

4100-15-10

Institute of Tourism and Hotel Management Dr B R Ambedkar University, Agra

Minutes

A meeting of Board of Study of Institute of Tourism and Hotel Management, Dr B R Ambedkar University, Agra held at 11 AM on 14th Jan 2021 in online mode.

Following members were present;

- 1- Prof. R. A. Sharma (External Expert)---Retd. Jiwaji University, Gwalior.
- 2- Prof. Aparna Raj (External Expert)---Bundelkhand University, Jhansi.
- 3- Dr Jitendra Mohan Mishra , Associate Professor, Indira Gandhi National Tribal University, Amarkantak
- 4- Prof U N Shukla---Head, Department of Travel and Tourism Management , Dr B R Ambedkar University, Agra
- 5- Prof Lavkush Mishra---Dean and Director, Institute of Tourism and Hotel Management , Dr B. R. Ambedkar University, Agra

The meeting has been called on single agenda to discuss and reduce 25% syllabi of following Courses running in the Institute for the academic session 2020-21 due to Covid 19 and guidelines of the State Government and University Authority.

- 1- MBA (TTM) all Semesters
- 2- BBA(HM) all Semesters
- 3- BA (Voc) all Semesters
- 4- PGDHTM Annual Course

The syllabi of the mentioned courses were sent via e mail after reduction of some content from the Units while maintating its original characteristics.

The committee discussed and approved the modified syllabi and suggested to follow in 2020-2021 or till the next Guidelines or instruction is received from the University in this regard.

Online Reser

(Prof. R. A. Sharma)

online Reser

(Prof. Aparna Raj)

online Reser

(Dr Jitendra Mohan Mishra)

U N Shukla
14/01/2021

(Prof U N Shukla)

Lavkush Mishra

(Prof Lavkush Mishra)

Institute of Tourism and Hotel Management Dr Bhimrao Ambedkar University, Agra

Minutes

Meeting of Board of Studies was held on 19th May 2022 at 10 AM in the Director's office in Institute of Tourism and Hotel Management, Dr. Bhimrao Ambedkar University, Agra, in which following points have been discussed and finalized unanimously as under; *along with the confirmation of previous minutes of 'Board of Studies' dated 6th June 2019.*

- 1- Ordinance and Syllabus of BHMCT has been discussed and approved.
 - 2- Revision of Ordinance and Syllabus of MBA (TTM) has been discussed and approved.
 - 3- Revision of Ordinance and Syllabus of BA (Voc.) has been discussed and approved.
 - 4- Revision of Ordinance and Syllabus of PGDHTM has been discussed and approved.
 - 5- Syllabus and Ordinance of 'Huner Se Rojgar Tak (HSRT)' has been discussed and approved.
 - 6- Syllabus and Ordinance of Diploma in Food And Beverage Service has been discussed and approved.
 - 7- Syllabus and Ordinance of Bakery And Confectionery has been discussed and approved.
 - 8- Syllabus and Ordinance of Diploma in Food Production has been discussed and approved.
- The meeting ended with the formal vote of thanks.

Following Member were present.

- 1- Dr. Pulkit Bhambi, Principal IHM Gwalior (Online)
- 2- Dr. Pawan Gupta IITTM, Noida (Online)
- 3- Prof. Aparna Raj, Bhundelkhand University, Jhansi (Online)
- 4- Dr. Devesh Ranjan Tripathi, UPRTOU, Prayagraj (Joined in ITHM) - *A Ranjan 19/5/22*
- 5- Prof. U. N. Shukla, Senior Teacher of ITHM, DBRAU *U N Shukla 19/05/2022*
- 6- Prof Lavkush Mishra, Dean and Director - ITHM *Lavkush Mishra 19-5-2022*

A Ranjan
19/5/22

ORDINANCES

MASTER OF BUSINESS ADMINISTRATION IN TRAVEL & TOURISM MANAGEMENT—(MBA-TTM)

(A Two Year Master Degree Programme, 4 Semesters)

A. ADMISSION AND ELIGIBILITY

The duration of the MASTER OF BUSINESS ADMINISTRATION IN TRAVEL & TOURISM MANAGEMENT—(MBA-TTM) shall be two academic years. Each year shall be divided into two semesters. Thus, the MBA-TTM Programme shall comprise of four semesters spread over two years. On the completion of all the four semesters, the students will be awarded the Master's Degree in BUSINESS ADMINISTRATION IN TRAVEL & TOURISM MANAGEMENT (MBA-TTM).

A candidate can complete all the four semesters within a maximum period of 4 years from the date of admission to the first semester of the programme.

1. Admission to the first semester of the Programme shall be open to candidates who have passed **graduation i.e. 10+2+3 with at least 45% marks (40% marks in case of SC/ST candidates) in aggregate from any university/institution recognized by Dr B. R. Ambedkar University Agra as equivalent thereto.** University has right to take admission by short listing either on the basis of merit of basic eligibility or written test, group discussion and personal interview depending on the number of candidates.
2. The first to four semester examination shall be open to a regular student who:
 - a) bears a good moral character;
 - b) has been on the rolls of the Institute /college for the concerned semester;
 - c) has at least 75% attendance in the class during the concerned semester;
 - d) In case of continuous absent for more than 10 days without information and genuine reason head/ director/principal may struck off the name of student from the roll register and may impose fine up to Rs 1000/ for readmission.
 - e) The candidate may be promoted to the next semester class automatically unless detained from examination on any genuine grounds.
 - f) There will not be age limit as it will be open to army personals and already employed whether private or government also.

B. EXAMINATION

4. Every candidate shall be examined in the subject(s) as laid down in the Scheme of Examinations / Syllabus prescribed by the Academic Council from time to time.
 5. The external examiner(s) or internal (this university) will set the question papers, normally 50-50% as per the criteria laid down in the Scheme of Examinations for the programme. Though university can set up papers from the reputed and experienced persons of hospitality industry in the technical papers.
 6. Persons from the industry may be called for viva voce exams along with the teachers of the University for better evaluation of the students.
 7. **The medium of instruction and examinations shall be English ONLY.**
 8. The last date of receipt of admission forms and fees shall be fixed by the University. The amount of examination fees to be paid by a candidate for each semester shall be as per the decision of the University from time to time.
 8. The Examinations for the odd semesters shall ordinarily be held in the month of December/January and for the even semesters in the month of May/June or on such dates as may be fixed by the University.
- All Supplementary examinations will be held for re-appear/failed candidates along with regular semester examinations.
9. The Director/Principal of the Institute/College shall forward, a list of the eligible students who have satisfied the requirements of rules for appearing in the Examinations to the Controller of Examinations/ registrar, as per the schedule of examinations of the University.
 10. a) As soon as possible, after the termination of the examinations, the Controller of Examinations/ registrar shall publish a list of candidates who have passed the Semester Examinations.
b) Each successful candidate shall receive a copy of the Detailed Marks sheet on having passed the Semester Examinations.
 11. The list of successful candidates after the four semester examinations shall be arranged in three divisions on the basis of aggregate marks obtained in the first to fourth semester examinations (for the award of MBA-TTM Degree) taken together and the division obtained by the candidate will be stated in his degree as under:

(a) Those who obtain 40% marks but less than 45% marks – THIRD DIVISION

- (b) Those who obtain 45% marks but less than 60% marks – SECOND DIVISION
- (c) Those who obtain 60% or more marks – FIRST DIVISION;
- (d) Those who pass all the semesters examination (1st to 4th semester) at the first attempt obtaining 75% or more marks in the aggregate shall be declared to have passed with – DISTINCTION.

C. EVALUATION

13 a) The head /Director/Principal of the concerned dept./ Institute/College shall forward the Internal Assessment marks of the students, as per the scheme of examinations, wherever specified, to the Controller of Examinations/ registrar as per the following criteria:

i) Seminar presentation, class participation and Attendance	10 marks
ii) Written Test	10 marks
iii) Case analysis and presentation	05 marks
iv) Surprise test(s)	05 marks

b) The head/Director/Principal of the Deptt./Institute/College will preserve the records on the basis of which the, Internal Assessment awards etc. have been prepared for inspection, if needed by the University up to one month from the date of declaration of the semester examinations results. This record, including the attendance, will be disposed off after one month.

14 a) The internal assessment/training report/project report awards of a candidate who fails in any semester/paper(s) shall be carried forward to the next examinations.

b) Candidate(s) who has not obtained pass marks in the Internal Assessment in any paper(s) etc. will be provided an opportunity to appear before the Committee of Examiners, to be constituted by the Director/Principal of the Institute/College, to re-assess performance of the candidate, corresponding to schedule given for supplementary examinations in Clause 9 and the Internal Assessment/Practical/Viva-voce given by the Committee shall be final.

c) A candidate who fails to obtain pass marks in training report shall be accorded opportunity to undergo training again and the same shall be assessed by an External Examiner.

d) A candidate who fails to obtain pass marks in viva-voce shall have to re-appear before the board of examiners as laid down in Clause 17, as per schedule specified for supplementary examinations in clause 9.

15. (a) Every student of MBA-TTM shall be required to undergo a practical **training in an industrial** organization approved by the Institute for six to eight **weeks as prescribed in the syllabus**. The candidates shall be required to undergo training in the various areas of

the organization concerned. The organization may assign a specific project to the candidate, which will be completed by him/her during the period of training. The work done by the candidate during the training period shall be submitted in the typed form two copies of a **training report**. The last date for the receipt of training report in the office of the director/principal/Controller of Examinations/registrar shall be one month after the date of completion of training.

(b) The evaluation of the Training Report shall be done by the external examiner(s).

16. The Training Report will be submitted in the form specified as under:

- a) The typing should be done on both sides of the paper (instead of single side printing)
- b) The font size should be 12 with Times New Roman font.
- c) The Training Report may be typed in 1.5 line spacing. But the References/Bibliography should be typed in single space.
- d) The paper should be A-4 size.
- e) Two copies meant for the purpose of evaluation may be bound in paper- and submitted to the approved authority.

17 (a) The comprehensive viva-voce in 4th semester shall be conducted by a Board of Examiners to be appointed by the Vice-Chancellor on the recommendation of the director/ dean of the University, consisting of the following members:

One Internal Faculty, nominated by the Director/Principal of the concerned Institute/College and One External Examiners from the academic field or Executive from reputed organizations/ industry. (Two members shall form the quorum.)

(b) The marks obtained by the candidate in the viva-voce shall be taken into account when he/she appears in any future examiner under re-appear clause.

18. The viva voce in last semester of the course shall be conducted by the following Board of Examiners, consisting of two members:

- a) One internal faculty member (to be appointed by the Director of the concerned Institute); and
- b) One external examiner (to be appointed by the Vice-Chancellor on the recommendations of the director/ dean, Management.

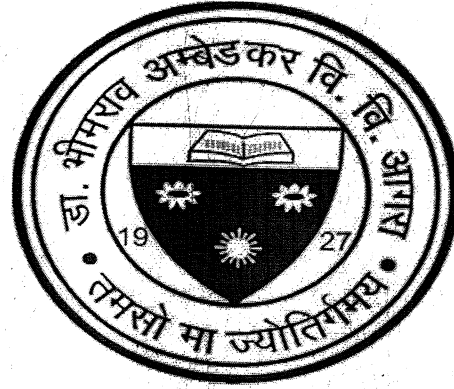
19. The minimum percentage of marks to pass the examination in each semester shall be:

- a) 40% in each written papers and internal assessment/computer practical/workshop;
- b) 40% in Training Report and Viva-Voce/Comprehensive Viva-voce, separately;
- c) 40% in the total of each semester examination.

D. OTHER PROVISIONS

20. There will be no improvement facilities available to MBA-TTM students. However, grace marks will be allowed as per University Rules.
21. A candidate admitted as a regular student in MBA-TTM Programme would be eligible for transfer of his candidature to ITHM/ any affiliated institution/college of Dr B.R. Ambedkar University running the above programme subject to availability of seats. However the migration can take place only in the beginning of II Year. No migration shall be applicable to candidates in first year and Final Year.
23. Any dispute arising on account of implementation of this ordinance shall be referred to a committee of three members to be appointed by the vice chancellor and its decision shall be final and binding on all. The procedure and rules for this Programme, implementation shall be a binding on the college/ institutes, which will be framed and approved by the University from time to time.
24. Nothing in this Ordinance shall deem to debar the University from amending the Ordinance and the same shall be applicable to all the students whether old or new.
25. Any other provision not contained in the above shall be governed by the rules and regulations framed by the University from time to time.

DR. BHIMRAO AMBEDKAR UNIVERSITY, AGRA



Evaluation Scheme & Syllabus for
MBA (TOURISM MANAGEMENT)
AS PER
AICTE MODEL CURRICULUM

**MBA (TOURISM MANAGEMENT) 1st Year Course Structure in accordance with
AICTE Model Curriculum**

SEMESTER-I

S. No	CODE	SUBJECT	PERIODS			EVALUATION SCHEME				END SEMESTER		TOTAL	CREDIT
			L	T	P	CT	TA	TOTAL	PS	TE	PE		
1	KMT 101	MANAGEMENT CONCEPT & INDIAN ETHOS	4	0	0	30	20	50	0	100	0	150	3
2	KMT 102	MANAGERIAL ECONOMICS	4	0	0	30	20	50	0	100	0	150	4
3	KMT 103	FINANCIAL ACCOUNTING FOR MANAGERS	4	0	0	30	20	50	0	100	0	150	4
4	KMT 104	BUSINESS STATISTICS AND ANALYTICS	4	0	0	30	20	50	0	100	0	150	4
5	KMT 105	ORGANISATIONAL BEHAVIOUR	4	0	0	30	20	50	0	100	0	150	3
6	KMT 106	MARKETING MANAGEMENT - I	4	0	0	30	20	50	0	100	0	150	3
7	KMT 107	BUSINESS COMMUNICATION	4	0	0	30	20	50	0	100	0	150	3
8	KMT 108	COMPUTER APPLICATIONS IN MANAGEMENT	3	0	1	30	20	50	0	100	0	150	3
		TOTAL										1200	27

SEMESTER-II

S. No	CODE	SUBJECT	PERIODS			EVALUATION SCHEME				END SEMESTER		TOTAL	CREDIT
			L	T	P	CT	TA	TOTAL	PS	TE	PE		
1	KMT 201	BUSINESS ENVIRONMENT	4	0	0	30	20	50	0	100	0	150	3
2	KMT 202	HUMAN RESOURCE MANAGEMENT	4	0	0	30	20	50	0	100	0	150	3
3	KMT 203	BUSINESS RESEARCH METHODS	4	0	0	30	20	50	0	100	0	150	3
4	KMT 204	FINANCIAL MANAGEMENT & CORPORATE FINANCE	4	0	0	30	20	50	0	100	0	150	3
5	KMT 205	MARKETING MANAGEMENT- II	4	0	0	30	20	50	0	100	0	150	3
6	KMT 206	TOURISM CONCEPT AND IMPACTS	4	0	0	30	20	50	0	100	0	150	3
7	KMT 207	TOURISM RESOURCES	4	0	0	30	20	50	0	100	0	150	3
8	KMT 208	TRAVEL AGENCY AND TOUR OPERATIONS	4	0	0	30	20	50	0	100	0	150	3
9	KMT 209	COMPREHENSIVE VIVA	0	0	0					100	0	100	3
		TOTAL										1300	27

MANAGEMENT CONCEPTS AND INDIAN ETHOS KMT101

Course Objectives:

1. The purpose of this course is to expose the student to the basic concepts of management in order to aid the student in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms.
2. Discuss the various concepts of planning, Decision making and controlling to help solving managerial problems
3. Study and understand management concepts and styles in Global context.
4. Familiarizing the students with the contemporary issues in management.

Course Credit: 3

Contact Hours: 36 hours

UNIT-1

Role of Indian Ethos in managerial practice , Management lessons from Vedas, Mahabharata, Kautaliya's Arthashastra , Ethics Vs Ethos , Indian Vs western Management Contemporary issues in Management. (7 Hours)

UNIT-2

Management practices from past to present, Different levels of management, Managerial skills, Roles & Functions, Manager and Business environment. (7 Hours)

UNIT - 3

Planning- Objective of planning, planning process, Types of planning, Types of plans, Corporate planning, Management by Objective, Decision-making- types, process & techniques, making decision effective. (7 hours)

UNIT-4

Organising & staffing- Meaning of organization, types of organization, Organization structure, Span of management, Line and staff relationship, Departmentation, Delegation- Centralization and decentralization of authority, Meaning of staffing, Recruitment, selection & placement, Training & development. (8 Hours)

UNIT- 5

Directing & Controlling- Principle of directing, Essence of coordination, Basic control process, Different control techniques, Management by exception. (7 Hours)

Course Outcomes: After completing the course student will be able to understand and explain

Course Outcomes	Bloom's taxonomy
CO 1: Developing understanding of managerial practices and their perspectives.	<ul style="list-style-type: none"> • Knowledge (K 2) • Remembering (K1)
CO2: Applying planning and managerial decision making skills.	<ul style="list-style-type: none"> • Applying (K 4)
CO 3: Develop analytical and problem solving skills, based on understanding of management concepts and theories.	<ul style="list-style-type: none"> • Analyzing (K 5)
CO 4: Comprehend and practice Indian Ethos and Value Systems.	<ul style="list-style-type: none"> • Comprehending (K 3)
CO 5: Applying value based management and ethical practices.	<ul style="list-style-type: none"> • Applying (K4)

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

Reference Books:

1. Koontz Harold & Weihrich Heinz – Essentials of management (Tata McGraw Hill, 5th Edition ,2008)
2. Robbins & Coulter - Management (Prentice Hall of India, 9th Edition)
3. Robbins S.P. and Decenzo David A. - Fundamentals of Management: Essential Concepts and Applications Pearson Education, 6th Edition.
4. Weihrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective.
5. James F.Stoner,et al, Management, Pearsons Education Delhi, 2008
6. Principles of Management, George R. Terry & S.G. Franklin, AITBS, Delhi.

Text Books:

1. L. M. Prasad- Principles and Practices of Management, Sulatn Chand & Sons, 7th edition, 2007.
2. N M Khandelwal- Indian Ethos & Values for Management- Himalyan Publishing

MANAGERIAL ECONOMICS KMT 102

Course Objective:

- Understand the relative importance of Managerial Economics
- Know how the application of the principles of managerial economics can aid in achievement of business objectives
- Understand the modern managerial decision rules and optimization techniques.
- Be equipped with the tools necessary in analysis of consumer behavior as well as in forecasting product demand
- Understand and be able to apply latest pricing strategies
- Understand and analyse the macro environment affecting the business decision making.

Course Credit: 4

Contact Hours: 40 hours

UNIT –I

(6 Hrs)

Basic Concepts and principles:

Definition, Nature and Scope of Economics-Micro Economics and Macro Economics. Managerial Economics and its relevance in business decisions. Fundamental Principles of Managerial Economics - Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle, Concept of Time Perspective, Equi-Marginal Principle, Utility Analysis, Cardinal Utility and Ordinal Utility.

UNIT –II

(8Hrs)

Demand and Supply Analysis :

Theory of Demand, Types of Demand. Determinants of demand, Demand Function, Demand Schedule, Demand curve, Law of Demand, Exceptions to the law of Demand, Shifts in demand curve, Elasticity of Demand and its measurement. Price Elasticity, Income Elasticity. Arc Elasticity. Cross Elasticity and Advertising Elasticity. Uses of Elasticity of Demand for managerial decision making, Demand forecasting meaning, significance and methods.(numerical Exercises) Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making.

Price of a Product under demand and supply forces

UNIT –III

(10Hrs)

Production and cost Analysis:

Production concepts & analysis; Production function, Types of production function, Laws of production: Law of diminishing returns, Law of returns to scale.

Cost concept and analysis: Cost, Types of costs, and Cost output relationship in the short-run. Cost output relationship in the Long-run.

Estimation of Revenue, Average Revenue, Marginal Revenue

UNIT -IV

(10Hrs)

Market structures: Perfect and Imperfect Market Structures , Perfect Competition, features, determination of price under perfect competition. Monopoly: Feature, pricing under monopoly, Price Discrimination. Monopolistic: Features, pricing under monopolistic competition, product differentiation. Oligopoly: Features, kinked demand curve, cartels, price leadership.

UNIT -V

(6Hrs)

National Income; Concepts and various methods of its measurement, Circular flows in 2 sector, 3 sector, 4 sector economies, Inflation, types and causes, Business Cycle & its phases.

Employable Skills Measuring tool

Ability to forecast demand Exercise + Workshop
Ability to analyse various market structures Exercise + Workshop
Ability to appreciate the role of various
monetary policy tools in controlling inflation Exercise + Workshop

Course Outcomes:

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"> • Knowledge (K 2) • Remembering (k1)
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"> • Knowledge (K 2) • Applying (K 4) • Synthesizing (K6) • Evaluating (K7)
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"> • Comprehending (K 3) • Applying (K 4) • Analyzing (K 5) • Evaluating (K7)

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"> • Applying (K 4) • Analyzing (K 5) • Synthesizing (K6)
CO5: The students would be able to analyse the macro economic concepts & their relation to micro economic concept & how they affect the business & economy.	<ul style="list-style-type: none"> • Knowledge (K 2) • Comprehending (K 3)

Text Books:

1. Managerial Economics, GEETIKA, McGraw-Hill Education 2nd Ed.
2. Managerial Economics: Concepts and Applications (SIE), THOMAS& MAURICE, McGraw-Hill Education, 9th Ed
3. Managerial Economics, H.L Ahuja, S.Chand, 8th Ed
4. Managerial Economics , D.N.Dwivedi, Vikas Publication, 7th Ed
5. Managerial Economics – Theory and Applications, Dr.D.M.Mithani, Himalaya Publications, 7th Ed.

Financial Accounting for Managers
KMT 103

Course Objectives: This course is intended to introduce the basic theory, concepts and practice of financial accounting and to enable students to understand information contained in the published financial statements of companies and other organizations. It includes the preparation of accounting statements, but their uses and limitations will also be emphasized.

Course Credit: 4

Contact Hours: 40 hours

UNIT I (6Hrs)

Meaning and Scope of Accounting : Overview of Accounting, Users of Accounting, Accounting Concepts Conventions, Book keeping and Accounting, Principles of Accounting, Basic Accounting terminologies, Accounting Equation , Overview to Deprecation (straight line and diminishing method) .

UNIT II(6Hrs)

Accounting Standards and IFRS : International Accounting Principles and Standards; Matching of Indian Accounting Standards with International Accounting Standards, Human Resource Accounting, Forensic Accounting.

UNIT III (10 Hrs)

Mechanics of Accounting : Double entry system of Accounting, Journalizing of transactions; Ledger posting and Trial Balance ,Preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet, Excel Application to make Balance sheet, Case studies and Workshops.

UNIT IV (10 Hrs)

Analysis of financial statement: Ratio Analysis- solvency ratios, Profitability ratios, activity ratios, liquidity ratios, Market capitalization ratios; Common Size Statement; Comparative Balance Sheet and Trend Analysis of manufacturing, Service & banking organizations, Case Study and Workshops in analyzing Balance sheet.

UNIT V (8 Hrs)

Concepts of Working Capital and its types, Determinants of Working Capital, methods of calculating Working Capital, Working Capital Financing. Cash Flow Statement: Various cash and non-cash transactions, flow of cash, difference between cash flow and fund flow, preparation of Cash Flow Statement and its analysis.

Course Outcome:

After successful completion of this course students will be able to

S.No	Course Outcome	Bloom's taxonomy
1.	CO1.Understand and apply accounting concepts, principles and conventions for their routine monetary transaction;	Knowledge (K2)/ Comprehending (K 3)
2.	CO2. Recognize circumstances providing for increased exposure to fraud and define preventative internal control measures.	Knowledge (K2)
3.	CO3. Create and Prepare financial statements in accordance with Generally Accepted Accounting Principles	Synthesizing (K6)/ Remembering (k1)
4.	CO4.Utilize the technology (such as computers, information databases) in facilitating and enhancing accounting and financial reporting processes	Applying (K 4)
5.	CO5. Analyze, interpret and communicate the information contained in basic financial statements and explain the limitations of such statements.	Analyzing (K 4) / Evaluating (K7))
6.	CO6 Understand the basic concepts and importance of working capital management	Remembering (k1)

SUGGESTED READINGS :**Text Books :**

- 1) Maheshwari S.N & Maheshwari S K – A text book of Accounting for Management (Vikas, 10th Edition)
- 2) Essentials of Financial Accounting (based on IFRS), Bhattacharya (PHI,3rd Ed)
- 3) Khan and Jain - Financial Management (Tata McGraw Hill, 7th Ed.)
- 4) PC Tulsian- Financial Accounting (Pearson, 2016)
- 5) Dhamija - Financial Accounting for managers: (Prentice Hall, 2nd Edition).

Reference Books

- 1) Narayanswami - Financial Accounting: A Managerial Perspective (PHI,5th Ed)
- 2) Dhaneshk Khatri- Financial Accounting (TMH,2015)
- 3) Ambrish Gupta - Financial Accounting: A Managerial Perspective (Prentice Hall, 4th Edition)
- 4) Ramchandran & Kakani - Financial Accounting for Management (TMH, 2nd Edition).
- 5) Mukherjee - Financial Accounting for Management (TMH, 2nd Edition).

BUSINESS STATISTICS & ANALYTICS
KMT104

COURSE OBJECTIVES

1. Understand the different basic concept / fundamentals of business statistics.
2. Understand the practical application-of various concepts.
3. Understand the importance of measures of Descriptive statistics which includes measures of central tendency, Measures of Dispersion, Time Series Analysis, Index Number, Correlation and Regression analysis and their implication on Business performance.
4. Understand the concept of Probability and its usage in various business applications.
5. Understanding Decision making environment and applying the Concept of Business Analytics.

Course Credit: 4

Contact Hours: 40 hours

UNIT I (10 Sessions): Descriptive Statistics

Meaning, Scope, functions and limitations of statistics, Measures of Central tendency – Mean, Median, Mode, Quartiles, Measures of Dispersion – Range, Inter quartile range, Mean deviation, Standard deviation, Variance, Coefficient of Variation, Skewness and Kurtosis.

UNIT II (8 Sessions): Time Series & Index Number

Time series analysis: Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business decision-making.

Index Numbers:- Meaning , Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices:- Fixed base and Chain base methods.

UNIT III (6 Sessions): Correlation & Regression Analysis

Correlation Analysis: Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation.

Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation.

UNIT IV (8 Sessions): Probability Theory & Distribution

Probability: Theory of Probability, Addition and Multiplication Law, Baye's Theorem

Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions.

UNIT V (8 Sessions) Decision-making environments:- Decision-making under certainty, uncertainty and risk situations; Decision tree approach and its applications.

Concept of Business Analytics- Meaning, types and application of Business Analytics.

COURSE OUTCOME :After the completion of the course the students will be able to:

Course Outcome	Blooms Taxonomy
CO1. Gaining Knowledge of basic concept / fundamentals of business statistics.	<ul style="list-style-type: none"> • Knowledge (K 2)
CO2. To develop practical understanding of various statistics concepts.	<ul style="list-style-type: none"> • Remembering (K1) • Applying (K 4)
CO3. 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"> • Comprehending (K 3) • Applying (K 4)
CO4. Evaluating basic concepts of probability and perform probability theoretical distributions.	<ul style="list-style-type: none"> • Analyzing (K 5) • Synthesizing (K6)
CO5. Taking managerial decision and applying the Concept of Business Analytics.	<ul style="list-style-type: none"> • Evaluating (K7) • Applying (K 4)

Text Book

1. G C Beri – Business Statistics, 3rd ed, TATA McGraw Hill.
2. Chandrasekaran & Umavathi-Statistics for Managers, 1st edition, PHI Learning

Reference Book

1. Davis , Pecar – Business Statistics using Excel, Oxford
2. Ken Black – Business Statistics, 5th ed., Wiley India
3. Levin and Rubin – statistics for Management, 7th ed., Pearson
4. Lind, Marchal, Wathen – Statistical techniques in business and economics, 13th ed, McGraw Hill
5. Newbold, Carlson, Thorne – Statistics for Business and Economics, 6th ed., Pearson
6. S. C.Gupta – Fundamentals of Statistics, Himalaya Publishing
7. Walpole – Probability and Statistics for Scientists and Engineers, 8th ed., Pearson

ORGANIZATIONAL BEHAVIOR
KMT 105

Course Objectives:

1. To enhance the understanding of the dynamics of interactions between individual and the organization.
2. To facilitate a clear perspective to diagnose and effectively handle human behavior issues in Organizations.
3. To develop greater insight into their own behavior in interpersonal and group, team, situations.

Course Credit: 3

Contact hours: 36hrs

UNIT I: (8 Hours)

Introduction to OB: The meaning of OB, Why study organizational behaviour, Fundamentals of individual behaviour. Determinants of Personality, types of personality, Personal effectiveness. Attitudes: Meaning, Types, Components, Theory of attitude formation and attitude change.

UNIT II: (8 Hours)

Foundation of Group Behaviour: Group: Meaning, types, group dynamics, group cohesiveness, Meaning of Interpersonal Behaviour & Interpersonal skills, Transactional Analysis, Johari Window, FIRO – B, MBTI

UNIT III: (8 Hours)

Motivation: Meaning & definition, Traditional theory of Motivation: Maslow's, Herzberg's, McClelland, Contemporary theories of Motivation: Self Determination Theory, Self Efficacy Theory, Vroom's Expectancy Theory, Equity Theory, Reinforcement Theory, OB MOD. Perception: Meaning, process, principles and errors of perception, managerial & behavioural applications of perception.

UNIT IV: (8 Hours)

Leadership: What is leadership, types of leaders and leadership styles, traits and qualities of effective leader, trait theory, LSM – Leadership Situational Model, Team Building, Tuckman Model of Team Development.

UNIT V: (4 Hours)

Organizational Change: Meaning of organizational change, approaches to managing organizational change, creating a culture for change, implementing the change, Kurt Lewin Model of change.

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop

	Quiz Classroom Discussions
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Course Outcomes: Upon the successful completion of this course, the student will be able to:

Course Outcomes	Bloom's taxonomy
CO 1: Comprehending the nature, functioning and design of organizations as social collectives	<ul style="list-style-type: none"> • Comprehending (K3) • Knowledge (K 2)
CO2: To evaluate the reciprocal relationship between the organizational characteristics and managerial behavior.	<ul style="list-style-type: none"> • Analyzing (K 5)
CO 3: Develop practical insights and problem solving capabilities for effectively managing the Organisational processes	<ul style="list-style-type: none"> • Synthesizing (K6)
CO 4: Analysing the behavior of individuals and groups in organizations.	<ul style="list-style-type: none"> • Analyzing (K 5)
CO 5: Developing conceptual understanding of change and its implementation.	<ul style="list-style-type: none"> • Applying (K4)

References:

Books:

1. Fred Luthans, "Organizational Behaviour", 12th Edition, McGraw Hill International Edition
2. Stephen P. Robbins, "Organizational Behaviour", 12th Edition, Prentice Hall
3. Aswathappa K, "Organizational Behaviour (Text, Cases and Games)", Himalaya Publication
4. Udai Pareek, "Organizational Behavior", Oxford University Press

MARKETING MANAGEMENT - I KMT 106

COURSE OBJECTIVE

- To facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.
- To develop understanding on Consumer and business buying behavior
- Develop skills to understand Segmentation, Targeting and Positioning and develop strategy
- Ability to Understand and implement the Marketing-Information Systems

Course Credit: 3

Contact hours: 36 hrs

COURSE CONTENTS

UNIT I (7hrs)

Marketing Management: Introduction, objectives, Scope and Importance. Types of Market, Core Concepts of Marketing, Functions of Marketing, Marketing Orientations
Marketing Environment: Introduction, Environmental Scanning, Techniques of Environment Scanning, Analyzing the Organization's Micro Environment, Company's Macro Environment, Differences between Micro and Macro Environment, Marketing Planning and Implementation

UNIT II (7hrs)

Consumer buying behavior: Introduction, Characteristics, Factors affecting Consumer Behaviour, Types of Buying Decision Behaviour, Consumer Buying Decision Process, Buying Motives, Buyer Behaviour Models

UNIT III (7hrs)

Business Buyer Behaviour: Introduction, Characteristics of Business Markets, Differences between Consumer and Business Buyer Behaviour, Buying Situations in Industrial/Business Market, Buying Roles in Industrial Marketing, Factors that Influence Business Buyer, Steps in Business Buying Process

UNIT IV (8hrs)

Segmentation, Targeting and Positioning: Introduction, Concept of Market Segmentation, Benefits of Market Segmentation, Requisites of Effective Market Segmentation, The Process of Market Segmentation, Bases for Segmenting Consumer Markets, Targeting- Meaning, Target market strategies, Market Positioning- Meaning, Positioning Strategies, Value Proposition, Differentiation- Meaning, Strategies

UNIT V (7 hrs)

Understanding the Marketing-Information Systems (MKIS): Introduction, Characteristics of MKIS, Benefits, Types, Components, Marketing Research.

Course Outcomes: Upon the successful completion of this course, the student will be able to:

S.No	Course Outcome	Bloom's taxonomy
1	CO1. Remember and Comprehend basic marketing concepts.	Remembering (k1) Knowledge (K 2)
2	CO2. Understand marketing Insights on application of basic marketing concepts.	Synthesizing (K6) Comprehending (K 3)
3	CO3. Able to Apply and develop Marketing Strategies and Plans	Applying (K 4)
4	CO4. Understand and Analyzing Business/ Consumer Markets	Analyzing (K 5)
5	CO5. Develop skills and ability Identify & evaluate Market Segments and Targeting.	Evaluating (K7)

TEXT BOOKS:

- 1) Marketing Management: A South Asian Perspective - Kotler, Keller, Kevin 15/e, Pearson Education, 2016.
- 2) Marketing Management - Ramaswamy V. S. & Namakumar S, 5/e, McGraw Hill Education Publishers, 2015.
- 3) Marketing Management - Tapan Panda, 5/e, Excel Publication, 2007.

REFERENCE BOOKS:

- 1) Managing Marketing, Noel Capon, Sidharth Shekar Singh, 4/e Wiley
- 2) Marketing: Lamb, Hair, McDaniel, Cengage Learning 2012.

Business Communication
KMT 107

Course Objectives

- 1: To understand business communication strategies and principles for effective communication in domestic and international business situations.
- 2: To understand and appropriately apply modes of expression, i.e., descriptive, expositive, narrative, scientific, and self-expressive, in written, visual, and oral communication.
- 3: To develop the ability to research and write a documented paper and/or to give an oral presentation.
- 4 : To develop the ability to communicate via electronic mail, Internet, and other technologies for presenting business messages.
- 5: To understand and apply basic principles of critical thinking, problem solving, and technical proficiency in the development of exposition and argument.

Course Credits 3

Hours 36 Hrs

UNIT I: (8 hrs)

Introduction: Role of communication – defining and classifying communication – purpose of communication – process of communication – characteristics of successful communication – importance of communication in management – communication structure in organization – communication in crisis - barriers to communication.

UNIT II: (7 hrs)

Oral communication: What is oral Communication – principles of successful oral communication – what is conversation control – reflection and empathy: two sides of effective oral communication – effective listening – non – verbal communication. Written communication: Purpose of writing – clarity in writing – principles of effective writing – approaching the writing process systematically: The 3X3 writing process for business communication: Pre writing – Writing – Revising – Specific writing features – coherence – electronic writing process.

UNIT III: (7 hrs)

Business letters and reports: Introduction to business letters – writing routine and persuasive letters – positive and negative messages- writing memos – what is a report purpose, kinds and objectives of report writing. Presentation skills: What is a presentation – elements of presentation – designing a presentation. Advanced visual support for business presentation types of visual aid .

UNIT IV: (7 hrs)

Employment communication: Introduction – writing CVs – Group discussions – interview skills
 Impact of Technological Advancement on Business Communication networks – Intranet – Internet
 –e mails – SMS – teleconferencing – video conferencing .

UNIT V: (7 hrs)

Group communication: Meetings – Planning meetings – objectives – participants – timing – venue
 of meetings – leading meetings. Media management – the press release press conference – media
 interviews Seminars – workshop – conferences. Business etiquettes.

Course Outcomes

Upon successful completion of this course, the student should be able to:

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)/ Applying (K4)

Suggested Readings:

1. Bovee & Thill – Business Communication Essentials A Skill – Based Approach to Vital Business English. Pearson.
2. Bisen & Priya – Business Communication (New Age International Publication)
3. Kalkar, Suryavanshi, Sengupta-Business Communication(Orient Blackswan)
4. Business Communication: Skill, Concepts and Applications – P D Chaturvedi, Mukesh Chaturvedi Pearson Education.
5. Asha Kaul, Business Communication, Prentice Hall of India.

EMPLOYABLE SKILLS Skill	Measurement tool
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Understanding of fundamentals of business communication strategies.	Presentations, Quiz
Apply suitable modes of expression.	Role Play followed by discussion
Compose accurate business documents	Group assignment/ Workshop/ Exercise.
Develop skills to use latest technology used for communication	Group project, presentations
Develop group communication skills.	Role play, Debate, Case study analysis

Computer Applications in Management
KMT 108

COURSE OBJECTIVES:

1. The course aims to provide knowledge about basic components of a computer and their significance.
2. To provide hands on learning of applications of MS Office and Internet in businesses.
3. To provide an orientation about the increasing role of management information system in managerial decision making to gain Competitive edge in all aspects of Business.
4. To understand various MIS operating in functional areas of an organization.
5. To create awareness in upcoming managers, of different types of information systems in an organization so as to enable the use of computer resources efficiently, for effective decision making.

Course Credits 3

Hours 36 Hrs

UNIT I (05 hours) Conceptual Framework

Hardware: (a) Input devices - keyboard, printing devices, voice speech devices, scanner, MICR, OMR, Bar code reader, digital camera etc. (b) Output devices - Visual Display UNIT, printers, plotters (c) Storage

Devices – Magnetic storage devices, Optical storage devices, Flash Memory.

Software: Types of software with examples; Introduction to languages, compiler, interpreter and Assembler, Operating System Functions, Types and Classification, Elements of GUI based operating system.

UNIT II (06 hours) Communication Technology

Network and Internet: Types of computer networks (LAN, WAN and MAN), Network topologies, EDI.

Internet: Netiquettes, Architecture & Functioning of Internet, Basic services over Internet like WWW, FTP, Telnet, Gopher, IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail.

UNIT III (12 hours) Office tools for Business

Use of MS-Office: Word: Paragraph formatting, Page formatting, Header and footer, Bullets and numbering, Finding and replacing text, Mail merge, Macros.
Cell referencing, Ranges.

Excel: Formulae, Functions, Auto sum, Copying formula, Formatting data, creating charts, creating Database, sorting data, filtering. **Power Point:** Formatting text on slides, Inserting charts, adding tables, Clipping, Slide animation, Slide shows.

UNIT IV (7 hours) Information System Classification

Concept of Data and Information, Operations Support System (OSS), Management Support System(MSS), Transaction Processing System(TPS), Process Control System (PCS), Enterprise Collaboration System(ECS), Management Information System(MIS), Decision Support System (DSS), Executive Information System(EIS).
 Artificial Intelligence (AI), Applications of Artificial Intelligence: Neural Networks, Fuzzy Logical Control System, Virtual Reality, Expert System (ES).

UNIT V (06 hours) Information Systems for Business

Applications: Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Security and Ethical Challenges Of IT, Business Ethics, Technology Ethics; Cyber Crime and Privacy Issues, Cyber Laws, IT Act 2000.

Course Outcomes

Upon successful completion of this course, the student should be able to:

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Gain in depth knowledge of working of an IT enabled organisation	Knowledge (K2)
2	CO2. Learn to use various IT tools for solving Business Problems.	Applying (K4)
3	CO3. Develop and implement Information Systems for Business Applications.	Synthesizing (K6)
4	CO4. Learn to increase efficiency of various management processes by using IT enabled technology.	Applying (K4) Knowledge (K2)
5	CO5. Analyse various security and ethics related issues pertaining to the increasing use of Information Technology.	Analyse (K5)

Suggested Readings

1. Shrivastava-Fundamental of Computer & Information Systems (Wiley Dreamtech)
2. Leon A and Leon M - Introduction to Computers (Vikas, 1st Edition).
3. ITL ESL – Introduction to Information Technology (Pearson, 2nd Edition).
- 4 ITL ESL – Introduction to Computer science (Pearson, 2nd Edition).
5. Introduction to Computers, Norton P. (TATA McGraw Hill)
6. Leon - Fundamentals of Information Technology, (Vikas)

Business Environment KMT 201

Course Objectives:

- The basic objective of the course is to develop understanding and provide knowledge about business environment to the management students.
- To promote basic understanding on the concepts of Business Environment and to enable them to realize the impact of environment on Business.
- To provide knowledge about the Indian and international business environment.

Course Credit: 3

Contact Hours: 36Hrs

UNIT I Introduction- (8Hrs)

Business – Meaning, Definition, Nature & Scope, Objectives of Business: Economic & Social , Types of Business Organizations , Business Environment- Meaning, Characteristics, Scope and Significance, Components of Business Environment.
Introduction to Micro-Environment – Internal Environment: Value system, Mission, Objectives, Organizational Structure, Organizational Resources, Company Image, Brand Equity External Environment: Firm, customers, suppliers, distributors, Competitors, Society, Introduction to Macro Components – Demographic, Natural, Political, Social, Cultural Economic, Technological, International and Legal) Difference between macro and micro environment.

UNIT II Economic, Political and Legal environment (8Hrs)

Role of government in Business, Legal framework in India, Economic environment- economic system and economic policies. Concept of Capitalism, Socialism and Mixed Economy , Impact of business on Private sector, Public sector and Joint sector , Competition Act and FEMA, Monetary and fiscal policies RBI-Role and functions, Regulations related to Capital Markets, Role of SEBI and working of stock Exchanges.

UNIT III (8Hrs)

- A) Social and Cultural Environment – Nature, Impact of foreign culture on Business, Traditional Values and its Impact, Social Audit and Social Responsibility of Business
- B) Competitive Environment – Meaning, Michael Porter's Five Forces Analysis, Competitive Strategies. Introduction to Industrial Policy Resolutions

UNIT IV (4 Hrs)

Natural and Technological Environment: Innovation, technological leadership and followership impact of technology on globalization, transfer of technology, time lags in technology introduction, Status of technology in India; Management of technology; Features and Impact of technology.

UNIT V International Environment – (8Hrs)

International forces in Business Environment, SEZ, EPZ, GATT/ WTO, Globalization – Meaning, Nature and stages of Globalization, features of Globalization, Foreign Market entry strategies, LPG model. MNCs – Definition, meaning, merits, demerits, MNCs in India, FDI Policy

Course Outcomes (CO): (Identify minimum skills/ knowledge necessary to be imbibed by students)

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1) Comprehend the forces that shape business and economic structure and develop strategies to cope with the same.	K3 Comprehending K4 Applying
2	CO2) Evaluate the economic & political environmental dynamics to cope with the changing regulations affecting business and its profitability.	K5 Analysing
3	CO3) Analyse the competitive forces in environment and accordingly devise business policies and strategies to stay in competitive position.	K5 Analysing
4	CO4) Analyze the desirability of technological advancement in the current set-up and how to gain technological advancement with least cost.	K5 Analysing
5	CO5) Understand the international influences on domestic business and measures to be taken for successful global business operations	K2 Knowledge

Text Books

1. Business Environment: Text and Cases, PAUL, McGraw Hill Education, 3rd Ed.
2. Business Environment ---Francis Cherunilam, Himalaya Publishing House

REFERENCE BOOKS:

1. V. Neelamegam – Business Environment (Vrinda Publications , 2nd Edition)
2. Shaikh & Saleem - Business Environment (Pearson, 2nd Edition)
3. International Business Environment—Ian Brooks, Jamie Weatherstom and Graham Wilkinson

Employable Skills: Employable Skill	Measurement tools
Entrepreneurial skill	Workshop on business planning
Managerial competitive skill	Assignment on SWOT analysis
Business acumen	Case studies

HUMAN RESOURCE MANAGEMENT KMT 202

Course Objectives: In this course the students will learn the basic concepts and frameworks of Human Resource Management (HRM) and understand the role that HRM has to play in effective business administration. It will provide an insight as to how to use Human Resource as a tool to implement strategies.

Course Credit: 3

Contact Hours: 36Hrs

UNIT I: (6 Hours)

Essentials of HRM: Nature of HRM, Scope, functions and importance of HRM, HRM vs. HRD, SHRM: Introduction, characteristics and scope of SHRM, SHRM vs. Conventional HRM, Barriers to strategic HRM, Linking HR strategy with business strategy, HRM linkage with TQM & productivity.

UNIT II: (8 Hours)

Human Resource Planning and Employee Hiring : Nature of job Analysis, job design, Human Resource Planning, Demand forecasting for manpower planning, HR supply forecasting, factors influencing HRP, Employee hiring- Nature of Recruitment, Sources of recruitment, Employee selection, process of employee selection, recent trends in recruitment.

UNIT III: (8 Hours)

Employee Training & Development: Nature and importance of Training, methods and types of training, career planning, promotion, transfer, demotion and separation, Performance Appraisal: Meaning and types of appraisal, Job Evaluation: Meaning and methods of job evaluation.

UNIT IV: (8 Hours)

Compensation Management and Employee Relations: Introduction to compensation management, Components of employee and executive compensation, Factors affecting employee compensation, Employee incentive schemes, and recent trends in compensations management. Meaning and nature of employee relation and industrial relations.

UNIT V: (6 Hours)

Employee Safety/ Health and International Human Resource Management: Basics of ethics and fair treatment at work, measures and policies for employee safety at work, basic principles governing International Human Resource Management and the role of culture.

Course Outcomes: After the successful completion of the course the students will be in a position to address the challenges of organizational management through and with human resources. In addition it will help in:

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.	K5 Analysing
5	CO5. Demonstrate knowledge of practical application of training and employee development as it impacts organizational strategy and competitive advantage.	K2 Knowledge K4 Applying

References: Books:

1. V.S.P. Rao, Human Resource Management (Text and Cases) Himalaya Publications, Thirteenth Edition.
2. Durai Praveen, Human Resource Management Pearson Publication, 2nd Edition.
3. Gary Dessler and Biju Varkkey Human Resource Management, Person Publication, 2013, 14th Edition.
4. Seema Sanghi, Human Resource Management, Vikas Publications, 2014, 5th Edition.
5. K. Aswathappa, Human Resource Management, McGraw Hill Education, 2013, 7th Edition.

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real corporate situations	Exercise Workshop Quiz Classroom Discussions

BUSINESS RESEARCH METHODS KMT 203

COURSE OBJECTIVES

1. Understand the concept / fundamentals of research and their types.
2. Understand the practical application of various research techniques.
3. Understand the importance of scaling & measurement techniques and sampling techniques
4. Understand the importance of coding, editing, tabulation and analysis in doing research.
5. Understanding and applying the concept of statistical analysis which includes various parametric test and non parametric test and ANOVA technique and understand technique of report writing.

Credit-3

Hours-36

UNIT I (8 Sessions)

Research: – Definition, Meaning, Importance types and Qualities of Research; Research applications in functional areas of Business, Emerging trends in Business research.
Research & the Scientific Method: Characteristics of scientific method. Steps in Research Process
Concept of Scientific Enquiry: – Formulation of Research Problem – Management Question – research Question – Investigation Question
Research Proposal – Elements of a Research Proposal, Drafting a Research Proposal, evaluating a research proposal.

UNIT II (8 Sessions)

Research design: Concept, Features of a good research design, Use of a good research design; Qualitative and Quantitative research approaches, Comparison – Pros and Cons of both approaches.
Exploratory Research Design: Concept, Types: Qualitative techniques – Projective Techniques, Depth Interview, Experience Survey, Focus Groups, Observation.
Descriptive Research Designs: Concept, types and uses. Concept of Cross-sectional and Longitudinal Research
Experimental Design: Concept of Cause, Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group.

UNIT III (6 Sessions)

Scaling & measurement techniques: Concept of Measurement: Need of Measurement; Problems in measurement in management research – Validity and Reliability. Levels of measurement – Nominal, Ordinal, Interval, Ratio. Attitude Scaling Techniques: Concept of Scale – Rating Scales – viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired comparison & Forced Ranking – Concept and Application.

UNIT IV (6 Sessions)

Sampling: Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame (practical approach for determining the sample frame expected), Sampling errors, Non Sampling errors, Methods to reduce the errors, Sample Size constraints, Non Response.

Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling.

Non Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods. Determining size of the sample – Practical considerations in sampling and sample size, sample size determination.

UNIT V (8 Sessions)

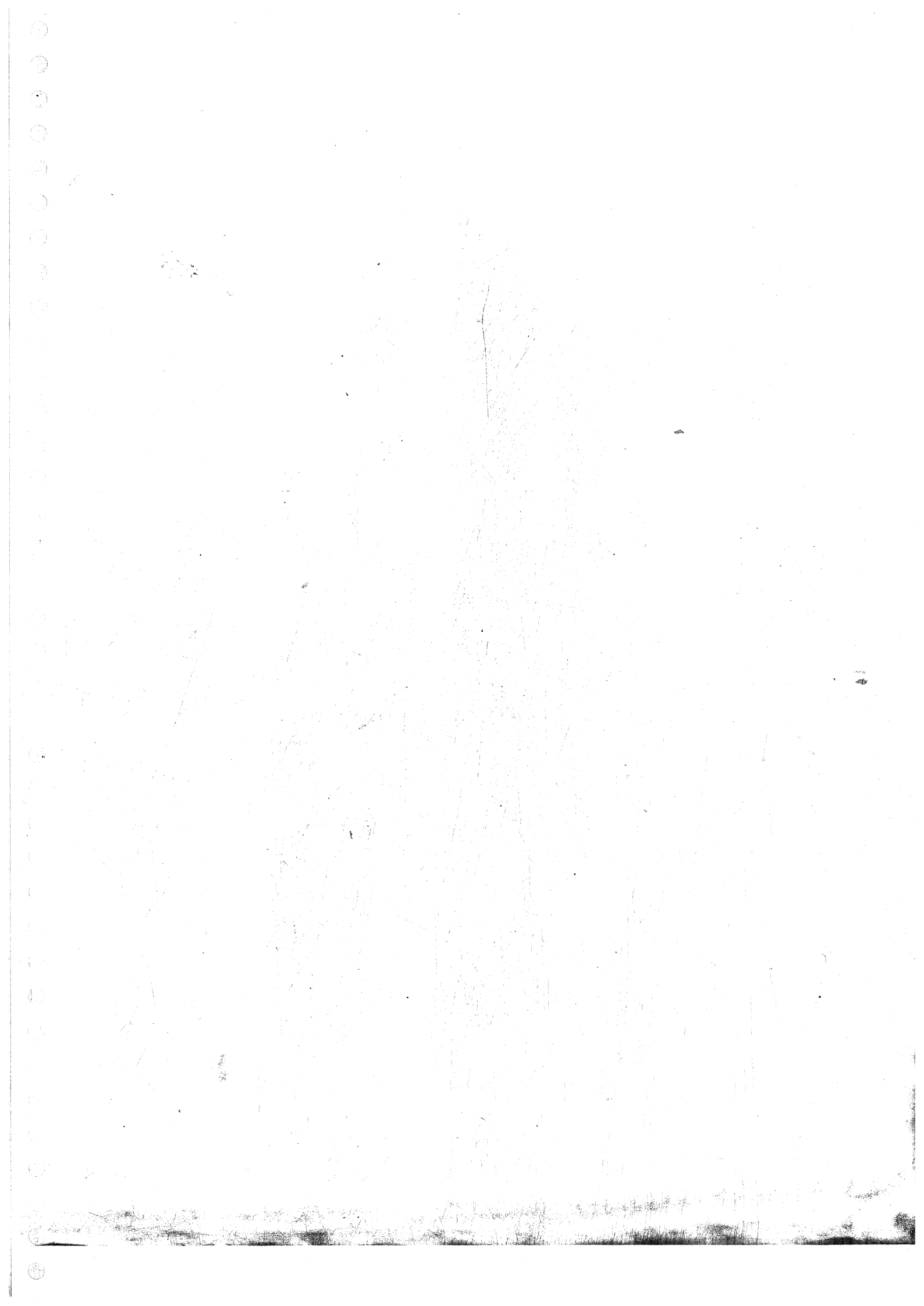
Data Analysis: Editing, Coding, Tabular representation of data, frequency tables, Construction of frequency distributions, Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Histogram.

Hypothesis: Qualities of a good Hypothesis – Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing – Logic & Importance. Test of Significance: Small sample tests: t (Mean, proportion) and F tests, Z test, Cross tabulations, Chi-square test; Analysis of Variance: One way and two-way Classifications.

Mechanism of Report Writing- Report Preparation: Types, Report Structure: preliminary section, main report, interpretation of results, suggestions and recommendations, limitations of the study, Report formulation.

COURSE OUTCOMES

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



Text Book

1. Research Methodology, Deepak Chawla, Neena Sondhi, Vikas Publication
2. Business Research Methods, Naval Bajpai, Pearson Education

Reference Book

- 1) Research Methodology, C R Kothari, New Age International.
- 2) Business Research Methods by Donald Cooper & Pamela Schindler, TMGH, 9th Edition.
- 3) Business Research Methods by Alan Bryman & Emma Bell, Oxford University Press, 2nd Edition.
- 4) Business Research Methods by T N Srivastava & Shailaja Rao, TMH Publication, 2nd Edition.

FINANCIAL MANAGEMENT & CORPORATE FINANCE
KMT 204

Contact Hours: 36Hrs

Course Credit: 3

Course Objective

1. To gain an understanding on the use of basic business financial management concepts and tools of analysis such as valuation.
2. To gain an insight into various types of financing available to a firm.
3. To have an understanding of various factors considered in designing the capital structure.
4. To acquaint the students about key areas of Corporate Finance and Indian Financial System
5. To gain an insight into various techniques of dividend and retention ratio.

UNIT I (6 Hrs)

Introduction to Finance & Corporate Finance : Finance & its scope Financial Decisions, Sources of Finance Time Value of Money ,Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Corporate Finance Introduction:- Nature and Scope Concept of Risk and Return.

UNIT II (8 Hrs)

Investment Decision : Concept of Opportunity Cost, Cost of Debenture, Preference and Equity capital, Composite Cost of Capital ,Cash Flows as Profit and components of Cash Flows , Capital Budgeting Decisions, Calculation of NPV and IRR, Excel Application in Analyzing Projects.

UNIT III(8 Hrs)

Financial Decision: Capital Structure, Relevance and Irrelevancy theory, Leverage analysis – financial, operating and combined leverage along with its implications, EBIT EPS Analysis, Point of Indifference

UNIT IV (10 Hrs)

Dividend Relevance: Factors affecting Dividend Policy, Forms of Dividends, Types of Dividend Policies, Dividend Models: Walter and Gordon Model, Miller- Modigliani (MM) Hypothesis.

UNIT V (4 Hrs)

Indian Financial System: Role of Financial Institution, Primary and Secondary Market, Lease Financing, Venture Capital, Mutual Funds. Introduction to Derivatives.

Course Outcome:

After successful completion of this course students will be able to

S.No	Course Outcome	Bloom's Taxonomy
1.	C01 Understand the different basic concept / fundamentals of Corporate Finance	<ul style="list-style-type: none"> • Knowledge(K2) • Remembering(K1)
2.	C02 Understand the practical application of time value of money and evaluating long term investment decisions	<ul style="list-style-type: none"> • Analyzing (K5) • Evaluating(K7)
3.	C03 Developing analytical skills to select the best source of capital ,its structure on the basis of cost of capital	<ul style="list-style-type: none"> • Analyzing(K5) • Synthesizing(K6)
4.	Co4 Understand the use and application of different models for firm's optimum dividend payout.	<ul style="list-style-type: none"> • Comprehending(K3) • Applying(K4)
5.	Co5 Understand the recent trends of primary and secondary market and developing skills for application of various financial services.	<ul style="list-style-type: none"> • Comprehending(K3) • Synthesizing (K6)

Text Books :

- 1) Khan and Jain - Financial Management (Tata McGraw Hill, 7th Ed.)
- 2) Pandey I M - Financial Management (Vikas, 11th Ed.)
- 3) William Hakka Bettner Carcello- Financial and Management Accounting(TMh-16th Ed.)
- 4) Sheeba Kapil-Fundamentals of Financial Management (Wiley,2015)
- 5) Prasanna Chandra - Fundamentals of Financial Management (TMH, 9th Ed.)
- 6) Bark Demazo Thampy- Financial Management (Pearson,2nd Ed.)
- 7) R P Rustagi - Financial Management (Galgotia, 2000, 2nd revised ed.)
- 8) Damodaran, A., Applied Corporate Finance, 3rd Edition, Wiley, 2012

Reference Books :

- 1.) Ravi.M Kishore – Financial Management (Taxman ,7th Ed)
- 2.) Fundamentals to Financial Management , Brigham & Houston, 14/e ,Cengage Learning
- 3.) Van Horne - Financial Management and Policy (Prentice hall, 2003, 12th Ed.)
- 4.) Horne Wachowicz- Fundamentals of Financial Management (Pearson,13th Ed)
- 5.) Lawrence J.Gitman – Principles of Managerial Finance (Pearson Education, 2004)

MARKETING MANAGEMENT - II

KMT 205

Contact Hours:36 Hrs

Course Credit: 3

Course Objectives:

- Understand basics of marketing mix.
- Develop effective understanding on product and brand management.
- Develop effective understanding on pricing and distribution management.
- Understand Promotion Management and develop promotion strategies
- Ability to understand Recent Trends in Marketing, Rural Marketing, Digital and Mobile Marketing, Customer Relationship Management

UNIT I

(8 hours)

Concept of Marketing Mix: Introduction, Traditional Marketing Mix 4Ps, and 4Cs', Service Marketing Mix, Developing of an Effective Marketing Mix, Managing and Designing Marketing Mix.

UNIT II

(8 hours)

Product Management: Introduction, Levels of Products, Classification of Products, Product Hierarchy, Product Mix Strategies, Product Line Strategies, Packaging and Labeling, New Product Development Process, Why new products fail, Adoption Process, Diffusion of Innovation, Product Life Cycle (PLC)

Brand Management: Meaning, Advantages and disadvantages of branding, Brand Equity, Brand Positioning, Brand Name Selection, Brand Sponsorship, Brand Portfolio

UNIT III

(7 hours)

Pricing: Introduction, Factors Affecting Price Decisions, Pricing Process, Pricing Strategies, Initiating and Responding to the Price Changes.

Distribution Management: Introduction, Need for Marketing Channels, Decisions Involved in Setting up the Channel, Channel Management Strategies, Introduction to Logistics Management, Retailing Meaning, Types, Wholesaling- Meaning, Types, Multi Channel Marketing, Vertical and Horizontal Marketing System. (8 hrs)

UNIT IV

(7 hours)

Promotion Management-: Introduction, Integrated Marketing Communications (IMC), Communication Development Process, Budget Allocation Decisions in Marketing Communications, Promotion Mix, Advertising- Meaning, Objectives, Advertising Budget Fundamentals of Sales Promotion, Public Relations, Direct Marketing,

UNIT V

(6 hours)

Recent Trends in Marketing- Rural Marketing- Meaning, Characteristics of Rural Market. Digital and Mobile Marketing Meaning & types

Customer Relationship Management: Meaning, Relationship Marketing Vs. Relationship Management, Types of Relationship Management, Significance of Customer Relationship Management.

S.No	Course Outcome	Bloom's taxonomy
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1	CO1. Understand and Analyze marketing for creating value with Product and price Strategy.	Remembering (K1)
2	CO2. Develop aptitude to Create and Craft the Brand Positioning/ Equity by Evaluating Brands and Identifying Market Segments and Targets	Comprehending (K3) / Knowledge (K2)
3	CO3. Understand and Analyze marketing for delivering and communicating value with Integrated Marketing Channels and promotion strategy.	Analyzing (K5) / Applying (K4)
4	CO4. Remember and Comprehend advance marketing concepts for the New Realities and digital aspect of marketing.	Evaluating (K7)
5	CO5. Creating and developing marketing strategies and plans for Conducting marketing responsibly for long-term success	Synthesizing (K6)

TEXT BOOKS:

- 1) Marketing Management: A South Asian Perspective - Kotler, Keller, Kevin 15/e, Pearson Education, 2016.
- 2) Fundamentals of Marketing Management - Etzel M. J, B J Walker & William J. Stanton, 14/e, McGraw Hill Education Publishers, 2015.
- 3) Marketing: Asian Edition Paul Bainies, Chris Fill Kelly Page third edition, Oxford.

REFERENCE BOOKS:

- 1) Marketing: An Introduction - Rosalind Masterson & David Pickton, 2/e, Sage Publications, 2010.
- 2) Marketing Management- Russ Winer, Ravi Bhar 4/e Pearson Education 2015.

TOURISM CONCEPTS & IMPACTS KMT 206

Course Objective and Outcome: This will be an introductory module giving the basis of tourism studies. This will give an overview of tourism industry and various organizations.

(8 hours)

UNIT – I

Introduction: What is Tourism? Definitions and Concepts, tourist destination, services and industry, definition and historical development, Past to 2nd world war, recent and current 1945–2002, Future from 2002 onwards. General Tourism Trends. Types of Tourists, Visitor, Traveler, and Excursionist– Definition and differentiation. Tourism, recreation and leisure, their inter–relationships.

(6 hours)

UNIT – II

Tourism Products & Attraction: Nature, Characteristics and Components of Tourism Industry. Why it is different from other types of consumer product? Elements and characteristics of tourism products. Tourism product production system, Tourism Product Life Cycle, typology of tourism products.

(8 hours)

UNIT –III

Types and Forms of Tourism: Inter–regional and intra–regional tourism, inbound and outbound tourism, domestic, international tourism. Forms of Tourism: religious, historical, social, adventure, health, business, conferences, conventions, incentives, sports and adventure, senior tourism, special interest tourism like culture or nature oriented, ethnic or „roots“ tourism and VFR.

(10 hours)

UNIT – IV

Tourist Transportation: Air transportation: The airline industry presents policies, practices. Functioning of Indian carriers. Air Corporation Act, Air charters.

Surface Transport: Rent-a-car Scheme and Coach-Bus Tour, Fare Calculation. Transport & Insurance documents, All-India Permits

Rail Transport: Major Railway Systems of World, (Euro Rail and Amtrak) General information about Indian Railways, Types of rail tours in India:, Place-on-Wheels and Royal Orient, Deccan Odyssey, Toy Trains. Indrail Pass.

Water Transport: Historical past, cruise ships, ferries, hovercrafts, river and canal boats, Fly-cruise.

(4 hours)

UNIT – V

A study of International Tourism Organizations: Origin, location and functions of WTO, IATA, PATA, ASTA, UFTAA, and ICAO.

Suggested Readings:

1. Mill and Morrison, (1992), The Tourism System: An Introductory Text, Prentice Hall.
2. Cooper, Fletcher et al, (1993), Tourism Principles and Practices, Pitman.
3. Burkart and Medlik, (1981), Tourism: Past, Present and Future, Heinemann, ELBS.
4. Mill, R.C., (1990), Tourism: The International Business, Prentice Hall, New Jersey.

5. Bhatia, A.K., - International Tourism
6. Seth, P.N., (1999) Successful Tourism Management (Vol 1 &2)

TOURISM RESOURCES
KMT 207

Course Objective and Outcome: The module gives information of countries tourist places of national and international importance and it helps students to know the background elements of tourism resources.

UNIT – I (8 hours)

Natural Resources: Wildlife Sanctuaries, National Parks and Natural Reserves in India (Jim Corbett Tiger Reserve, Bharatpur Bird Sanctuary, Valley of Flowers, Kanha, Kaziranga, Sasan Gir, Dachigam, Ranthambhore and Keoladeo Ghana) Hill Stations: Study of Hill Station attractions and their environs with case studies of Mussoorie, Nainital, Munnar and Ooty. Beaches and Islands: Beaches in Goa, Kerala, Orissa. Andaman Nicobar & Lakshwadip islands.

UNIT –II (6 hours)

Popular Tourist Resources- Delhi, Agra, Jaipur, Khajuraho, Varanasi, Mumbai, Kolkata, Chennai, Bangalore, Hyderabad, Mahabalipuram, Madurai, Tanjore, Hampi, Ellora, Elephanta, Konark and Fatehpur Sikri. **Monuments-** Qutub Minar, Atala Mosque (Jaunpur), Kirtistambha (Chittor), Sher Shah Suri's Tomb, Sikandara, Red Fort (Delhi), Taj Mahal, Golden Temple (Amritsar), Hawa Mahal ,(Jaipur), Bara Imambara (Lucknow).

UNIT-III (10 hours)

Pilgrimage Destinations: Hindu- Charo Dham Yatra, Jyotirlinga Yatra, Devi Yatra Vindhyaachal (U.P.) Kamakhya (Assam), Vaishnavadevi, Kashi, Prayag, Gaya, Ayodhya, Mathura–Vrindavana, Allahabad, Ujjain, Hardwar, Nasik, Gangasagar. **Buddhist:** Lumbini, Bodhgaya, Sarnath, Kushinagar, Sharavasti, Sankisa, Vaishali, Rajgriha, Kapilvastu, Nalanda, Sanchi, Ajanta. **Jain:** Kashi, Pavapuri, Shatrunjaya, Girnar, Mt. Abu, Sharavanbelgola, Palitana **Muslim:** Ajmer Sharif, Nizamuddin (Delhi), Fatehpur Sikri, and some important Mazars. **Sikh:** Patna, Nanded, Guru-ka-Tal (Agra), Amritsar. **Saint:** Kabir, Tulsi, Raidas, Sankaracharya.

UNIT – IV (8 hours)

Fairs and Festivals: Kumbha, Pushkar, Sonapur, Dadari, Tarnetar, Chhatha, Pongal/Makar-Sankranti, Baishakhi, Meenakshi Kalyanam, Holi, Gangaur, Onam, Durga Puja, Ramalila, Diwali, Kartik Purnima (Dev Deepawali, Guru Parb), Dashahara (Kullu), Rathyatra, Nag Nathaiya (Varanasi), Bhrawafat, Id-ul-Fitr, Easter, Christmas, Carnival (Goa), Burhawa Mangal (Varanasi), Ganga Mahotsava, Taj Mahotsava, Khajuraho Mahotsava and Desert Festival.

UNIT – V (4 hours)

Handicrafts and Handlooms, History of Dance Styles and main Gharanas of North Indian Music. History of Drama in India and its present scenario.

Suggested Readings:

1. Gupta, SP, Lal, K, Bhattacharya, M. Cultural Tourism in India (DK Print 2002)
2. Dixit, M and Sheela, C. Tourism Products (New Royal Book, 2001)
3. Oki Morihira, Fairs and Festivals, World Friendship Association, Tokyo, 1988.
4. Mitra, Devla, Buddhist Architecture, Calcutta.
5. Michell, George, Monuments of India, Vol. 1. London.
6. Davies, Philip, Monuments of India, Vol. II., London.
7. Brown Percy, Indian Architecture (Buddhist and Hindu),Bombay.
8. Brown Percy, Indian Architecture (Islamic period), Bombay.
9. Hawkins. R.E., Encyclopedia of Indian Natural History.
10. Vatsayana, Kapila, Indian Classical Dance, New Delhi.
11. Swami, Prayaganand, History of Indian Music.
12. Jain, Jyotindra & Arti, Aggrawala : National Handicrafts and Handlooms Museum.
13. Mode. H. & Chandra.S. : Indian Folk Art, Bombay.
14. Mehta. R. J. : Handicrafts & Industrial Arts of India, New York.
15. Grewal, Bikram (ed) : Indian Wildlife.

TRAVEL AGENCY AND TOUR OPERATORS KMT 208

Course Objective and Outcome: The students will understand the conceptual meaning and differentiation between Travel agency and Tour operation. Further they will understand formalities and documentation needed to set up these units.

UNIT – I (8 hours)

Travel formalities: Travel Formalitiés: Passport, Visa, Health requirements, taxes, customs, currency, travel insurance, baggage and airport information. **Travel Agency and Tour Operation Business:** History, Growth, and present status of Travel Agency. Definition of Travel Agency and differentiation between Travel Agency and Tour Operation business. **Travel Agency and Tour Operators:** Linkages and arrangements with hotels, airlines and transport agencies and other segments of tourism sector.

UNIT – II (8 hours)

Approval of Travel Agents and Tour Operators: Approval by Department of Tourism, Government of India. IATA rules and regulations for approval of a travel agency, Approval by Airlines and Railways. Study of various Fiscal and Non – Fiscal incentives available to Travel agencies and Tour Operations business.

UNIT-III (8 hours)

Functions of a Travel Agent: Understanding the functions of a travel agency - travel information and counselling to the tourists, Itinerary preparation, reservation, ticketing, preparation and marketing of Tour packages, handling business/corporate clients including conference and conventions. Sources of income: Commission, Service Charges. **Travel Terminology:** Current and popular travel trade abbreviations and other terms used in preparing itineraries.

UNIT-IV (6 hours)

Functions of a Tour Operator: Market research and tour package formulation, assembling, processing and disseminating information on destinations, Liasoning with principles, preparation of Itineraries, tour operation and post tour Management. Sources of income for tour operation.

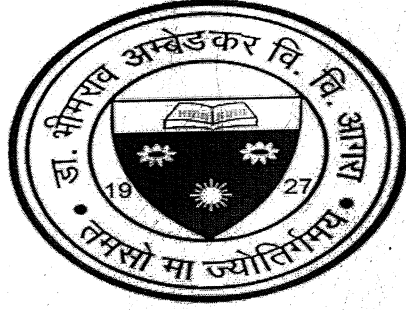
UNIT-V (6 hours)

Public and Private sector in Travel Agency Business and Tour Operation Business: Organisational Structure and various Departments of a Travel Agency. Case study of ITDC. Case study of SITA, Cox & Kings, TCI and Thomas Cook. The Indian Travel Agents and Tour Operators – an overview. National Trade Associations: IATO and TAAI.

Suggested Reading:

1. Holloway, J.C., (1983), *The Business of Tourism*, McDonald and Evans, Plymouth.
2. Syrratt Gwenda, (1995). *Manual of Travel Agency Practice*, Butterworth Heinmann, London

DR. BHIMRAO AMBEDKAR UNIVERSITY, AGRA



Evaluation Scheme & Syllabus for

MBA (Tourism Management) Second Year

On

Choice Based Credit System

MBA (Tourism Management) Evaluation Scheme Semester III

S. No.	Subject Code	Subject Title	Periods			Evaluation Scheme					Credit
						Sessional			ESE	Total	
			L	T	P	CT	TA	Total			
1	RMB301	Strategic Management	3	0	0	20	10	30	70	100	3
2	RMT301	Domestic and International Ticketing	3	0	0	20	10	30	70	100	3
3	RMT302	Tourism Behaviour: Theory and Practice	3	0	0	20	10	30	70	100	3
4	RMT303	Tourism Policy, Planning and Development	3	0	0	20	10	30	70	100	3
5	RMT304	Tourist Transport Management	3	0	0	20	10	30	70	100	3
6	RMT305	E-Tourism and Tour Packages	3	0	0	20	10	30	70	100	3
7	RMT306	Geography of International Tourism	3	0	0	20	10	30	70	100	3
8	RVE301	Universal Human Values and Professional Ethics	3	0	0	20	10	30	70	100	3
9	RMT351	Summer Training Project Report & Viva Voce	0	0	6		30	30	70	100	3
TOTAL										900	27

ESE- End Semester Examination
 CA - Class Test
 TA - Teacher Assessment

Semester IV

S. No.	Subject Code	Course Title	Periods			Evaluation Scheme					Credit
						Sessional			ESE	Total	
			L	T	P	CT	TA	Total			
1	RMB402	Entrepreneurship Development	4	0	0	20	10	30	70	100	4
2	RMT401	Event & Hospitality Management	4	0	0	20	10	30	70	100	4
3	RMT402	Emerging Trends in Tourism	3	0	0	20	10	30	70	100	3
4	RMT403	Itinerary Planning and Costing	3	0	0	20	10	30	70	100	3
5	RMT404	Foreign Language (French)	3	0	0	20	10	30	70	100	3
6	RHU001	Cyber Security	3	0	0	20	10	30	70	100	3
7	RMT 451	Research Project Report and Viva Voce	0	0	12		60	60	140	200	7
TOTAL										800	27

ESE- End Semester Examination
 CA - Class Test
 TA - Teacher Assessment

RMT351: Summer Training Project Report

1. At the end of second semester examination, it is mandatory for every student of MBA(TM) to undergo on-the-job practical training in any manufacturing, service or financial organization. The training will be of 6 to 8 weeks duration. The college/institute will facilitate this compulsory training for students.
 2. During the training, the student is expected to learn about the organization and analyze and suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible suggestions.
 3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.
 4. The student, after the completion of training will submit a report to the College/Institute which will form part of third semester examination. However, the report must be submitted by the end of September 30.
 5. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Training Project Report. The report should ordinarily be based on primary data. It should reflect in depth study of micro problem, ordinarily assigned by the organization where student undergoes training. Relevant tables and bibliography should support it. One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problem faced. This chapter will form part 1 of the report. Part 2 of the report will contain the study of micro research problem. The average size of report ordinarily will be of minimum 100 pages in standard font size(12) and double spacing. Two neatly typed and soft bound (paper back) copies of the report will be submitted to the College/Institute. The report will be typed in A-4 size paper.
 6. The report will have two certificates. One by the Head of the Department and the other by the Reporting Officer of the organization where the student has undergone training. These two certificates should be attached in the beginning of the report.
 7. The Summer Training Project Report will carry 100 marks and will be evaluated by two*examiners (external and internal). The evaluation will consist of (1) Project Report evaluation (2) Project Presentation and Viva. The Project Report evaluation will comprise of 30 marks and would be evaluated by internal project guide. The Presentation and Viva Voce would comprise of 70 marks and would be evaluated by two examiners (1 external and 1 internal). The average of the marks awarded by the 2 examiners will be taken into account for the results. In case the difference in the awards given by the examiners is 30 or more marks, the project report will be referred to the third examiner. Only such person will evaluate the project report who has minimum three years of experience of teaching MBA(TM) classes in a College/University. Experience of teaching MBA(TM) classes as guest faculty shall not be counted.
1. The parameter on which both evaluation(1 & 2) would be carried on would be on the basis of:

Project Report Evaluation

Evaluation Criteria	Relevance of Objectives with topic (10)	Relevance of Research Methodology(10)	Interpretation & Analysis (10)	Total (30)
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Presentation and Viva Voce Evaluation

Evaluation Criteria	Understanding of Objectives with topic(15)	Understanding of Relevance of Research (15)	Interpretation & Analysis (15)	Presentation & Communication Skill (15)	Query Handling (10)	Total (70)
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9. It is mandatory that the student will make presentation in the presence of teachers and students. The student is expected to answer to the queries and questions raised in such a meeting.

10 The student shall prepare the Summer Training Project Report as per the format given in the Summer Training Manual as prescribed by the University.

RMT451: Research Project Report

1. In fourth semester, the candidates will have to submit a Research Project Report on a problem/topic (from the specialization areas) to be assigned by the department MBA(TM) under the supervision of a core faculty member of the department. The Research Project Report will carry 200 marks. The evaluation of the project report will be done by two examiners (external & internal). The evaluation will consist of (1) Evaluation of Project Report(2) Evaluation of Viva on Project. The evaluation of Project Report will comprise of 60 marks and would be evaluated by internal guide. The evaluation of Viva Voce of Project would comprise of 140 marks and would be evaluated by two examiners (1 external and 1 internal).The average of the marks awarded by the 2 examiners will be taken into account for the results. In case the difference in the awards given by the examiners is 30 or more marks, the project report will be referred to the third examiner. In such cases the average of two closer awards (given by three examiners) will be taken into account for the results. The report will contain the objectives and scope of the study. Research Methodology, use, importance of the study, analysis of data collected, conclusions and recommendations. It will contain relevant charts, diagrams and bibliography. A certificate of the supervisor and the Head of the MBA(TM) program certifying the authenticity of the report shall be attached therewith. The student will submit two copies of the report to the Head of MBA(TM) program. The number of pages in the report will be 75 or more. The report should be typed in A-4 size paper.

The parameter on which both evaluation (1 & 2) would be carried on would be on the basis of:

The scheme of evaluation for Project Report

Evaluation Criteria	Relevance of Objectives with topic (20)	Relevance of Research Methodology(20)	Interpretation & Analysis (20)	Total (60)
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The scheme of evaluation of Viva voce

Evaluation Criteria	Understanding of Objectives with Topic(30)	Understanding of Relevance of Research(30)	Interpretation & Analysis(40)	Presentation & Communication skill (20)	Query Handling (20)	Total (140)
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2. The student shall prepare the Research Project Report as per the format given in the Research Project Report Manual as prescribed by the University.

MBA (TM)
III Semester (2017-18)
Strategic Management

Code: RMB301

Course Credits: 3

Teaching Hours: 36 Hrs

COURSE OBJECTIVES: The objectives of this course :

1. A clear understanding of the key concepts and principles of strategic management.
2. A set of useful analytical skills, tools and techniques for analyzing a company strategically
3. To provide a basic understanding of the nature and dynamics of the strategy formulation and implementation processes.
4. To encourage students to think critically and strategically.
5. The ability to identify strategic issues and design appropriate courses of action.

UNIT 1 (6 Hours)

Introduction: meaning nature, scope, and importance of strategy; and strategic management, Introduction to Business policy, Strategic decision-making , Process of strategic management and levels at which strategy operates , strategic intent: Vision, Mission, Business definition, Goals and Objectives

UNIT 2 (8 hours)

Environmental Scanning : Factors considered, approaches, External environment analysis: PESTEL Analysis, EFE matrix (External Factor Evaluation): Porter's Five

Forces Model methods and techniques used , Internal Appraisal – The internal environment, Organizational Capability Factors, organizational appraisal- factors affecting, approaches, methods & techniques Resource Based View (RBW) Analysis, VRIO Framework, Value Chain Analysis, IFE matrix (Internal Factor Evaluation).

UNIT 3 (8 hours)

Strategy Formulation: Corporate, Business, Functional strategy **Corporate Level Strategies:** -- Stability, Expansion, Retrenchment and Combination strategies.

Concentration Strategies, Integration Strategies: Horizontal & Vertical, Diversification: Related & Unrelated, Internationalization , Porters Model of competitive advantage of nations, Cooperative: Mergers & acquisition Strategies, Joint Venture, Strategic Alliance , Digitalization Strategies .

Unit 4 (8 hours)

Strategy Analysis : Process, Analysing Strategic alternative, Evaluating and Choosing Among Strategic Alternative, Tools & Techniques of strategic Analysis,

Strategic Choice. BCG Matrix, Ansoff Grid, GE Nine Cell Planning Grid, Hofer's Product market evolution. McKinsey's 7'S framework

Strategy implementation: Resource allocation, Projects and Procedural issues. Organisation structure and systems in strategy implementation, Leadership and corporate culture, Values, Ethics and Social responsibility. Operational and derived functional plans to implement strategy. Integration of functional plans.

Unit 5 (6 hours)

Strategy Evaluation & Control : Nature, Importance, Organistional systems and Techniques of strategic evaluation & control.

Text Books

1. Kazmi, Azhar; Business Policy and Strategic Management; McGraw-Hill Education
2. David, Fred; Strategic Management: Concepts and Cases; PHI Learning

Reference Books

1. Thomson, Arthur A. and Strickland, A. J.; Strategic Management: Concept and Cases; McGrawHill Education
2. Jauch, L.F., and Glueck, W.F.; Business Policy and Strategic Management; McGraw-Hill Education
3. Wheelen, L. Thomas and Hunger, David J.; Strategic Management and Business Policy, Crafting and Executing Strategy; Pearson Education

DOMESTIC AND INTERNATIONAL TICKETING

Code: RMT301

Course Credits: 3

Teaching Hours: 36 Hrs

Course Objectives: The main aim of this paper is to develop skills among students about domestic and international ticketing .

Unit I

Air Travel Process and Practices Air Travel International Carriers, Domestic Carriers, Air Transport Regulations, Five Freedom of Air, Airport Handling Procedure. Reservation Practices, Children and infants, Restricted and disable Passengers, Changes Alterations in Schedules, Stand by Travel Passenger Check in, Cancellation and Delays, Checked Baggage. The weight /Piece system, Excess Baggage Charge, Special Charge, Pet Transport Policy, Special Meals, Excess Mileage Percentage.

Unit II

Basic Elements of Air Fares and Constructions: Class of Service , Fare basis customs user Fees, Airport Taxes, Miscellaneous Charges, Fare Rules, Calculation, Special Air Fares, Ticket Issuance, Travel Related Terminology, Mileage Percentage

Unit III:

Air Ticketing Techniques -Domestic & International : - Airline Tickets, Tickets coupons, Air ticket information, Air Ticket related traffic documents PTA, REN, Chartered and Group travel. Ticket revalidation, Booking a tour, How to Procure traffic documents Tour order, Ticket exchange notice, Cash refund notice, Credit card refund notice Reservation sheets /cards, Airline Reservation.

Unit IV

Foreign Exchange Management - Fore Management for Enterprise, Familiarization Travel related Foreign exchange regulations, currency conversions FEMA Act 2000, Tariff Terminology, FDI in Tourism Industry . Global Distribution System- Display Airlines Schedules & Availability- Display Fares- Display Complete Hotel Description & Availability- Decode & Encode Countries, Cities & Airports, Aircrafts, Airlines- Display Exchange Rates, Maps- Airline Seat Maps, Local Times- Online Portals

Unit V:

Fare Construction with extra mileage allowance and extra mileage Principle, highest Intermediates Point {HIP}, circle trip minimum {CTM}, Back Haul Check, Add on , Fare Construction Terminology, Fare calculation on a hand ticket, Sector mileages, Basic Principles of international air fares and ticketing. How to use neutral unit constructions to calculate fares.

References :

1. Negi, Jagmohan, Air Travel / Ticketing e Fare Construction “ {Kanishka Publishers 2004, New Delhi Sethi, Praveen.
2. Strategies For Future of Travel e Tourism, {Rajat Publication, 1999, New Delhi ABC World wide Airways Guide {Red /Blue} FEMA Act 2000
3. ABC World wide Airways Guide (Red & Blue)
4. Air Tariff Book 1, World wide Fares.
5. Air Tariff Book 1, World wide Rules, IT Fares etc.
6. Air Tariff Book 1, World Wide Maximum Permitted Mileage
7. Travel Information Manual (TIM)

8. IATA Ticketing Hand Book.
9. Chand, Mohinder, Travel Agency Management

TOURISM BEHAVIOUR - THEORY & PRACTICE

Code: RMT302

Course Credits: 3

Teaching Hours: 36 Hrs

Course Objective and Outcome: The module helps to understand the key dimensions, processes and influences upon tourist behaviors at the level of individual and the group in the context of Travel and tourism.

UNIT – I

Understanding travel & Tourism Behaviour, Characteristics affecting consumer behaviour cultural factors, social factors, personal factors, psychological factors, group factors, models of consumer behaviour – economic man, passive man, cognitive man, emotional man, black box model, high commitment & low commitment consumer behaviour.

UNIT – II

Examination of tourist forms & types & their characteristics: - activities, interests & opinions of tourism market segment their buying decision behaviour.

UNIT-III

Buyer decision process – need recognition, information search, evaluation of alternatives, purchase decision, post purchase behaviour.

UNIT – IV

Tourist as an individual – tourist behaviour, tourist perception, learning and attitudes – concepts, process important theories and application of the concepts do tourist behaviour.

UNIT – V

Specific consideration of host guest-interaction & their impact on physical, social & cultural environments, cross-cultural impacts. Management implication- consideration of the implications for tourism management, communication, promotion, tourist guide interactions.

SUGGESTED READINGS:-

1. Mansfeld, Yoel & Pizam, Abraham, "Consumer Behaviour in Travel & Tourism"
2. Pearce, L. Philip, "Tourist Behaviour – Themes & Conceptual Schemes"
3. Pearce, L. Philip, "Tourist Behaviour & The Contemporary World"
4. Swarbrooke, J. & Susan, H., "Consumer Behaviour in Tourism"

TOURISM POLICY, PLANNING AND DEVELOPMENT

Code: RMT303

Course Credits: 3

Teaching Hours: 36 Hrs

Course Objective and Outcome: The module will expose the students about the Tourism policy of India and of a few tourism states of the country.

Unit – I

Introduction: Concept of Policy, Formulating tourism policy, Role of government, public and private sectors, Role of international multinational, state and local tourism organisations in carrying out tourism policies.

Unit – II

Tourism Policy: Study of National Tourism Policy 1982 and 2002, National Action Plan on Tourism, 1992: Special Tourism Area Development Programme. The concept of National Tourism Board, National Committee on Tourism, Case study of tourism policies of a few states (Uttar Pradesh, Rajasthan, Kerala, Madhya Pradesh,). Investment opportunities and government policy for investment in hotel/tourism industry. Sources of funding.

Unit – III

Understanding Tourism Planning: Conceptual meaning of Tourism Planning, Evolution of Tourism Planning, General Concepts of Planning, Levels and Types of Tourism Planning, Background Approach and planning scale.

Unit – IV

International Agreements: Chicago Convention, Warsaw Convention, Open Sky Policy, Bermuda Convention, Euro Agreement, Schengen Agreement

Unit-V

Public and Private sectors role in Tourism Development. Analysis of an individual Tourism Project (development of the Buddhist circuit)

Suggested Readings:

1. New Inskip, Edward, Tourism Planning : An Integrated and Sustainable Development Approach (1991) VNR, New York.
2. Ashworth, G. J. (2000), The Tourist Historic City. Retrospect and Prospect of Managing the Heritage City, Pergamon, Oxford
3. Dept. of Tourism, GOI Investment Opportunities in Tourism (Brochure).
4. Sharma, J. K. (2000), Tourism Development. Design for ecological sustainability, Kaniska Publication, New Delhi.

TOURIST TRANSPORT MANAGEMENT

Code: RMT304

Course Credits: 3

Teaching Hours: 36 Hrs

Course Objective and Outcome: The students will set practical knowledge relating to tourist transport operation.

UNIT – I

Evolution of tourist transport system – importance of transport in tourism. Making of passenger transportation: Patterns of demand for tourist transportation, characteristics of supply and marketing strategies. Transport mode selection methods.

UNIT – II

International air transport regulations 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.

UNIT – III

Surface Transport System: 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.

UNIT – IV

Cargo History, Concepts and Common terms used in Cargo handling, Rules governing acceptance of Cargo.

Cargo Rating- Familiarization of Cargo Tariffs. Rounding off of the weights/Dimensions/ currencies. Chargeable weight rating-Specific commodity rates, class rates, general cargo rates, valuation charges. Air Cargo: Aircraft and Cargo terminal facilities – Cargo booking procedures – Air cargo rates and charges - Cargo capacity of Airlines and Ships. Tour Guiding.

UNIT – V

Origin and development of Sea Travel – Water Transport in India – Inland and International Water Transport of India – Development of Backwaters (Boat Houses) - Development of Cruise Liners – Facilities of Cruise Liners- Role of Cruise Liners in Tourism

SUGGESTED READINGS:-

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 Tourist/Railways/Civil Aviation : Annual Report
6. Motor Vehicle Act
7. Air Cargo Tariff Manuals
8. Kaul R.h., "Dynamics of Tourism: A Trilogy", Sterling Publishers, Pvt. Ltd, New Delhi. 1982.
9. Bhatia A.K. "Tourism Development: Principles and Practices", Sterling Publishers, Pvt. Ltd, New Delhi. 1982
10. Christopher.J.Holloway, " The Business of Tourism", Pearson Education Ltd, England, 1998.
11. Kathleen Lingle, Pond, The Professional Tour Guiding

E-Tourism and Tour Packages

Code: RMT305

Course Credits: 3

Teaching Hours: 36 Hrs

Course Objective and Outcome: It helps the learner to understand the emerging technological issues facing management and able to use it effectively in work place and also will learn how to use technology to transform the organization to gain competitive advantage. This course also explores the concepts of tourism products, tour package formulation etc.

UNIT – I

Introduction to e-tourism- Historical development- Electronic technologies for data processing and communication- Hardware and Software- strategic, tactical, and operational use of IT in tourism. What is CRS, How it functions. CRS for Rail Transport, Hotel Bookings, Airlines: Different packages used: Abacus, Fantasia, Amadeus, Apollo-Galileo, Sabre etc.

UNIT – II

Meaning, definition, development, types components and significance of tour packages with relation to tourists, destinations and tour companies, role and input of public and private sector tourism organizations in promotion of tour packaging business.

Tour Formulation – Influencing factors, stages involved in tour formulation – initial research (destination and market), itinerary development, negotiations, confidential tariff, costing & pricing marketing strategies. Brochure designing, Printing and distribution.

UNIT – III

Defining the concept of tour cost, components of tour cost – fixed and variable costs, direct and indirect tour cost. Factors affecting tour costs. Tour cost sheet – meaning and significance, costing procedure for independent foreign tours (FITs) group inclusive tours and conference and convention packages. Calculation of tour pricing, pricing strategies.

UNIT – IV

Tourists activities based on Mountains, Deserts, Forests and Wildlife, White Water, Marinas, Aero sport etc. and cultural and pilgrimage i.e. place of religions, historical archaeological, architectural and monumental significance, fairs and festivals, conference and conventions and special events,

UNIT-V

Main laws of concern to package tour operators; contents; consumers (Tourist) protection law; Competition between mass market & specialist tour operators. Tour operators in the world with special reference to Tour operators in the U.K, Germany, France, Switzerland; India. The global distribution systems; Strategies to improve the use of GDSs in developing countries.

SUGGESTED READINGS:-

1. Lucas Jr., H. C. (2005) Information Technology For
2. Burch, J. and Grudnitski G. (1989). Information Systems:
3. Theory and Practice. 5th ed., John Wiley, New York.

4. Eliason, A. L. (1987). On-line Business Computer Applications.
5. 2nd ed., Science Research Associates, Chicago.
6. Estrada, S. (1993). Connecting to the Internet, O'Reilly,
7. Negi, J.M.S., Tourism and Travel -Concepts and Principles, Gitanjali Publishing House, New Delhi, 1990.
8. Sevlam, M. Tourism Industry in India, Himalaya Publishing House, Mumbai.
9. Seth, P.N. Successful Tourism Planning and Management, Cross Section Publications
10. Foster, D.L., The Business of Travel Agency Operations & Administration, Mc Graw Hill, Singapore, 1990.
11. Holloway, J.C., The Business of Tourism, Mc Donald and Evans, Plymouth.
12. P. N. Seth, Successful Tourism Management.
13. J. M. S. Negi , Travel Agency and Tour Operations.
14. P. Yale, Business of Tour Operations.
15. IATA Manual

GEOGRAPHY OF INTERNATIONAL TOURISM

Code: RMT306

Course Credits: 3

Teaching Hours: 36 Hrs

Course Objective and Outcome: This course explores the basic components of geography in relation with tourism.

Unit-I

Fundamentals of Geography, Importance of Geography in tourism, Climatic variations, climatic regions of world.

Unit-II

Study of maps, longitude & latitude, international date line, time variations, time difference.

Unit-III

Indian Geography, physical and political features of Indian subcontinents. Climatic conditions prevailing in India. Tourism attractions in different states and territories of India.

Unit-IV

Political and physical features of world geography. Destinations in North America (United States of America: New York, Washington, Los Angeles, San Francisco, Orlando, Dallas. Canada: Ottawa, Montreal, Vancouver, Mexico). Central America (Costa Rica, Panama, Belize etc) Europe: France, Spain, Italy, United Kingdom, Moscow, Germany, Austria, Greece Switzerland, The Netherlands.

Unit-V

Africa: South Africa, Mauritius, Kenya. Middle East: Egypt, Morocco, Saudi Arabia, United Arab Emirates, Mecca-Madina. North & East Asia/ Pacific: China, Malaysia, Thailand, Singapore, Australia, Japan. **South Asia : SAARC Countries.**

Suggested Readings:

1. Hall, CM and Page, SJ. The Geography of Tourism and Recreation, Routledge.
2. Sinha, P.C. Tourism Geography, Anmol Publication
3. Dixit, M. Tourism Geography and Trends, Royal Publication
4. International Atlas, Penguin Publication and DK Publications

SEMESTER IV
ENTREPRENEURSHIP DEVELOPMENT

Code: RMB402

Course Credits: 4

Teaching Hours: 36 Hrs

Course Objectives:

1. To provide basic understanding of entrepreneurship concept, functions of entrepreneurs, and problems faced by them in the real world.
2. To impart understanding of basic entrepreneurial skills and knowledge, and acquaint them with special forms of entrepreneurial trends.
3. To expose students to the entrepreneurial environment, creating awareness of business opportunities, and familiarizing them with formal practices in effective business plan formation.
4. To provide insights to students on entrepreneurial opportunities, government support services and government policies.
5. To familiarize students with SME sector activities, venture capital financing and international entrepreneurial opportunities.

Unit 1

(8 Hours)

Introduction: Meaning, definition and concept of entrepreneur, entrepreneurship and entrepreneurship development. Factors affecting entrepreneurship, characteristics and skills of an entrepreneur, entrepreneur v/s manager. Evolution of entrepreneur, Entrepreneurship, concepts of intrapreneurship, types of entrepreneurs, functions of entrepreneur, advantages of becoming an entrepreneur, entrepreneurial decision-process, challenges faced by entrepreneurs, common mistakes in entrepreneurship, and changing role of entrepreneur. Women enterprises, social, and rural entrepreneurship.

Unit 2

(9 Hours)

Entrepreneurial Finance, Assistance and Entrepreneurial Development Agencies: Estimating financial funds requirement; Sources of finance – banks, various financial institutions (including IFCI, ICICI, IDBI and SIDBI), financing of small scale industries in developing countries.

Role of central government and state government in promoting entrepreneurship with various incentives, subsidies, grants, export oriented units – fiscal & tax concessions, other government initiatives and inclusive entrepreneurial growth. Financing of small scale industries in developing countries. Overview of MSME policy of government in India.

Role of agencies assisting entrepreneurship: DICs, SSIs, NSICs, EDII NIESBUD, NEDB, Entrepreneurship Development Institute (EDI). New initiatives taken by government to promote entrepreneurship in India at larger scale.

Unit 3

8 hours

Developing Entrepreneurial Mind-set: Idea generation- sources and methods, identification and classification of ideas. Individual creativity: roles and process; idea to business opportunity. Entrepreneurial motivation, meaning of entrepreneurial competencies, major entrepreneurial competencies, developing entrepreneurial competencies. Opportunity assessment, business opportunities in various sectors, challenges of new venture start-up, reasons for failure; how to begin with low investment.

Unit 4

6 hours

Developing a Business Plan: Environmental Scanning and SWOT analysis, and. The business plan as an entrepreneurial tool, Business Planning Process: elements of business planning, preparation of project plan, components of an ideal business plan – market plan, financial plan, operational plan, and, Feasibility Analysis – aspects and methods: Economic-analysis, financial analysis, market-, and technological feasibility.

Unit 5

5 hours

Launching a New Venture: Steps involved in launching a business (Process charts), Various Forms of business ownership, Registration of business units; start-up to going IPO; revival, exit and end to a venture.

Text Books

1. Holt, David H., Entrepreneurship: New Venture Creation, Person.
2. Khanka, S.S.; Entrepreneurial Development; S. Chand and Co.

Reference Books

1. Kumar, Arya; Entrepreneurship; Pearson Education.
2. Desai, Vasant; Dynamics of Entrepreneurial Development and Management; Himalaya Publishing
3. Blundel, R. and Lockett, N.; Exploring Entrepreneurship Practices and Perspectives; Oxford Publications.
4. Hisrich, D. Robert, Peters, Michael P. and Shepherd, Dean A.; Entrepreneurship; McGraw-Hill Education .
5. Dollinger, M. J.; Entrepreneurship: New Venture Creation; PHI Learning.

EVENT & HOSPITALITY MANAGEMENT

Code: RMT401

Course Credits: 4

Teaching Hours: 36 Hrs

Course Objectives

- To familiarize the students with the essentials of Event Management;
- To understand the potential of MICE and Event Tourism; and
- To understand about dimension of hospitality

Unit – I:

Concept of MICE. Scope - Nature and Importance – Types of Events in MICE – Unique Features and Similarities – Practices in MICE Management - Key Steps to A Successful Operation of MICE. Economic and Social Significance of MICE. Impact of conventions on communities. A typology of planned events. Role of events for promotion of tourism, Types of Events-Cultural, festivals, religious, business etc.

Unit – II:

Important Events Organization Agencies. History & Functions of ICCA, Role of ICCA, Role and Function of ICPB. Trade Fairs: Nature, Scope and Function, Benefits of Fairs – Unique Selling Propositions of International Trade Fair Berlin (ITB), World Tourism Mart (WTM), Berlin Trade Fair (BTF), TTW, FITUR, Pacific Asia Travel Association (PATA) Travel Mart.

Unit – III:

Introduction to Event Planning, Event Planning Principles, Key Competencies. Pre-event responsibilities, Legal issues. Negotiations, The Uniform Commercial Code, The International Contractual Consideration, Ethics. Budgeting Events: Budget Preparation, Estimating fixed & variable cost. Cash flow, Measures of financial performance, financial controls, risk management. Event Operations: Registration, Seating Arrangements, Documentation, Press Relations, Audio-Visual Arrangements, Use of Films, Videos, CDs, etc.

Unit –IV:

Evolution and Growth of Hospitality Industry, Hospitality Industry in Today's Scenario, Importance of Hospitality Management. Classification of Hotels - Star Rating of Hotels - Classification on the basis of size, Location, Clientele, Duration of stay, level of Service - Classification on the basis of ownership - Alternative Accommodations - Hotel Tariff Plans - Types of Guest Rooms.

Unit – V: Hotel Organization: Need for Organizational - Organizational charts, major departments of a hotel - Front Office, Housekeeping, Food and Beverage Service Departments, Food Production, Engineering and Maintenance, Accounts, Human Resource, Security, Sales and Marketing, Purchase etc. Room Reservations: Registration - Allotment of rooms - Stay, Departure – Handling FIT – GIT - Guest Services - Various Guest Services - Handling guest mail – Message Handling - Custody and control of keys - Guest paging - Safe deposit locker, left luggage handling, wake up call, Handling Guest Complaints.

Suggested Readings:

1. Sudhir Andrews, Front Office Training manual
2. Kasavana & Brooks, Managing Front Office Operations
3. Ahmed Ismail, Front Office - operations and management

4. Michael Kasavana & Cane, Managing Computers in Hospitality Industry
5. Watt. D.C.. Event Management in Leisure and Tourism. Pearson, UK.
6. Blatt , J.G.. Special Events- Best Practices in Modern Event Management. John Wiley and Sons. New York.
7. Coleman, Lee & Frnkle, Powerhouse Conferences, Educational Institute of AH &MA.
8. Hoyle, Dorf & Jones, Meaning Conventions & Group Business, Educational Institute of AJ MA.
9. Meetings, Conventions & Expositions - An Introduction to the Industry Rhonda Montgomery, Ph.D. & Sandra K. Strik. Publishers - Van Nostard Reinhold, An International Thomson Publishing Co.
10. Jagmohan Negi (1997), Professional Hotel Management, S. Chand, New Delhi
11. G. Raghubalan & Smritee Ragubalan: Hotel Housekeeping operations and Management.

Emerging Trends in Tourism

Code: RMT402

Course Credits: 3

Teaching Hours: 36 Hrs

Course Objectives: This paper give knowledge to the students about the various emerging concept in Tourism.

Unit-I: Adventure Tourism

Basic minimum standards for Adventure Tourism related activities: Land Based, Water Based, Air Based, List of recognized institution.

Unit-II: Medical Tourism

Introduction; History of Medical Tourism; Legal Issues, Ethical Issues, World Medical Tourism Countries

Unit-III: Rural Tourism

Introduction; Understanding Rural Tourism; Planning and Managing Rural Tourism; Issues in Rural tourism; Rural Tourism in India Future of Rural Tourism

Unit-IV: Religious Tourism

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-V: Eco-Tourism

Definition of Ecotourism, Ecotourism Resource: Identifying, listing and understanding, Ecotourism Resource Categories; (Natural, Built, and Events); Protected Areas: Definition, Categories and Roles, Identifying and describing Ecotourism Products.

Suggested Readings

1. Sharpley, R., and Sharpley, 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 Geremonics 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. Oxfordshire: CABI.
10. Bulbeck, C. (2005). Facing the wild: Ecotourism, Conservation, and animal encounters. Lond

ITINERARY PLANNING AND COSTING

Code: RMT403

Course Credits: 3

Teaching Hours: 36 Hrs

Course Objective

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-I

Itinerary Preparation: Concept, Typology, Duration, GIT, FIT , Do"s and don"ts of itinerary preparation-Limitations and Constraints

Unit-II

Custom made itinerary and Readymade itinerary, Factors to be considered while Preparing an itinerary - Seasonal itinerary-Product based itinerary-All inclusive Itinerary

Unit-III

Tour Packaging-Definition-Types-Forms and Components of Package Tour. Advantages and Disadvantages of Package Tour. Lessoning and Negotiation of Package Tour. Promotion of Tour Operation: Mix and Media, Types of media, Selection criteria.

Unit-IV

Product Oriented Package tour: Health tourism, Yoga, Meditation and Nature , Cure -Beach holidays-Rail journey (Tourist Trains) 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/Village tour.

Unit-V

Costing a Tour: Components, 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

Suggested Readings

1. Travel Agency & Tour Operations, Foster D
2. Conducting Tours, Dellers
3. Travel Agency and Tour Operation, J M Negi
4. Travel Agency Management, M.N. Chand
5. Tour Operations and Tour Guiding, J.N. Negi
6. Travel Agency & Tour Operations, Foster D
7. Conducting Tours, Dellers
8. Travel Agency and Tour Operation, J M Negi
9. Marketing for Tourism – J. Christopher Holloway & Chris Robinson.

FOREIGN LANGUAGE
(French)

Code: RMT404

Course Credits: 3

Teaching Hours: 36 Hrs

Course Objectives and outcomes: 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 I

Basic Elements of Grammar lay down in the prescribed text book: French Alphabets, Accents, Vowels, Phonetic Symbols, liaison and Nasal Sounds. Conjugation of Regular and Irregular Verbs: Both Present Tense and Past Tense Use of Definite and indefinite articles, Singular and Plural Nouns, Verbs, Personal Pronouns, Possessive Adjectives and Regular and Irregular Adjectives. Imperative Sentences.

Unit -II

Translation from French into English: One short simple French text based on the prescribed text book or from outside, to test the ability of the student to understand the text. Questions on text to be answered in French and English.

Unit - III

Grammar: Conjugation of Regular and Irregular Verbs (Future Tense)- avoir, etre, faire, lire, donner, voir, prendre, partir, entendre, aller etc.

UNIT-IV

Adverbs, Passe Simple, Imparfait, Future Proche. Change of Sentences from active voice to passive voice, Comparison of Adjectives, Conditional Tenses.

Unit - V

Written Comprehension: One short simple French text based on the prescribed text book or from outside to test the ability of the students to understand the text. Translation of French into English and English to French. Passage Explanation. Direct – Indirect narration.

Suggested Readings:

1. **Modern French Course (Mathurin Dondo)**

2. **Le francais et la vie - Vol. II (G. Mauger / M. Brueziere)**

3. **Le francais et la vie - Vol. I (G. Mauger / M. Brueziere)**

4. **French Made Easy (Beginners-Contact): F. Makowosky (1-20 Lessons) + Audio Cassettes.**

5. **Teach Yourself- French: Dr. Kiran Chaudhary (1-15 Lessons with corresponding grammar and exercises) + Audio Cassettes.**

Collins French Pocket Dictionary (French- English) (English – French)