unloading, sorting, transfer), Cargo and mail handling.
	10	Safety and Security in Ground Handling: Ramp safety procedures, Dangerous goods handling, Security screening and access control.
IV	Ground Handling	
	11	Ground Handling Operations Planning and Scheduling: Flight schedules and ground time calculations, Resource allocation and staff rostering, Contingency planning for disruptions and delay.
	12	Aircraft handling (marshalling, loading, unloading, cleaning), Ramp operations and equipment, aircraft parking, Loading, and unloading procedures, Aircraft cleaning and catering services.
	13	Passenger Handling Procedures: Check-in and boarding processes, Baggage handling and reconciliation, Passenger assistance and special needs handling.
	14	Ground Support Equipment (GSE): Types of GSE (passenger stairs, baggage carts, belt loaders, etc.), GSE maintenance and safety procedures.
V	Teacher Specific Content (12 Hrs)	

References:

- Ashford, N. J. (2013). Airport operations. McGraw-Hill Companies, Inc.
- Dileep, M. R., & Kurien, A. (2021). Air Transport and Tourism. Routledge.
- Budd, L., & Ison, S. (2017). Air Transport Management: An International Perspective. Routledge, Taylor & Francis Group.
- Graham, A. (2014). Managing Airports: An International Perspective. Routledge. Ashford, N. J. (2013). Airport Operations. McGraw-Hill Companies, Inc.
- IATA Airport Handling Manual (AHM)
- IATA Ground Operations Manual (IGOM)
- Norman Ashford, et al".
- "Airport Operations" by
- Dimitrios Dimitriou "Ground Handling Operations"

Mapping of COs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	2	1	-	-	-	2
CO 2	1	-	-	-	-	1
CO 3	2	-	1	-	-	1
CO 4	2	-	-	2	1	1
CO 5	2	1	-	-	2	3

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper-2	10
b)	Assignment/Seminar	10
c)	Case Study	10
Total		100

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

SEMESTER 6**KU6DSEBTM303****LOGISTICS MANAGEMENT**

Program	BBATTM				
Course Code	KU6DSEBTM303				
Course Title	Logistics Management				
Type of Course	DSE-A16				
Semester	6				
Academic Level	300 – 399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4			60
Pre-requisites	No prerequisites needed for the course				
Course Summary	This course covers core concepts of logistics and supply chain management, including integrated logistics, demand forecasting, inventory control, containerization, warehousing (ICDs, CFS), and transportation networks in India. It emphasizes cost efficiency, infrastructure, and operational strategies to enhance supply chain performance in domestic and global trade.				

Course Outcomes (COs):

CO	CO Statement	Cog. Level*	Kn. Catg.	Evaluation Tools used
CO1	Explain the fundamentals of logistics and its role in the economy, distinguishing it from supply chain management (SCM) and describing the logistics mix, integrated logistics processes, and performance cycles.	R	C	Quiz/ Practical Assignment /Observation of Practical Skills/ Seminar Presentation / Technology- based assessment
CO2	Analyse supply chain design and performance, including demand forecasting, inventory management, sourcing, and strategies to mitigate uncertainty (e.g., safety stock, bullwhip effect).	An	P	
CO3	Describe containerization, warehousing systems, and distribution networks in India, including the roles of ICDs, CFS, CONCOR, and warehouse design and operations.	U	P	
CO4	Evaluate transportation systems and their impact on logistics, including mode selection, cost optimization, fleet management, and routing/scheduling techniques in the Indian context.	E	P	

BBA TTM SYLLABUS (2024

* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)
 # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P)
 Metacognitive Knowledge (M)

DETAILED SYLLABUS

Module	Unit	Content
I	Concept of Logistics	
	1	Concept of Logistics: Introduction, Types, Logistics Management, Role of Logistics in an Economy.
	2	Difference between Logistics and Supply Chain Management, Logistics and competitive advantage, Logistics Mix, organized retail in India.
	3	Logistics process: Concept of Integrated Logistics, inventory, and information flow.
	4	Operational objectives of integrated logistics; barriers to integration, organization structure, measurement system, inventory ownership.
	5	Logistics performance cycle, manufacturing support performance cycle, procurement performance cycle.
II	Supply chain management	
	6	Supply chain management: Introduction, Supply chain Performance, drivers, metrics and distribution network, network design.
	7	Role of demand forecasting in the supply chain, aggregate planning in the supply chain, sales, and operations planning, managing predictable variability, cycle inventory.
	8	Managing uncertainty in a supply chain: safety inventory, sourcing decisions, and Bullwhip effect.
III	Containerization	
	9	Containerization: Concept, classification, benefits, and constraints; Inland Container Depot (ICD).
	10	Role and functions; CFS, export Clearance at ICD; CONCOR; ICDs under CONCOR etc.
	11	Warehousing and Distribution Centers: Concepts, elements, and functions of Warehousing– Types of Warehouses– Warehousing Strategy– Warehouse Design– Operational Mechanism of Warehouse.
	12	Warehousing Network in India - Central Warehousing corporation in India.
IV	Transportation Mix	
	11	Transportation infrastructure and network in India.

BBA TTM SYLLABUS (2024)

	12	Impact of the transport system on the supply chain.
	13	Factors that determine the choice of transport mode – Transportation Costs - Tools and techniques for reducing costs - Fleets – Fleet sizing and configuration – Routing and Scheduling.
V		Teacher Specific Content (12 Hrs)

References:

- Chopra, S., & Meindl, P. (2007). *Supply chain management. Strategy, planning & operation* (pp. 265-275). Gabler.
- Leenders, M. R., & Fearon, H. E. (1997). *Purchasing and supply management. (No Title)*.
- Stock, J. R., & Lambert, D. M. (2001). *Strategic logistics management* (Vol. 4). Boston, MA: McGraw-Hill/Irwin.

Mapping of COs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	2	1	-	-	-	2
CO 2	1	-	-	-	-	1
CO 3	2	-	1	-	-	1
CO 4	2	-	-	2	1	1

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper-2	10
b)	Assignment/Seminar	10
c)	Case Study	10
Total		100

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

SEMESTER 6	KU6DSEBTM304	ENTREPRENEURSHIP DEVELOPMENT
-------------------	---------------------	-------------------------------------

Program	BBA TTM				
Course Code	KU6DSEBTM304				
Course Title	Entrepreneurship Development				
Type of Course	DSE-A17				
Semester	6				
Academic Level	300 – 399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4			60
Pre-requisites	No prerequisites needed for the course				
Course Summary	This course aims to provide a comprehensive understanding of finance management and entrepreneurship, particularly for new tourism entrepreneurs, focusing on planning, execution, and resource utilization in the tourism industry.				

Course Outcomes (COs):

CO	CO Statement	Cog. Level*	Kn. Catg.	Evaluation Tools used
CO1	Understand the foundational concepts, theories, and significance of entrepreneurship in economic and social development.	R	C	Lectures, case studies, guest talks (entrepreneurs), field visits (SHGs/MSME units), group projects
CO2	Identify and analyze the personal, psychological, and environmental factors that influence entrepreneurial behavior and motivation.	U	P	
CO3	Examine the structure, role, and regulatory framework of Micro, Small, and Medium Enterprises (MSMEs) in India, including legal, financial, and operational aspects.	E	P	
CO4	Evaluate emerging models of entrepreneurship—including social, women, rural, and tourism entrepreneurship—and assess their relevance in inclusive and sustainable development	An	P	
CO	Develop practical competencies to design a			

BBA TTM SYLLABUS (2024)

5	tourism business project by integrating entrepreneurial skills, resource mobilization strategies, and awareness of government schemes.			
<p>* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)</p>				

DETAILED SYLLABUS:

Module	Unit	Content
I	Introduction to Entrepreneurship	
	1	Meaning and Importance--Skills of an entrepreneur-Characteristics of an entrepreneur - role of entrepreneurship in economic development.
	2	Theories of Entrepreneurship (McClelland's Need for Achievement, Schumpeter's innovation theory).
	3	Types of entrepreneurs: According to Type of Business, According to Use of Technology, According to Motivation, According to Growth, According to Stages-Intrapreneur.
	4	Factors influencing entrepreneurship: Psychological factors, social factors, Economic factors, Environmental factors.
	5	Assistance to an entrepreneur: New Ventures Industrial Park (Meaning, features, & examples) Special Economic Zone (Meaning, features & examples)-Financial assistance by different agencies.
	6	Entrepreneurial Motivation-Barriers to entrepreneurship.
II	MSMEs, Policy Framework & Institutional Support	
	7	Micro, Small and Medium Enterprises – Definition, nature, and characteristics. Micro enterprises – definition as per MSME Act, nature, characteristics, scope, and types of micro business.
	8	Seedbed of entrepreneurship-role of micro business in Indian Economy-problems and prospects of micro entrepreneurship-MSME Act and its implications on micro business.
	9	MSME Act- Small Scale Industries-Carry on Business (COB) license-Environmental Clearance- National Small Industries Corporation (NSIC)- Government Stores Purchase scheme (e-tender process) - Excise exemptions and concession -Exemption from income tax - Quality Standards with special reference to ISO.

BBA TTM SYLLABUS (2024)

	10	Financial assistance to MSME- Modernization assistance to small scale unit-banks, NBFCs, CGTMSE, Mudra Loans-Non-Financial support: training, mentorship, incubators.
	11	Export oriented units- Incentives and facilities to exports entrepreneurs - Export oriented zone Export-Import Bank of India.
III	Inclusive & Emerging Entrepreneurship	
	12	Social entrepreneurship, Edupreneurship, Health entrepreneurship, Women entrepreneurship, Edupreneurship: innovation in education.
	13	Woman Entrepreneurship: Problems faced by Women Entrepreneurs; Role of Self-Help Group in Women Empowerment. Financial and non-financial support to women enterprises in India Rural Entrepreneurship (Government schemes: Stand-Up India, Mudra Yojana, MSME support).
	14	Rural Entrepreneurship- Linkages with agriculture, handicrafts, and local resources- Problems faced by Rural Entrepreneurs- Entrepreneurship development in rural area- Special Schemes for Rural Entrepreneurs. Support through SFURTI, PMEGP, and NRLM.
	15	Tourism entrepreneurship: sustainable and experiential models-Ethical and social responsibility challenges for entrepreneurs in tourism.
	16	Entrepreneurship opportunities in Tourism, Tourism entrepreneurial competencies-Financing by UNWTO, ITDC, and MOT towards different projects.
IV	Business Planning	
	11	Role of MSME Development Institutes (MSME-DIs) and District Industries Centers (DICs).
	12	State Industrial Development Corporation (SIDC)- State Financial Corporation (SFCs)-The Small Industries Development Bank of India (SIDBI)- The State Small Industries Development Corporation (SSIDC).
	13	Industrial Infrastructure for Startups: Industrial Parks, Incubation Centers, and New Venture Facilities, objectives, and key features- Common facilities: plug-and-play infrastructure, testing labs, R&D support. Examples: STPI, T-Hub, KSUM, RIICO parks.
		Single-window clearance systems and Udyam Registration.
V	Teacher Specific Content (12 Hrs)	

References:

- Poornima M. Charantimathv. (2006). Entrepreneurship Development and Small Business Enterprises, Dorling Kindersley (India) Pvt. Ltd, New Delhi.
- Sanjay, Anshuja Tiwari. (2007). Entrepreneurship Development in India, sarup & Son's publications, New Delhi.
- Ramachandran. (2009). Entrepreneurship Development, Tata McGraw –Hill Education Pvt.Ltd. New Delhi.
- Pawan Kumar Sharma. (1991). Development banks and Entrepreneurship Promotion in India, Mittal publications, New Delhi.
- C.P. Yadav. (2000). Encyclopedia of Entrepreneurship Development, Anmol Publications, New Delhi.
- Vasant Desai. (2003). Small Scale Industries and Entrepreneurship, Himalaya Publishing House.
- Poornima M Charanthimath. (2006). Entrepreneurship Development Small Business Enterprises, Pearson publications.
- Paul Burns & Jim Dew Hunt. (2010). Small Business Entrepreneurship, Palgrave Macmillan publishers.
- Suman Kalyan Chaudhury. (2013). Micro Small and Medium Enterprises in India Hardcover, Raj Publications.
- MSME Act -2022.
- Pandey, I.M, "Venture Capital –The Indian Experience", Prentice Hall of India, 2003.
- Tandon B.C., "Environment and Entrepreneur", Chug Publications, Allahabad.

Mapping of COs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	2	1	-	-	-	2
CO 2	1	-	-	-	-	1
CO 3	2	-	1	-	-	1
CO 4	2	-	-	2	1	1
CO 5	2	1	-	-	2	3

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper-1	10
b)	Assignment/Seminar	10
c)	Case Study	10
Total		100

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

SEMESTER 6**KU6INTBTM301****INTERNSHIP**

Internships provide students with the opportunity to apply theoretical and practical knowledge in the tourism industry. This course allows students to sharpen their skills while entering industry and students will be able to acquire transferable skills such as communication and leadership. teamwork etc. Every student of the program must undergo an internship for a minimum period of 4-6 weeks during the summer vacation. Students may choose to undergo internships in any of the organizations in tourism & hospitality sector such as hotels, airports, tour operators, event management organizations, DMOs, tourism organizations, tourism organizations, tourism organizations, tourism organizations, tourism organizations, tourism NGOS etc. Students must inform them of their choice of area and obtain consent from the Head of the Department. Students, in case, want to arrange internship themselves, should obtain permission/ NOC from HoD. Students who abstain from internship will be considered as absent and no marks shall be awarded for the paper.

COURSE OUTCOMES(COs)

- CO 1: To bridge the gap between real-life business and academics.
- CO2: To develop practical skills and gain a realistic idea of the managerial functions in organizations.
- CO3: Demonstrate professional working attitude and aptitude.
- CO4: Develop teamwork and leadership skills.

On the completion of internship, every student is required to present the following:

- Internship Report cum Logbook
- Internship Certificate in original.

The Internship Report should include FIVE (5) chapters.

- ✓ Chapter- 1: Introduction of the organization includes - Inception, SWOC analysis, nature of business, profile, Organizational Structure, Functional Areas, etc.
- ✓ Chapter -2: Objective of study, methodology adopted-source of data -technique, limitation of the study etc.

- ✓ Chapter -3: Discussion/Analysis and Interpretation/Findings of the study, and suggestions.
- ✓ Chapter -4: Learning Experience like Work profile and job responsibilities handled by the students during internship, their contribution and learning experience. Weekly report of work done etc.
- ✓ Chapter-5 : Conclusion

Evaluation of the Report: Internship Report shall be valued by Examiners of BOE for 35 Marks and the internal mark will be 15 marks (Total marks = Report (35 marks) + internal (15 marks) = 50 Marks).

Presentation of the Report:

1. Typing should be done on one side of the A-4 size paper.
2. The margin on the left side 1.75 inches, the right, top and bottom margin should be 1 inch each.
3. Font size: Chapter heading: 16; Sub-heading: 14 (Bold) and text of the running matter: 12.
4. Fonts to be used are Times New Roman.
5. The text of the report should have 1.5 line spacing; quotations and foot notes should be in single-line space
6. The total of the report is to be in the range of 85 to 100 pages.
7. The report should be presented in hardbound/ Spiral (Normal binding) for report evaluation
8. The students should also submit the hard & PDF Soft copy of the report to the HOD, and the department concerned should keep the record.

SEMESTER 6	KU6SECBTM302	TECHNOLOGY AND TOURISM			
-------------------	---------------------	-------------------------------	--	--	--

Program	BBATTM				
Course Code	KU6SECBTM302				
Course Title	Technology and Tourism				
Type of Course	SEC-3				
Semester	6				
Academic Level	300 – 399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	3	3			45
Pre-requisites	No prerequisites needed for the course				
Course Summary	This course explores the intersection of Information Technology with digital well-being, financial technologies, and the tourism-hospitality-aviation sector. It covers cyber security, Indian cyber laws, digital banking, e-commerce, GDS, biometric travel systems, OTAs, and digital marketing—equipping learners with practical knowledge for safe, compliant, and innovative digital operations in service industries.				

Course Outcomes (COs):

CO	CO Statement	Cog. Level*	Kn. Catg.	Evaluation Tools Used
CO1	Identify major cyber threats and apply relevant provisions of Indian cyber laws (IT Act, DPDP Act 2023) and CERT-In guidelines to ensure digital safety and compliance.	R	C	Quiz/ Practical Assignment /Observation of Practical Skills/ Seminar Presentation /Technology-based assessment
CO2	Explain digital banking and e-commerce ecosystems, including payment systems, business models, and associated security risks such as fraud and data breaches.	U	P	
CO3	Describe digital guest experiences in tourism and aviation, including self-service technologies, biometric systems, and online reservation platforms.	E	P	
CO4	Analyze the structure and function of Global Distribution Systems (GDS) and their role in aviation and hospitality distribution.	An	P	
CO5	Apply digital media frameworks (owned, earned, paid) to design effective marketing and reputation strategies for travel and hospitality businesses.	An	P	

* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Module	Unit	Content
I	Overview of Information Technology and Digital Well-being	
	1	Introduction to Information Technology in the Contemporary Digital Era.
	2	Cyber Threats: Malware, ransomware, phishing, social engineering, DDoS attacks, zero-day exploits, and insider threats.
	3	Cyber Laws in India: Information Technology Act, 2000 (as amended in 2008)-Key sections on cyber offences, digital signatures, and intermediary liability-CERT-In directives and incident reporting-Digital Personal Data Protection (DPDP) Act, 2023 – key provisions and compliance.
	4	Cyber Addictions and Health Issues: Internet, gaming, and social media addiction-Physical impacts (eye strain, repetitive strain injury, sedentary lifestyle)-Mental health concerns (anxiety, depression, FOMO)-Guidelines for Responsible and Safe Use of Computers and Digital Devices.
II	Drivers of Digital Business and Financial Technologies	
	5	Digital Banking: Online banking, mobile banking, tele-banking, Unified Payments Interface (UPI), BHIM app, digital wallets (Paytm, PhonePe, Google Pay)-Credit/debit cards, e-cheques- RBI guidelines, fraud prevention mechanisms.
	6	E-Commerce: E-business models: B2B, B2C, C2C, C2B, D2C--E-commerce Sales Life Cycle (ESLC) Model- Electronic Payment Systems: Payment interfaces and gateways, Digital payment methods (net banking, UPI, BNPL), Smart cards and contactless payments- Popular systems: Visa, Mastercard, RuPay, PayPal-Risks in Electronic Payment Systems: Fraud, data breaches, chargebacks, phishing
III	IT in Tourism, Hospitality, and Aviation	
	7	Digital Security in Tourism, Hospitality & Aviation: CCTV surveillance and AI-based video analytics-Smart cards for room access and loyalty programs-Biometric security systems: facial recognition, fingerprint, iris scanning-Biometric passports (e-passports).
	8	Online Travel Ecosystem: Online Travel Agencies (OTAs): MakeMyTrip, Expedia, Booking.com-Aggregators and meta-search engines (Google Flights, Skyscanner, Kayak)- Online selling platforms: Airbnb, OYO, Uber, Swiggy (hospitality-adjacent services)- Travel portals and dynamic packaging.
	9	Digital Media Framework: Owned Media: Corporate websites, blogs, email newsletters, mobile apps-Earned Media: Social media mentions, online reviews (TripAdvisor, Google Reviews), influencer endorsements- Paid Media: Search ads (Google Ads), display advertising, social media ads (Meta, LinkedIn).
IV	Digital Guest Experience	

BBA TTM SYLLABUS (2024)

	10	Digital Guest Experience: Online reservations (flights, hotels, tours), Mobile check-in/check-out, digital room keys, Virtual front office and AI-powered chatbots Self-service kiosks at airports: check-in, bag drop, immigration (e-gates), biometric boarding.
	11	Major Global Distribution Systems (GDS): Structure and role of GDS in aviation and hospitality.
V	Teacher Specific Content (12 Hrs)	

References:

- Belén Vidal, Tourism and Technology: How Tech is Revolutionizing Travel (<https://www.wearemarketing.com/blog/tourism-and-technology-how-tech-is-revolutionizing-travel.html>)
- Impact of technology on travel and tourism - statistics & facts by Statista Research Department (<https://www.statista.com/topics/7844/impact-of-technology-on-travel-and-tourism/>)
- Technology in tourism by World Tourism Organization (UNWTO), (<https://www.e-unwto.org/doi/epdf/10.18111/9789284414567>)
- Digital Transformation by UNWTO, (<https://www.unwto.org/digital-transformation>)
- Revfine, 15 Key Technology Trends Emerging in the Travel Industry in 2024, (<https://www.revfine.com/technology-trends-travel-industry/>)
- Gretzel, et.al, (2015) Smart tourism: foundations and developments, Journal of Electronic Markets (https://www.researchgate.net/publication/280719315_Smart_tourism_foundations_and_developments)

Mapping of COs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	2	1	-	-	-	2
CO 2	1	-	-	-	-	1
CO 3	2	-	1	-	-	1
CO 4	2	-	-	2	1	1
CO 5	2	1	-	-	2	3

Assessment Rubrics:

Correlation Levels:

BBA TTM SYLLABUS (2024)

Evaluation Type		Marks
End Semester Evaluation		50
Continuous Evaluation		25
a)	Test Paper- 1	10
b)	Assignment/Seminar	5
c)	Case Study	10
Total		75

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

SEMESTER 7

SEMESTER 7	KU7DSCBTM401	SUSTAINABLE DEVELOPMENT AND CRISIS MANAGEMENT
-------------------	---------------------	--

Program	BBA TTM				
Course Code	KU7DSCBTM401				
Course Title	Sustainable Development and Crisis Management				
Type of Course	DSC-A18				
Semester	7				
Academic Level	400 – 499				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4			60
Pre-requisites	No prerequisites needed for the course				
Course Summary	<p>This course provides a focused understanding of crisis management in the tourism and hospitality sector. It covers the identification of potential crises, including natural disasters (e.g., floods, pandemics), human-induced incidents (e.g., terrorism, accidents), technological failures (e.g., cyberattacks, system outages), and operational breakdowns (e.g., food safety lapses, fire hazards). Learners develop a proactive pre-preparedness plan through risk assessment, resource planning, and protocol design. The course builds practical skills to activate and implement crisis response plans during real emergencies, ensuring guest safety and operational resilience.</p>				

Course Outcomes (COs):

CO	CO Statement	Cog. Level	Kn. Catg.	Evaluation Tools used
CO1	Illustrate types of crises that could arise in tourism.	R	C	Quiz/ Practical Assignment /Observation of
CO2	Create a pre-preparedness plan	U		

BBA TTM SYLLABUS (2024

	anticipating likely problems.		P	Practical Skills/ Seminar Presentation / Technology- based assessment
CO3	Develop skills to use crisis management plans during the actual disaster.	E	P	
CO4	Develop a communication plan for the media and public during the crisis.	An	P	
* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

DETAILED SYLLABUS:

Module	Unit	Content
I	Tourism Risk Management	
	1.	Tourism Risk Management: concept, issues, phases.
	2.	Culture and Practical Process of Risk Management, Risk Encounter, Risk Contextualization, Phases of Risk Management, Safety guidelines.
	3.	Types and characteristics of disaster management, pre-disaster plan, limitations of disaster management.
	4.	Sustainable development: The role of stakeholders, Central Government, State Government, District Administration.
	5.	Sustainable development: Armed Forces, Paramilitary Forces, Fire Services.
II	Tourism Crisis	
	6	Tourism Crisis: Types, causes, and Consequences, Vulnerability of Tourism Industry to Crisis.
	7	Types of Crisis in Tourism: Economic, Environmental and Political, Socio-Cultural Conflicts, Terrorism, global warming, and its impacts.
	8	Tourism and Health Crisis, Technological Failure, Disaster Response Mechanism in India.
	9	legislation: National Disaster Management Act -2005 National Policy on Disaster Management – 2009, National Plan on Disaster Management – 2016.
III	Disaster and Risk Preparedness	
	10	Tourism Disaster and Risk Preparedness and Planning: Disaster Preparedness.
	11	Emergency Planning, Contingency Plans and Simulation Exercises.
	12	Hazard mapping, Development of Crisis Plans, Crisis management systems and tools.
	13	Tourism Crisis Planning and Preparation.
IV	Recovery and rebuilding	

BBA TTM SYLLABUS (2024)

	14	Recovery and rebuilding strategies of tourism, Case Study.
	15	Disaster and risk response: Coordination, Control and Resource Allocation.
	16	Crisis Communication in the Emergency, Long-term Recovery, and Resolution, Master Plan for Future.
V		Teacher Specific Content (12 Hrs)

References:

- Piekarz, M., Jenkins, I., & Mills, P. (2015). *Risk and safety management in the leisure, events, tourism, and sports industries*. CABI.
- Alexander, D. (2018). *Natural disasters*. Routledge.
- Ritchie, B. W. (2009). *Crisis and Disaster Management for Tourism*. Channel View Publications: United Kingdom
- Tourism Crisis and Disaster Management in the Asia-Pacific. (2014). CABI: United Kingdom
- Ritchie, B. W. (2009). *Crisis and disaster management for tourism*. Channel View Publications.
- Henderson, J. C. (2007). *Managing tourism crises*. Routledge.
- Pforr, C., & Hosie, P. J. (2008). Crisis management in tourism: Preparing for recovery. *Journal of Travel & Tourism Marketing*, 23(2-4), 249-264.

Mapping of COs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	2	1	-	-	-	2
CO 2	1	-	-	-	-	1
CO 3	2	-	1	-	-	1
CO 4	2	-	-	2	1	1
CO 5	2	1	-	-	2	3

Assessment Rubrics:

Correlation Level

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper-1	10
b)	Assignment/Seminar	10
c)	Case Study	10
Total		100

SEMESTER 7**KU7DSCBTM402****STRATEGIC MANAGEMENT**

Program	BBA TTM				
Course Code	KU7DSCBTM402				
Course Title	Strategic Management				
Type of Course	DSC-A19				
Semester	7				
Academic Level	400 – 499				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4			60
Pre-requisites	No prerequisites needed for the course				
Course Summary	This course explores strategic management—its concepts, processes, and critical role in driving organizational success. It covers strategy formulation (vision, mission, environmental scanning), development of corporate, competitive, and functional strategies, and effective implementation through leadership, structure, culture, and controls. Emphasis is placed on strategic thinking and analytical skills to craft innovative, sustainable solutions in dynamic business environments.				

Course Outcomes (CO):

CO	CO Statement	Cog. Level	Kn. Catg.	Evaluation Tools used
CO1	Explain the concepts, nature, scope, and significance of strategic management and its role in organizational success.	U	C	Quiz/ Practical Assignment /Observation of Practical Skills/

BBA TTM SYLLABUS (2024)

CO2	Illustrate the process of strategy formulation, including vision, mission, goals, and environmental scanning.	An	P	Seminar Presentation / Technology- based assessment
CO3	Formulate competitive, corporate, and functional strategies to achieve sustainable organizational growth.	E	P	
CO4	Evaluate the implementation of strategies through leadership, structure, culture, and control systems	E	P	
CO5	Integrate strategic thinking and analytical skills to develop innovative and sustainable solutions for dynamic business challenges.	Ap	P	
* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

DETAILED SYLLABUS

Module	Unit	Content
I	Introduction to strategic Management	
	1.	Concepts in Strategic Management, Strategic Management as a process.
	2.	Developing a strategic vision, Mission, Objectives, Policies.
	3.	Factors that shape a company's strategy.
	4.	Drafting a strategy - Industry and Competitive Analysis.
II	Environmental Scanning and Leadership	
	7	Environmental Scanning and Leadership: Methods. SWOT Analysis, PESTEL, TOWS.
	8	Strategies and competitive advantages in diversified companies and its evaluation.
	9	Strategic Analysis and Choice: Tools and techniques- Strategic Leadership: Leadership and Style.
III	Strategy Formulation	
	10	Strategy Framework for Analysing Competition, Porter's Value Chain Analysis, Competitive Advantage of a Firm, Exit and Entry Barriers.
	11	Formulation of strategy at corporate, business and functional levels.
	12	Types of Strategies – Tailoring strategy to fit specific industry – restructuring and diversification strategies – different methods Turnaround strategy and diversification strategies.

BBA TTM SYLLABUS (2024)

	13	Functional strategies: marketing, finance, human resources, operations, and R&D.
IV	Strategy Implementation	
	14	Strategy and Structure, Leadership, culture connection.
	15	Strategies for competing in Globalising markets and internet economy.
	16	Organisational Values and Their Impact on Strategy – Resource Allocation – Planning systems for implementation.
	17	Strategic control and evaluation – benchmarking, balanced scorecard.
V	Teacher Specific Content (12 Hrs)	

Compulsory Learning Activities

1. Group discussion on “Difference between Policy, Strategy, and Tactics
2. Mini project: Sustainability strategy of an Indian or multinational enterprise.

References

1. Vijaya Kumar P, Hitt A: Strategic Management, Cengage learning, New Delhi,2010
2. John A. Pearce II, Amita Mital: “Strategic Management”, TMH, New Delhi, 2012.
3. Sanjay Mohapatra: “Cases Studies in Strategic Management”, Pearson, New Delhi,2012
4. Adrian Haberberg&Alison: Strategic Management, Oxford University Press, New Delhi,2010
5. P.Subba Rao: “Business Policy and Strategic Management” Text and Cases, Himalaya Publishing House, New Delhi, 2011
6. Appa Rao, Parvatheshwar Rao, Shiva Rama Krishna: “Strategic Management and Business Policy”, Excel Books, New Delhi, 2012
7. Wheelen, T. L., Hunger, J. D., Hoffman, A. N., & Bamford, C. E. (2018). Strategic Management and Business Policy: Globalization, Innovation, and Sustainability. Pearson Education.
8. Hill, C. W. L., Jones, G. R., & Schilling, M. A. (2020). Strategic Management: Theory – An Integrated Approach. Cengage Learning.
9. Pearce, J. A., & Robinson, R. B. (2019). Strategic Management: Planning for Domestic & Global Competition. McGraw Hill Education.

Mapping of COs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	2	1	-	-	-	2
CO 2	1	-	-	-	-	1
CO 3	2	-	1	-	-	1
CO 4	2	-	-	2	1	1

BBA TTM SYLLABUS (2024)

CO 5	2	1	-	-	2	3
------	---	---	---	---	---	---

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper-1	10
b)	Assignment	5
c)	Case Study	15
Total		100

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

SEMESTER 7	KU7DSCBTM403	DESTINATION PLANNING AND MANAGEMENT
-------------------	---------------------	--

Program	BBA TTM				
Course Code	KU7DSCBTM403				
Course Title	Destination Planning and Management				
Type of Course	DSC-A20				
Semester	7				
Academic Level	400 – 499				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4			60
Pre-requisites	No prerequisites needed for the course				
Course Summary	The course focuses on destination planning and development, emphasizing sustainability, stakeholder collaboration, and responsible tourism practices. Students gain knowledge and skills through lectures, case studies, group discussions, and practical projects.				

Course Outcomes (COs):

CO	CO Statement	Cog. Level	Kn. Catg.	Evaluation Tools used
CO1	Familiarize with sustainable tourism initiatives and their significance in tourism.	R	C	Quiz/ Practical Assignment /Observation
CO2	Plan and develop tourism destinations on a			

BBA TTM SYLLABUS (2024)

	sustainable approach to understand tourism planning, design, and innovations.	U	P	of Practical Skills/ Seminar Presentation / Technology-based assessment
CO3	Interpret levels, types, and new approaches to planning in their own destinations.	E	P	
CO4	Develop a Master Plan for Destination Development	An	P	
* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

DETAILED SYLLABUS

Module	Unit	Content
I	Concept of Destination Development	
	1.	Destination Management Systems–Destination Planning Guideline.
	2.	Destination Zone, Planning.
	3.	Model- Destination Life cycle and Tourism Area Life cycle.
	4.	Environmental Impact Assessment (EIA).
II	Destination Competitiveness	
	5	10 As of successful destinations.
	6	Stakeholders involved in destination management- Destination governance.
	7	Public Private Partnership Model in Tourism- Tourism PPPs in India.
	8	Diversification of Tourism Products: Importance and strategies of Tourism Product Diversification – creating trip circuits and routes-providing variety of experiences- Controlling tourist activities and levels: controlling use intensity, managing events.
III	Tourist Destination Planning	
	9	Visitor management plans and systems- over-tourism'- Strategies and measures to address visitors' growth in cities.
	10	Managing 'new' visitors.
	11	Risk management plans, Sustainable destinations management.
	12	Techniques for managing visitor impact strategies for coping with the temporality of visitor attractions.
	13	Tourism Planning and its Characteristics, Types, elements, Stages, Process, and approaches.
	14	Six A's Framework for Tourism Destinations Project.

BBA TTM SYLLABUS (2024)

	15	Feasibility Study-Carrying Capacity Analysis.
	16	Developing Tourism Plans: Goals – components- Designing Plan Documents- Techniques, Surveys & Area Characteristics- Stages of Formulation.
IV	Destination Image Development	
	17	Destination Marketing Mix-Destination Image-Dimensions of Tourist Destination Image.
	18	Formation of Destination Image-Factors Influencing the Formation of Destination Image.
	19	Attributes of Destination- Measurement of Destination Image.
	20	Destination Branding, Difficulties in Destination Branding- Critical Success Factors.
	21	Web-based Destination Branding: Basics of Internet Marketing, the Impact of internet marketing on destination branding, collaboration between destination branding and internet marketing.
	22	Role of DMOs in destination marketing strategies-FAM Tours.
V	Teacher Specific Content (12 Hrs)	

References:

- Fyall, A., Garrod, B., Leask, A., & Wanhill, S. (Eds.). (2022). *Managing visitor attractions*. Routledge.
- WTO. (2004). Indicators of Sustainable Development for Tourism Destinations A Guidebook (English version).
- Gunn, C. A., & Var, T. (2002). *Tourism planning: Basics, concepts, cases*. Psychology Press.
- Ritchie, J. B., & Crouch, G. I. (2003). *The competitive destination: A sustainable tourism perspective*. Cabi.
- Inskip, E. (1991). *Tourism planning: An integrated and sustainable development approach*. John Wiley & Sons.
- Mowforth, M., & Munt, I. (2008). *Tourism and sustainability: Development, globalization, and new tourism in the Third World*. Routledge.
- Middleton, V. T., & Hawkins, R. (1998). *Sustainable tourism: A marketing perspective*. Routledge.
- Hall, C. M. (2014). Competitiveness and tourism, by Geoffrey Crouch and JR Brent Ritchie: Cheltenham, Edward Elgar, 2012, 2 Volumes, Vol. 1, xx+ 497 pp., Vol. 2, xi+ 565 pp, £ 360 (hardback), ISBN 978-1-84980-927-6.
- Al-Masroori, R. S. (2006). Destination Competitiveness: Interrelationships between destination planning and development strategies and stakeholders' support in enhancing Oman's tourism industry. *Unpublished doctoral dissertation*). Griffith University, Australia.

BBA TTM SYLLABUS (2024)

- 'Overtourism'? – Understanding and Managing Urban Tourism Growth beyond Perceptions, Executive Summary (e-unwto.org)
- Seth, P. N. (1978). Successful tourism: planning and management. *Successful tourism: planning and management.*

Mapping of COs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	2	1	-	-	-	2
CO 2	1	-	-	-	-	1
CO 3	2	-	1	-	-	1
CO 4	2	-	-	2	1	1

Assessment Rubrics: Correlation Levels:

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper- 1	10
b)	Assignment/Seminar	10
c)	Case Study	10
Total		100

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

SEMESTER 7**KU7DSCBTM404****TOURISM PROJECT MANAGEMENT**

Program	BBA TTM				
Course Code	KU7DSCBTM404				
Course Title	Tourism Project Management				
Type of Course	DSC-A21				
Semester	7				
Academic Level	400 – 499				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4			60
Pre-requisites	No prerequisites needed for the course				
Course Summary	To discuss the project life cycle and build a successful project from pre- implementation to completion. To introduce different project management tools and technique				

Course Outcomes (COs):

CO	CO Statement	Cog. Level*	Kn. Catg.	Evaluation Tools used
----	--------------	-------------	-----------	-----------------------

BBA TTM SYLLABUS (2024)

CO1	Appraise the selection and initiation of individual projects and their portfolios in an enterprise.	R	C	Quiz/ Practical Assignment /Observation of Practical Skills/ Seminar Presentation / Technology-based assessment
CO2	Analyze the project planning activities that can predict projects costs, time schedule, and quality.	U	P	
CO3	Develop processes for successful resource allocation, communication, and risk management.	E	P	
CO4	Evaluate effective project execution and control techniques that result in successful project completion	An	P	
* - Remember (R), Understand (U), Apply (Ap), Analyze (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

DETAILED SYLLABUS

Module	Unit	Content
I	An Introduction to Project Management	
	1.	Different types of projects, Project Features, Project Life Cycle.
	2.	Project Selection: Project Identification and Screening.
	3.	New ideas, Vision, Long-term objectives, SWOT Analysis (Strength, Weakness, Opportunities, Threats).
	4.	Project Appraisal – Market Appraisal, Technical Appraisal, Economic Appraisal, Ecological Appraisal, and Financial Appraisal.
II	Project Appraisal	
	5	Appraisal – Payback, Net Present Value (NPV), Internal Rate of Returns (IRR).
	6	Project Selection – Decision Matrix, Technique for Order Preference using Similarity to Ideal Solution (TOPSIS), Simple Additive Weighting (SAW)
	7	Gant Chart, Critical Path Method (CPM), Project Evaluation & Review Technique (PERT).
III	Execution of the projects	
	9	Linear time cost trade-offs in project – Direct cost, indirect cost
	10	Project crashing Resource Consideration – Profiling, Allocation, Levelling.
	11	Project Execution: Monitoring control cycle, Earned Value Analysis (EVA)
IV	Project Management	
	17	Project Control – Physical control, Human control, financial control.

BBA TTM SYLLABUS (2024)

	18	Organizational and Behavioral Issues: Organizational Structure, Selection-Project Manager, Leadership Motivation, Communication, Risk Management
	19	Project Termination: Extinction, Addition, Integration, Starvation.
V		Teacher Specific Content (12 Hrs)

References:

- Jack R. Meredith and Samuel J. Mantel, Jr. – ‘Project Management- A Managerial Approach’ Eighth Edition – John Wiley & Sons Inc – 2012.
- Arun Kanda – ‘Project Management-A Life Cycle Approach’ PHI Learning Private Limited – 2011
- ‘A Guide to Project Management Body of Knowledge’ PMBOK GUIDE, Sixth edition, Project management Institute – 2017
- Ted Klastorin – ‘Project Management, Tools, and Trade-Offs’ – John Wiley – 2011
- <https://www.amrita.edu/course/project-managemen>

Mapping of COs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	2	1	-	-	-	2
CO 2	1	-	-	-	-	1
CO 3	2	-	1	-	-	1
CO 4	2	-	-	2	1	1

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper-1	10
b)	Assignment/Seminar	10
c)	Case Study	10
Total		100

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

SEMESTER 7**KU7DSCBTM405****BUSINESS ETHICS AND CORPORATE GOVERNANCE**

Program	BBA TTM				
Course Code	KU7DSCBTM405				
Course Title	BUSINESS ETHICS AND CORPORATE GOVERNANCE				
Type of Course	DSC-A22				
Semester	7				
Academic Level	400 – 499				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4			60
Pre-requisites					
Course Summary	This course explores the foundations of business ethics, ethical challenges in finance, accounting, and IT, and the role of ethics in effective corporate governance. It critically examines Corporate Social Responsibility (CSR) as a strategic tool for sustainable development. Through case studies, seminars, and				

BBA TTM SYLLABUS (2024)

field exposure, students integrate ethical theory with real-world practice to become responsible, governance-aware professionals.

Course Outcomes (CO):

CO	CO Statement	Cog. Level*	Kn. Catg.	Evaluation Tools used
CO1	Understand the nature, need, and philosophical foundations of business ethics	U	C	Quiz/ Practical Assignment /Observation of Practical Skills/ Seminar Presentation / Technology-based assessment
CO2	Examine ethical challenges in finance, accounting, and information technology	An	P	
CO3	Assess the principles and practices of corporate governance and demonstrate the role of ethics in shaping good governance	E	P	
CO4	Critically appraise the concept of Corporate Social Responsibility (CSR) as a strategic tool for sustainable development	E	P	
CO5	Integrate theoretical insights with practical learning through case studies, seminars, and field exposure	Ap	P	
* - Remember (R), Understand (U), Apply (Ap), Analyze (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

DETAILED SYLLABUS

Module	Unit	Content
I	Business Ethics: An Overview	
	1.	Nature - Need - Importance, Sources of Ethics: Religion, Philosophical System.
	2.	Ethical Concepts: Values - Moral Standards – Principles of Rights – Justice – Equality- Care – Virtue- Agency – Prisoner's Dilemma - Types and codes of ethics.
	3.	Cognitivism and noncognitivism; consequentialism versus non-consequentialism.
	4.	Utilitarianism; Religion and ethics; Kantianism versus Utilitarianism.
II	Ethical issues in Marketing Management	
	5	Marketing Strategy, Marketing Mix –Pricing and Distribution- Advertising and its Impact. Product Safety - Due Care theory - Contractual theory –

BBA TTM SYLLABUS (2024)

		Strict Liability Theory.
	6	Ethical issues in Human Resource Management – Nature of employment contracts, Ethical hiring, equality of opportunity, Ethics, and Remuneration.
	7	Ethics in Retrenchment, Individualism versus collectivism in Human resource management practices.
III	Ethical issues in Finance and Accounts	
	9	Importance of Financial Statements, Importance of Transparency in Disclosure, Ethical Issues in Mergers and Acquisitions, Insider trading, Money Laundering.
	10	Banking Ombudsman Scheme- Right to Information Act.
	11	Ethics and Information Technology: Ethical issues relating to computer applications; security threats– computer crime- computer viruses- software piracy- hacking – computer crime prevention – ethical dilemmas and considerations.
IV	Corporate Governance	
	17	Meaning – Definition- Significance - Principle of Corporate Governance Issues- Strategies and Techniques to Sound Corporate Governance- Indian Model.
	18	Corporate Social Responsibility: Definition – importance – Scope – Advantages –Steps.
	19	Theoretical Justification for CSR - CSR as a Business strategy for sustainable Development.
V	Teacher Specific Content (12 Hrs)	

Compulsory Learning Activities

3. Case Study Analysis: Examine real-world ethical dilemmas in business to understand ethical decision-making frameworks.
4. Marketing Ethics Simulation: Develop an ethically sound marketing plan addressing advertising and product safety issues.

References

1. Ferrell, O.C., Fraedrich, John, and Ferrell, Linda (2008). Business Ethics, Ethical Decision Making & Cases, Seventh Edition. Boston, MA: Prentice Hall.
2. Manuel G. Valasquez, Business Ethics – Concepts and Cases, Pearson Education, 2002.
3. John R. Boatright., & Bibhu Prasan Patra., Ethics and conduct of Business, sixth edition, Pearson, 2011.

4. Parthasarathy S, Rangarajan P, Concepts and realities in Business Ethics, Sadagopan Publishers, 2003.
5. Bhatia SK, Business ethics and managerial values, Deep and Deep Publications, 2001

Mapping of COs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	2	1	-	-	-	2
CO 2	1	-	-	-	-	1
CO 3	2	-	1	-	-	1
CO 4	2	-	-	2	1	1
CO 5	2	1	-	-	2	3

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper-1	10
b)	Assignment	5
c)	Case Study	15
Total		100

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

SEMESTER 8

SEMESTER 8	KU8DSCBTM406	RESEARCH METHODOLOGY
-------------------	---------------------	-----------------------------

Program	BBA TTM				
Course Code	KU8DSCBTM406				
Course Title	Research Methodology				
Type of Course	DSC-A23				
Semester	8				
Academic Level	400 – 499				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4			60
Pre-requisites	No prerequisites needed for the course				
Course Summary	This course provides students with the skills to conduct research in social sciences, covering topics, literature review, and strategy selection. It introduces various research philosophies, strategies, and techniques, helping students develop research proposals, analyze data, and solve managerial problems through applied research and project writing.				

Course Outcomes (COs):

CO	CO Statement	Cog. Level *	Kn. Catg.	Evaluation Tools used
CO1	Learn research methodologies and get involved in areas such as data handling and novel research processes so that they can mold their future scholarly endeavors.	R	C	Quiz/Practical Assignment /Observation of Practical Skills/ Seminar Presentation /Technology-based assessment
CO2	Demonstrate the stages of the research process, and the principal activities, skills and ethics associated with this process.	U	P	
CO3	Involvement in social development through research activities on the socio-economic and political domains.	E	P	
CO4	Identify research problems and questions, keeping in mind the social and ethical issues in business.	An	P	

BBA TTM SYLLABUS (2024

* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

- Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P)

Metacognitive Knowledge (M)

DETAILED SYLLABUS

Module	Unit	Content
I	An Introduction to Research	
	1.	Research: Meaning, Objectives and Significance of Research- Types of research – Philosophical considerations of research(brief).
	2.	Research process, Criteria of good research.
	3.	Social Science Research - Ethics in Social Science Research.
	4.	Research Process: Identifying the problem/gap in knowledge -Writing the problem statement.
	5.	Formulating the research questions and objectives.
II	Review of Literature	
	6.	Review of Literature, Research Hypothesis-research design- Basic features of a good design, Types of Research Designs.
	7.	variables and constructs - Sampling, types of sampling, sampling errors.
	8.	Methods of data collection, Difference between Questionnaires and Schedules - development of schedules and questionnaires.
	9.	Quantitative vs. qualitative research techniques- mixed methods.
	10.	Grounded Theory, Ethnography, Case studies, Content Analysis, Phenomenology, Narrative research, Bibliometric analysis.
III	Data Collection	
	11.	Collection of Primary Data, methods, Collection of Secondary data - Data Processing, Editing, Coding.
	12.	Academic writing:(Discussion on conceptual and empirical papers published in SCOPUS/ UGC listed journals).
	13.	Plagiarism- Paraphrasing, quoting, and writing summary, vocabulary, conciseness, correct paper formatting.
	14.	Referencing styles- Paragraph Structure -Report writing, types of report- Structure and steps of preparing research proposal.
	15.	Types of project proposals, difference between proposal and report (Emphasize on practical sessions).
IV	Statistical Analysis	

BBA TTM SYLLABUS (2024)

	16.	Statistics: Measures of central tendency- mean, median, mode; measures of dispersion- range, standard deviation, variance, etc.
	17.	Skewness and kurtosis; Distributions- discrete and continuous; Normal distribution - correlation and regression- scatter plots, lines of best fit.
	18.	Pearson and Spearman correlation coefficients; Regression- bivariate and multivariate. - multiple regression.
	19.	Hypothesis testing – parametric vs. non-parametric tests, t-tests, ANOVA, Chi-square tests, Run Test, sign tests, Wald- Wolfowitz Test, Kruskal Wallis Test, Komogrov- Smirnov Test, Factor analysis, discriminant analysis, conjoint analysis (Introduce analysis using SPSS).
V	Teacher Specific Content- Content (12 Hrs)	

Compulsory Learning Activity

1. Each student must prepare a research paper and present it in seminars/ conferences and produce certificates

References:

- Veal, A. J. (2006). *Research Methods for Leisure and Tourism: A Practical Guide* Essex.
- Kothari, C. (2017). *research methodology methods and techniques* by CR Kothari. *Published by New Age International (P) Ltd., Publishers, 91.*
- Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research methods for business students*. Pearson education.
- Cooper, D. R., Schindler, P. S., Cooper, D. R., & Schindler, P. S. (2003). *Business research methods*.

Mapping of COs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	3	-	-	-	-	-
CO 2	2	1	-	2	-	1
CO 3	2	2	-	2	-	1
CO 4	2	2	-	1	-	-

Assessment Rubrics:

Evaluation Type	Marks
-----------------	-------

Correlation Levels:

BBA TTM SYLLABUS (2024

End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper- 1	10
b)	Case Study	15
c)	Seminar/ Assignment	5
Total		100

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

SEMESTER 8

KU8DSCBTM407

ACADEMIC WRITING AND PUBLISHING

Program	BBA TTM				
Course Code	KU8DSCBTM407				
Course Title	Academic Writing and Publishing				
Type of Course	DSC-A24				
Semester	8				
Academic Level	400-499				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4			60
Course Summary	The course will emphasize philosophical reasoning, and the ability to articulate and justify philosophical stances in research. Research proposals, analyzing data, attending conferences and seminars, preparing and presenting research papers and solve managerial problems through applied research and project writing are the expected outcomes				

Course Outcomes (COs):

CO	CO Statement	Cog. Level*	Kn. Catg.	Evaluation Tools used
CO1	Understand the purpose, importance, and characteristics of academic writing.	R	C	Quiz/ Practical Assignment /Observation of Practical Skills/ Seminar
CO2	Identify and differentiate between various types of academic writing.	U	P	
CO3	Develop a clear and concise writing style suitable for academic contexts.	E	P	
CO4	Effectively use academic vocabulary and maintain an appropriate tone.	An	P	

BBA TTM SYLLABUS (2024)

CO5	Apply philosophical concepts to evaluate and justify research methodologies and methods.	An	P	Presentation /Technology-based assessment
* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

DETAILED SYLLABUS

Module	Unit	Content
I	Introduction to Research Philosophy(brief)	
	1.	Definition and significance of research philosophy-The role of philosophy in research.
	2.	Ontology: The nature of reality and existence- Ontological positions: realism, idealism, and relativism- Implications of ontological assumptions for research
	3.	Epistemology: The nature and sources of knowledge- Epistemological positions: objectivism, constructionism, and subjectivism- The relationship between the knower and the known.
	4.	Axiology: The role of values and ethics in research-Axiological considerations: value- free vs. value-laden research- Ethical principles and guidelines in research.
	5.	Philosophical Paradigms and Research Approaches: Positivism, post-positivism, empiricism, Interpretivism and constructivism- Critical theory and transformative paradigms- Pragmatism and mixed methods.
II	Introduction to Academic Writing	
	6.	The Importance of Academic Writing- Types of Academic Writing (Research Papers, Literature Reviews, Essays, etc.).
	7.	Developing an Academic Writing Style-Using Academic Vocabulary and Tone- Organizing Ideas and Constructing Arguments.
	8.	Plagiarism and Academic Integrity- Software to check plagiarism.
	9.	Artificial intelligence in academic writing- popular tools and applications.
III	Presenting Literature Review	
	10.	Presenting literature review in academic writing (Brief): Conducting Literature Searches- Critical Analysis and Evaluation of Literature- Synthesizing Information and Identifying Research Gaps-Formulating

BBA TTM SYLLABUS (2024)

		Research Questions and Hypotheses-Writing a Literature Review-Presenting Research Methodology.
	11.	Presenting Quantitative and Qualitative Data Analysis in academic writing (Brief): Interpreting and Reporting Statistical Results- Qualitative Data Analysis Methods (Coding, Thematic Analysis, etc.).
	12.	Presenting and Discussing Research Findings-Addressing Limitations and Future Research.
IV	Writing and Publishing Academic Papers	
	13.	Structuring and Formatting Academic Papers (IMRAD Format)
	14.	Writing an Effective Abstract.
	15.	Writing an Engaging Introduction and Compelling Conclusion-Using Figures, Tables, Reference Management.
	16.	Adhering to Journal Guidelines and Conventions- Responding to Peer Review and Revising Manuscripts.
V	Teacher Specific Content- Content (12 Hrs)	

Compulsory Learning Activity

1.Preparation of manuscripts for publication- Attending and presenting seminar/ conference papers.

References:

Scotland, J. (2012). Exploring the philosophical underpinnings of research: Relating ontology and epistemology to the methodology and methods of the scientific, interpretive, and critical research paradigms. *English Language Teaching*, 5(9), 9-16.

Slife, B. D., & Williams, R. N. (1995). *What's behind the research? Discovering hidden assumptions in the behavioral sciences*. SAGE Publications.

Swales, J. M., & Feak, C. B. (2012). *Academic writing for graduate students: Essential tasks and skills* (3rd ed.). University of Michigan Press.

Craswell, G., & Poore, M. (2012). *Writing for academic success* (2nd ed.). SAGE Publications.

Graff, G., & Birkenstein, C. (2018). *They say/I say: The moves that matter in academic writing* (4th ed.). W.W. Norton & Company.

Ridley, D. (2012). *The literature review: A step-by-step guide for students* (2nd ed.). SAGE Publications.

Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approach* (5th ed.). SAGE Publications.

Booth, W. C., Colomb, G. G., & Williams, J. M. (2008). *The craft of research* (3rd ed.). University of Chicago Press.

Field, A. (2018). *Discovering statistics using IBM SPSS statistics* (5th ed.). SAGE Publications.

BBATTMSYLLABUS(2024

Saldaña, J. (2016). The coding manual for qualitative researchers (3rd ed.). SAGE Publications.

Belcher, W. L. (2009). Writing your journal article in twelve weeks: A guide to academic publishing success (2nd ed.). SAGE Publications.

Gastel, B., & Day, R. A. (2016). How to write and publish a scientific paper (8th ed.). Cambridge University Press.

Rosenfeldt, F. L., Dowling, D. A., Pepe, S., & Fullerton, M. J. (2019). How to get your academic papers published: Navigating the publication process. British Journal of Surgery, 106(9), 1082-1085.

Mapping of COs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	3	-	-	-	-	-
CO 2	2	1	-	2	-	1
CO 3	2	2	-	2	-	1
CO 4	2	2	-	1	-	-
CO 5	-	-	-	2	1	1

Assesment Rubrics

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper- 1	10
b)	Case Study	15
c)	Seminar/ Assignment	5
Total		100

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

SEMESTER 8	KU8DSCBTM408	FINANCIAL MANAGEMENT IN TOURISM
-------------------	---------------------	--

Program	BBA TTM
Course Code	KU8DSCBTM408
Course Title	Financial Management in Tourism
Type of Course	DSC-A25



BBA TTM SYLLABUS (2024)

Semester	8				
Academic Level	400 – 499				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4			60
Pre-requisites	No prerequisites needed for the course				
Course Summary	This course aims to provide a comprehensive understanding of finance management and entrepreneurship, particularly for new tourism entrepreneurs, focusing on planning, execution, and resource utilization in the tourism industry.				

Course Outcomes (COs):

CO	CO Statement	Cog. Level	Kn. Catg.	Evaluation Tools used
CO1	Familiarize with the fundamental principles of financial management.	R	C	Quiz/ Practical Assignment /Observation of Practical Skills/ Seminar Presentation /Technology-based assessment
CO2	Identify various methods for financial management in tourism and get entrepreneurial skills.	U	P	
CO3	To demonstrate a learning system that inspires entrepreneurial motivation among students providing a platform for creativity and innovation.	E	P	
CO4	Estimate financial funds requirement for tourism entrepreneurship.	An	P	
* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

DETAILED SYLLABUS

Module	Unit	Content
I	Introduction to Financial Management	
	1.	Finance: Meaning; Functions; Importance; and typologies of Finance.
	2.	Role of financial management, Break – even analysis.
	3.	Financial Management: Functions and steps in Financial Planning-Factors Affecting Financial Planning in tourism industry.

BBA TTM SYLLABUS (2024

		Working Capital Management: Financing current assets, Cash management, Receivables, and inventory management.
II	Capital Management	
	5.	Management of Fixed Assets; Importance of Capital Budgeting. Analytical Techniques – Non – discounted, Discounted Techniques.
	6.	Difference between financial and capital structures. Determinants of Financial Structure.
	7.	Types of budgets, preparation of budget, and zero-based budgeting.
	8.	Working Capital Management, Cash management- Contract Act,1872 – Offer & Acceptance-Consideration-Free Consent.
III	Legal Aspects and Financial Planning	
	9.	Mistake of law & fact-Legality of object- Breach of Contract – Performance & discharge of Contract.
	10.	Consumer Protection Act 2019- Key highlights -Rights & duties of consumers- Product Liability-Consumer Disputes Redressal Forums.
	11.	Sources of Finance and Assessment of Requirements: Financial leverage and financial planning- Break-even analysis for financial leverage.
	12.	Dividend Policy, types of dividend policies.
	13.	Sources of Finance of Tourism Business: Long-Term Sources of Finance- Equity shares- Features, Pros & Cons, Preference shares- Debentures - Retained Earnings.
IV	Financial Operations	
	14.	Public Deposits; Sources of short-Term Finances: Personal Investment, Venture capital, Angel Investor, Business Incubators.
	15.	Government Grants and Subsidies, Bank Loans, Crowd Funding.
	16.	FDI in Tourism Sector in India-Overview of financial institutions in India, Central level and state level institutions, DIC, NABARD, SIDBI, IDBI, SIDCO, Indian Institute of Entrepreneurship.
	17.	TFCI, Single Window, Industrial Policy of Government of India, Government of India Initiatives under Make in India.
V	Teacher Specific Content- Content (12 Hrs)	

References

- Durkin, C., & Gunn, R. (Eds.). (2016). *Social entrepreneurship: A skills approach*. Policy Press.
- Gordon, E., Natarajan, K., & Arora, A. (2009). *Entrepreneurship development*. Himalaya publishing house: Mumbai, India.

BBA TTM SYLLABUS (2024

- Janakiram, D. B., & Rizwana, M. (2011). *Entrepreneurship development: Text and cases*. Excel Books India.
- Gupta, G. (2022). *Financial Management*. Pearson India, 2021
- Gilding, C. (2002). *Financial management for hospitality decision makers*. Routledge
- Kumar, A. (2012). *Entrepreneurship: Creating and leading an entrepreneurial organization*. Pearson Education: India.

Mapping of COs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	3	-	-	-	-	-
CO 2	2	1	-	2	-	1
CO 3	2	2	-	2	-	1
CO 4	2	2	-	1	-	-
CO 5	-	-	-	2	1	1

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper- 1	10
b)	Case Study	15
c)	Seminar/ Assignment	5
Total		100

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

SEMESTER 8	KU8DSEBTM401	CARGO MANAGEMENT
-------------------	---------------------	-------------------------

Program	BBA TTM				
Course Code	KU8DSEBTM401				
Course Title	Cargo Management				
Type of Course	DSE				
Semester	8				
Academic Level	400 – 499				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours

BBA TTM SYLLABUS (2024)

	4	4		60
Pre-requisites	No prerequisites needed for the course			
Course Summary	This course covers the end-to-end air cargo ecosystem—from basic operations, documentation, and cargo classification to freight pricing, AWB management, and electronic logistics. It explores real-life applications like cold chain and humanitarian transport, and examines cutting-edge technologies in cargo security, special handling, and GIS-enabled operations, with emphasis on safety, compliance, and efficiency.			

Course Outcomes (COs):

CO	CO Statement	Cog. Level*	Kn. Catg.	Evaluation Tools used
CO1	Explain the fundamentals of air cargo operations, including key stakeholders, documentation, cargo types, and regulatory requirements in domestic and international logistics.	R	C	Quiz/ Practical Assignment /Observation of Practical Skills/ Seminar Presentation / Technology-based assessment
CO2	Apply cargo rating principles, calculate chargeable weights, and interpret air cargo tariffs, while understanding the structure and legal functions of the Air Waybill (AWB) and electronic documentation.	Ap	P	
CO3	Analyze real-world air cargo applications such as cold chain logistics, humanitarian aid, dangerous goods handling, and geospatial technologies for sustainable and efficient freight management	An	P	
CO4	Evaluate modern technological advancements in air cargo security, special cargo handling (including ULDs), and IT/GIS-based systems for enhancing safety, tracking, and crisis response in aviation logistics.	E	P	
* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

DETAILED SYLLABUS

Module	Unit	Content
I		Basics of Air Cargo Operations

BBA TTM SYLLABUS (2024)

	1.	Understanding basics of air cargo operations in air cargo services (Shipper, Forwarder, Airline, Airports, Consignee-Coordination and contract in air cargo supply chain- Complexity in air cargo operations.
	2.	Cargo terminology- Trucking, RFS, Warehousing, Trade Free Zone, Charters.
	3.	Terminal operations & Cargo Handling- advantages of Air Cargo- Difference between Air Cargo & Air Freight.
	4.	Air Cargo: –Do's and Don'ts in Air Cargo Business - Types of Air Cargo (Domestic/International /Bonded Cargo) -General Cargo, Live Animals, Dangerous, Goods, Precious Cargo, Special cargo, Coffins.
	5.	Documentation and process involved in air cargo handling- Airway Bill, Shipper's letter of Instruction, Letter of credit, Export license, Commercial invoice, Letter of Origin and documents required as per the nature of goods. Air Cargo rates.
II	Cargo Rates	
	6.	Rules governing acceptance of Cargo-Familiarization of Cargo Tariffs, Chargeable weights - Specific commodity rates, class rates, general cargo rates, valuation charges- Cargo capacity of Air-Cargo needing special attention, cargo manifesto.
	7.	Air Freight Logistics -Air Cargo Management - Air waybill (AWB) Concept-Functions of AWB - Features and format of AWB.
	8	Electronic Air Waybill - Certificate of Origin - Inspection Certification - Electronic Export Information Document (EEI) - Bill of Lading
	9	Fleet routing and flight scheduling -Decision making under risk and uncertainty - Applications of various AI/ML and optimization models in air cargo operations.
III	Real Life Applications	
	10	Cold Logistics – food, flower & medicines- Heavy-lift air transportation- Humanitarian operations using Air Transport.
	11	Applications of Geospatial Technologies in Air Cargo Handling and Management: Sustainable Intermodal Freight Transportation, Optimizing Periodic Maintenance Operations.
	12.	Handling COD shipments – POD –Conditions of contract - Dangerous (DGR) or Hazardous goods.
IV	Technological Improvements: Special Cargo Handling	
	12	Contemporary Technological Improvements on Aviation Safety and Security - Microwave Holographic Imaging - Cargo Scanning - Passive radiation detectors - Body or Fire Security Scanner.
	13	New Generation of video Security Systems - Crisis management at Airport: SOP for Bomb Threat - Mitigating Hijack Crisis Situation- Different types of ULDs - Special Cargo Handling.
	14	Information technology and GIS for managing air cargo operations.
V	Teacher Specific Content (12 Hrs)	

References:



BBA TTM SYLLABUS (2024

- Sales, M. (2016). Air cargo management: Air freight and the global supply chain. Taylor & Francis.
- Sales, M. (2016). Aviation logistics: the dynamic partnership of air freight and supply chain. Kogan Page Publishers.
- Thompson, J. F., Brecht, P. E., & Hinsch, T. (2002). Refrigerated trailer transport of perishable products (Vol. 21615). UCANR Publications.
- Andreas Wald et al., (2010). Introduction to Aviation Management. LIT Verlag Münster. Paul Hertwig et al., (2010). Risk Management in the Air Cargo Industry. Diplomica Verlag; 1st edition.
- Price Jeffrey et al (2016). Practical Airport Operations, Safety, and Emergency Management. Elsevier - Health Sciences Division.
- Norman Ashford (2012). Airport Operations. McGraw-Hill Education. Third Edition.
- N.V. Suresh et al., (2021). Logistics & Air Cargo Management. Iterative International Publisher IIP.
- R. Thangamani (2021). Air Cargo Management. Bhavatharani Publications
- Gorman, M. F., Clarke, J. P., Gharehgozli, A. H., Hewitt, M., de Koster, R., & Roy, D. (2014). State of the Practice: A Review of the Application of OR/MS in Freight Transportation. Interfaces, 44(6), 535-554.
- Lulli, G., Odoni, A., & Santos, B. F. (2020). Introduction to the special section: Air transportation systems planning and operations under uncertainty. Transportation Science, 54(4), 855-857.
- Dayarian, I., Savelsbergh, M., & Clarke, J. P. (2020). Same-day delivery with drone resupply. Transportation Science, 54(1), 229-249.
- 7. Comer, B. (2009). Sustainable intermodal freight transportation: applying the geospatial intermodal freight transport model. Rochester Institute of Technology, USA.

Mapping of COs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	3	-	-	-	-	-
CO 2	2	1	-	2	-	1
CO 3	2	2	-	2	-	1
CO 4	2	2	-	1	-	-
CO 5	-	-	-	2	1	1

Assessment Rubrics:

Correlation Levels:

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper- 1	10
b)	Case Study	15
c)	Seminar/ Assignment	5

Total	100
--------------	------------

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

SEMESTER 8	KU8DSEBTM402	BUSINESS ANALYTICS
-------------------	---------------------	---------------------------

Program	BBA TTM				
Course Code	KU8DSEBTM402				
Course Title	Business Analytics				
Type of Course	DSE				
Semester	8				
Academic Level	400 – 499				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4			60
Pre-requisites	Basic understanding of statistics and tourism systems.				
Course Summary	This course introduces business analytics in tourism, covering key concepts, data management, and visualization tools. It emphasizes statistical analysis, predictive modeling for demand forecasting, and decision analytics to support sustainable, data-driven strategies in the tourism industry.				

Course Outcomes (CO):

CO	CO Statement	Cog. Level*	Kn. Catg.	Evaluation Tools used
CO1	Explain key concepts, processes, and tools of business analytics relevant to tourism.	U	C	Quiz/ Practical Assignment /Observation of Practical Skills/ Seminar Presentation / Technology-based
CO2	Manage and visualize tourism data using appropriate analytical tools.	Ap	P	
CO3	Use descriptive and inferential statistics to analyze tourism phenomena.	An	P	
CO4	Develop predictive models for tourism demand and market trends.	E	P	
CO5	Apply decision analytics for sustainable and competitive tourism strategies.	C	P	

* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)
 # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P)
 Metacognitive Knowledge (M)

DETAILED SYLLABUS:

Module	Unit	Content
I	Introduction to Business Analytics in Tourism	
	18.	Definition, scope, and evolution of business analytics.
	19.	Data-driven decision-making in the tourism value chain.
	20.	Tourism data ecosystem: government data (MoT, UNWTO), big data, social media, IoT.
	21.	Descriptive, predictive, and prescriptive analytics overview. Role of analytics in destination management and tourism policy.
II	Data Management, Cleaning & Visualization	
	22.	Data types, structures, and sources (primary, secondary, digital).
	23.	Data collection tools in tourism (surveys, CRM, web scraping, Google Trends).
	24.	Data preprocessing: missing values, outliers, normalisation., Data visualisation principles—charts, dashboards, infographics. Tools: Microsoft Excel, Power BI, Tableau (demonstrations).
III	Descriptive and Inferential Analytics	
	25.	Measures of central tendency and dispersion. Correlation and regression (simple & multiple).
	26.	Hypothesis testing (t-test, chi-square, ANOVA).
	27.	Sampling methods for tourism surveys. Data interpretation and report writing.
IV	Predictive Analytics and Forecasting in Tourism	
	28.	Time-series analysis and demand forecasting. Regression-based forecasting models.
	29.	Introduction to machine learning concepts (classification & clustering). Sentiment analysis of online reviews for tourism image assessment.
	30.	Ethical considerations and data privacy.
	31.	Revenue and pricing analytics in airlines and hotels. Customer segmentation and loyalty analytics. IS and spatial analytics for tourism planning. Sustainable tourism indicators and carbon footprint analytics.
V	Teacher Specific Content (12 Hrs)	

Compulsory Learning Activities

Mini-Project: Analyze a tourism dataset (arrivals, reviews, or spending) using Excel/SPSS/Tableau. Visualisation Task: Create an interactive tourism dashboard.

References

- Evans, J. R. (2017). Business Analytics: Methods, Models, and Decisions. Pearson Education.
- Shmueli, G., Bruce, P. C., Gedeck, P., & Patel, N. R. (2020). Data Mining for Business Analytics: Concepts, Techniques, and Applications. Wiley.
- Anderson, D. R., Sweeney, D. J., & Williams, T. A. (2019). Statistics for Business and Economics. Cengage Learning.
- Li, X., & Law, R. (2022). Tourism Data Analytics and Forecasting. Routledge
- Buhalis, D. (2020). Technology and Smart Tourism Destinations. Springer.
- Gursoy, D., Chi, C. G., & Dyer, P. (2023). Analytics in Tourism and Hospitality: Concepts and Applications. Emerald Publishing.
- Gretzel, U., Sigala, M., Xiang, Z., & Koo, C. (2015). Smart Tourism: Foundations and Developments. Springer.
- Provost, F., & Fawcett, T. (2013). Data Science for Business. O’Reilly Media
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM). Sage.
- UNWTO (2022). Tourism Statistics and Big Data Reports. UNWTO Publications.

Mapping of COs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	2	1	-	-	-	2
CO 2	1	-	-	-	-	1
CO 3	2	-	1	-	-	1
CO 4	2	-	-	2	1	1
CO 5	2	1	-	-	2	3

Assessment Rubrics:

Correlation Levels:

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper- 1	10
b)	Assignment	5
c)	Case Study	15
Total		100

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High