

MBA TOURISM

E) INSTRUCTIONAL DESIGN
MBA TOURISM

Course Code	Title	CIA Max.	ESE Max.	TOT Max.	C
I Semester					
33811	Management – Principles and Practices	25	75	100	4
33812	Organizational Behaviour	25	75	100	4
33813	Managerial Economics	25	75	100	4
33814	Quantitative Techniques	25	75	100	4
33815	Financial and Management Accounting	25	75	100	4
Total		125	375	500	20
II Semester					
33821	Research Methods	25	75	100	4
33822	Business Environment	25	75	100	4
33823	Business Laws	25	75	100	4
33824	Management Information System	25	75	100	4
33825	Human Resource Management	25	75	100	4
Total		125	375	500	20
III Semester					
33831	Marketing Management	25	75	100	4
33832	Financial Management	25	75	100	4
33833	Tourism and Accommodation	25	75	100	4
33834	Tour Operators and Travel Agencies	25	75	100	4
33835	Quality in Tourism	25	75	100	4
Total		125	375	500	20
IV Semester					
33841	Tourism Entrepreneurship	25	75	100	4
33842	Tourism Project Management	25	75	100	4
33843	Institutional Framework of Tourism	25	75	100	4
33844	Global Tourism	25	75	100	4
33845	Emerging Issues in Tourism	25	75	100	4
Total		125	375	500	20
Grand Total				2000	80

33811- MANAGEMENT PRINCIPLES AND PRACTICES

Objectives:

- To introduce the basic concepts of Management functions and principles
- To learn the scientific decision making and modern trend in the management process
- To understand the contemporary practices and issues in management

BLOCK I: BASIC CONCEPTS OF MANAGEMENT

- UNIT 1 Management: Definition – Nature, Scope and Functions – Evolution of Management – Management thought in modern trend – Patterns of the management analysis – Management Vs. Administration - Management and Society: The external Environment, Social Responsibility and Ethics.
- UNIT 2 Management Science and Theories : Contributions of FW Taylor, Henri Fayol, Elton Mayo, Roethlisberger, H.A.Simon and P.F Drucker - Universality of Management - Relevance of management to different types of organization.
- UNIT 3 Planning: Nature and Purpose – Principles and planning premises – Components of planning as Vision, Mission, Objectives, Managing By Objective (MBO) Strategies, Types and Policies -Planning and Decision Making: Planning process.
- UNIT 4 Decision making: Meanings and Types – Decision-making Process under Conditions of Certainty and Uncertainty – Rational Decision Making Strategies, Procedures, Methods, Rules, Projects and Budgets.

BLOCK II: RECRUITMENT AND SELECTION

- UNIT 5 Organizing: Nature, Importance, Principles, purpose and Scope - Organizing functions of management – Classifications of organization – Principles and theories of organization – Effective Organizing – Organizational Culture and Global Organizing.
- UNIT 6 Organizational Structure – Departmentalization – Span of control – Line and staff functions – Formal and Informal Groups in Organizations - Authority and responsibility - Centralization and decentralization – Delegation of authority – Committees – Informal organization.
- UNIT 7 Staffing: General Principles of Staffing- Importance, techniques, Staff authority and Empowerment in the organization – Selection and Recruitment - Orientation - Career Development - Career stages – Training – Performance Appraisal.
- UNIT 8 Creativity and Innovation – Motivation - Meaning – Importance – Human factors of Motivation – Motivation Theories: Maslow, Herzberg, Mc Gregor (X&Y), Ouchi (Z) ,Vroom, Porter-Lawler, McClelland and Adam – Physiological and psychological aspects of motivation .

BLOCK III: FUNCTIONS OF MANAGEMENT

- UNIT 9 Directing : Meaning, Purpose, and Scope in the organization – Leadership: Meaning, Leadership styles, Leadership theories: Trait, Contingency, Situation,

Path-Goal, Tactical, Transactional, Transformational and Grid. Leaders: Type, Nature, Significance and Functions, Barriers, Politics and Ethics. Leader Vs. Manager.

UNIT 10 Communications: Meaning – Types – Process – Communication in the decision making – Global Leading - Effective communication in the levels of management. – Uses of Communication to Planning, Organizing, coordinating and controlling.

UNIT 11 Co-ordination: Concept; Meaning, Characteristics, Importance in the organization, Co-ordination process and principles - Techniques of Effective co-ordination in the organization - Understanding and managing the group process.

BLOCK IV: BUSINESS ETHICS WITH NEW PERSPECTIVES IN MANAGEMENT

UNIT 12 Business ethics: Relevance of values in Management; Holistic approach for managers indecision-making; Ethical Management: Role of organizational culture in ethics – Ethics Committee in the organization.

UNIT 13 Controlling: Objectives and Process of control Devices of control – Integrated control – Special control techniques- Contemporary - Perspectives in Device of Controls

UNIT 14 New Perspectives in Management - Strategic alliances – Core competence – Business process reengineering – Total quality management – Six Sigma- Benchmarking- Balanced Score-card.

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59. **Weihrich and Koontz**, Management: A Global Perspective, McGraw Hill, 1988
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61. Gene Burton and Manab Thakur, Management Today: Principles and Practice, Tata McGraw Hill.
62. Ricky W. Griffin, Management, South-Western College Publications, 2010
63. Stephen P. Robbins and Mary Coulter, Management, 9th Edition, 2006.
64. Kaplan and Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, HBP, 2000.

33812 - ORGANIZATIONAL BEHAVIOUR

Objectives:

- To understand the personality traits and influence on the organization.
- To imbibe the necessary conceptual understanding of behaviour related people
- To learn the modern trends, theories and changes in organizational Behaviour.

BLOCK I: BASICS OF ORGANISATIONAL BEHAVIOUR

- UNIT 1 Organizational Behaviour: History – Meaning Elements – Evolution, Challenges and opportunities – Trends – disciplines – Approaches – Models – Management functions relevance to organizational Behaviour – Global Emergence of OB as a discipline.
- UNIT 2 Personality – Determinants, Structure, Behaviour, Assessment, Individual Behaviour: Personality & Attitudes- Development of personality – Nature and dimensions of attitude – Trait Theory – Organizational fit – Organizational Commitment
- UNIT 3 Emotions – Emotional Intelligence – Implications of Emotional Intelligence on Managers – EI as Managerial tool – EI performance in the organization – Attitudes: Definitions – Meaning – Attitude relationship with behaviour – Types – Consistency
- UNIT 4 Individual Behaviour and process of the organization: Learning, Emotions, Attitudes, Perception, Motivation, Ability, Job satisfaction, Personality, Stress and its Management – Problem solving and Decision making – Interpersonal Communication - Relevance to organizational behaviour.

BLOCK II: ORGANISATIONAL SOURCES AND MANAGEMENT

- UNIT 5 Group Behaviour: Group Dynamics - Theories of Group Formation - Formal and Informal Groups in organization and their interaction - Group norms – Group cohesiveness – Team: Importance and Objectives - Formation of teams – Team Work- Group dynamics – Issues - Their relevance to organizational behaviour.
- UNIT 6 Organizational Power: Organizational Power: Definition, Nature, Characteristics - Types of powers - Sources of Power - Effective use of power – Limitations of Power – Power centre in Organization.
- UNIT 7 Organizational Politics: Definition – Political behaviour in organization - Factors creating political behaviour – Personality and Political Behaviour - Techniques of managing politics in organization – Impact of organizational politics.
- UNIT 8 Organizational Conflict Management: Stress Management: Meaning – Types – Sources and strategies resolve conflict – Consequences – Organizational conflict: Constructive and Destructive conflicts - Conflict Process - Strategies for encouraging constructive conflict - Strategies for resolving destructive conflict.

BLOCK III: ORGANISATIONAL CLIMATE AND CULTURE

- UNIT 9 Organizational Dynamics: Organizational Dynamics – Organizational Efficiency, Effectiveness and Excellence: Meaning and Approaches – Factors affecting the organizational Climate.
- UNIT 10 Organizational Culture: Meaning, significance – Theories – Organizational Climate – Creation, Maintenance and Change of Organizational Culture – Impact of organizational culture on strategies – Issues in Organizational Culture.
- UNIT 11 Inter personal Communication: Essentials, Networks, Communication technologies – Non-Verbal communications Barriers – Strategies to overcome the barriers. Behavioral Communication in organization - Uses to Business

BLOCK IV: CHALLENGES AND ORGANISATIONAL DEVELOPMENT

- UNIT 12 Organizational Change: Meaning, Nature and Causes of organizational change Organizational Change –Importance – Stability Vs Change – Proactive Vs. Reaction change – the change process – Resistance to change – Managing change.
- UNIT 13 Organizational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries.
- UNIT 14 Organizational Development: Meaning, Nature and scope – Features of OD – OD Interventions- Role of OD – Problems and Process of OD – process OD and Process of Intervention - Challenges to OD- Learning Organizations - Organizational effectiveness Developing Gender sensitive workplace

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56. Judith R. Gordon, A Diagnostic Approach to Organizational Behaviour, Allyn & Bacon, 1993.

33813 - MANAGERIAL ECONOMICS

Objectives:

- To understand the economic principles and its applications in business
- To develop economics based analytic skills for business
- To make the learners to strong in economical approach

BLOCK I: BASICS OF MANGERIAL ECONOMICS

- UNIT 1 Economics: Introduction – Meaning, nature and scope of Managerial Economics – General Foundations of managerial Economics – Economic Approach – Working of Economic system - Circular flow activities - Economics & Business Decisions - Relationship between Economic theory and Managerial Economics.
- UNIT 2 Business Decisions: Role of managerial Economics in Decision making – Decision making under Risk and Uncertainty - Concepts of Opportunity cost, - Production possibility curve – Incremental Concepts - Cardinal and Ordinal approaches to consumer Behaviour Time Value of Money –
- UNIT 3 Consumer Behaviour: Marginalism – Equilibrium and Equi-marginalism and their role in business decision making. – Equi-Marginal principles – Utility analysis – Total and Marginal Utility – Law of diminishing marginal utility – Marshallian approach and Indifference curve analysis.
- UNIT 4 Demand analysis: Meaning, Functions - Determinants of demand-Law of Demand – Demand Estimation and Forecasting - Applications of demand in analysis - Elasticity of Demand: Types, Measures and Role in Business Decisions.

BLOCK II: DEMAND AND SUPPLY MANGEMENT

- UNIT 5 Supply Analysis: Determinants of supply- Elasticity of Supply- Measures and Significance - Derivations of market demand – Demand Estimation and Forecasting- Demand and Supply equilibrium – Giffen Paradox
- UNIT 6 Production Functions: Managerial uses of production function - Cobb-Douglas and other production functions - Isoquants – Short run and long run production function – Theory of production – Empirical estimations of production functions.
- UNIT 7 Forms of Markets: Meaning and Characteristics - Market Equilibrium: Practical Importance, Market Equilibrium and Changes in Market Equilibrium. Pricing Functions: Market Structures - Pricing and output decisions under different competitive conditions: Monopoly Monopolistic completion and Oligopoly
- UNIT 8 Strategic Behaviour of the firms and Game Theory - Nash Equilibrium: Implications – Prisoner's Dilemma: Types of strategy – Price and Non price competition – Relation to the firm behaviour.

BLOCK III: COST AND BREAK FROM POINTS

- UNIT 9 Cost and Return: Cost function and cost output relationship – Economics and Diseconomies of scale - Cost control and cost reduction- Cost Behaviour and

Business Decision- Relevant costs for decision-making- Traditional and Modern theory of Cost.

- UNIT 10 New Product Penetrative Decision and Skimming the cream Pricing- Government control over pricing - Concept of Profit- Types and Theories of Profit by Knight (Uncertainty), Schumpeter (Innovation), Clark (Dynamic) and Hawley (Risk) - Profit maximization – Cost volume profit analysis – Risk and Return Relationship.
- UNIT 11 Profit and Investment Analysis: Meaning – Measurement of profit – Theories of Pricing- Profit planning and forecasting- Profit and Wealth maximization – Cost volume profit analysis – Investment analysis and Evaluation: IRR, NPV and APV techniques.

BLOCK IV: MACRO ECONOMICS AND REGULATIONS

- UNIT 12 Macro-economic Factors: Nature, Importance ; Economic Growth and Development - Business cycle – Phases and Business Decision- Inflation - Factors causing Inflation and Deflation - Control measures – Balance of payment Trend and its implications in managerial decision.
- UNIT 13 National Income: Introduction Meaning – Theories – Methods of Measurement - Sectoral and Population distributions – Per capita Income: Definition – Calculations – Uses – Limitations – GDP – GNP - Recent developments in Indian Economy.
- UNIT 14 Economic Regulations of Business: Introduction – Antitrust theory and Regulations – The structure – Conduct – Performance paradigm – Concentration: Overview – Measuring concentration – Regulation of Externalities.

REFERENCES

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79. Varshney and Maheswari, Managerial Economics, Sultan Chand and Sons.
80. Mehta P L, Managerial Economics, Sultan Chand and Sons.

81. Joel Dean, Managerial Economics, Prentice-Hall.

33814 - QUANTITATIVE TECHNIQUES

Objectives:

- To help develop analytical skills based on problem solving approach
- To learn quadrature problems solving of business issues.
- To acquire the knowledge in statistics and their use in business decision making.

BLOCK I: BASICS OF QUANTITATIVE TECHNIQUES

- UNIT 1 Basic Quantitative Concepts: Place of quantitative analysis in the practice of management – Problem definition: Models and their development. Variables notion of Mathematical models – concept of trade off – Notion of constants – concept of Interest.
- UNIT 2 Basic Concept of differentiation – integration – Optimization concepts – use of differentiation for optimization of business problem Optimization Statistics: Meaning and Applications of Statistics in business decision making and research - Collection, Tabulation and presentation of data - Measures of central tendency: Mean, Median and Mode. Measures of dispersion
- UNIT 3 Variables and function: Linear and Non-linear –Graphical representation of functions and their applications in cost and revenue behavior. Slope and its relevance –Use of functional relationships to understand elasticity of demands, Relationship between costs and level of activity, Decisions on Minimizing Costs and Maximizing output/profits.
- UNIT 4 Linear Programming: Introduction to the linear programming – Concepts of optimization- Formulation of different types of linear programming –Standard form of LP problems - Importance and practical implementation in Industry

BLOCK II: LINEAR PROGRAMMING PROBLEMS

- UNIT 5 Simple regression and Correlation analysis: Introduction, Correlation, Correlation analysis, linear regression analysis and Co-efficient. Duality and sensitivity analysis for decision-making- Solving LP using graphical and simplex method (only simple problems) – Interpreting the solution for decision-making
- UNIT 6 Special Algorithms of LPP: Transportation Algorithm - Balanced and Unbalanced Problem Formulation and solving methods: North West Corner, Vogel's Approximation-MODI method- Assignment and Travelling Executive Algorithms
- UNIT 7 Theory of Probability: Introduction to the Concept – Development of probability – Areas and Utilisation of probability theories in the Business – Sample space – terminology – Types of probability.
- UNIT 8 Theoretical Probability Distributions: Introduction - Concept of events – Probability of events – Joint, conditional and marginal probabilities Probability distributions: Binomial, Poisson and Normal – Features and Applications – Use of Normal Tables.

BLOCK III: OPERATIONAL RESEARCH AND SIMULATION TECHNIQUES

- UNIT 9 Operational research for Decision Making: Historical background and Developments – Definition – Phases in the use of Operations research – Models – Characteristics of quantitative methods - Benefits and Limitations of Quantitative methods.
- UNIT 10 Sequencing /Scheduling Methods : Concepts – terminology – Notations – Assumption for scheduling models – Job sequencing priorities – Processing the job and Mass production system.
- UNIT 11 Simulation Techniques: Introduction to simulation as an aid to decision-making- Advantages and Disadvantages of Simulation – Applications of simulations models – Types: Inventory, Cash, and Project – Random Numbers.

BLOCK IV: QUERY AND DECISION TREE ANALYSIS

- UNIT 12 Queuing Theory: Introduction – Definition – Queue priorities Product launching problems using Monte Carlo simulation- Queuing Theory: M/M/1 queuing model and applications.
- UNIT 13 Decision Analysis: Concepts – Definition – Decision Tables Pay-off and Loss tables – Expected value of pay-off – Expected value of Perfect Formation – decision making process
- UNIT 14 Decision Tree Analysis: Decision making environments – Concept of Posterior probabilities Decision Tree approach to choose optimal course of action Criteria for decision – Mini-max, Maxi-max, Minimizing Maximal Regret and their applications.

REFERENCES

71. David R. Anderson, et al, An Introduction to Management Science: Quantitative Approaches to Decision Making, Cengage Learning, 2008.
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78. V.K. Kapoor, Operations Research.
79. Dharani Venkatakrishnan, Operations Research: Principles and Problems.
80. Hamdy A. Taha, Operations Research: An Introduction, Prentice Hall, 2002.

33815 - FINANCIAL AND MANAGEMENT ACCOUNTING

Objectives:

- To enable the students to learn basic accounting principles, concepts.
- To practice Financial and Management accounting applications
- To make the learners familiarize in managerial decision making.

BLOCK I: BASICS OF FINANCIAL AND MANAGEMENT ACCOUNTING

- UNIT 1 Accounting: Definition – Accounting for historical function and managerial function - Types of Accounting- Management, Management and Cost accounting – Scope for Accounting-Managerial Uses of Management accounting and Financial Accounting.
- UNIT 2 Accounting Concepts and Conventions – Accounting standards - Financial Accounting Definitions – Principles – Accounting standards - Double entry system of accounting: Accounting books – Preparation of journal and ledger, subsidiary books.
- UNIT 3 Preparation of Trial Balance – Errors and rectification – Classifications of capital and Revenue – Fixed Assets and Depreciation accounting – Preparation of Manufacturing accounting- Preparation of Final Accounts - Accounting from incomplete records – Statements of affairs methods
- UNIT 4 Conversion methods – Preparation of Trading, Profit & Loss Account and Balance Sheet from incomplete records – Depreciation methods - Straight line method, Written down value method, Sinking fund method.

BLOCK II: FINANCIAL RATIO ANALYSIS

- UNIT 5 Financial Statement Analysis - Objectives - Reorganizing the Financial Statement information -Techniques of Financial Statement Analysis: Comparative Statements, Common – Size statement, Trend Percentage -
- UNIT 6 Management Statement Analysis: Management statements – Nature of management statements – Limitations of management statements – Analysis of interpretation -Types of analysis- Tools of analysis: Trend analysis, Common size statements and Comparative statements;
- UNIT 7 Accounting Ratios: Construction of balance sheet using ratios (problems) – Financial ratios – Types: Profitability ratios – Turnover ratios – Liquidity ratios – Proprietary ratios – Market earnings ratios- Uses and limitations of ratios - Dupont analysis.
- UNIT 8 Fund Flow Analysis: Need and meaning – Preparation of schedule of changes in working capital and the fund flow statement – Workings for Computation of various sources and uses - Preparation of Fund Flow Statement

BLOCK III: CASH FLOW ANALYSIS

- UNIT 9 Cash flow Analysis: Meaning and importance Managerial uses of cash flow statement – Differences between fund flow and cash flow analysis - Uses and limitation of fund flow statement- Preparation of cash flow statement
- UNIT 10 Cost Accounting: Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet – Problems - Overhead Cost Allocations: Over and under Absorption. Job and Contract Costing,
- UNIT 11 Operating Costing: Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level, Labour Cost Accounting, Remuneration and Incentive Schemes- Reconciliation of Financial and Cost Accounting

BLOCK IV: COSTING AND CAPITAL BUDGETING

- UNIT 12 Marginal Costing: Definition – Difference between marginal costing and absorption costing – Break- even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems
- UNIT 13 Budgeting and Budgetary Control: Concept and Need for Budgeting- Classification of budgets – Preparation of Sales, Production, Material, Purchase and Cash Budgets –Budgetary control system – Mechanism – Master budget.
- UNIT 14 Capital Budgeting System: Importance – Methods of capital expenditure appraisal – Payback period method – ARR method – DCF methods – NPV and IRR methods – Their rationale – Capital rationing.

REFERENCES

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76. Manmohan & Goyal, Principles of Management Accounting, Shakithabhavan Publication.
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78. Andrew A Haried, Advanced Accounting, Atlantic Publishers.
79. Hoyle, Advanced Accounting, McGraw Hill.

33821 - RESEARCH METHODS

Objectives:

- To Understand the basic principles of research and design
- To practice the research process, tools and techniques
- To facilitate managerial decision making

BLOCK I: FUNDAMENTALS OF RESEARCH

- UNIT 1 Research Bases: Definition and applications of business research; Types of research –descriptive, exploratory, correlational, explanatory, quantitative, qualitative; Steps in the research process; establishing operational definitions
- UNIT 2 Research scope - Recent advancements in research. Distinction between Pure & Applied, Historical & Futuristic, Analytical & Synthetic, Descriptive & Prescriptive, Survey & Experimental and Case & Generic Researches
- UNIT 3 Planning of Research: Research problem – Identification, selection and formulation of research problem – Review of literature in the field of business - Identifying objectives of the research.
- UNIT 4 Economic management: Use in identifying Research Gaps and Techniques – Hypothesis – Meaning – Sources and Types of Hypothesis – Hypothesis Formulation for testing – Research design – Factors affecting research design – Evaluation of research design

BLOCK II: SAMPLING AND ITS TYPES

- UNIT 5 Variables construction for Hypothesis: Identifying variables - Constructing hypotheses – functions, characteristics, types of hypotheses - Significance of research in social sciences – Induction and deduction.
- UNIT 6 Sampling Design: Census method and sampling method for investigation – Principle of sampling – Essentials of a good sampling – sampling frame; Methods of sampling: Probability, non-probability, mixed sampling designs;
- UNIT 7 Construction of sampling for Finite and Infinite populations – Sample size determination– Calculations - Factors affecting the size of the sample – Biased sample – Sampling and non-sampling errors.
- UNIT 8 Sources and Collection of Data: Sources of data – Primary and secondary data – Modes of data collection – Observation: Types and Techniques –Interview: Types and conduct – Preparation for an interview – Effective interview techniques – Limitations of interview

BLOCK III: TOOLS OF DATA COLLECTION

- UNIT 9 Schedule: Meaning and kinds – Essentials of a good schedule – Procedure for the formulation of a schedule – Questionnaire: Meaning and types – Format of a good questionnaire– Schedules Vs. Questionnaires

- UNIT 10 Scaling techniques: Meaning, Importance, Types of measurement scales – Nominal, Ordinal, Interval, Ratio; Methods of their construction of Questionnaires or Schedules – Pre-testing of Data Collection Tools- Validity and Reliability – Methods.
- UNIT 11 Processing and Analysis of Data: Meaning – Importance – Process of data analysis – Editing – Coding – Tabulation – Diagrams – Univariate, Bivariate and Multi-variant analysis

BLOCK IV: HYPOTHESIS AND REPORT WRITING

- UNIT 12 Test of Significance: Fundamentals on Test Procedure- Testing for significance of Mean/Proportion and difference between Means/Proportions- F Test for Means and Chi-square test Contingency Table - Parametric Test: T test, F Test and Z test
- UNIT 13 Non-parametric Test: Concept and Types: Mann Whitney Test- Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis - The process of interpretation of Test Results– Guidelines for making valid interpretation
- UNIT 14 Report Writing : Role and types of reports – Contents of research report – Steps involved in drafting reports – Principles of good report writing – Grammatical Quality – Language flow- Data Support- Diagrammatic Elucidation- References and Annotations – Clarity and Brevity of expressions- Features of a good Report- Criteria for evaluating research reports/ research findings.

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8. Bryman & Bell: Business Research Methods, OUP.
9. Pauline V Young, Scientific Social Surveys and Research, Prentice-Hall, (Digitalized) 2007.
10. C.R.Kothari, Research Methodology: Methods and Techniques, 2009

33822 - BUSINESS ENVIRONMENT

Objectives:

- To understand the concepts and constituents of Business environment
- To know the environmental issues in the business context
- To analyze the changes in the global environmental relating to business

BLOCK I: BASICS OF BUSINESS ENVIRONMENT

- UNIT 1 Business Environment: Introduction: Concepts – Significance - Dynamic factors of environment – Importance of scanning the environment – Macro and Micro Environment – Micro and Macro Economics to the business – Constituents of Business environment
- UNIT 2 Fundamental issues captured in PESTLE– Political, Economic, Socio-cultural, Technological, Legal and Ecological environment- Opportunities and Threats as environmental issues to address by Businesses.
- UNIT 3 Political Environment: Government and Business – Political Systems, Political Stability and Political Maturity as conditions of business growth - Role of Government in Business: Entrepreneurial, Catalytic, Competitive, Supportive, Regulative and Control functions
- UNIT 4 Government and Economic planning: Industrial policies and promotion schemes – Government policy and SSI – Interface between Government and public sector - Guidelines to the Industries – Industrial Development strategies; salient features, Role of public and private sectors, Comparative cost dynamics.

BLOCK II: ECONOMIC AND INTERNAL ENVIRONMENT

- UNIT 5 Economic Environment: Phase of Economic Development and its impact- GDP Trend and distribution and Business Opportunities – capacity utilisation – Regional disparities and evaluation - Global Trade and investment environment.
- UNIT 6 Financial System and Business capital: Monetary and Fiscal policies - Financial Market structure – Money and Capital markets – Stock Exchanges and Its regulations – Industrial Finance - Types, Risk - Cost-Role of Banks; Industrial Financial Institutions - Role of Management Institutions
- UNIT 7 Role of Central Bank- Fiscal System: Government Budget and Taxation Measures- Fiscal Deficits and Inflation- FDI and collaboration –Foreign Capital tapping by businesses- Export-Import policy – Foreign Exchange and Business Development.
- UNIT 8 Labour Environment: Labour Legislation – Labour and social securities – Industrial Relations – Trade Unions – Workers participation in management – Exit Policy – Quality Circles.

BLOCK III: SOCIAL AND TECHNOLOGICAL ENVIRONMENT

- UNIT 9 Social and Technological Environment: Societal Structure and Features- Entrepreneurial Society and its implications for business – Social and cultural

factors and their implications for business- Technology Development Phase in the Economy as conditioner of Business Opportunities

- UNIT 10 Technology Environment: Technology Policy- Technology Trade and transfer- Technology Trends in India- Role of Information Technology – Clean Technology. – Time lag in technology – Appropriate technology and Technology adoption- Impact of technology on globalization.
- UNIT 11 Legal and Ecological Environment: Legal Environment as the all-enveloping factor from inception, location, incorporation, conduct, expansion and closure of businesses – IDRA and Industrial licensing – Public, Private, Joint and Cooperative Sectors.

BLOCK IV: NEW ECONOMIC POLICY AND LEGAL ENVIRONMENT

- UNIT 12 Legal Aspects of Entering Primary and Secondary Capital Markets- Law on Patents- Law on Consumer Protection- Law on Environmental Protection- Need for Clean energy and Reduction of Carbon footprint.
- UNIT 13 New Economic Policy Environment in India: Liberalization, Privatization and Globalization (LPG): Efficiency Drive through Competition- Facets of Liberalization and impact on business growth
- UNIT 14 Aspects of Privatization and impact on business development– Globalization and Enhanced Opportunities and Threats – Extended competition in Input and Output Markets Role of WTO, IMF and World Bank in global economic development.

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55. Francis Cherunilam, Business Environment and Development, Himalaya Publishing House, 2008.
56. Maheswari & Gupta, Government, Business and Society.

33823 - BUSINESS LAWS

Objectives:

- To understand the legal structure and provision for running a business
- To learn various acts, enactments and amendments of mercantile law
- To know the various aspects of Business law for legal process.

BLOCK I: BASICS OF BUSINESS LAW

- UNIT 1 Indian Contract Act 1872: Contract – Meaning – Essential elements – Nature and formation of contract: Nature, elements, Classifications of Contracts on the basis of Validity, Formation and Performance– offer and acceptance
- UNIT 2 Offer and Acceptance: Introduction – Proposal – acceptance – Communications of offer, Acceptance and Revocations – Offer and acceptance by Post.
- UNIT 3 Consideration: Definitions, Types of consideration – essentials of Consideration – Privity of Contracts: Exceptions – Capacity: Consent – Legality of object – Quasi contract Discharge of contract - Remedies for breach of contract – Quasi contracts.
- UNIT 4 Special Contracts: Contract of Indemnity and Guarantee – Bailment and Pledge – Law of Agency-Definition – Rights of Surety -Discharge of Surety – Bailment and Pledge: Introduction, Classifications, Duties and Rights of Bailer and Bailee – termination of Bailment -

BLOCK II: PARTNERSHIP AND COMPANY ACT

- UNIT 5 Formation of contract under Sale of Goods Act, 1930: Contract of sale - Conditions and Warranties - Transfer of property - Performance of the contract: Essentials of valid tender performance, Performance reciprocal promise- Rights of an unpaid seller.
- UNIT 6 Laws on Carriage of Goods: Duties, Rights and Liabilities of Common Carriers under: (i) The Carriers Act, 1865. (ii) The Railways Act, 1989, (iii) The Carriage of Goods by Sea Act, 1925, (iv) The Carriage by Air Act, 1972 and (v) The Carriage By Road Act, 2007
- UNIT 7 Negotiable Instruments Act, 1881: Negotiable Instruments: Features – Types- Parties – Material alteration – Parties to negotiable instruments – Presentations of negotiable instrument.
- UNIT 8 Insurance: Definition and sources of Law – Judicial set up in India — Insurance as a contract -History of Insurance Legislation in India - Legal principles - Fundamental Principles of Life Insurance Fire Insurance and Marine Insurance.

BLOCK III: IIPR AND IT

- UNIT 9 Indian Partnership Act, 1932: Meaning and test of partnership – registration of firms Life Insurance Corporation Act 1956 – General Insurance Business Nationalization Act 1973.

UNIT 10 Partners Relations: Introduction – Eligibility to be a partner – Registration of change in partner – Limited Liabilities of partnership - Dissolution of firms - Characteristics – Kinds – Incorporation of Companies – Memorandum of Association – Articles of Association

UNIT 11 Companies Act 1956: Nature and kinds of companies – Prospectus – Disclosure Needs - Management and Administration – Director – Appointment, Powers and Duties

BLOCK IV: MSME

UNIT 12 Formation of a Company : Introduction – process - Minutes and Resolutions – E-Filing of documents under Ministry of Corporate Affairs (MCA) 21- Management of companies –Meetings- Types- Requirements -AGM and EGM – Board Meeting

UNIT 13 Law of Information Technology: Introduction – Rationale behind IT act 2000 – Information technology Act 2000: Scheme of the IT Act 2000: Digital signature: attribution; Acknowledgement and dispatch of Electronics Record – Regulation certifying authorities.

UNIT 14 Protection of minority interest: Introduction - Methods of Winding-up - The Right to Information Act, 2005 Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information,

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33824 - MANAGEMENT INFORMATION SYSTEM

Objectives:

- To learn the principles of Management Information System for organizations
- To understand the uses , function of application MIS in organization
- To analyze the scope of MIS for business organizations

BLOCK I: BASICS OF MANAGEMENT INFORMATION SYSTEM

- UNIT 1 Foundations of Information System: Information system: Meaning, Role – System concepts – Organization as a system – Components of Information system – Various activities of IS and Types of IS
- UNIT 2 Information System: Concepts of Information System and Management information systems design and development-Implementation testing and conversion- Evolution and element of MIS
- UNIT 3 MIS : Definition – Characteristics and basic requirements of MIS – Structure of MIS- Approaches to MIS development- Computerized MIS- Pre-requisites of an effective MIS- Limitations of MIS.
- UNIT 4 MIS and Decision support System (DSS): MIS Vs. data processing – MIS and decision support system – MIS and information resource management – DSS and AI – Overview of AI - DSS models and software.

BLOCK II: COMMUNICATION USAGE OF MIS

- UNIT 5 MIS and Operations Research- Executive information and Decision support systems – Artificial intelligence and expert system – Merits and De Merits – Pitfalls in MIS.
- UNIT 6 MIS in Indian organizations – Recent developments in information technology - Installation of Management Information & Control System in Indian organization
- UNIT 7 Computers and Communication: Information technology and Global integration –On-line information services – Electronic bulletin board systems – The internet, electronic mail, interactive video
- UNIT 8 Communication Channels: Advantages disadvantages – Communication networks – Local area networks – Wide area networks – Video conferencing- Relevance to MIS- Usage in Business process.

BLOCK III: MIS FUNCTIONS AND FEATURES

- UNIT 9 Functional Information systems: MIS for Research Production - MIS for Marketing - MIS for Personnel - MIS for Finance - MIS for Inventory- MIS for Logistics- MIS for Product Development- MIS for Market Development.
- UNIT 10 Client/ Server Computing: Communication servers – Digital networks – Electronic data interchange and its applications - Enterprise resource planning systems (ERP Systems) – Inter-organizational information systems – Value added networks – Networking.

- UNIT 11 Electronic Commerce and Internet: E-Commerce bases – E-Commerce and Internet – M-Commerce- Electronic Data Inter-change (EDI) - Applications of internet and website management - Types of Social Media - uses of social media in business organization

BLOCK IV: COMPUTER SYSTEMS AND ETHICAL CHALLENGES OF MIS

- UNIT 12 Computer System and Resources: Computers systems: Types and Types of computer system processing - Secondary storage media and devices – Input and output devices – Hardware standards – Other acquisition issues.
- UNIT 13 Managing Information Technology: Managing Information Resources and technologies – IS architecture and management - Centralized, Decentralized and Distributed - EDI, Supply chain management & Global Information technology Management.
- UNIT 14 Security and Ethical Challenges: IS controls - facility control and procedural control - Risks to online operations - Denial of service, spoofing - Ethics for IS professional - Societal challenges of Information technology

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33825 - HUMAN RESOURCE MANAGEMENT

Objective:

- To understand the concepts and methods and techniques of Human Resource Management
- To know the Human resource management theories and real time practices
- To identify the contemporary issues in human resource management

BLOCK I: BASICS OF HUMAN RESOURCE MANAGEMENT

- UNIT 1: Introduction to Human Resource Management: Concept, Definition, Objectives, Nature and Scope of HRM - Functions of HRM – Evolution of human resource management - Role and structure of Human Resource Function in organizations- Challenges in Human Resource Management
- UNIT 2 Human Resource Management Approaches: Phases of human resource Management- The importance of the human factor – Competitive challenges of HRM – HRM Models – Roles and responsibilities of HR department.
- UNIT 3 Human Resource Planning: Personnel Policy - Characteristics - Role of human resource manager – Human resource policies – Need, Scope and Process – Job analysis – Job description – Job specification- Succession Planning.
- UNIT 4 Recruitment and Selection Process: Employment planning and forecasting Sources of recruitment- internal Vs. External; Domestic Vs. Global sources- Selection process Building employee commitment : Promotion from within - Sources, Developing and Using application forms – IT and recruiting on the internet.

BLOCK II: RECRUITMENT & SELECTION

- UNIT 5 Employee Testing & selection : Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.
- UNIT 6 Training and Development: Orientation & Training: Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet. - Need Assessment - Training methods for Operatives and Supervisors
- UNIT 7 Executive Development: Need and Programs - Computer applications in human resource management – Human resource accounting and audit. On-the - job and off-the-job Development techniques using HR to build a responsive organization
- UNIT 8 Employee Compensation : Wages and Salary Administration – Bonus – Incentives – Fringe Benefits –Flexi systems - and Employee Benefits, Health and Social Security Measures,

BLOCK III: EMPLOYEES APPRAISALS

- UNIT 9 Employee Retention: Need and Problems of Employees – various retention methods– Implication of job change. The control process – Importance – Methods – Employment retention strategies for production and services industry
- UNIT 10 Appraising and Improving Performance: Performance Appraisal Programs, Processes and Methods, Job Evaluation, Managing Compensation, Incentives
Performance appraisal: Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice.
- UNIT 11 Managing careers: Career planning and development - Managing promotions and transfers - Sweat Equity- Job evaluation systems – Promotion – Demotions – Transfers- Labour Attrition: Causes and Consequences

BLOCK IV: APPRAISAL AND TRAIL UNION

- UNIT 12 Employee Welfare, Separation: Welfare and safety – Accident prevention – Employee Grievances and their Redressal – Industrial Relations - Statutory benefits - non-statutory (voluntary) benefits – Insurance benefits - retirement benefits and other welfare measures to build employee commitment
- UNIT 13 Industrial relations and collective bargaining: Trade unions – Collective bargaining - future of trade unionism - Discipline administration - grievances handling - managing dismissals and workers Participation in Management- Separation: Need and Methods.
- UNIT 14 Human Resource Information System- Personnel Records/ Reports- e-Record on Employees – Personnel research and personnel audit – Objectives – Scope and importance.

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33831 - MARKETING MANAGEMENT

Objectives:

- To help the learners understand markets, consumers and marketing principles.
- To understand the buyer behaviour and influencing factors
- To learn marketing plan, pricing, promotion and distribution in global context

BLOCK I: BASICS OF MARKETING MANAGEMENT

- UNIT 1 Introduction to Marketing: Meaning and Scope of Marketing; Marketing Philosophies; Marketing Management Process-an overview; Modern Marketing Concept: Social marketing concept – Approaches to the study of marketing.
- UNIT 2 Marketing segmentation: Meaning – Bases for segmentation, benefits – Systems approach - Four Ps of Product and Seven Ps Service marketing mix and Extensions- Targeting and Positioning - meaning and importance.
- UNIT 3 Marketing Environment: Internal and External and Demographic factors – Adopting marketing to new liberalized and globalized economy – Digitalization – Customization and E business settings.
- UNIT 4 Consumer Behaviour : Meaning and importance – Consumer buying process – Determinants and Theories of consumer behaviour – Psychological, sociological determinants – Theories and their relevance to marketing-

BLOCK II: MARKETING RESEARCH AND PROCESS

- UNIT 5 Marketing Research: Procedure. Meaning – Objectives – Process- Demand Forecasting- Marketing Information System – Strategic marketing plan and organization – Changing marketing practices.
- UNIT 6 Product Mix Management: Product planning and development – Meaning and process – Test marketing – Product failures – Product line management: Practices – Implications and Strategies for current market condition.
- UNIT 7 Product life cycles: Meaning and Stages – Strategies – Managing PLC- Product-Market Integration: Strategies – Product positioning – Diversification – Product line simplification – Planned obsolescence – Branding Policies and Strategies – Packing.
- UNIT 8 Price Mix Management: Pricing and pricing policies – Objectives – Procedures – Bases for and Methods of price fixing. Cases for Free Pricing, Administered and Regulated pricing – Pricing and product life cycle

BLOCK III: DISTRIBUTION MIX

- UNIT 9 Physical Distribution Mix: Types of physical Distribution - Importance of Physical Distribution- Distribution channel policy – Logistics Decisions – Methods – Strategic alliance for Logistic cost reduction.

UNIT 10 Marketing Channel system: Marketing channel decisions: Choice considerations– Managing Conflict and Cooperation in channels – Middlemen functions- Modern Trends in Retailing- Malls and Online.

UNIT 11 Promotional Mix: Personal selling Vs. impersonal selling – Personal selling – Process – Steps in selling – Management of sales force – Recruitment and selection – Training – Compensation plans – Evaluation of performance

BLOCK IV: ADVERTISING AND COMPETITOR ANALYSIS

UNIT 12 Integrated marketing communication Process: Advertising and sales promotion – Online Sales promotional activities – Public relationships – Direct marketing: Meaning, Nature, Growth and Channels.

UNIT 13 Advertising: Importance – Objectives – Media planning and selection – Factors influencing selection – Advertisement copy – Layout – Evaluation of advertising – Advertising budget – Sales promotion – Methods and practices.

UNIT 14 Competitor analyses: Identifying and analyzing the competitors – Types of Competitors – Competitive strategies framing for leaders, challengers, followers and nichers. Customer relationship marketing: Customer data base, Data ware housing and data mining

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33832 - FINANCIAL MANAGEMENT

Objectives:

- To help the students to know the basic concepts of financial management
- To understand capital structure, dividend policy and working capital management.
- To learn the various concepts of financial management along with applications

BLOCK I: BASICS OF FINANCIAL MANAGEMENT

- UNIT 1 Introduction: Financial management: objectives - Concept, nature, evaluation and significance – Finance Functions: Managerial and operative – Role of Financial management in the organization – Indian Financial system.
- UNIT 2 Financial System: Legal and Regulatory frame work – Financial Functions: Meaning and scope – Finance and Tax Management Nexus- Tax Avoidance and Tax evasion- Tax incentive and business decisions.
- UNIT 3 Investment Function: Meaning and scope - Time value of Money concepts and applications –Risk return relationship - Dividend function – Risk return trade off – Management planning- Global management environment
- UNIT 4 Long-term Capital Resources: Equity and debt sources – Equity share, preference shares – types of preference share - debentures – types - sources of long-term capital.

BLOCK II: CAPITAL STRUCTURE

- UNIT 5 Capital Issues: Meaning, Nature, Purpose – Roles and Guidelines of SEBI in capital issues- Bridge finance, loan syndication, Book building – Borrowings from the term lending institutions and International capital market- Tax considerations in financing decision areas.
- UNIT 6 Cost of Capital : Concept of cost of capital- Cost of debt, equity, preference share capital, retaining earning - Weighted average cost: EBIT –EPS Analysis- Tax, Capital structure and Value nexus - Computation of overall cost of capital – Tax and cost of capital.
- UNIT 7 Capital structure: Determinates - Concept and Types- Optimum capital structure – Theories of capital structure – Net income and net operative income approach – M.M. Approach – Traditional theory – Their assumptions – Significance and limitations – Management leverage operating leverage – Combined leverage.
- UNIT 8 Capital budgeting: Meaning, Nature and Types of Capital Investment- Methods of appraisal under certainty conditions: PBP, ARR, IRR and NPV techniques - Basic and International capital budgeting.

BLOCK III: SOURCES OF FINANCE

- UNIT 9 Uncertainty and Risk models: Simulation Analysis- Sensitivity analysis- Decision tree analysis- Certainty equivalent and risk-adjusted return measures-

- Tax considerations in Investment Decisions Cost of capital and Investment Decisions.
- UNIT 10 Working Capital Management: Definitions and Objectives - Concept and types – Determinants – Financing approaches – Conservative approaches - Sources of working capital finance Factors affecting working capital requirements- Working capital financing by commercial banks – Types of assistance
- UNIT 11 Inventories and receivables Management under conditions of certainty and uncertainty – Operating cycle – Planning of funds through the management of assets – Various techniques used.

BLOCK IV: WORKINGCAPITAL AND DIVIDEND POLICY

- UNIT 12 Cash and liquidity management: Credit Management and evaluation alternative credit variables Methods and Functions- Tax considerations in Remittances and Purchases.
- UNIT 13 Dividend Theories: Valuation under Gordon and Walter theories – Dividend irrelevance under M.M. Theory – Assumptions – Limitations - Implications and contributions of theories in financial decision making process.
- UNIT 14 Dividend Policy: Types – Share valuation practices – Factors affecting dividend decision – Tax considerations in dividend decision when tax is levied at the hands of companies and recipients.

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33833 - TOURISM AND ACCOMMODATION

Objective:

- To understand the accommodation facilities in tourism
- To exam the restaurant service , cuisinon and hygiene

BLOCK I: BASICS OF TOURISM AND ACCOMMODATION

- UNIT 1 Tourism Industry and its structure: attractions, accommodation, transportation. Present trends in domestic and global tourism. Concepts, definitions, origin and development of Tourism - History -Pleasure travel Types of tourism, Forms of tourism: domestic, international, regional, inbound, outbound, Tourism net work and components of tourism, Interdisciplinary approaches to tourism. Tourism system (Leiper's Model)
- UNIT 2 Accommodation facilities in tourism: Importance of accommodation in tourism- Types of accommodation- Basic and additional facilities provided – Nature of demand for and supply of accommodation facilities.
- UNIT 3 Elements of Tourism: (attraction, accessibility, accommodation), tourism product, characteristics of tourism products, types of products and tourism. Hotel Industry, Hotel Chains, Departments of Hotel. Tourist Guide and Escort
- UNIT 4 Star Hotels and Tourism: StarClassification of hotels- Criteria for classification – Features of different star hotels- Profile of guests- Guest relationship – MICE tourism in hotels- Tariff plans- Rate structure and concessions – Marketing by hotels

BLOCK II: HOUSEKEEPING AND BUDGETARY CONTROL

- UNIT 5 Occupancy and penetration levels and determinants- Scarcity of Rooms. Meaning- Importance – Implication – Need—Types- Scope, Features
- UNIT 6 Supplemental accommodation facilities and tourism: Concept, types and significance of supplemental accommodation facilities-Profile of tourists- Factors influencing the choice.
- UNIT 7 Housekeeping and Tourism: Cleaning of guest room/bathrooms- Bed making- cleaning public of areas- Food service area - Elevators and Corridors– Maintenance of equipments - Cleaning agents: safety in use and storage.

UNIT 8 Budgetary control-Define budget & budgetary control-Objectives-Types of budgets-
Inventory control: Importance-Objectives-Methods-Pricing of commodities

BLOCK III: FOOD AND BEVERAGE CONTROL

UNIT 9 Food menus & Beverage lists-Introduction-Basic menu criteria-Types of food menus- The content of food menus-beverage menu/list-Menu planning-factors influencing menu planning-Menu merchandising-Pricing of menu-constraints of menu planning

UNIT 10 Restaurant Service and tourism: Tourist preferences, including that of Fastidious tourists for multi cuisine services - Indian cuisines - Cuisine: Basics, Made ups and Aesthetics- Food Personnel: kitchen hierarchy - Catering to different categories: Individuals including etiquettes) & groups

UNIT 11 Food and Beverage control-introduction-Objectives-Problems-The essentials of control system- Food and Beverage production controlling-calculation of food cost methods of food control-calculation of Beverage cost-methods of Beverage control

BLOCK IV: HUMAN RESOURCES IN HOTELS AND TOURISM

UNIT 12 Food and Beverage management in Hotel industry, quality Restaurants-fast foods functions- Caterings-Industrial catering-Institutional catering-Hospital catering

UNIT 13 Hygiene: Food Items and Personnel - Cooking Tasks, Hazard and Precautions- Approval of Restaurants - Restaurant industry ways to keeping customers.

UNIT 14 Human Resources in hotels and Tourism: HRs in Hotels and tourism development-Job positions- Recruitment- Compensation- Satisfaction level.

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33834 - TOUR OPERATORS AND TRAVEL AGENCIES

Objective:

- To underrated the role and service of tour operators
- To gain knowledge on specific area travels association, travel agenciesassociation

BLOCK I: BASICS OF TOUR OPERATIONS

- UNIT 1 Introduction to travel and tourism – meaning – nature – definitions – basic components – elements – domestic tourism – international tourism – future of tourism – technology and tourism. History of travel and tourism – travel steps in the evolution modern tourist travel for trade and commerce – religious purpose – seeking knowledge – paid holidays – mass tourism. The advent of steam age, impact of industrial revolution, rail transport, sea transport, development of sea side resorts, the auto mobiles, air travel, causes of rapid growth – post second world war period.
- UNIT 2 Travel Agency and Tour Operator, Travel related documents, Passport, Visa,currency regulations, custom, health regulations, baggage regulations etc.,
- UNIT 3 Travel industry – Air, Road, Rail and Water, segments of travel industry, water transportation – Cruise categories – Volume, premium, luxury, researching cruises – cruise facilities – inland water ways.
- UNIT 4 Concepts of package tourism and Free Independent Tourists (FIT) Significance- Customised and Regularized packages.Economics of Tour Operation: Choice of travel circuits – Up-linking – Procurement of services

BLOCK II: ORGANISATIONS IN TOURISM

- UNIT 5 Motivation to travel – definition of the term motivation – travel motivators, factors influencing the growth of tourism, social tourism, role

of state in promoting social tourism – evolution of demand – barriers to travel

UNIT 6 Travel Agency-concept, -Travel agencies-role-functions-types ownership linkages- arrangements, negotiations with Airlines, Transparent Agencies-CRS functions-various computerized reservation systems

UNIT 7 Tourism in India – sergeant committee – formation of ministry of tourism, department of tourism – tourism information offices in India, its functions, tourism offices overseas – its functions, criteria for opening overseas offices, role and functions of ITDC. State level Tourism Development Corporation

UNIT 8 Organizations in tourism – need for the organization - factors influencing type organizations, the national tourist organization – role and function. History of international tourist organization – International Union of Official Travel Organization (IUOTO). World Tourism Organization (WTO), International Air Transport Association (IATA), International Civil Aviation Organization (ICAO), Pacific Area Travel Association (PATA), India Convention Promotion Bureau (ICPB), Federation of Hotel and Restaurant Association of India (FHRAI), Travel Agent Association of India (TAAI), Universal Federation of Travel Agents Association (UFTAA).

BLOCK III: TOUR OPERATIONS

UNIT 9 Travel Agents Association Of India (TAAI) – Structure, Composition and functions of these organisations.

UNIT 10 Setting up of Travel Agency-setting up-organization structure-procedures or the approval from IATA,IATO and different organizations, services offered by Travel Agency-Air, water, surface, outbound, insurance, travel documents-travel agency managing-definition-objective-unique features.

UNIT 11 Tour Operation-Meaning-definition-functions-Tour operator product-component features-types of tour operation-overseas, domestic, specialist-incoming tour operator's main types of tour packages-nested,

escorted, independent-Two centre or multi centre holidays self drive package-campsite holidays- adventure and overland holidays-crossing-honeymoon package, luxury arias package-pilgrim package

BLOCK IV: TOUR COST AND PRICING

UNIT 12 Problems of Tour operator and Travel Agency Services: General Problems arising out of the nature of tourism industry like seasonality

UNIT 13 Tour Packaging Management - development-definition-types of - tour design process- destination research-market research- preparation-handling agency-negotiation costing and pricing of tour-Tour Brochure-development of research-marketing of tour-actual tour operation

UNIT 14 Tour cost and pricing-definition-components of tour cost-travel cost accommodation cost-transfer cost-administrative cost-marketing cost-category of tour cost-direct and indirect, fixed and variable cost-costing of tour package-marketing of tour.

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2. Philip Kotler, et.al., Marketing for Hospitality and Tourism, Ed.3.
3. Roy A. Cook, et.al., Tourism : The Business of Travel, Ed.2.

33835 - QUALITY IN TOURISM

Objective:

- To understand the important of quality in tourism
- To acquire knowledge on safety and security in tourism

BLOCK I: BASICS OF QUALITY IN TOURISM

UNIT 1	Quality in Tourism : Quality Management : Concept, need & importance Quality Management in Urban Tourism
UNIT 2	QualityDeterminants in Tourism: Safety, Security, Hygiene, Accessibility, Transparency, Authenticity, Harmony.Quality Management applied to tourist destinations.Attraction & land use management
UNIT 3	Safety in Tourism : Food Safety – Quality in food stuff – Prescribing standards.Security in Tourism : Protection to tourists – Detection and prevention of offences against tourists
UNIT 4	Project Management Managing recourses, time, Quality Project Management techniques & skills.&Providing secured transport services to the tourists.

BLOCK II: IMPACT OF SERVICE IN DAILY LIFE

UNIT 5	The role of manager and management style.Application of service quality in managing tourist destination.
UNIT 6	Tourist destination life cycle and quality management. Total Quality Management & TourismISO.
UNIT 7	Importance of quality Management in developing and tourist destination - Concept of service Definitions & Meaning -Types of service Classifications of services.
UNIT 8	Growing importance of services in Future Societies & impact of service in daily life - Role of customers in Service Process.

BLOCK III: HEALTH AND TOURISM

- UNIT 9 Service Quality -Deterioration of quality - Productivity & quality ` improvement - Management challenges in service sector
- UNIT 10 Event Operations: Registration. Seating Arrangements, Documentation, Press Relations, Audio-Visual Arrangements, Use of Films, Videos, CDs, etc., Videoconferencing. Service quality management.
- UNIT 11 Health and Tourism : Sanitary and health requirements of the Tourists – Prescribing standards-Protection against health & hazards – Providing emergency medical assistance.

BLOCK IV: MANAGERIAL SKILLS IN TOURISM & HOSPITALITY

- UNIT 12 Information and Tourism : Providing adequate and authentic information to Tourists -Travel assistance
- UNIT 13 Tourists rights for consumer protection-International Co-operation in Tourism : – Areas of Co-operation
- UNIT 14 Key elements of Managerial skill in Tourism & hospitality Industry
Tourism and crises Management

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2. Selvam, M., Tourism Industry in India, Himalaya Publication, India.

33841 - TOURISM ENTREPRENEURSHIP

Objective:

- *To understand the concept and scope of tourism entrepreneurship*
- *To gain knowledge on entrepreneurial opportunities in tourism*

BLOCK I: BASICS OF TOURISM ENTREPRENEURSHIP

- UNIT 1 Entrepreneur & Entrepreneurship: Definition and Theories.
Entrepreneurship environment – Socio-economic, Cultural, Political & Natural, Characteristics of Entrepreneur & Entrepreneurial Behaviour
- UNIT 2 Ownership structure and organizational framework of small scale enterprises in Tourism and Travel Business- Venture Creation and Management
- UNIT 3 Preparation of business plan and managerial process in small scale enterprise. Entrepreneurial performance assessment. Managing family enterprises in Tourism industry. Promotional agencies for SMEs in India
Opportunity Identification – Business Plan - Feasibility Report – Funding options
- UNIT 4 Entrepreneurial Opportunities in Tourism –I (Accommodation):
Entrepreneurial opportunities in Tourism: An overview- Entrepreneurial opportunities in Accommodation sector- Nature, Scope, Risk and Return aspects of the opportunity- Sources of finance

BLOCK II: PROJECT INVESTMENT STAGE

- UNIT 5 Entrepreneurial Opportunities in Tourism –II(Transportation):
Entrepreneurial opportunities in Transportation sector: Determinants of success of the venture- Case studies of selected Hotel Projects
- UNIT 6 Risk and Return aspects of the opportunity- Sources of finance –
Determinants of success of the venture- Case studies of selected Tourist cab services.
- UNIT 7 Entrepreneurial Opportunities in Tourism –III (Shopping and Restaurant):
Entrepreneurial opportunities in Shopping and Restaurant

services sector- Extent of tourist spending on these aspects- Sources of finance – Determinants of success of the venture.

- UNIT 8 Entrepreneurial Opportunities in Tourism –IV (Tourism Attraction Development): Entrepreneurial opportunities in tourism attraction development:

BLOCK III: RESOURCE PLANNING AND SCHEDULING

- UNIT 9 Sources of finance – Determinants of success of the venture- Case studies of selected Theme parks, Resorts Hotels, Tour operators, etc.
- UNIT 10 Entrepreneurial Development in Tourism : Programmes for developing entrepreneurship – Entrepreneurial culture
- UNIT 11 Tourism industry and business ideas; business strategy-understanding customers and analyzing competition

BLOCK IV: PROJECT REVIEW AND INDUSTRIAL SICKNESS

- UNIT 12 Feasibility; Writing a business plan- marketing, financial, operations, people, etc. Financial requirements and sources of finance;
- UNIT 13 Form of organisation and legal considerations; networking and collaboration; good business practices; Setting up a tourism enterprise- steps, procedures, licenses, registration etc
- UNIT 14 Intrapreneurship – Special Programmes of assistance.

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33842 - TOURISM PROJECT MANAGEMENT

Objective:

- *To understand the pre - investment stage*
- *To gain knowledge on project evaluation and appraisal*

BLOCK I: BASICS OF INSTITUTIONAL FRAMEWORK OF TOURISM

- UNIT 1 Concept of project: Basic concepts, classification, characteristics of project, Project life cycle Project management, Tools & Techniques of project management, project organization
- UNIT 2 Project identification: Identification, generation of ideas, SWOT analysis, Preliminary screening, project rating index. Market & Demand Analysis: Collection of data, market survey, market planning, market environment, project risk analysis, demand forecasting techniques.
- UNIT 3 Technical Analysis: selection of technology, material input and utilities, plant capacity, location & site, machinery and equipment, structures and civil work, environmental aspects, project charts and layouts. Financial Estimation: Project cost, source of finance, cost of production.
- UNIT 4 Financial Analysis: Characteristics of financial statement, Working Capital, Project income statement, projected cash flow statement, projected balance sheet, projected profitability.

BLOCK II: IATA & IUOTO

- UNIT 5 Investment Evaluation: Investment decision rule, techniques of evaluation, payback period, accounting rate of return, profitability index method, Net profitability index, Internal rate of return, discounted payback period.
- UNIT 6 Social Cost Benefit Analysis: Concept of social cost benefit, significance of SCBA, Approach to SCBA, UNIDO approach to SCBA, Shadow pricing of resource, the little miracle approach.
- UNIT 7 Project Implementation: Schedule of project implementation, Project Planning, Project Control, Human Aspects of project management, team building, high performance team.
- UNIT 8 Pre – Investment Stage – I : Industrial background in India-

Government policies, guidelines and investment procedures Identification of project opportunities – Capital budgeting.

BLOCK III: TOURISM PLANNING AND DEVELOPMENT

UNIT 9 Pre – Investment Stage – II : Preliminary feasibility study – Preparation of feasibility report-Project Evaluation and Appraisal : Facets of appraisal – Appraisal Criteria

UNIT 10 Analysis of Project Risk – Preparation of model projects Project Implementation : Network techniques – Multiple projects and scheduling

UNIT 11 Resource scheduling – Project management software- Project Control : PERT – CPM -Resource monitoring and control

BLOCK IV: TOURISM & ECONOMIC VALUE

UNIT 12 Integrated resource management.-Project Evaluation : Evaluation under uncertainty

UNIT 13 Monitoring and MIS – Project audit

UNIT 14 Project review and interface with industrial sickness.

REFERENCE:

1. Gopalakrishnan and Ramamoorthy, V.E., Text book of Project Management, Macmillan India Ltd.,
2. Prasanna Chandra, Project Appraisal Management, Tata McGraw Hill
3. Ahuja, Project Management : Techniques in Planning and Controlling Construction Projects, Wiley
4. Nair, Project Management, Scheduling & Monitoring , Vani.

33843 - INSTITUTIONAL FRAMEWORK OF TOURISM

Objective:

- *To understand the functions of world tourism*
- *To gain knowledge on role and function of tour operators*

BLOCK I: BASICS OF INSTITUTIONAL FRAMEWORK OF TOURISM

- UNIT 1 Travel & Tourism Management Syllabus (Old) The Measurement Of Tourism - Need For Measuring Tourism Phenomenon -Importance Of Tourist Statistics - Definition Of The Term 'Tourist' -Definition By The League Of Nation & The U.N
- UNIT 2 European Travel Commission - United Nations Rome Conference - Domestic Tourism - General Problems Of Measurements - Types Of Tourist Statistics - Methods of Measurement
- UNIT 3 Global Institutional Framework I : World Tourism Organization : Organization and functions- Policies and Achievements- Role of World Trade Organization in streamlining global tourism trade.
- UNIT 4 Global Institutional Framework II : Global level associations of travel agents, transport operators and hoteliers- Pacific Area Travel Association PATA .

BLOCK II: GLOBAL

- UNIT 5 IATA,- Travel agents - International Hotel Association- Role and functions.
- UNIT 6 Manila Declaration on World Tourism - International Organisations & Tourism - Early History Of Co-Operative Endeavour -International Union of official Travel Organisation (IUOTO) International Civil Aviation Organisation
- UNIT 7 National Level Institutions - I: Ministry of Tourism: Role and functions Tourism Development Board/Corporation.
- UNIT 8 National Level Institutions II: Associations of hoteliers,- Tour operators, Travel agents at the national level: Role and Functions.

BLOCK III: GLOBAL HUMAN RESOURCES

- UNIT 9 State Level Institutions : Tourism and Development Corporation Ltd.-
Role and functions – State level Hoteliers Association -
- UNIT 10 Local Institutions: Local bodies -Role and functions in augmenting and
regulating tourist facilities and creating tourist friendly local
environment.
- UNIT 11 Tourism Planning & Development -Planning For Tourism - Co-
Ordination In Planning - Assessment Of Tourist Demand & Supply -
Establishing Objectives -Territorial Planning - Basic Infrastructure =
Financial Planning

BLOCK IV: MANMADE CALAMITIES

- UNIT 12 Human Resource Planning - Administrative Structure , Tourism
Marketing & Promotion - Monitoring Progress - Time Factor -
Environment Planning - Regional Planning Considerations
- UNIT 13 Economic & Social Significance Of Tourism - Economic Benefits - The
Multiplier Effect -Development Of Infrastructure - Regional
Development - Effects On Employment -
- UNIT 14 Tourism & Economic Value Of Cultural Resources - Cultural Tourism
In India - Tourism & International Understanding

Reference Books:

1. Charles R. Goeldner, and Brent Ritchie, J. R., Tourism : Principles, Practices, Philosophies
2. Publications of relevant Institutions.

33844 - GLOBAL TOURISM

Objective:

- *To understand the Global tourism*
- *To gain knowledge on outbound and inbound organisation*

- UNIT 1 Concept of Sustainable Development: Evolution, Meaning, Principles, Key Dimensions of Sustainability, Stockholm Conference 1972 (Human & Environment), World Conservation Union 1980 – World Commission on Environment & Development (WCED) 1987 and Brundtland Commission - Rio Declaration 1992 – Kyoto Protocol 1997 – World Summit on Sustainable Development (WSSD) 2002 - Global Warming & Climate Change
- UNIT 2 Sustainable Tourism Development: Meaning- Principles - 10 Rs-Agenda 21 for Travel and Tourism Industry - World Conference on Sustainable Tourism 1995 - Globe 90 Conference - Berlin Declarations - Bali Declarations 2005 - Cape Town Declarations 2002 and Kerala Declarations, Ecotourism- Quebec Declaration 2002 - Kyoto Protocol 1997 - Oslo Declaration 2007.
- UNIT 3 Planning for Sustainable Tourism: - Topographical Analysis - Analysis of Local Resources - Land Use Pattern – Environmental Impact Assessment (EIA), Environmental Information System (EIS), Environmental Management System (EMS) & Community Participation and Types of Community Participation and Socio- Economic and Cultural Conditions - Evaluation of Impact of Tourism Site - Zoning System - Carrying capacity & its Type
- UNIT 4 Approaches of Sustainable Tourism- Standardization and Certification – Alternative Tourism -Responsible Tourism - Collaboration and Partnership - Waste Management – Eco-friendly Practices - Basic Laws & ideas in Ecology- Function and Management of Ecosystem- Biodiversity and its Conservation -Pollution-Ecological Foot Prints - Relationship between Tourism & Ecology, Sustainable Tourism and Poverty Alleviation - Pro-poor Tourism and Community Participation.
- UNIT 5 Eco- tourism - Evolution, Principles, Trends. Functions of Ecotourism - Mass Tourism Vs Ecotourism -Typology of Eco-tourists - Ecotourism Activities & Impacts -Western Views of Ecotourism. Eco- tourism travel

essentials. Eco- tourism and protected areas: visitor management for sustainability. Major Eco tourism destinations of India.

- UNIT 6 Global tourism markets (Western Europe and North American Countries): Western Europe and North American market segment Outbound and inbound tourism – Share in global tourism- Renowned Tourism attractions in the market segment
- UNIT 7 Global tourism markets (Far East and Middle East Countries): Far East and Middle East Countries market segment Outbound and inbound tourism – Share in global tourism- Renowned Tourism attractions in the market segment .
- UNIT 8 Global tourism markets (North and South and South East Asian Countries): North and South and South East Asian Countries market segment Outbound and inbound tourism – Share in global tourism- Renowned Tourism attractions in the market segment.
- UNIT 9 Global Tourism: World tourism trend – Growth and prospects of tourism- Share of major regions and trend thereof Trend in inbound and outbound tourism – Mechanism – Legal challenges – Business scope and Contemporary developments.
- UNIT 10 Recent Trends in International and Domestic tourism across the globe – Business strategy and techniques used to attract tourist- advertisement benefits.
- UNIT 11 Global Tourism Resources: Global level accommodation and transportation facilities- Distribution over major regions
- UNIT 12 Global tourism earnings and distribution thereof amongst major countries and regions- Barriers to Global Tourism : Problems of Epidemics
- UNIT 13 Financial and legal barriers – Business competitiveness -Natural calamities like Tsunami, Cyclones, Earthquakes
- UNIT 14 Manmade calamities and internal disturbance.

REFERENCE

1. Charles R. Goeldner and Brent Ritchie, J.R., Tourism : Principles, Practices, Philosophies

33845 - EMERGING ISSUES IN TOURISM

Objective:

- *To understand the international, peace and role of tourism*
- *To gain knowledge on tourism and politics*

UNIT 1	Contemporary issues in tourism: New trends and emerging patterns; current initiatives of Ministry of Tourism, Department of Tourism; Climate change and environmental issues: Community Based Tourism; Concept of Home-stays, Responsible tourism; Tourism and poverty alleviation; Social media for tourism promotion; Social responsibility and ethical concerns; Special Tourism Zones
UNIT 2	Sustainable Tourism Development Background, concept and definition; Dimensions of sustainability- social, economic, environmental; Global warming and sustainable development; Sustainability and climate change issues in tourism ; Benefits and issues of Sustainable tourism development; World Conference on Sustainable Tourism; Sustainable tourism planning-principles, basic concept in Sustainable design
UNIT 3	Standardization and Certification for tourism sustainability ISO 14000; World Conferences on Sustainable Development; Need and importance of tourism sustainability; Role of tourism organizations in Sustainable tourism development
UNIT 4	Approaches to Sustainable Tourism Eco-tourism; Global initiative for sustainable tourism development; Responsible tourism; Eco- friendly practices and energy waste management; Benefits of sustainable tourism development,
UNIT 5	Tourism and International understanding: Global peace and role of tourism – International tourists as ambassadors Cultural exchanges across the world – Cross border tourism to reduce tensions across borders.
UNIT 6	Tourism and International Spread of Economic well-being: Tourist flows tantamount to global resources flow Special importance to tourism for

	less developed countries economies - Tourism as a means of localized development
UNIT 7	Tourism as means of employment generation-Tourism and Ecological and Environmental Balance: Fragile nature of ecology and environment
UNIT 8	Harmful effects of unfettered tourism on ecology and environment-Methods of mitigating ill effects- Sustainable tourism UNIT 8Pollution free tourism- Rebuilding tourism affected by natural catastrophes.
UNIT 9	Tourism and Politics : Politics – Political Policies and their impact on tourism
UNIT 10	Civil unrest – Terrorism and their impact on tourism.
UNIT 11	Tourism and Economic Openness: Economic policy – Economic reforms – Globalisation and its impact on tourism.
UNIT 12	Emerging Tourism Opportunities: Medical tourism: Health spas, Specialist medical facility
UNIT 13	Global Trade and Investment leading to spurt in Global tourism
UNIT 14	Overseas Education and tourism growth.

Reference Books:

1. Charles R. Goeldner and Brent Ritchie, J.R., Tourism : Principles, Practices, Philosophies
2. Publications of World Tourism Organization.