



छत्रपति शाहू जी महाराज विश्वविद्यालय, कानपुर

CHHATRAPATI SHAHU JI MAHARAJ UNIVERSITY, KANPUR

(पूर्ववर्ती कानपुर विश्वविद्यालय कानपुर)

Formerly Kanpur University, Kanpur – 208024

A Documentary Support

*For*

*Matric No. – 1.1.1*

**Programme Outcomes & Course Outcomes**

*Under the*

**Criteria - I**

**(Curriculum Design and Development)**

**Key Indicator - 1.1**

*In*

**Matric No. – 1.1.1**

**MBA (Tourism Management)**

  
Co-ordinator  
Internal Quality Assurance Cell  
CSJM University, Kanpur

  
(Registrar)  
C.S.J.M. University  
Kanpur

REGISTRAR  
C.S.J.M. UNIVERSITY  
KANPUR

**Programme Outcomes (PO)**  
**Programme Specific**  
**Outcome (PSO)**  
**Course Outcomes**

**MBA**

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| <p><b>Programme Outcomes (PO)</b></p> <p><b>PO1:</b> At the end of the MBA programme, the students will possess the ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business problems.</p> <p><b>PO2:</b> The students will possess the ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem solving tools and techniques.</p> <p><b>PO3:</b> The students will possess the ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions</p> <p><b>PO4:</b> The students will be able to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large</p> <p><b>PO5:</b> The curriculum develops the ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.</p> <p><b>PO6:</b> The programme ensure students to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross Cultural aspects of business and management.</p> <p><b>PO7:</b> The students will be able to identify entrepreneurial opportunities and leverage managerial &amp; leadership skills for founding, leading &amp; managing startups as well as professionalizing and growing family businesses.</p> <p><b>PO8:</b> The students will be able to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.</p> |
| <p><b>Programme Specific Outcome (PSO)</b></p> <p><b>PSO1:</b> Graduates of the MBA program will successfully integrate core, cross-functional and inter-disciplinary aspects of management theories, models and frameworks with the real world practices and the sector specific nuances to provide solutions to real world business, policy and social issues in a dynamic and complex world.</p> <p><b>PSO2:</b> Graduates of the program will possess excellent communication skills, excel in cross-functional, multi-disciplinary, multi-cultural teams, and have an appreciation for local, domestic and global contexts so as to manage continuity, change, risk, ambiguity and complexity.</p> <p><b>PSO3:</b> Graduates of the MBA program will be appreciative of the significance of Indian ethos and values in managerial decision making and exhibit value centered leadership.</p> <p><b>PSO4:</b> Graduates of the MBA program will be ready to engage in successful career pursuits covering a broad spectrum of areas in corporate, non-profit organizations, public policy, entrepreneurial ventures and engage in life-long learning.</p> <p><b>PSO5:</b> Graduates of the MBA program will be recognized in their chosen fields for their managerial competence, creativity &amp; innovation, integrity &amp; sensitivity to local and global issues of social relevance and earn the trust &amp; respect of others as inspiring, effective and ethical leaders.</p>  |

## **MBA –TOURISM MANAGEMENT**

| <b>FIRST SEMESTER</b> |  |
|-----------------------|--|
| <b>101</b>            | <b>MANAGEMENT CONCEPT &amp; PROCESSES</b>  |
| <b>102</b>            | <b>MANAGERIAL ECONOMICS</b>                |
| <b>103</b>            | <b>BUSINESS ENVIRONMENT</b>                |
| <b>104</b>            | <b>FINANCIAL ACCOUNTING</b>                |
| <b>105</b>            | <b>QUANTITATIVE METHODS</b>                |
| <b>106</b>            | <b>COMPUTER APPLICATIONS IN MANAGEMENT</b> |
| <b>107</b>            | <b>BUSINESS LEGISLATION</b>                |
| <b>108</b>            | <b>INDIAN ETHOS &amp; VALUES</b>           |

## MBA (TOURISM MANAGEMENT) I<sup>ST</sup>

| 101    | MANAGEMENT CONCEPT & PROCESSES  |
|--------|---|
| UNIT-1 | <b>Introduction and Approaches to Management :</b> Concept of Management and its significance, Managerial Roles, Evolution of Management Theory – Classical, Neo-classical and Modern School of Management, approaches to Management, Micro and Macro Environment for Managers, Management levels and Management skills, Functional Areas of Management. Management as Profession |
| UNIT-2 | <b>Planning and Decision Making:</b> Concept, Process, Types and Significance of Planning, Concept, Types and Process of Setting Objectives; Planning Tools, Concept, Process and Managerial Implications of MBO, Concept, Process, Types and Styles of Decision Making, Environments of Decision Making  |
| UNIT-3 | <b>Organizing principles and process:</b> Nature, Principles, process and significance of organizing. organizational structure and Design, approach to Organization Design, Departmentation   |
| UNIT-4 | <b>Staffing and Directing</b> –Meaning, importance and elements of staffing, Concept, Nature, Scope, Principles of Direction, Manager versus leaders, Leadership Theories, Approaches to leadership, Motivation Concept, Theories and Implications, Communication , Barriers to effective communication   |
| UNIT-5 | <b>Controlling :</b> Nature, Process and Aspect of Control, Control Tools and Techniques , Managing Productivity, Quality Control , case studies on relevant issues   |

| Course Outcomes   | Bloom's taxonomy                    |
|---|-------------------------------------|
| CO 1: Developing understanding of managerial practices and their perspectives.                          | Knowledge (K 2)<br>Remembering (K1) |
| CO2: Understanding and Applying the concepts of organizational behaviour                                | Knowledge (K 2)<br>Applying (K 4)   |
| CO 3: Applying the concepts of management and analyze organizational behaviors in real world situations | Applying (K 4)<br>Analyzing (K 5)   |
| CO 4: Comprehend and practice contemporary issues in management.  | Comprehending (K 3)                 |
| CO 5: Applying managerial and leadership skills among students  | Applying (K4)                       |

## **MBA (TOURISM MANAGEMENT) I<sup>ST</sup>**

### **SUGGESTED READINGS:**

1. Stephen P. Robbins and Mary Coulter, 'Management', Prentice Hall of India,
2. Charles W L Hill, Steven L McShane, 'Principles of Management', Mcgraw Hill Education, Special Indian Edition.
3. Hellriegel, Slocum & Jackson, ' Management -A Competency Based Approach', Thomson South Western, 10th edition, 2007.
4. Harold Koontz, Heinz Weihrich and Mark V Cannice, 'Management -A global perspective
5. Griffin, Management: Principle & Applications, Cengage Learning
6. P.Subba Rao, Principles of Management, Himalaya Publishing
7. Mukherjee, Principles of Management and Organizational behavior, Tata McGraw Hill

## MBA (TOURISM MANAGEMENT) I<sup>ST</sup>

|            |   |
|------------|---|
| <b>102</b> | <b>MANAGERIAL ECONOMICS</b>   |
| UNIT-1     | <b>Nature and Scope of Managerial Economics:</b> Nature, Scope and Significance of managerial economics, Role and Responsibility of managerial economists.  |
| UNIT-2     | <b>Utility and Indifference Curve Analysis:</b> Utility analysis, Measurement of utility, Law of diminishing marginal utility, Indifference curve, Consumer's equilibrium - Budget line and Consumer surplus.   |
| UNIT-3     | <b>Demand and Production Analysis:</b> Law of demand, Factors affecting demand, Elasticity of demand, Techniques of forecasting demand - Survey and Statistical methods. Production function with one variable input or law of variable proportions, Production function with two variable inputs or isoquant, Production function with all variable inputs or Return to scale, Law of supply and classification of cost. Practical Problems. |
| UNIT-4     | <b>Market Structure and Pricing:</b> Different market structure, Price and output determination under perfect competition, Monopoly, Monopolistic competition, Oligopoly. Price Determination under Discriminating Monopoly.  |
| UNIT-5     | <b>Profit Management:</b> Concept, Nature and Measurement of profit, Concept of risk and uncertainty, Risk uncertainty and innovations. Theories of profit, Profit planning and forecasting, Profit policies, Business cycle - Causes and Control.  |

| Course Outcomes  | Bloom's taxonomy  |
|--|---|
| CO1: Students will be able to remember the concepts of micro economics and also able to understand the various micro economic principles to make effective economic decisions under conditions of risk and uncertainty.  | <ul style="list-style-type: none"> <li>• Knowledge (K 2)</li> <li>• Remembering (k1)</li> </ul>   |
| CO2: The students would be able to understand the law of demand & supply & their elasticities, evaluate & analyse these concepts and apply them in various changing situations in industry. Students would be able to apply various techniques to forecast demand for better utilization of resources. | <ul style="list-style-type: none"> <li>• Knowledge (K 2)</li> <li>• Applying (K 4)</li> <li>• Synthesizing (K6)</li> <li>• Evaluating (K7)</li> </ul>   |
| CO3: The students would be able to understand the production concept and how the production output changes with the change in inputs and able to analyse the effect of cost to business and their relation to analyze the volatility in the business world   | <ul style="list-style-type: none"> <li>• Comprehending (K 3)</li> <li>• Applying (K 4)</li> <li>• Analyzing (K 5)</li> <li>• Evaluating (K7)</li> </ul> |
| CO4: The students would be able to understand & evaluate the different market structure and their different equilibriums for industry as well as for consumers for the survival in the industry by the application of various pricing strategic  | <ul style="list-style-type: none"> <li>• Applying (K 4)</li> <li>• Analyzing (K 5)</li> <li>• Synthesizing (K6)</li> </ul>                              |

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| CO5: The students would be able to analyse the macroeconomic concepts & their relation to micro economic concept & how they affect the business & economy. | <ul style="list-style-type: none"><li>• Knowledge (K 2)</li><li>• Comprehending (K 3)</li></ul> |
|--|---|

### SUGGESTED READINGS:

1. Managerial Economics: by Varshney & Maheshwari Pub, Sultan Chand.
2. Mote, Paul & Gupta-Managerial Economics: Concepts & Cases.
3. D.N. Dwivedi-Managerial Economics
4. D.N. Hague-Managerial Economics.
5. C.I. Savage & J.R. Small-Untroduction to Managerial Economics.
6. C.J. Stocks-Managerial Economics.
7. I.L. Riggs- Economics decision Models.
8. K.L. Cohen & R.M. Cyert-Theory of the Firms.
9. D. Gopalkrishna-A study of Managerial Economics.
10. Brigham and Pappas-Managerial Economics.
11. Habib-Ur-Rehman-Managerial Economics.

## MBA (TOURISM MANAGEMENT) I<sup>ST</sup>

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| <b>103</b>  | <b>BUSINESS ENVIRONMENT</b>   |
| <b>OBJECTIVE:</b><br>This course develops ability to understand and scan business environment in order to analyze opportunities and take decisions under uncertainty. |   |
| UNIT-1  | <b>Theoretical Framework of Business Environment:</b> Concept, significance and nature of business environment; Element of environment –internal and external; Changing dimensions of business environment; Techniques of environmental scanning and monitoring.  |
| UNIT-2  | <b>Economic Environment of Business:</b> Significance and elements of economic environment; Economic systems and business environment; Economic planning in India; Government policies –industrial policy, fiscal policy, monetary policy, EXIM policy; Public Sector and economic development; Development banks and relevance to Indian business; Economic reforms, liberalization and structural adjustment programmes.      |
| UNIT-3  | <b>Political and Legal Environment of Business:</b> Critical elements of political environment; Government and business; Changing dimensions of legal environment in India; MRTP Act, FEMA and licensing policy; Consumer Protection Act.   |
| UNIT-4  | <b>Socio-Cultural Environment:</b> Critical elements of socio-cultural environment; Social institutions and systems; Social values and attitudes; Social groups; Middle class; Dualism in Indian society and problems of uneven income distribution; Emerging rural sector in India; Indian business system; Social responsibility of business; Consumerism in India.   |
| UNIT-5  | <b>International and Technological Environment:</b> Multinational corporations; Foreign collaborations and Indian business; Non-resident Indians and corporate sector; International economic institutions – WTO, World Bank, IMF and their importance to India; Foreign trade policies; Impact of Rupee devaluation; Technological environment in India; Policy on research and development; Patent laws; Technology transfer. |

| S. No. | Course Outcome   | Bloom's Taxonomy                |
|--------|--|---------------------------------|
| 1      | <b>CO1)</b> Comprehend the forces that shape business and economic structure and develop strategies to cope with the same.                           | K3 Comprehending<br>K4 Applying |
| 2      | <b>CO2)</b> Evaluate the economic & political environmental dynamics to cope with the changing regulations affecting business and its profitability. | K5 Analysing                    |



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|   |  |              |
|---|--|--------------|
| 3 | <b>CO3)</b> Analyse the competitive forces in environment and accordingly devise business policies and strategies to stay in competitive position. | K5 Analysing |
| 4 | <b>CO4)</b> Analyze the desirability of technological advancement in the current set-up and how to gain technological advancement with least cost. | K5 Analysing |
| 5 | <b>CO5)</b> Understand the international influences on domestic business and measures to be taken for successful global business operations        | K2 Knowledge |

#### **REFERENCES:**

1. Adhikary, M: Economic Environment of Business, Sultan Chand & Sons, New Delhi.
2. Ahluwalia, I.J: Industrial Growth in India, Oxford University Press, Delhi.
3. Alagh, Yoginder K: Indian Development Planning and Policy, Vikas Publication, New Delhi.

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|            |   |
|------------|---|
| <b>104</b> | <b>FINANCIAL ACCOUNTING</b>   |
| UNIT-1     | <b>Financial Accounting</b> -scope and importance, meaning, nature and rue of accounting in business, accounting concepts and conventions.  |
| UNIT-2     | <b>Accounting Mechanics:</b> basic records, understanding of transactions and related documents, process leading to preparation of trial balance, understanding of P. & L. A/C and Balance sheet of non-corporate entities  |
| UNIT-3     | <b>Final Accounts of a Joint Stock Company:</b> Depreciation accounting and policy: company law provisions relating to preparation of various financial statements, preparation of final accounts of a joint stock company as per provisions of Companies Act-2013        |
| UNIT-4     | <b>Financial Statements Analysis:</b> Nature, functions and limitations of financial statements, analysis and interpretation of financial statements. Major tools of financial analysis: ratio analysis, capital structure ratios, profitability ratios, activity ratios. |
| UNIT-5     | <b>Indian Accounting Standards:</b> , Introduction to Indian Accounting Standards and IFRS, Preparation of cash flow statements, measurement of business income, Earning Per Share, Techniques of inflation accounting, Recent trends in accounting                       |

| S.No | Course Outcome   | Bloom's Taxonomy                       |
|------|--|--|
| 1    | CO1.Understand and apply accounting concepts, principles and conventions for their routine monetary transaction.   | Knowledge (K2)/<br>Comprehending (K 3) |
| 2    | CO2. Understand about IFRS, Ind AS and IAS for preparation and reporting of financial statements.  | Knowledge (K2)<br>Synthesizing (K6)/   |
| 3    | CO3. Create and prepare financial statements and Cash flow in accordance with Generally Accepted Accounting Principles   | Remembering (k1)                       |
| 4    | CO4. Analyse, interpret and communicate the information contained in basic financial statements and explain the limitations of such statements.                              | Analysing (K 4) / Evaluating (K7))     |
| 5    | CO5. Recognising various types of accounting and utilize the technology and social responsibility in facilitating and enhancing accounting and financial reporting processes | Knowledge (K2)<br>Applying (K 4)       |

### SUGGESTIVE READINGS:

1. Accounting for Management: S.K, Bhattacharya and John Dearden,
2. Gupta R.S.: Advanced Accountancy, vol. 1&11,
3. Shukla &Grewal: Advanced Accounts.
4. Botliboi : Double entry book-keeping.
5. Grewal, T.S.: Introduction to Accountancy,

## **MBA (TOURISM MANAGEMENT) I<sup>ST</sup>**

6. Piokles : Accountancy,
7. Kom&Boyd : Accounting.
8. Keige&Keller : Intermediate Accounting.
9. Vlarmanson&Solemson: Accounting: A Programmes Text-Book.
10. Robert Anthony: Essentials of Accounting.
11. Dr. D.C. Sharma & K.G. Gupta: Management accounting.

## MBA (TOURISM MANAGEMENT) I<sup>ST</sup>

| 105    | QUANTITATIVE METHODS  |
|--------|---|
| UNIT-1 | <b>Statistics:</b> Concept, significance and limitations, collection of primary and secondary data, classification and tabulation, Frequency distributions and their graphical representation, Measures of central tendency, dispersion, Measures of skewness and kurtosis.   |
| UNIT-2 | <b>Bivariate analysis:</b> Correlation-partial and Multiple, Linear and Multiple regression, and qualitative data-contingency table, Measures of association of attributes. Index numbers, time series-its components and their determination.  |
| UNIT-3 | <b>Probability:</b> Definition, additive and Multiplicative Rules, Conditional Probability, Bayes Theorem, Random Variable, Mathematical expectation, Probability Distribution: Binomial Poisson, Normal, Law of Large numbers and central limit theorem (without proof).   |
| UNIT-4 | <b>Sampling and test of significance:</b> Methods of sampling estimates, their Bias and Mean Squared Error, sampling and Non-sampling Errors, Tests of significance. Testing the Means and Standard Deviations for large samples. Tests for the Proportion test for significance of Correlation and Regression Coefficient. |
| UNIT-5 | Chi –Square, test of goodness of fit and independence in contingency tables, F-test for a quality of two variances and in analysis of variance.   |

| Course Outcome   | Blooms Taxonomy  |
|--|--|
| CO1. Gaining Knowledge of basic concept / fundamentals of business statistics.   | <ul style="list-style-type: none"> <li>Knowledge ( K 2)</li> </ul>                             |
| CO2. To compute various measures of central tendency, Measures of Dispersion, Time Series Analysis, Index Number, Correlation and Regression analysis and their implication on Business performance. | <ul style="list-style-type: none"> <li>Remembering ( K1)</li> <li>Applying ( K 4)</li> </ul>   |
| CO3. Evaluating basic concepts of probability and perform probability theoretical distributions  | <ul style="list-style-type: none"> <li>Comprehending (K 3)</li> <li>Applying ( K 4)</li> </ul> |
| CO4. To apply Hypothesis Testing concepts and able to apply inferential statistics- t, F, Z Test and Chi Square Test   | <ul style="list-style-type: none"> <li>Analyzing ( K 5)</li> <li>Synthesizing ( K6)</li> </ul> |
| CO5. To perform practical application by taking managerial decision and evaluating the Concept of Business Analytics.  | <ul style="list-style-type: none"> <li>Evaluating ( K7)</li> <li>Applying ( K 4)</li> </ul>    |

### SUGGESTED READINGS:

1. Levin, R.I. and Rubin, D; Statistics for Management, New Delhi, PHI.
2. Srivastava, U.K., Quantitative Techniques for business.
3. Kothari, CK., Quantitative Techniques
4. Goon, Gupta and Dasgupta : Fundamentals of statistics
5. Gupta and Gupta : Business statistics

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| 106    | COMPUTER APPLICATIONS IN MANAGEMENT   |
|--------|---|
| UNIT-1 | <b>Introduction:</b> Computer system, Components and functions of each unit. I/O devices and storage devices. Memory, types of memories, ROM, RAM and Cache memory, Computer Languages.   |
| UNIT-2 | <b>Computer Programs &amp; Software:</b> Programming Concepts, Algorithm and Flowchart, Program Development life cycle, System software and application software. Assembler, Compiler and Interpreter, Operating systems, functions of OS, types of Operating System. : Introduction of Windows and Control panel, Computer virus and types.  |
| UNIT-3 | <b>Office Management:</b> MS-Word: Creating and formatting documents, printing and page setup, tables and Mail merge documents. MS-Excel: Workbook & worksheets, Formulae & functions, Cell references, formatting and working with Data, Charts and graphs.<br>MS-Power Point: Creating slides with different layouts and templates, inserting charts pictures and tables, running slideshow, presentation setup and Animation.  |
| UNIT-4 | <b>Networking:</b> Data Transmission, Overview of Computer Network, Types of networks (LAN, WAN and MAN), Network topologies, packet transmission.<br><b>Internet &amp; Intranet :</b> An introduction to Internet and Intranet, Overview of Internet, Architecture and Functioning of Internet, Web pages, HTML, Basic services over Internet like WWW, FTP, Telnet, Gopher etc., IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail, Web browsing, searching, downloading & uploading from Internet, e-mail, and Search engines. |
| UNIT-5 | <b>IT in Business:</b> Role of IT in business, banking, insurance, education and financial accounting.  |

| S. No. | Course Outcome  | Bloom's Taxonomy                |
|--------|---|---------------------------------|
| 1      | CO1. Gain in depth knowledge about the functioning of computers and its uses for managers | Knowledge (K2)                  |
| 2      | CO2. Learn to use Internet and its applications   | Applying (K4)                   |
| 3      | CO3. Understand and implement Word processing software                                    | Synthesizing (K6)               |
| 4      | CO4. Learn applications on Spread sheet softwares   | Applying (K4)<br>Knowledge (K2) |
| 5      | CO5. Analyse and learn Presentation software  | Analyse (K5)                    |

## **MBA (TOURISM MANAGEMENT) I<sup>ST</sup>**

### **SUGGESTED READINGS:**

1. Burch, John and Grudnitski Gary, Information Systems: Theory and Practice. New York, John Wiley.
2. David, Van Over. Foundations of Business Systems. Fort Worth, Dryden.
3. Eliason, A.L. On-line Business Computer Applications. 2<sup>nd</sup> ed., Chicago, Science Research Associates.
4. Estrada, Susan. Connecting to the Internet. Sebastopol. C.A. O' Reilly.
5. Joh, Moss Jones. Automating Managers: the Implications of Information Technology for Managers. London. Pinter.\
6. Long, L. Commmputers, Englewood Cliffs, New Jersey, Prentice Hall Inc.
7. Summer, M. Computers Concepts and Uses. 2<sup>nd</sup> ed., Englewood Cliffs, New Jersey, Prentice Hall Inc.

## MBA (TOURISM MANAGEMENT) I<sup>ST</sup>

|            |   |
|------------|---|
| <b>107</b> | <b>BUSINESS LEGISLATION</b>   |
| UNIT-1     | <b>Introduction, Indian Contract Act, 1872 :</b> Meaning of Law, Object of law, Indian contract Act, 1872 - Definition of contract, valid contract, offer and acceptance, consideration, capacity to contract, free consent, legality of object, discharge of contract, Remedies for breach of contract, Quasi contract. Contract of Agency- modes of creating an agency, rights and duties of agent and principal, termination of agency.  |
| UNIT-2     | <b>Sale of Goods Act, 1930 :</b> Essentials of a contract of sales conditions and warranties, rights and duties of buyer, Rights of an unpaid seller and buyer's beware. Partnership Act, 1932 - Concept of partnership and its major provisions.   |
| UNIT-3     | <b>Negotiable Instrument Act, 1881 :</b> Definition, types and characteristics of promissory note, bills of exchange and cheque, Holder and holder in due course, Endorsement, Instruments obtained by unlawful means, Dishonor and discharge of negotiable instrument, Banker and customer.  |
| UNIT-4     | <b>Indian Companies Act, 1956 :</b> Definition, characteristics and kinds of company, formation of a company, Memorandum of Association and its contents, Articles of Association and its contents, Prospectus, registration of prospectus, statement in lieu of prospectus, Rights and liabilities of members of company. Company Management : Appointment of directors, power, duties and liabilities of a director and managing director |
| UNIT-5     | <b>Intellectual Property Rights Acts :</b> Meaning of IPR, The Patent Act 1970 - Introduction, History, Meaning of patent, kinds, procedure for grant of patent, Right of patentee, Infringement of patent. The Copyright Act, 1951 - introduction, History, Meaning of copyright, registration of copyright, terms of copyright. Infringement of copyright.  |

| S. No. | Course Outcome  | Bloom's Taxonomy            |
|--------|---|-----------------------------|
| 1      | CO1) Develop basic understanding of law of contract   | K2 Knowledge                |
| 2      | CO2) understanding of provisions of Companies Act concerning incorporation and regulation of business organizations | K2 Knowledge                |
| 3      | CO3) Able to analyze case laws in arriving at conclusions facilitating business decisions.                          | K4 Applying<br>K5 Analysing |

### SUGGESTED READINGS:

1. COMPANY LAW BY AUTAR SINGH.
2. Mercantile Law by A.K. Sen.
3. Mercantile Law by N.D. Kanpur.
4. Lectures on Company Law by A.K. Shah.

## **MBA (TOURISM MANAGEMENT) I<sup>ST</sup>**

5. Industrial Law by N.D. Kanpur.
6. Bare Acts Contract Act, Companies Act, MRTP, Act, FEMA, IDRA etc.



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|            |   |
|------------|---|
| <b>108</b> | <b>INDIAN ETHOS &amp; VALUES</b>  |
| UNIT-1     | <b>Model of Management :</b> Model of Management in the Indian Socio-Political Environment; Work Ethos ; Indian Heritage in Production and Consumption.   |
| UNIT-2     | <b>Indian Insight into TQM:</b> Indian Insight into TQM Problems Relating to Stress in Corporate, Management Indian Perspective ; Teaching Ethics.  |
| UNIT-3     | <b>Tans-cultural Human Values in Management Education:</b> Tans-cultural Human Values in Management Education Relevance of Values in Management; Need for Values in Global Change – Indian Perspective. |
| UNIT-4     | <b>Values for Managers:</b> Values for Managers; Holistic Approach for Manager; Personal Growth and Lessons from Ancient Indian Educational System; Science and Human Values.                           |
| UNIT-5     | <b>Secular Versus Spiritual Values in Management:</b> Relationship between law and ethics, Corporate mission statement, CSR, Code of Ethics, Quality management systems.                                |

### Course Outcomes :

CO1. Understand the significance of value inputs in a classroom, distinguish between values and skills, understand the need, basic guidelines, content and process of value education, explore the meaning of happiness and prosperity and do a correct appraisal of the current scenario in the society

CO2. Distinguish between the Self and the Body, understand the meaning of Harmony in the Self the Co-existence of Self and Body.

CO3. Understand the value of harmonious relationship based on trust, respect and other naturally acceptable feelings in human-human relationships and explore their role in ensuring a harmonious society

CO4. Understand the harmony in nature and existence, and work out their mutually fulfilling participation in the nature.

CO5. Distinguish between ethical and unethical practices, and start working out the strategy to actualize a harmonious environment wherever they work.

### SUGGESTED READINGS:

1. R Nandagopal, AjithSankar RN: Indian Ethics and Values in Management, Tata Mc Graw Hill
2. Bhatta, S.K., Business Ethics & Managerial Values.
3. Chakraborty, S.K.: Foundation of Managerial Work-Contributions from Indian Thought, Himalaya Publication House, Delhi
4. Chakraborty, S.K.: Managerial Effectiveness and Quality of Work life – Indian Insights, Tata McGraw Hill
5. Publishing Company, New Delhi
6. Chakraborty, S.K.: Management by Values, Oxford University Press
7. Nandagopal, Ajith Shankar, Indian Ethos and Values in Management, Tata Mc Graw Hill,
8. Khandelwal Indian Ethos and Values for Managers, Himalaya Publishing House,
9. Biswanath Ghosh, Ethics in Management and Indian Ethos, Vikas Publishing House,
10. Joseph Des Jardins, an Introduction to Business Ethics, Tata Mc Graw Hill,
11. S K Chakraborty, Management by Values, Oxford University Press, New Delhi,

## **MBA –TOURISM MANAGEMENT**

| <b>SECOND SEMESTER</b> |  |
|------------------------|--|
| <b>201</b>             | <b>MARKETING MANAGEMENT</b>                  |
| <b>202</b>             | <b>HUMAN RESOURCE MANAGEMENT</b>             |
| <b>203</b>             | <b>ORGANIZATIONAL BEHAVIOR</b>               |
| <b>204</b>             | <b>RESEARCH METHODOLOGY</b>                  |
| <b>205</b>             | <b>BUSINESS COMMUNICATION</b>                |
| <b>206</b>             | <b>FINANCIAL MANAGEMENT</b>                  |
| <b>207</b>             | <b>MANAGEMENT ACCOUNTING</b>                 |
| <b>208</b>             | <b>PRODUCTION &amp; OPERATION MANAGEMENT</b> |

## MBA (TOURISM MANAGEMENT) II<sup>ND</sup>

| 201           | MARKETING MANAGEMENT   |
|---------------|--|
| <b>UNIT-1</b> | <b>An Introduction to Marketing:</b> Concept, Nature and scope, Core Marketing Concepts ,Customer Value, Evolution of Modern Marketing Concept, Introduction to Marketing Mix , Strategic Marketing Planning.  |
| <b>UNIT-2</b> | <b>Understanding Markets and Consumers:</b> Market Segmentation, Marketing Research Process and Marketing Information System, Consumer Behaviour, Organizational Buying Behaviour..  |
| <b>UNIT-3</b> | <b>Product and Pricing Management:</b><br><b>Product Decisions:</b> Meaning and Classification of Product, Product Mix, New Product Development Process, Product Life Cycle, Branding and Positioning.<br><b>Pricing Decisions :</b> Factors affecting Pricing, Pricing objectives and strategies,   |
| <b>UNIT-4</b> | <b>Distribution and Promotion Management:</b><br><b>Distribution Decisions:</b> Channel design and Management, Logistics, Whole selling and Retailing.<br><b>Promotion Decisions :</b> Promotion Mix, Integrated Marketing Communications, Introduction to Advertising, Sales Promotion, Public Relations Sales Management and Personal Selling. |
| <b>UNIT-5</b> | <b>Contemporary issues in Marketing:</b><br><b>Rural Marketing ,Services Marketing, Online and Social Media Marketing and other current issues in Marketing.</b>   |

| S.No | Course Outcome   | Bloom's taxonomy  |
|------|--|---|
| 1    | CO1. Remember and Comprehend basic marketing concepts.   | <ul style="list-style-type: none"> <li>Remembering ( k1)</li> <li>Knowledge ( K 2)</li> </ul>   |
| 2    | CO2. Understand marketing Insights on application of basic marketing concepts.   | <ul style="list-style-type: none"> <li>Synthesizing ( K6)</li> <li>Comprehending(K3)</li> </ul> |
| 3    | CO3. Able to Apply and develop Marketing Strategies and Plans  | <ul style="list-style-type: none"> <li>Applying ( K 4)</li> </ul>                               |
| 4    | CO4. Understand and Analyzing Business/ Consumer Markets and ability Identify & evaluate Market Segments and Targeting | <ul style="list-style-type: none"> <li>Analyzing ( K 5)</li> </ul>                              |
| 5    | CO5. Develop skills to understand the current global and digital aspect of marketing.                                  | <ul style="list-style-type: none"> <li>Evaluating ( K7)</li> </ul>                              |

### SUGGESTED READINGS:

- Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and MithileshwarJha, Marketing Management: A South Asian Perspective, Pearson.
- Lamb, Charles W.; Hair, Joseph F., and Carl McDaniel, Mktg Cengage Learning.

## **MBA (BUSINESS ECONOMICS) II<sup>ND</sup> SEMESTER**

3. Etzel, Michael J., Walker, Bruce J., Staton, William J., and Ajay Pandit,
4. Marketing Concepts and Cases, Tata McGraw Hill (Special Indian Edition).
5. Czinkota, Miachel, Marketing Management, Cengage Learning.
6. Kazmi, SHH, Marketing Management Text and Cases, Excel Books.
7. Zikmund, William G. and Michael D'Amico, Marketing: Creating and Keeping Customers in an E-Commerce World, South-Western College Pub.
8. Neelamegham, S., Marketing in India: Text and Cases, Vikas Publishing House.
9. Rajgopalan, Marketing Management: Text and Cases, Vikas Publishing House.

Note: Latest edition of the readings may be used.

## MBA (TOURISM MANAGEMENT) II<sup>ND</sup>

|            |   |
|------------|---|
| <b>202</b> | <b>HUMAN RESOURCE MANAGEMENT</b>  |
| UNIT-1     | <b>Introduction :</b> Meaning of Human Resource Management, Evolution of HRM, Functions of HRM, Nature, Scope and significance of HRM. The changing environment and duties of HR Manager, HRM in Indian scenario.   |
| UNIT-2     | <b>Recruitment and Selection :</b><br>HR planning, Job Analysis, Recruitment and Selection. Transfer and Promotion.   |
| UNIT-3     | <b>Human Resource Development :</b> Concept. Goals of HRD, Training and Development- concept, process and techniques; Performance Appraisal - Concept, Process, Techniques.   |
| UNIT-4     | <b>Managing Employee Relations:</b> Labour relation, industrial disputes and resolution, collective bargaining, employee welfare and social security, Employee grievances and their redressal, Worker's participation in Management.                      |
| UNIT-5     | <b>Contemporary Issues in HRM :</b><br>Employee compensation concept, factors affecting employee compensation, components of employee compensation, knowledge management, Human Resource Information System, issues of HRM in multinational organizations |

| S. No. | Course Outcome  | Bloom's Taxonomy            |
|--------|---|-----------------------------|
| 1      | CO1. Synthesize the role of human resources management as it supports the success of the organization including the effective development of human capital as an agent for organizational change. | K6 Synthesizing             |
| 2      | CO2. Demonstrate knowledge of laws that impact behaviour in relationships between employers and employees that ultimately impact the goals and strategies of the organization.                    | K2 Knowledge                |
| 3      | CO3. Understand the role of employee benefits and compensation as a critical component of employee performance, productivity and organizational effectiveness.                                    | K3 Comprehending            |
| 4      | CO4.Show evidence of the ability to analyze, manage and problem solve to deal with the challenges and complexities of the practice of collective bargaining.                                      | K5Analysing                 |
| 5      | CO5. Demonstrate knowledge of practical application of training and employee development as it impacts organizational strategy and competitive advantage.   | K2 Knowledge<br>K4 Applying |

## **MBA (BUSINESS ECONOMICS) II<sup>ND</sup> SEMESTER**

### **REFERENCES:**

1. Human Resource Management-V.S.P. Rao
2. Human Resource Management-Keith Davis
3. HRD Practices-Bhatia B.S., Verma H.L.
4. Human Resource Management K. Aswasthapa
5. Personnel Management Mamoria.

## MBA (TOURISM MANAGEMENT) II<sup>ND</sup>

|            |  |
|------------|--|
| <b>203</b> | <b>ORGANIZATIONAL BEHAVIOR</b>   |
| UNIT-1     | <b>Introduction :</b> Organizational Behaviour - Concept and Importance, Historical Development of O.B., Contributing disciplines to the O.B. field, Challenges and Opportunities for O.B, Models of O.B.  |
| UNIT-2     | <b>Individual Behaviour :</b><br><b>Values :</b> Importance, types, values across culture<br><b>Attitudes :</b> Types, cognitive dissonance theory, measuring attitude.<br><b>Personality :</b> Meaning, determinants, traits, major personality attitudes influencing O.B.<br><b>Perception -</b> Meaning, factors influencing perception, person perception. |
| UNIT-3     | <b>Group Behaviour:</b> The Group Behaviour Foundations of Group Behaviour, Defining and classifying groups, stages of group development, Group structure, Group decision making, Understanding work teams, Difference between Groups and teams, types of teams, creating effective teams, turning individual into team players.                               |
| UNIT-4     | <b>Organizational Development:</b> Concept, Scope, practice and process of organizational Development interventions, Personal, Interpersonal, group process ,in Organizational development, Team Building and team development   |
| UNIT-5     | <b>Key issues in Organizational Behaviour :</b> Organizational culture - Definition, culture's functions, creating and sustaining culture, how employees learn culture, creating an ethical organizational culture, creating a Customer responsive culture. Organizational change, forces for change, resistance to change, managing organizational change.    |

| Course Outcomes   | Bloom's taxonomy                    |
|---|-------------------------------------|
| CO 1: Developing understanding of managerial practices and their perspectives.                          | Knowledge (K 2)<br>Remembering (K1) |
| CO2: Understanding and Applying the concepts of organizational behaviour                                | Knowledge (K 2)<br>Applying (K 4)   |
| CO 3: Applying the concepts of management and analyze organizational behaviors in real world situations | Applying (K 4)<br>Analyzing (K 5)   |
| CO 4: Comprehend and practice contemporary issues in management.  | Comprehending (K 3)                 |
| CO 5: Applying managerial and leadership skills among students  | Applying (K4)                       |

### REFERENCES:

1. Organizational behaviour-Concept, Contevercis Applications-Steohe Robbins.
2. Organizational Behaviour-Fred Luthans

## **MBA (BUSINESS ECONOMICS) II<sup>ND</sup> SEMESTER**

3. Organizational Theory and Behaviour- R.a. Sharma
4. Organizational Bheaviour-K. Aswasthapa



## MBA (TOURISM MANAGEMENT) II<sup>ND</sup>

|            |  |
|------------|--|
| <b>204</b> | <b>RESEARCH METHODOLOGY</b>  |
| UNIT-1     | <b>Introduction to Research</b> :Nature, Objectives , Significance and Types of Research. Ethical Issues in Research. Steps in research process.Research Problem formulation.<br><b>Research Design</b> :Exploratory, Descriptive and Experimental Research designs.   |
| UNIT-2     | <b>Data Collection and Sampling</b> : Data types , measurement and methods of data collection; Sources of Error. Basics of Sampling Theory, Probability and Non-Probability Sampling,  |
| UNIT-3     | <b>Data Analysis</b> :Processing : Classification and coding, Tabulation. Analysis: Measures of Relationship, Problems in processing; Use of EXCEL and SPSS in data analysis.  |
| UNIT-4     | <b>Hypothesis Testing</b> :Concept, Types and Sources of hypothesis, Procedure for formulation of hypothesis, Testing of hypothesis ‘Z’test, ‘t’test,’f’test, Chi square test and ANOVA  |
| UNIT-5     | <b>Advance Techniques of Data Analysis and Research Communication</b> : Introduction to Discriminant Analysis, Cluster Analysis, Factor Analysis and Conjoint Analysis. Types of Reports, Format of research report, Documentation, Data and Data Analysis Reporting , Precautions in report writing, Footnoting,Bibliography and Index Preparation. |

| Course Outcomes   | Blooms Taxonomy  |
|---|--|
| CO1. Knowledge of concept / fundamentals for different types of research.                                   | <ul style="list-style-type: none"> <li>Knowledge ( K 2)</li> </ul>                             |
| CO2. Applying relevant research techniques.   | <ul style="list-style-type: none"> <li>Remembering ( K1)</li> <li>Applying ( K 4)</li> </ul>   |
| CO3. Understanding relevant scaling & measurement techniques and should use appropriate sampling techniques | <ul style="list-style-type: none"> <li>Comprehending (K 3)</li> <li>Applying ( K 4)</li> </ul> |
| CO4.Synthesizing different techniques of coding, editing, tabulation and analysis in doing research.        | <ul style="list-style-type: none"> <li>Analyzing ( K 5)</li> <li>Synthesizing ( K6)</li> </ul> |
| CO5.Evaluating statistical analysis which includes ANOVA technique and prepare research report.             | <ul style="list-style-type: none"> <li>Evaluating ( K7)</li> </ul>                             |

### SUGGESTED READINGS:

1. Fowler, Floyd JJr., Survey Methods, 2nd ed., Sage Pub.,
2. Fox, L.A. and P.E. Tracy: Randomized Response: A Method Of Sensitive Surveys, Sage Pub.,
3. Gupta, S.P. Statistical Methods, 30th ed., Sultan Chand, New Delhi, ,
4. Golden-Biddle, Koren and Karen D. Locke: Composing Qualitative Research, Sage Pub.,
5. Salkind, Neil 1, Exploring Research, 3rd ed., Prentice-Hali, NJ.

## MBA (BUSINESS ECONOMICS) II<sup>ND</sup> SEMESTER

|            |   |
|------------|---|
| <b>205</b> | <b>BUSINESS COMMUNICATION</b>   |
| UNIT-1     | <b>Communication</b> :Concept, Need, Process, Methods, Types and Barriers to communication, Factors affecting communication, Essentials of effective communication, Need of effective communication in business.  |
| UNIT-2     | <b>Communication Skills</b> :Concept, Humor in communication, Interpersonal communication, Communication skills and leadership. Verbal and Non Verbal Communication, written and oral , body language, Postures and Gestures, Attire, Appearance, Handshake, Personal space, Timing, behavior, smile. Listening Skills: Process, Types, Barriers, Importance, essentials of good listening.   |
| UNIT-3     | <b>Business letters:</b> Essentials of business letter, Parts, Forms, Types, Preparation of Business letter related to tenders, Quotations, Orders, Sales, Enquiry and Complaints. Internal Communication: letters to staff, Circulars and Memos, Office note, Representations and suggestions, Motivational Communication, letters from top management, Reminders and follow up, Employee newsletters.   |
| UNIT-4     | <b>Mass Communication:</b> Meetings, Conferences, Presentation skills, Advertisements, Publicity, Press Releases, Media mix, Public relations, Newsletters. Direct Marketing: Report writing, Types, Essentials of a good report, Committee report, Annual report., modern modes of communication, cross cultural communication   |
| UNIT-5     | <b>Interview:</b> Types of Interview, Job interview, Telephonic interview, Conducting the Interview, sending a job application, Preparation of Resume, Group discussion. Types of pictorial presentation: Charts, Graphs and Pictures, New trends in business communication, Communication overload, BPO/Call centers, Technical writing, Professional presentation, Cardinal principles of communication, communication policy and Ethical dimensions. |

| S. No. | Course Outcome   | Bloom's Taxonomy                  |
|--------|--|-----------------------------------|
| 1      | CO1. Apply business communication strategies and principles to prepare effective communication for domestic and international business situations. | Applying (K4)                     |
| 2      | CO2. Analyse ethical, legal, cultural, and global issues affecting business Communication.   | Analyse (K5)                      |
| 3      | CO3. Develop an understanding of appropriate organizational formats and channels used in business communications                                   | Knowledge (K2)                    |
| 4      | CO4. Gaining an understanding of emerging electronic modes of communication.   | Comprehending(K3)                 |
| 5.     | CO5. Developing effective verbal and non verbal communication skills.  | Remembering(K1)/<br>Applying (K4) |

## **MBA (TOURISM MANAGEMENT) II<sup>ND</sup>**

### **SUGGESTED READING:**

1. Lesikar&Pettet, Business Communication. :
2. (All India Traveliers Book Sellers)
3. Hill &Bovee, Business Communication (McGraw Hill).
4. Korlahalli: Business Communication, Sultan Chand & Sons.
5. Rai & Rai, Business Communication Himalays Publishing House.
6. S.K. Basandra, Computes för Manager (Global Business Proca)
7. G. Danta, Information in Enterprise (Prentice Hall of India).
8. S. Kishore, What every Manager should (Tata McGraw Hill) know about Computers.

## MBA (BUSINESS ECONOMICS) II<sup>ND</sup> SEMESTER

|            |  |
|------------|--|
| <b>206</b> | <b>FINANCIAL MANAGEMENT</b>  |
| UNIT-1     | <b>Introduction</b> :Concept of finance and finance function, Financial Goal: Profit V/s. Wealth Maximization, Organization of finance functions,<br><b>Financial Planning</b> :Objectives and considerations, capitalization - Over and under capitalization, Financial Forecasting.  |
| UNIT-2     | <b>Capital Structure</b> :Optimum Capital Structure, Capital Structure, Theories, Features of sound Capital Mix, Leverage - Financial and Operating leverage, Sources of Finance.  |
| UNIT-3     | <b>Working Capital</b> :Concept, Importance and Determinants, Sources of Working Capital Finance.<br><b>Cash Management</b> : Motive for holding Cash, Control of Cash Collection and Disbursement, Receivable Management, Nature and Goals of Credit Policy, Optimum Credit Policy, Credit Policy Variables, Inventory Management: Objective, Inventory Control Techniques. |
| UNIT-4     | <b>Cost of Capital</b> :Concept, calculation of cost of capital of equity share, Preference Share, Debentures and retained earnings, Capital Budgeting: Features, Methods of Capital Budgeting: Features, Methods of Capital Budgeting   |
| UNIT-5     | <b>Dividend and Dividend Policy</b> :Management of Earnings, Dividend and Dividend Policy, Objectives and Determinants of dividend Policy, Stable DividendPolicy, Forms of Dividend, Concept of lease Financing, Hire Purchase, Financing Venture Capital, Factoring, Economic value added, Dividend policy and its impact on stock price.                                   |

| S.No | Course Outcome   | Bloom's Taxonomy   |
|------|--|--|
| 1.   | CO1 Understand the different basic concept / Modelsof Corporate Finance and Governance                       | <ul style="list-style-type: none"> <li>Knowledge (K2)</li> <li>Remembering(K1)</li> </ul>      |
| 2.   | CO2 Understand the practical application of time valueof money and evaluating long term investment decisions | <ul style="list-style-type: none"> <li>Analyzing (K5)</li> <li>Evaluating(K7)</li> </ul>       |
| 3.   | CO3 Develop analytical skills to select the best source of capital, structure and leverage.                  | <ul style="list-style-type: none"> <li>Analyzing(K5)</li> <li>Synthesizing(K6)</li> </ul>      |
| 4.   | CO4 Understand the use and application of different models for firm's optimum dividend pay-out.              | <ul style="list-style-type: none"> <li>Comprehending(K3)</li> <li>Applying(K4)</li> </ul>      |
| 5.   | CO5 Understand the recent trends of mergers and acquisition and its valuation                                | <ul style="list-style-type: none"> <li>Comprehending(K3)</li> <li>Synthesizing (K6)</li> </ul> |

## **MBA (TOURISM MANAGEMENT) II<sup>ND</sup>**

### **REFERENCES:**

1. Bhattacharya, Hrishikas: Working Capital Management: Strategies and Techniques, Prentice Hall, New Delhi.
2. Brealey, Richard A and Steward C. Myers: Corporate Finance, McGraw Hill, Int. Ed., New York.

## MBA (BUSINESS ECONOMICS) II<sup>ND</sup> SEMESTER

|  |   |
|--|---|
| <b>207</b>   | <b>MANAGEMENT ACCOUNTING</b>  |
| <b>OBJECTIVE:</b><br>The thrust of this course makes the student conversant with the three types of information generated within an organization viz full cost accounting, differential accounting and responsibility accounting as also to enable him to appreciate their uses in managerial decision making. |   |
| UNIT-1   | <b>Introduction:</b> Cost and management accounting as a tools for control and decisions, aims and objectives and nature of cost and management accounting as part of management information system                                       |
| UNIT-2   | <b>The Elements of Cost:</b> direct material, direct labour, direct expenses and overheads, full cost accounting full cost information its uses and mechanics   |
| UNIT-3   | <b>Marginal costing :</b> Marginal costing/Variable costing and cost volume profit relationship, Alternative choice decisions, Key factor and level of activity planning, differential accounting concept                                 |
| UNIT-4   | <b>Budgetary Control :</b> Budgetary Control and budget, preparation of budgets, flexible budgetary control, Responsibility Accounting, Management Control Structure and process, Zero Based Budgeting, Performance and Program Budgeting |
| UNIT-5   | <b>Standard costing :</b> Standard costing, analysis of variances (costs and revenues) divisional performance and transfer pricing, Activity Based Costing, Target Costing, PLC costing, Cost Audit                                       |

2. 3.

| S. No. | Course Outcome  | Bloom's Taxonomy |
|--------|---|------------------|
| 1      | It clears the basic concepts of various terms related to management accounting.   | knowledge        |
| 2      | Analysis & Interpretation of Financial Statements → It includes the vertical financial statements with different analytical methods which helps students to know how to study the financial statements, make comparisons between current year and previous years and draw proper interpretations. | Apply            |
| 3      | Ratio Analysis → It is one of the analytical method which helps the students to carry out the study of financial statements in the form of ratio and such study is more expressive.   | Apply            |

### SUGGESTED READING:

1. R. N. Anthony and G. A. Welsh, Fundamental of Management Accounting (Richard, D. Irwin, 3rd edition, 1981).
2. C. L. Noor and R.K, Feedicks, Managerial Accounting (R South - Western, 5th addition, 1980).
3. C. T. Horngren, Introduction to Management Accounting (Prentice Hall, 4th Indian Reprint, 1981).
4. Robert N. Anthony, John Dearden and Robert F. Vancil Management Control System : Cases and Readings (Richard D. Urwin, 1965).
5. R.S. Kaplan, Managerial Cost Accounting.
6. GordeonShillonglaw; Managerial Cost Accounting (Richard D. Irwin, 5th .edition, 1980).

## MBA (BUSINESS ECONOMICS) II<sup>ND</sup> SEMESTER

| 208    | PRODUCTION & OPERATION MANAGEMENT  |
|--------|--|
| UNIT-1 | <b>Introduction:</b> nature & Scope of Production Management, Production as a sub system of the organisation, interrelationships with other functions, Role of models in production management operations strategies.                                  |
| UNIT-2 | <b>Forecasting:</b> designing products services & processes, Production planning, Plant location, Plant layout planning & concepts,  |
| UNIT-3 | <b>Job design:</b> work measurement, methods analysis, compensation production standards.  |
| UNIT-4 | <b>Inventory Control:</b> Concept & introduction organisational planning for inventory control, human factor in inventory control, value analysis, ABC Analysis, EQQ models, Stores Control, codification & classification warehousing waste disposal. |
| UNIT-5 | <b>Quality control:</b> Purchasing decisions vendor development, S.Q.C. Japanese manufacturing system concept of quality circles, TQM, ISO.  |

| S.No. | Course Outcomes  | Bloom's Taxonomy   |
|-------|--|--|
| CO1.  | Understand the role of Operations in overall Business Strategy of the firm - the application of OM policies and techniques to the service sector as well as manufacturing firms. | <ul style="list-style-type: none"> <li>• Knowledge ( K2)</li> <li>• Comprehending ( K 3)</li> <li>• Remembering ( K1)</li> </ul> |
| CO2.  | Understand and apply the concepts of Material Management, Supply Chain Management and TQM perspectives.  | <ul style="list-style-type: none"> <li>• Knowledge ( K2)</li> <li>• Remembering ( K1)</li> <li>• Applying (K4)</li> </ul>        |
| CO3.  | Identify and evaluate the key factors and their interdependence of these factors in the design of effective operating systems.   | <ul style="list-style-type: none"> <li>• Comprehending (K3)</li> <li>• Applying ( K4)</li> </ul>                                 |
| CO4.  | Analyze / understand the trends and challenges of Operations Management in the current business environment.   | <ul style="list-style-type: none"> <li>• Analyzing ( K5)</li> </ul>  |
| CO5.  | Apply techniques for effective utilization of operational resources and managing the processes to produce good quality products and services at competitive prices.              | <ul style="list-style-type: none"> <li>• Synthesizing ( K6)</li> <li>• Evaluating ( K7)</li> </ul>                               |

### SUGGESTED READINGS:

1. Buna, E.S.: Modern Production Management.
2. Myers A.: Production Management.
3. Adam, E. Sr. & Ebert, R.: Production & Operations Management Concepts Models & Be
4. Dutta, A.K.: Materials Management,
5. Srinivasan, A.V Japanese Management.

## **MBA –TOURISM MANAGEMENT**

| <b>THIRD SEMESTER</b> |  |
|-----------------------|--|
| <b>301</b>            | <b>TOURISM PLANNING, POLICY AND DEVELOPMENT</b>            |
| <b>302</b>            | <b>TOURISM TRANSPORT MANAGEMENT</b>                        |
| <b>303</b>            | <b>E-COMMERCE</b>  |
| <b>304</b>            | <b>ETHICAL, LEGAL AND REGULATORY ASPECT OF<br/>TOURISM</b> |
| <b>305</b>            | <b>FRENCH</b>  |
| <b>306</b>            | <b>ECO-TOURISM AND SUSTAINABLE DEVELOPMENT</b>             |
| <b>307</b>            | <b>HOSPITALITY MANAGEMENT</b>                              |
| <b>308</b>            | <b>TICKETING AND AIRLINES MANAGEMENT</b>                   |



## **MBA (TOURISM MANAGEMENT) III<sup>RD</sup> SEMESTER**

| <b>301</b>   | <b>TOURISM PLANNING, POLICY AND DEVELOPMENT</b>   |
|--|---|
| <b>OBJECTIVES :</b><br>The module will expose the students about the Tourism policy of India and of a few tourism states of the country. |   |
| UNIT-1   | <b>Understanding Tourism Planning:</b> Conceptual meaning of Tourism Planning, Evolution of Tourism Planning, General Concepts of Planning, Levels and Types of Tourism Planning, Planning process. Consequences of unplanned development.  |
| UNIT-2   | Concept of Policy, Formulating tourism policy, The role of govt., public and private sector in formulation of tourism policy, Policy making bodies and its process at national levels.  |
| UNIT-3   | Study of National Tourism Policy 1982 onwards , National Action Plan on Tourism, the latest Policy Document on Tourism. Special Tourism Area Development Programme(circuits). Major Organization for Tourism Development at National and State level.                                     |
| UNIT-4   | Tourism Planning at International, national, regional, state and local level. public private partnership (PPP) in tourism development, Tourism and Five-year Plans in India with special reference to latest Five-year Plan and recent development in planning (In context of Niti Ayog). |
| UNIT-5   | Case study of tourism policies of a few states (Uttar Pradesh, Rajasthan, Himanchal Pradesh, Madhya Pradesh,). Investment opportunities and government policy for investment in hotel/tourism industry. Sources of funding  |

Upon successful completion of this course, students will be able to:

CO1. Demonstrate superior skills to appropriately locate and evaluate tourism policy, planning information, sustainable tourism practices, and then apply the relevant knowledge.

CO2. Explain and analyse key concepts in tourism policy and planning.

CO3. Apply the conceptual tools of policy and planning to a wide variety of international tourism cases to analyze situations and evaluate creative, thoughtful feasible solutions for tourism.

CO4. Apply high level skills in analytical and critical thinking and for creative problem solving in sustainable tourism policy and planning.

### **SUGGESTED READINGS :**

1. Indian Tourism Beyond the Millennium - Bezbaruah M.P. (New Delhi)
2. Tourism: Past Present & Future : Burkart A.J. and Medlik (London, Heinemann)
3. Tourism Planning : Gunn. Clare A. (New York, Taylor & Francis)
4. Tourism Dimensions : S.P. Tiwari (New Delhi)
5. Tourism : A Community Approach - Murphy, Peter E. (New York, Methuen)
6. Tourism Planning : An integrated and Sustainable Approach - Inskeep E.
10. National & Regional Tourism Planning : Inskeep E. (London, Routledge)
11. Ecotourism: A case guide for planners and managers - Ecotourism Society
12. Report of Adhoc Committee on Tourism - 1963
13. National Tourism Policy - 1982
14. National Committee Report - 2002
15. National Action - 1992
16. Niti Ayog.

## MBA (TOURISM MANAGEMENT) IIIRD SEMESTER

|   |   |
|---|---|
| <b>302</b>  | <b>TOURISM TRANSPORT MANAGEMENT(TTM)</b>  |
| <b>OBJECTIVES :</b><br>The students will get knowledge relating to tourist transport operation. |   |
| <b>UNIT-1</b>   | <b>Evolution of Tourist Transport System</b> - importance of transport in tourism. Marketing of passenger transportation.: patterns of demand for tourist transportation, characteristics of supply and marketing strategies. Transport mode selection methods.   |
| <b>UNIT-2</b>   | <b>International Air Transport Regulations:</b> including freedoms of air. Functions ICAO, IATA, DGCA, AAI and Open Sky Policy in India. Indian aviation - case studies of Air India, Jet Airlines, Sahara airlines and Air Deccan. Legal environment for air taxi operations, air charters in India. Forces likely to affect the future of air transport industry.   |
| <b>UNIT-3</b>   | <b>Surface Transport System:</b> Approved tourist transport operators, car hire companies including Rent-a-car and tour coach companies, Regional Transport Authority. Road transport documentation and insurance. Contract carriage, state carriage, all India permit, maxi cab, motor car etc.  |
| <b>UNIT-4</b>   | <b>Rail transport system:</b> Major Railway System of World (British Rail, Euro Rail, Japanese Rail and Amtrak Orient Express) and tourism, Tibetan Rail. Introduction to Indian Railways: Past, present, future. Types of rail tours available in India, Inderal pass, special schemes and packages available, major tourist trains (Palace on Wheels, Royal Orient, Fairy Queen, Deccan Odyssey and toy trains). GSA's abroad, facilities offered like rail yatri nivas, tourist police and railway tourist guides (Kiosks and ORIS), IRCTC. 61 |
| <b>UNIT-5</b>   | <b>Water Transport System</b> – An overview. Cruise ships, ferries, hovercraft and boats. Terms used in water transport, operational and marketing strategies of Star Cruise, Ocean Odyssey, Queens Mary – 2. Major water based leisure practices and their future in India.  |

Upon completion of the subject, students will be able to:

CO1: recognise the development of passenger transport and how it facilitates tourism development.

CO2: identify the principal forms of passenger transport and their key operational characteristics.

CO3: describe different types of transport services and how they interact with the entire tourism system.

### SUGGESTED BOOKS:

1. Travel Industry : Chunk Y. Gee
2. Transport for Tourism : Stephen Page
3. Tourism System : Mill, R.C. and Morrison
4. Successful Tourism Management : P.N. Seth
5. Ministry of Tourism/Railways/Civil Aviation : Annual Report
6. Motor Vehicle Act Additional Reference Books : 62

## MBA (TOURISM MANAGEMENT) III<sup>RD</sup> SEMESTER

| 303           | E-COMMERCE   |
|---------------|--|
| <b>UNIT-1</b> | <b>Electronic Business and Electronic Commerce:</b> Electronic Commerce Models, Types of Electronic Commerce, E-Commerce in India. Internet, World Wide Web, Internet Architectures, Internet Applications, Web Based Tools for Electronic Commerce, Intranet, Composition of Intranet, Business Applications on Intranet, Extranets. Electronic Data Interchange, Components of Electronic Data Interchange, Electronic Data Interchange Communication Process. |
| <b>UNIT-2</b> | <b>Electronic Payment System-</b> Concept of Money, Electronic Payment System, Types of Electronic Payment Systems, Smartcards and Electronic Payment Systems, Infrastructure Issues in EPS, Electronic Fund Transfer.   |
| <b>UNIT-3</b> | <b>E-Business Applications &amp; Strategies:</b> Business Models & Revenue Models over Internet, Emerging Trends in e-Business, E-Governance, Digital Commerce, Mobile Commerce, Strategies for Business over Web, Internet based Business Models.   |
| <b>UNIT-4</b> | <b>Security Threats to E-Commerce:</b> Security Overview, Electronic Commerce Threats, Encryption, Cryptography, Public Key and Private Key Cryptography, Digital Signatures, Digital Certificates, Security Protocols over Public Networks: HTTP, SSL, Firewall as Security Control, Public Key Infrastructure (PKI) for Security, Prominent Cryptographic Applications   |
| <b>UNIT-5</b> | <b>E-Commerce security considerations:</b> E Commerce & M Commerce – Different ways of Implementing Information and Data Security – Digital Signature – Data Capture by Bar Code, RFID and QR Code - Electronic fund transfer and security – E-Governance – Electronic records – IT Act 2000 and 2008  |

Upon successful completion of this course, students will be able to:

CO1: Outline a basic model of the internet technology infrastructure

CO2: Assess e-commerce strategies and applications, including online marketing, e-government, e-learning and global e-commerce

CO3: Discuss common legal and ethical issues in e-commerce

CO4: Have the knowledge of the different types of management information systems;

CO5: Understand the processes of developing and implementing information systems;

### REFERENCES:

1. Agarwala, K.N. and Deeksha Agarwala: Business on the Net: What's and How's of E-Commerce : Macmillan, New Delhi.

2. Agarwala, K.N. and Deeksha Agarwala: Business on the Net: Bridge to the Online Storefront: Macmillan, New Delhi.
3. Cady, Glcc Harrab and McGregor Pat: Mastering the internet, BPB Publication, New Delhi.
4. Diwan, Parg and Sunil Sharma: Electronic Commerce- A Manager's guide to E-Business, Vanity Books International, Delhi.
5. Janal, D.S: On-line Marketing Hand Book, Van Nostrand Reinhold, New York.
6. Kosivr, David: Understanding Electronic Commerce, Microsoft Press, Washington.
7. Minol and Minol: Web Commerce Technology Handbook, Tata McGraw Hill, New Delhi.
8. Schneider, Gray P: Electronic Commerec, Course Technology, Delhi.
9. Young, Margaret Levine: The Complete Reference to internet, Tata McGraw Hill, New Delhi.
10. O'Brein J: Management Information Systems, Tata McGraw Hill, New Delhi.

## MBA (TOURISM MANAGEMENT) III<sup>RD</sup> SEMESTER

| 304    | ETHICAL, LEGAL REGULATORY ASPECT OF TOURISM  |
|--------|--|
| UNIT-1 | <b>Introduction:</b> Defining ethics and its significance in tourism. Principles and practices in business ethics. Business compulsions, motivation and ethical parameters.  |
| UNIT-2 | <b>Legal aspect in Tourism:</b> Laws relating to accommodation, travels agencies land tour operation sector, Law and regulations related to airlines and airways, laws related to surface transport. DGCA formalities for business and recreational flying in India.                                       |
| UNIT-3 | <b>Permits to Restricted Areas for Tourism:</b> Special permits to restricted areas for foreign tourist in India, restricted area in India for foreign tourists and related authorities at these places to obtain permits, permits related to various monasteries and wild life areas and their procedure. |
| UNIT-4 | <b>Tour Operations:</b> Law designed for Adventure Tour operation, special permits for rafting, paragliding, heli-skiing and angling. IMF rules for mountain expeditions, Travel Insurance and consumer protection act, passport act and visa extension, Laws related to environment and wildlife.         |
| UNIT-5 | <b>Safety and security:</b> Safety and security of tourist, Tourist Police, place of Tourism in the constitution, need of tourism legislation.   |

Upon successful completion of this course, students will be able to:

- CO1. Understand importance of ethics in the tourism sector.
- CO2. Understand the Laws, Acts and Regulations in tourism.
- CO3. Understand the documentation for domestic and international traveller.

### REFERENCES:

1. Tourism Guide lines published by Govt. of India, Ministry of Tourism.
2. Tourism guidelines issued by Department of Tourism for hotel and restaurant operation. Additional Reference Books :
3. Sajnani Manohar (1999) Indian Tourism Business : A Legal Perspective, New Delhi. 2. R. K. Malhotra (2005) Socio – Environmental and Legal Issues in Tourism, New Delhi.
4. Gupta S.K. (1989) Foreign Exchange Laws and Practice, Taxman Publications Delhi.

## MBA (TOURISM MANAGEMENT) III<sup>RD</sup> SEMESTER

|  |   |
|--|---|
| <b>305</b>   | <b>FRENCH</b>   |
| <b>OBJECTIVES :</b><br>The aim is to develop effective communication with greater emphasis on oral communication so that students can write and understand French Language most efficiently and effectively. |   |
| UNIT-1   | <b>Articles, Nouns &amp; Pronouns-</b> The definite article and contraction of the definite article, indefinite articles, nouns-regular plurals, irregular plurals, gender identification by word endings, the portative articles   |
| UNIT-2   | <b>The Interrogation-</b> Formation of questions by inversion, simple tense interrogative forms, negation-formation of negative sentence, formation of negative interrogative.  |
| UNIT-3   | <b>Adjectives-</b> qualifying adjectives, possessive adjectives, demonstrative adjectives, regular forms and irregular adjectives, plural of adjectives. <b>Prepositions-</b> use of certain prepositions, prepositions to indicate location or direction, prepositions with geographical names, prepositions with mode of transport, prepositions with expressions of time, prepositions of cause. <b>Numbers-</b> cardinal and ordinal numbers, Dates, Time and Seasons |
| UNIT-4   | <b>Verbs-</b> regular and irregular (I and II and III group of verbs), conjugation of verbs in simple preset tense (temps present), near future (future porches), recent past (passé recent), imperative, simple past tense (pass compose)  |
| UNIT-5   | <b>General conversation-</b> to present oneself and others, to greet others, to tell-time, date, seasons, days of the week, the months of the year, to telephones someone, at the hotel reception, at the restaurants. Translation of simple sentence from English to French and vice versa Assignment/Exercises (Oral and written)Writing shorts simple paragraphs   |

Upon successful completion of this course, students will be able to:

CO1: Understand speaking, listening, reading and writing of French language .

CO2: Students can satisfy requirement of everyday situations.

CO3: Students can narrate and describe in past, present and future time.

### SUGGESTED READINGS:

1. French Grammar-Mary E. Coffman Crocker
2. Beenvenue En France-A. Monnerie

## MBA (TOURISM MANAGEMENT) III<sup>RD</sup> SEMESTER

|   |   |
|---|---|
| <b>306</b>  | <b>ECO-TOURISM AND SUSTAINABLE DEVELOPMENT</b>  |
| <b>OBJECTIVES :</b> To explore the interrelationships between the environment & its resource for sustainable tourism planning and development |   |
| UNIT-1  | <b>Environmental Studies :</b> Definitions, components of environment, types of environment (an overview of food chains and food web ). Environmental issues in India. An overview of Tourism – Environment linkages  |
| UNIT-2  | <b>Concept and Origin :</b> Emergence of Eco-tourism, growth and development, Definitions, Principles of Eco-tourism. Ecotourism Activities & The impacts of ecotourism in an area (positive and negatives), Role of Eco tourism in WTO and Ministry of Tourism GOI .   |
| UNIT-3  | <b>Eco-Tourism Resources in India</b> – Caves, National Parks, Wild life sanctuaries, Tiger Reserves, Biosphere Reserves, Wet lands, Mangroves, Coral reefs and desert Ecosystem. Major Eco tourism destinations of India and some best practiced ecotourism sites in world. Eco-tourism strategies with special reference to Environmental Protection.   |
| UNIT-4  | <b>Sustainable Tourism:</b> Concept of sustainable tourism and its Management, Global Significance of Sustainable Tourism-Agenda – 21 for Travel and Tourism Industry. Approaches of Sustainable Tourism- Standardization and Certification – Alternative Tourism -Responsible Tourism - Waste Management. suggestion for long term sustainable tourism .   |
| UNIT-5  | <b>Sustainable Tourism Development:</b> Meaning- Principles – Benefit and issues of Sustainable Tourism Development .Millennium development goals and sustainability in tourism, Role and significance of Millennium development goals in tourism development.<br>Sustainable Tourism Planning; Principles of STP-Basic concepts in Sustainable Design, Environmental Impact Assessment, Evaluation of Impact of Tourism Site - Carrying capacity |

Upon successful completion of this course, students will be able to:

- CO1: understand the importance of ecotourism.
- CO2: describe the link between ecotourism and sustainable tourism.
- CO3: explain the human factors that have an impact on ecotourism.
- CO4: describe how environmental protection can be done.

### SUGGESTED READINGS:

1. Sustainable Tourism – A Marketing Perspective, Victor T.C. Middleton and Rebecca Hawkins
2. Sustainable Tourism, Salah Wahab and John J. Pigram,
3. Sustainable Development – Economic and Policy, P.K. Rao
4. Dash M.C. (1993) fundamentals of Ecology (New Delhi), Tata McGraw Hill Co. Ltd., Publishing Co.Ltd.)
5. Eagles P.F.J. 1987. The Planning and Management of Environmentally sensitive areas. (U.S., A.Lengman).
6. Khoshov T.N. 1987. The Planning and Management of Environmentally sensitive areas. (U.S., A.Lengman).
7. Kormandy E.J. (1989) Environmental issues Concerns and Strategies (New Delhi) Ashish
8. Mcnealy J. (1989), Economics and Biological Diversity I.U.C.N. (Switzerland)

9. Mridula & N. Dutt (1991) Ecology and Tourism (New Delhi, Universal Publishers)
10. Negi. J (1990) Tourism development and Resource conservation (New Delhi Metropolitan)
11. Sapru R.K. (1987) Environment Management in India (New Delhi) Ashish.
12. Singh T.V., J. Kaur and D.P. Singh (1982) Studies in Tourism Wildlife parts conservation (New Delhi Metropolitan)
13. Singh S.C. (Ed.) 1989) Impact of tourism on mountain Environment (Meerat Research India Publications)
14. Verma P.S. and V.R. Agarwal; 1996 Principles of Ecology (New Delhi S. Chand)
15. Kandari O. P., Chandra Ashish : Tourism Biodiversity & Sustainable Development, Isha Books, Delhi.



## MBA (TOURISM MANAGEMENT) III<sup>RD</sup> SEMESTER

|   |   |
|---|---|
| <b>307</b>  | <b>HOSPITALITY MANAGEMENT</b>   |
| <b>OBJECTIVES :</b><br>This Module is prescribed to appraise students about the important departments of a classified hotel and to teach various aspects related to accommodation Industry. |   |
| UNIT-1  | <b>Hospitality Management/Industry:</b> Introduction of the Hospitality Industry. Origin & Nature, Evolution and Growth of Hospitality Industry ,its characteristics, Hospitality Industry in Today“ s Scenario, Importance of Hospitality Management.  |
| UNIT-2  | <b>Overview of the Accommodation Industry, Hotel-</b> definition, Organizational Structure of Hotels: Small, Medium, Large. Classification of Hotels, Departments of large Hotel , Hotel Categories – Star Rating, Types of Hotel Rooms, Plans & Rates. Yield management.   |
| UNIT-3  | <b>Departments/Functional Units Of Hotel:</b> Front Office- stages of guest arrival, key control. House Keeping- Organization Structure, Layout of Housekeeping Department, Functions of Housekeeping Department, Managing Guest Amenities .Food and Beverage, Purchasing, Accounts, Human Resource Management, Maintenance,- the engineering , the marketing and sales division - The A/C division - and the security division. Role, duties, and functions of different departments.  |
| UNIT-4  | <b>Introduction to Hotel operations -</b> Food and Beverage Services Outlets – Various Types of Food Services(Food services for the transportation market. Food services for the leisure market - retail food services - Business/ Industrial food services. Health care food services - club food services) – Restaurant Organization – The cover, Equipment’s: Linen, Furniture, Chinaware, Glassware, Tableware. Briefing. Room Service and banquet. Types of Beverages ,Menu: types of menu, menu planning techniques. trends in lodging and food services. |
| UNIT-5  | <b>Guest Relationship Management–</b> qualities of Hospitality Staff, lost and found management , Complaint handling, handing VIPs and duty rotas. Usage of CRS in Hotel Industry   |

Upon successful completion of this course, students will be able to:

- CO1: Identify and apply business concepts and skills relevant to the operational areas of hospitality management.
- CO2: Evaluate diversity and ethical considerations relevant to the hospitality industry.
- CO3: Classify and interpret the segmentation in the field of hospitality industry.

### SUGGESTED READINGS:

1. Andrews, Sudhir : 1985, Hotel Front Office, Tata M C Graw – Hill, New Delhi.
2. Andrews, Sudhir : Hotel House Keeping, Tata M C Graw – Hill, New Delhi.
3. Andrews, Sudhir : (1991), Food and Beverage Service, Tata M C Graw–Hill, New Delhi.
4. Introduction to Tourism and Hospitality Management – Saurabh Dixit , APH Publishing House New Delhi
5. Hotel Management – Yogendra K Sharma
6. Housekeeping Operations – Raghubalan and Smritee Raghubalan

## MBA (TOURISM MANAGEMENT) IIIRD SEMESTER

|  |  |
|--|--|
| <b>308</b>   | <b>TICKETING AND AIRLINES MANAGEMENT</b>   |
| <b>OBJECTIVES :</b><br>To understand the structure, dynamics of airline industry, airport and airlines management linkages. To study the international airfares, regulations and formalities to travel, different organizations and their contribution to airlines management. |  |
| UNIT-1   | <b>Introduction to fare construction-</b> main components of domestic & International Air fare mileage principal, Excess mileage allowance Excess mileage surcharge, Higher Intermediate point, circle Trip minimum, Black Haul Check, Add ones. Special Fare – excursion, student, seaman Discounts in Domestic & International Airlines- infants senior citizen, cancer patient, travel Agents. Cancellation Rules in domestic and International Airlines.   |
| UNIT-2   | <b>Passenger Ticket and baggage check-</b> One Way ,round the world trip, circle trip, Open jaw trip, baggage allowance in International & domestic sector. Frontier formalities – Airport Formalities for domestic and international flights. Ticketing entries.  |
| UNIT-3   | <b>Management of Airlines –</b> Types of airlines, airlines personnel and revenue earning, airport management, study of aircraft parts, the aircraft turnaround, the control tower, Airport facilities and special passengers, airport access, check in facilities, landing facilities for departing passengers, in-flight services, cabin component, audio and video projection equipment, emergency equipment for disembarkation, in-flight entertainment, classes of service with more comfort.   |
| UNIT-4   | <b>Familiarization with OAG :</b> three letter city and airport code, airline designated code, minimum connecting time, global indicator, familiarization with Air tariff : currency regulation, NUC conversion factors, general rules, planning itinerary by air, Introduction to fare construction, mileage principles, fare construction with Extra Mileage Allowance (EMA), Extra Mileage Surcharge. Issue of manual ticket, reservation procedure. MPD, MCO, PTA and their purposes, universal air travel plan: types of air travel card. |
| UNIT-5   | <b>One Way and Return Trip, Circle trip journey, open jaw, add-on,</b> mixed class journey, HIP check, Back Haul Minimum Check (BHC), CTM check Indirect Travel Limitation, Around the world fare, special fares.  |

CO1: To provide adequate basic understanding about Airlines and Airport Management Education among the students

CO2: To develop abilities of students to inculcate skills and Business correspondence.

CO3: Recognize the need to adapt business practices to the opportunities and challenges of an evolving global environment.

CO4: Demonstrate ability to recognize and identify ethical conflicts, apply ethical reasoning and assess response options relative to the needs and interests of relevant stakeholders to address issues in a business context.

**REFERENCE READINGS:**

1. Air Cargo Tariff rates books.
2. LATA Live Animal Regulatory Manual Travel agency and Tour operation Jons negi

**MBA –TOURISM MANAGEMENT**

| <b>PAPER<br/>CODE</b> | <b>FORTH SEMESTER</b>                             |
|-----------------------|---|
| <b>401</b>            | <b>BUSINESS POLICY &amp; STRATEGIC MANAGEMENT</b> |
| <b>402</b>            | <b>TOURISM MARKETING</b>                          |
| <b>403</b>            | <b>ITINERARY PLANNING &amp; COSTING</b>           |
| <b>404</b>            | <b>EVENT MANAGEMENT</b>                           |
| <b>405</b>            | <b>INTERNATIONAL TOURISM PRODUCTS</b>             |
| <b>406</b>            | <b>CARGO MANAGEMENT</b>                           |
| <b>407</b>            | <b>CONTEMPORARY ISSUES IN TOURISM</b>             |
| <b>408</b>            | <b>EMERGING TRENDS IN TOURISM</b>                 |

## MBA (TOURISM MANAGEMENT) IV<sup>th</sup> SEMESTER

|  |   |
|--|---|
| <b>401</b>   | <b>BUSINESS POLICY &amp; STRATEGIC MANAGEMENT</b>   |
| <b>OBJECTIVE:</b><br>To provide an understanding of the integration of the functional areas and to provide a top management perspective. After Studying this course the students must be able to correlate the conceptual knowledge of management with the current real world of business. It is a case based paper. |   |
| UNIT-1   | <b>Foundations of Strategic Management:</b> Introduction to Strategic Management, Hierarchy of Strategic Intent, Strategic Management for Sustainability.                                     |
| UNIT-2   | <b>Strategy Appraisal:</b> Environmental Appraisal, Organizational Appraisal. (Relevant Case Studies)   |
| UNIT-3   | <b>Strategies at Deferent level:</b> Corporate-level Strategies, Business-level Strategies. (Relevant Case Studies)   |
| UNIT-4   | <b>Pursuing Strategies:</b> Methods for Pursuing Strategies & Strategic Analysis & choice.(Relevant Case Studies)   |
| UNIT-5   | <b>mplementation Evaluation &amp; Control:</b> Activating Strategies, Structural Implementation, Behavioral Implementation, Functional and Operational Implementation.(Relevant Case Studies) |

CO1: Critically analyse the internal and external environments in which businesses operate and assess their significance for strategic planning.

CO2: Apply understanding for the theories, concepts and tools that support strategic management in organizations.

CO3: Build understanding of the nature and dynamics of strategy formulation and implementation processes at corporate and business level.

CO4: Enhanced ability to identify strategic issues and design appropriate courses of action.

### SUGGESTED READINGS:

- 1, Ansoff H.1. "Corporate Strategy" McGraw-Hill, New York.
2. Gluaek W.F. & Jauch L.R, "Business Policy and Strategic Management 5th ed. MacGraw-Hill, New York,
3. Kazmi A "Business Policy" Tata McGraw-Hill, New Delhi,
4. Thomas J.G. "Strategic Management: Concepts, Practice & Cases" Harper & Row, New York,

|            |   |
|------------|---|
| <b>402</b> | <b>TOURISM MARKETING</b>  |
| UNIT-1     | Developing Marketing Opportunities and Strategies: Marketing Information Systems and Marketing Research, Consumer Markets and Consumer Behaviour, Business Markets and Buyer Behaviour, Market Segmentation - Targeting and Positioning for competitive Advantage.  |
| UNIT-2     | Developing the Tourism Marketing Mix: Managing the Product / Service, Product Decisions-Product Line, Product Mix, Product Life Cycle, New Product Development, Branding and Packaging Decisions, Pricing Products - Pricing Considerations and Approaches, Pricing Strategies and Methods.   |
| UNIT-3     | Components of Destination Marketing Mix. Product Strategy - Nature & Characteristics. Managing existing Tourism Products. New Product development in Regional Tourism. Pricing Strategies - Tourists Perception of Price.   |
| UNIT-4     | Service Marketing Concepts and marketing of tourism packages ,Concept of value, customer satisfaction and service quality; Service quality Gaps Model. Strategy and the role of marketing for competitive advantage for tourism businesses, the national and international tourism package offerings by major tourism companies in India. |
| UNIT-5     | Social networking and E-tourism: Meaning, importance and its impacts on tourism business. Current debates in e-tourism- Future of e-tourism, Affiliate marketing, Email marketing and web advertising. E-Business security and privacy issues.  |

CO1: understand fundamentals of tourism from the management, marketing and financial perspectives.

CO2: understand the concepts of tourism marketing , the framework of the system, types and segment of tourism marketing .

CO3: describe the different types of tourism marketing strategies.

#### **SUGGESTED READINGS:**

1. Kotler, Philip : Marketing Management & Hospitality and Tourism Marketing
2. Sinha, P.C : Tourism marketing
3. Vearne, Morrisson Alison: Hospitality marketing
4. Crough, Marketing Research for Managers.
5. Morrison, A.M. Hospitality and Travel Marketing . Delmar Thomson Publishing
6. Marketing Tourism Destinations : Ernie Heath & Geoffrey Wall, John Wiley & Sons, Inc.

## MBA (TOURISM MANAGEMENT) IV<sup>th</sup> SEMESTER

|  |   |
|--|---|
| <b>403</b>   | <b>ITINERARY PLANNING AND COSTING</b>   |
| <b>OBJECTIVES :</b><br>The purpose of this course is to acquire practical knowledge and skill about the Destination Marketing and to become familiar with the techniques and approaches for successful destinations visit. |   |
| UNIT-1   | <b>Introduction To Itinerary Preparation:</b> concept, need and duration; typology based on individual responsibilities and demand; custom made and readymade, seasonal, product based and all inclusive itineraries, git and fit   |
| UNIT-2   | <b>Planning And Preparation:</b> do's and don'ts of itinerary; factors to be considered while preparing an itinerary, steps in developing itineraries; common constraints   |
| UNIT-3   | Tour packaging: definition, types, forms and components of package tour; advantages and disadvantages of package tour; liaising and negotiation of package tour; inclusions and exclusions Unit   |
| UNIT-4   | <b>The Panorama Of Package Tour:</b> product oriented package tour: health tourism, yoga, meditation and nature cure, beach holidays-rail tours in India, pilgrim tours; adventure package: soft and hard adventure, concepts and guidelines: desert safaris, mountaineering, skiing, white water rafting, and scuba diving, golf tours, theme tours and cruise; special interest tours: mice tours, eco and wildlife tours, ethnic tours and architectural tours, farm tours, fairs and festivals, rural tours |
| UNIT-5   | Costing a tour: meaning, components and considerations; types of costs, cost sheet; fit costing and group costing; differential tariff plan: accommodation cost, transportation cost, meals plan etc.; pricing strategies and distribution mechanism  |

CO1: explain and clarify how a well-structured and planned approach to itinerary can deliver substantial benefits to all stakeholders.

CO2: understand Itinerary and Travel Plan also describe differentiation, scope and significance

CO3: plan an effective tour itinerary.

CO4: understand what the main sources of information are and what research input is required to design tour package.

CO5: design these itineraries the pre-planned, tailor made and Flexi tour itinerary.

### SUGGESTED READINGS:

1. Travel Agency Management, M.N. Chand
2. Tour Operations and Tour Guiding, J.N. N egi
3. What time is this place, David Hetchenbe rg.
4. Marketing Tourism Destinations –Ernie Healt h & Geoffrey Wall, John Wiley & Sons. Inc



## MBA (TOURISM MANAGEMENT)- IV<sup>TH</sup> SEMESTER

|  |   |
|--|---|
| <b>404</b>   | <b>EVENT MANAGEMENT</b>   |
| <b>COURSE OBJECTIVE:</b><br>The purpose of this course is to acquire an in-depth knowledge about the specialized field of "Event Management" and to become familiar with management techniques and strategies required for successful planning, promotion, implementation and evaluation of special events |   |
| UNIT-1   | Conceptual foundations of events; Major characteristics; Five C's of event management Conceptualization, Costing, Canvassing, Customization, Carrying out; Advantages of events- to the Organizer, Event Planner, Participants, Economy and Society; Broad classification of Events.  |
| UNIT-2   | Introduction to MICE: Evolution of MICE industry; Components of MICE; Economic and social significance of MICE. Introduction to professional meeting planning- definition, types and roles; associate, corporate & independent meeting planners; TA's and TO's as meeting planner; Convention visitor Bureaus – functions, structure and funding sources.   |
| UNIT-3   | Events venues: concept and types; Conference venues- facilities, check-in and check-out procedures, requirements; conference room lay-outs; Convention manager; inter-related venues; project planning and development. Introduction to conference facilities in India. Role and functions of ICPB and ICCA.  |
| UNIT-4   | Trade shows and exhibitions/expositions: types of shows, benefits of exhibitions, participant decision-making process. Contract negotiations– principles; negotiation with hotels, airlines and ground handlers.  |
| UNIT-5   | Incentive tour- characteristics, its organizing and special requirements. Latest meeting technologies - Video conferencing and Information Communication Technology (ICT). Factors including ICT affecting future of events business. Human resource requirements. Case studies: Tourism festivals: Ellora Festival, Taj Festival, Khajuraho Festival, Konark festival, Hampi Festivals (Any two)<br>Trade Fairs : World Travel Mart, ITB, TTW, PTM (any one) |

CO1: Learn and understand various aspects of events and types of events

CO2: become familiar with the key concepts of managing an event.

CO3: Understand the skills and challenges faced in managing an event.

CO4: identify best practice in the development and delivery of successful events.

CO5: identify the key elements of a conference and the processes involved in venue selection, registration, catering, accommodation, transport, theming, security and entertainment

CO6: identify management essentials such as developing budgets, critical paths, work breakdown structures, risk mitigation and contingency planning.

### **SUGGESTED READINGS :**

1. Coleman, Lee & Frankle (1991), Powerhouse Conferences. Educational Institute of AH & MA.
2. Hoyle, Dorf & Jones (1995), Managing conventions & Group business. Educational institute of AH & MA.
3. Montgomery, R.J. 1994, "Meeting, Conventions and Expositions : VNR, New York
4. Hoyle, L.H., TJA Jones (1995) "Managing Conventions and Group Business", Educational Institute of AM & MA  
Additional Reference Books:
5. Coleman, Lee & Frankle (1991), Powerhouse Conferences. Educational Institute of AH & MA.
6. Hoyle, Dorf & Jones (1995), Managing conventions & Group business. Educational institute of AH & MA.

## MBA (TOURISM MANAGEMENT)- IV SEMESTER

|  |  |
|--|--|
| <b>405</b>   | <b>INTERNATIONAL TOURISM PRODUCTS</b>  |
| <b>OBJECTIVES :</b> <ul style="list-style-type: none"><li>- To understand the International management scenario; and</li><li>- To develop skills for efficient managing of cultural differences.</li></ul> |  |
| UNIT-1   | Meaning of International Tourism Products, Outbound Tourism, Tools for promoting International Tourism from India, Short haul Tourism and its reason; various regions and counties therein-South East Asia; Arab World; Scandinavian; BRICS, Indo-China.   |
| UNIT-2   | Most popular destination countries –USA, Europe –London, Paris, Rome, Venice, Vatican city ,Switzerland, Belgium, Austria , Spain and Turkey ;South East Asian countries –Malaysia, Indonesia, Singapore, Thailand, Sri Lanka ,South Korea, Japan; Australasia – Australia, New Zealand Fiji, other Asian countries –China, Hong Kong, Macau, Dubai. |
| UNIT-3   | Currencies of various countries, time difference of Europe- UK, USA from India, Making of International Itineraries.   |
| UNIT-4   | Unique international Tourism Attractions- Eiffel Tower, Great wall of China, Madam Tussauds Wax Museum, Leaning Tower of Pisa, Statue of Liberty, Niagara falls, Dead Sea; Pyramids, Undersea Tunnels between Paris and London; Undersea Transparent Tunnels in Singapore.   |
| UNIT-5   | Open sky policy of India, preparation of international Tourist circuits, Outbound Tourist statistics from India, Outbound data and trend. Important airport of world –France, USA, Germany, Italy, Spain, Austria, Switzerland , Belgium, Most Popular casino Destinations – Monte Carle, Las Vegas, Macau.  |

CO1: understand and can identify international tourism products

CO2: know the components of tourism products and their marketing

CO3: understand the central, peripheral services and public services in international tourism.

CO4: understand importance of passport and the legalities involved in it.

CO5: Understand how to apply the concept of visa.

### REFERENCE READINGS:

1. Sustainable Tourism for Development Guidebook - Enhancing capacities for Sustainable Tourism for development in developing countries **Published:** 2013 **eISBN:** 978-92-844-1549-6
2. Supporting Tourism for Development in Least Developed Countries **Published:** September 2016 **eISBN:** 978-92-844-1835-0

## MBA (TOURISM MANAGEMENT) IV SEMESTER

|            |  |
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| <b>406</b> | <b>CARGO MANAGEMENT</b>  |
| UNIT-1     | <b>Introduction, Indian Cargo Industry:</b> An overview, Export and Import Cargo Operations, Industry: Transportation and Warehousing, Services, Transportation in Logistics.                |
| UNIT-2     | The Industry's Role, Acceptance and Dispatch of Air Cargo, Cargo Handling, Airway Bill, IATA Cargo Agent and Cargo Agency Operations, Transportation Charges of Air Cargo, Cargo Automation. |
| UNIT-3     | Road Freight Industry, Rail Freight Industry, India's Rail Road System, Road Transport Development in India.   |
| UNIT-4     | Shipping Cargo and Charter Parties, Seaway Bill, Carriage of Goods by Sea and Multimodal Transport, Carriage of Goods by Sea, Logistics in Shipping.   |
| UNIT-5     | INCO terms, International Transportation, FIATA (International Federation of Freight Forwarders Associations), Carriage by Air Act, 1972   |

CO1: understand the fundamentals of air freight and cargo management.

CO2: Understand the process involved in air cargo management.

CO3: Understand how to Quote the rates for transfer to air cargo from origin to the destination.

CO4: Understand Outgoing or export forwarding process

CO5: Understand Cargo booking procedures, Cargo scanning, Document automation, Claims & Complaint Handling

CO6: Know the implementation of Air Cargo Law and Insurance.

### RECOMMENDED BOOKS:

Dixit, Manoj : Cargo Management, An International Perspective

Suggested Readings:

1. OAG

2. Air Tariff Book

## MBA (TOURISM MANAGEMENT) IV<sup>TH</sup> SEMESTER

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| <b>407</b>   | <b>CONTEMPORARY ISSUES IN TOURISM</b>   |
| <b>OBJECTIVES :</b><br>To know the new trends in tourism and the environment of travel business. |   |
| UNIT-1   | Socio political happenings, political instability, regionalism, and national integration. climate change and other environmental issues. Terrorism and tourism: safety and security issues in tourism. Emerging patterns in travel and tourism. |
| UNIT-2   | Guest host issues, women and child issues, tourism and poverty alleviation. Crime and tourism.  |
| UNIT-3   | Taxation: present scenario and future challenges, foreign exchange. STZ: features, operations and implications. Merger, acquisition of tourism enterprises.   |
| UNIT-4   | Imbalances in inbound and outbound tourism. Medical tourism sustainability. Privatization of tourism resources and PSU's.   |
| UNIT-5   | Human resource issues. Gap in industry and academia. Quality of tourism research. Unit VI: Legal issues. Economical crises and its impact on tourism. GATS: concept and its implication on Indian Tourism scenario.                             |

CO1: familiarize students with meaningful contemporary research issues and trends in tourism and hospitality.

CO2: help students integrate their knowledge of different contemporary issues, and identify potential areas for future activity.

CO3: Describe the structure of the tourism and hospitality industries and the economic contributions of these sectors at national and international level.

CO4: Know about the key challenges, innovations and issues shaping tourism and hospitality.

**References All current articles, news items in the magazines, news papers, electronic media etc.**

## MBA (TOURISM MANAGEMENT) IV<sup>TH</sup> SEMESTER

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| <b>408</b>   | <b>EMERGING TRENDS IN TOURISM</b>   |
| <b>OBJECTIVES :</b><br>This module give knowledge to the students about the various emerging concept in Tourism. |   |
| UNIT-1   | <b>Adventure Tourism:</b> Emerging Trends: Different new types of concepts emerging in Tourism and its Dimensions. Concept of Adventure, Types of adventure sports and tourism, Land based Adventure (Trekking, Mountaineering, Rock Climbing etc), Water based adventure (Water surfing, white water rafting, para-sailing etc) and Air based adventure (Parachute jumping, Gliding, para-gliding etc) |
| UNIT-2   | <b>health and wellness Tourism:</b> Introduction; History of Medical Tourism; Legal Issues, Ethical Issues, World Medical Tourism Countries.  |
| UNIT-3   | <b>Rural Tourism:</b> Introduction; Understanding Rural Tourism; Planning and Managing Rural Tourism; Issues in Rural tourism; Rural Tourism in India Future of Rural Tourism .   |
| UNIT-4   | <b>Religious Tourism:</b> Ancient Indian Religious: Vedic, Jainism, Buddhism; Other Religious of India: Islam, Christianity, Sikhism; important Festivals and their Significance: Diwali, Dashhara, Holi, Christms, Id, Moharrum, Rakshabandhan, Easter, Paryushmna, Buddha-Jayanti, Papeti, Baishakhi .  |
| UNIT-5   | <b>New Age Tourism:</b> Festivals and Event Tourism , Film and TV Tourism ,Literary Tourism, dark tourism, social tourism , space tourism and Virtual Tourism/Cyber Tourism.  |

CO1: Critically review the key trends driving change in the tourism and destination management sector at both local and global levels to assist decision making.

CO2: Analyse complex problems including industry disruptions to successfully advance sector competitiveness and consumer satisfaction.

CO3: Cross-examine inter-cultural understandings, transnational relations, sustainability agendas and economic development in tourism

### SUGGESTED READINGS :

1. Sharply, R., and Sharply, J. (1998) Rural Tourism: An Introduction Singapore: International Thomson Business Press.
2. Roberts, Lesley (2001) Rural Tourism and Recreation: Principles and Practice, Massachusetts: CABI Publishing.
3. Baird, Robert, D., Religion in Modern India
4. Basham, A.L., The Wonder That was India
5. Bose, H.A., Ritas and Germanics of Hindu and Muslims
6. Chopra , S.K., B.N. Puri and M.N. Das, A Socio-Cultural and Economic History of India
7. Goyal, S.R., Religious History of Ancient India
8. Buckley, R. (2003). Case studies in Ecotourism Cambridge: CABI.
9. Buckley, R. ed. (2004). Environmental impacts of Ecotourism. Oxford shire: CABI.
10. Bulbeck, C. (2005). Facing the wild: Ecotourism, Conservation, and animal encounters. London: Earth scan.
11. Ceballos-Lascurain, H. (1996). Tourism, Ecotourism, and Protected Areas. Gland: IUCN