

# **BBA COMMON – 1<sup>st</sup> YEAR - SEM-I – SYLLABUS**

**Course Name: PRINCIPLES OF MANAGEMENT**

**Course Code:**

**Course Objectives:** At the end of the semester the students would be able to-

- Explain & understand management, evolution of management thought, social and ethical responsibilities of management, span of control and various functions management in the organization.

## **Module I: Introduction of Management**

- Definition of Management
- Need of Management Principles
- Management Science or Art
- Management as an Art
- Management as Science
- Management as both Science and Art
- Functions of Management
- Needs of Levels of Management
- Levels of Management
- Managerial Skills
- Managerial Roles

## **Module II: Evolution of Management Thought**

- Early Approaches to Management
  - Robert Owen: Human Resource Management Pioneer
  - Charles Babbage
  - Andrew Ure & Charles Dupin
  - Henry Robinson Towne
- Classical Approach
- Scientific Management
  - 4 Steps of Scientific Management
  - Taylor's Approach to Management
  - Limitation of Scientific Management
- Administrative Theory
  - Fayol Outlined 14 Principles of Management
- Bureaucratic Management
  - Mary Parker Follet: Focusing on Group Influences
  - Elton Mayo: Focusing on Human Relations

- Four Parts of Hawthorne Studies / Experiments
- Conclusions of Hawthorne Studies / Experiments
- Criticism of Hawthorne Studies / Experiments
- Abraham Maslow: Focusing on Human Needs
- Douglas McGregor
- Chris Argyris
- Quantitative Approach
  - Management Science
  - Operations Management
- Modern Approaches to Management
  - Systems Theory
  - Contingency Theory

### **Module III: Social and Ethical Responsibilities of Management**

- Social Responsibilities of Management
- Arguments for Social Responsibilities of Business
- Arguments Against Social Responsibilities of Business
- Social Stakeholders
- Measuring Social Responsiveness
  - Social Audits
- Managerial Ethics
  - Factors that Influence Ethical Behavior
  - Stages of Moral Development
  - Ethical Guidelines for Managers
  - Geographic Segmentation

### **Module IV: Span of Control**

- Meaning of Span of Control
- Importance of Span of Control
- Factors Affecting Span of Control
- Graicuna's Formula

### **Module V: Managerial Decision Making**

- Introduction
- Significance of Rational Decision Making
- Limitations of Rational Decision Making
- Managers as Decision Makers
  - The Rational Model
  - Non-Rational Model
- Decision Making Process
- Types of Managerial Decisions
  - Decision Making Under Certainty
  - Decision Making Under Risk
  - Decision Making Under Uncertainty
  - Modern Approaches to Decision-making under Uncertainty
- Management Information System Vs Decision Support System
- The Systems Approach to Decision Making
- Group Decision Making

- List of the advantages of Group Decision Making
- List of the disadvantages of Group Decision Making
- Forms of Group Decision Making
- Decision Making Techniques

## **Module VI: Fundamentals of Organizing**

- Introduction
- Definitions of Organizing
- Modern Organization vs. Traditional Organization
- Closed Systems Vs Open Systems
  - Characteristics of Open Systems
  - Developing an Open System Model
- Formal vs. Informal Organization
- Span of Management
- Factors Determining an Effective Span
- Use of Objective Standards
- Uses of Staff Assistance

## **Module VII: Strategic Organization Structure**

- Introduction
- Strategy or Structure
- Factors Influencing Organization Design
- Major Structural Alternatives
  - Functional Structure
  - Divisional Structure
  - Matrix Structure
  - Hybrid Structure
- Other Bases for Departmentation
  - Departmentation by simple numbers
  - Departmentation by time
  - Departmentation by process or equipment
- Strategic Business Units
- Choosing the Pattern of Departmentation

## **Module VIII: Group Decision Making**

- Introduction
- Developing a Culture for Group Decision Making
- Advantages of Group Decision Making
- Disadvantages of Group Decision Making
- Effective Practices in Group Decision Making
  - Deal with Conflict as it Arises

## **Module IX: Conflict Negotiation and Intergroup Behavior**

- Introduction
- Sources of Conflict
- Classification of Conflict
- The Conflict Process

- Negotiation
  - Distributive Bargaining
  - Integrative Bargaining
- Negotiation Process
- Issues in the Negotiation Process
- Intergroup Relations
  
- **Reference Books:**
- Principles of Management, By Tripathi, Reddy Tata McGraw Hill
- Principles & practice of management - Dr. L.M.Parasad, Sultan Chand & Sons - New Delhi

## **Course Name: PRINCIPLES OF MICRO ECONOMICS**

### **Course Code:**

**Course Objectives:** To familiarize the students with the basic concept of microeconomics.

To make student understand the demand and supply analysis in business applications. To understand the pricing and output decisions under various market structure.

### **Module 1: Introduction Micro Economics**

- Definition of Micro-Economics
- Difference between Micro and Macro-economics
- Introduction to Micro-Economics
- Circular flow

### **Module 2: Consumer Equilibrium & Demands**

- Law of demand
- Difference between demand and quantity demanded
- Demand curve
- Equilibrium

### **Module 3: Producer Behavior & Supply**

- Law of supply
- Difference between supply and quantity supplied
- Supply curve
- Equilibrium

### **Module 4: Form of Marketing**

- What is market
- Market structure
- Types of market
- Perfect competition and its features
- Monopoly and its features
- Monopolistic competition and its features
- Oligopoly and its features

### **Module 5: Price Determination**

- Price determination under perfect competition
- Price determination under monopoly
- Price determination under oligopoly

## **Module 6: Economics of Consumer Analysis**

- Law of diminishing marginal utility
  - Law of substitution and consumer analysis
  - Price elasticity of demand
  - Income elasticity of demand
  - Gross elasticity of demand
  - Total revenue elasticity of demand
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- ***Reference Books:***
  - Microeconomics: For BBAT. R. Jain
  - Principles of Microeconomics, 7th Edition (Mankiw's Principles of Economics) by N. Gregory Mankiw
  - Microeconomics: Principles, Problems, & Policies (McGraw-Hill Series in Economics) by Campbell McConell, Stanley Brue, and Sean Flynn

**Course Name: BUSINESS ACCOUNTING- I**

### **Course Code:**

**Course Objectives:** To impart to the learners the basic accounting knowledge. To train in the accounting process from entering business transactions to Journal, understand ledger posting, cash book and preparation of trial balance.

## **Module 1: Introduction –Accounting:**

- Accounting & Accountancy
- Advantages of Accounting
- Origin of Accounting
- Distinction between Accounting & Accountancy
- Accounting– An Art or Science

## **Module 2: Journal:**

- Introduction, Features,
- Advantages, Performa
- Journalizing & Journal Entry
- Problems on Journalizing

## **Module 3: Ledger:**

- Introduction, Importance of Ledger
- Distinction Between journal & ledger
- Format of ledger
- Ledger posting and steps involved in posting
- Balancing of ledger accounts

## **Module 4: Subsidiary Books:**

- Introduction, Subsidiary Books & IT features
- Advantages of subsidiary books
- Types of subsidiary books

### **Module 5: Trial Balance:**

- Introduction, features of trial Balance
- Preparation of trial Balance

### **Module 6: Bank Reconciliation Statement**

- Bank Reconciliation statement – Meaning & need
- Need of preparing Bank Reconciliation Statement
- Preparation of Bank Reconciliation statement
  
- **Reference Books:**
  - Mukherjee & Hanif, 'Fundamentals of Accounting', Tata McGraw Hill.
  - Khatri, 'Financial Accounting', Tata McGraw Hill
  - Libby, 'Financial Accounting', Tata McGraw Hill
  - S.N. Maheshwari, 'An Introduction to Accountancy', Vikas Publication.
  - Guruprasad Murthy, 'Financial Accounting', Himalaya Publishing

**Course Name: BUSINESS COMMUNICATION**

**Course Code:**

**Course Objectives:** To make students knowledgeable of communication skills.

### **Module 1: Fundamentals of Communication**

- The importance of communication
- The basic forms of communication
- The process of communication
- Barriers to communication
- Dealing with communication barriers

### **Module 2: Group Communication**

- Definition of Group Communication
- Advantages of Group Communication
- The Do's and Don'ts of participating in a GD
- Essential Traits & Skills for GD
- Characteristics of GD
- Language for Group Discussion

### **Module 3: Interpersonal Skills**

- Building Positive Relationships
- Giving praise
- Dealing with criticism
- Managing conflict

### **Module 4: Interviewing**

- Introduction
- Different Types of Interview
- Planning for the Interview
- Conducting an Interview
- Ethics of an Interview

- Interview Skills

### **Module 5: Letter Writing**

- An Introduction to Letter Writing
- objectives of letters writing
- Types of Letter
- Main Elements of a Letter
- Key Points of Better Letter Writing
- Elements of a Letter at a Glance

### **Module 6: Presentation Skills**

- Definition
- Features of Presentation Skill
- Types of Presentation Skill
- Preparing Slides for Presentation
- How to Improve Your Presentation Skills

### **Module 7: Negotiation Skills**

- Definition
- Types of Negotiation
- BATNA in Negotiation
- Negotiation Techniques
- Body Language for Negotiation
- Negotiation Skills

### **Module 8: Nonverbal Communication**

- Nonverbal Communication Skills
- Nonverbal Communication Forms
- Para Language

➤ **Reference Books:**

- Business Communication Paperback – 1 Dec 2009 by R. C. Bhatia
- Business Communication by Pal Rajendra & Korlahalli : Publication - Sultan Chand & Company
- Business Communication by M.J. Mathew : Publication - RBSA Publications
- Business Communication by Pandey H.S, Neelima Pareek, Avantika Srivastava, Rakhi Gulati, Neha Sharma : Publication - RBD Publications

**Course Name: COMPUTER FUNDAMENTAL**

**Course Code:**

**Course Objectives:** Computers are a part of life-personal, social and professional. Use of computers has pervaded all forms of activities and all aspects of human society. It has become inevitable for students of management to learn computers and its application. To introduce the students to the fundamentals of computers and familiarize them with the jargon commonly used by computer literates. To introduce the students with some basic tools and applications which will enable them in e-communicating effectively and analyze data for decision making using data of different kinds? To introduce the student to the internet and its applications and thereby empowering him to utilize e-sources for upgrading his knowledge base.

**Module 1: Computer fundamentals**

- Definition of Computers
- Characteristics of Computers
- Evolution of Computers
- Basic Anatomy of the Computers
- Types Of Computers
- Storage Unit (Primary and Secondary)
- Processing Unit
- Input Devices & Output Devices
- Computer Output Microfilm (COM)
- Computer softwares
  - High-level programming language – COBOL, Fortran, BASIC, PASCAL, ADA, LISP
- Disc operating system
- features of WINDOWS-95
- Unix, Linux
- Data Backup
- Relationship between hardware and software
- Software License

**Module 2: Data Communication and Networks**

- Data Communication Definition
- Network Definition
- Types of Network – LAN, MAN, SAN, WAN
- Network Structure - Server based network, client server network, Peer to Peer network, Star Network, Bus Network, Mesh Network
- Network Media
- Network Hardware
- Common Terms In Internet World: WWW



- Types of internet connection : Analog: Dial-up Internet Access, DSL – Digital Subscriber Line, ADSL - Asymmetric Digital Subscriber Line
- Cyber crime, Cyber terrorism, Cyber extortion
- Social Engineering

### **Module 3: Office Packages**

- What is Microsoft Word 2010?
- Starting Microsoft Word
- **Ribbon Menu system in MS WORD** : Home” Ribbon Menu, Insert” Ribbon Menu, Page Layout” Ribbon Menu, References” Ribbon Menu, Mailings” Ribbon Menu, Review” Ribbon Menu, View” Ribbon Menu
- **Primary Tasks in MS WORD**: Creating a New Document, Opening an Existing Document, Saving a Document for the First Time, Saving a Document, Working With Text, Formatting – Margins, Formatting – Headers and Footers, Formatting – Page Numbers, Closing Documents
- Mail merge, Macros
- Templates in MS-Word
- Presentation using PowerPoint
- MS EXCEL - Understanding the Ribbon in MS EXCEL
- Customization Microsoft Excel Environment
- Settings for formulas MS EXCEL
- Important Excel shortcuts

### **Module 4: Advance excel and Multimedia**

- Functions in Excel – Average, MIN;MAX, COUNT IF, Function arguments
- How to enter a function
- Logical operators in EXCEL
- What are Excel Formulas: SUM, IF, Percentage, Subtraction, Multiplication, Division, COUNT, AVERAGE
- Definition of Multimedia
- Components of Multimedia
- Applications of Multimedia
  
- **Reference Books:**
- Fundamental of Computers =V. Rajaraman B.P.B. Publications
- Fundamental of Computers = P. K. Sinha
- Fundamental of Computers = ReemaThareja
- Computer Today = Suresh Basandra
- MS- Office 2000 (For Windows) = Steve Sagman

## **BBA COMMON – 1<sup>st</sup> YEAR - SEM-II – SYLLABUS**

**Course Name: ORGANIZATION BEHAVIOR**

## **Course Code:**

**Course Objectives:** After reading this lesson, you should be able to:

- Understand The Nature Of Management
- Identify And Describe The Functions Of Management
- Understand The Social Responsibilities Of Business
- Appreciate The Interests Of Various Stakeholders In The Business.

## **Module 1: Nature of Management**

- Social Responsibility Ties of Business
- Manager and Environment Levels in Management
- Managerial Skills - Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning –Characteristics of a sound Plan
- Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation
- Decision Making - Techniques and Processes

## **Module 2: Organizing**

- Organization Structure and Design
- Authority and Responsibility Relationships
- Functional Departmentation
- Delegation of Authority and Decentralization
- Interdepartmental Coordination
- Emerging Trends in Corporate Structure, Strategy and Culture
- Impact of Technology on Organizational design
- Mechanistic vs. Adoptive Structures
- Formal and Informal Organization

## **Module 3: Perception and Learning**

- Perception Definition
- Perception affects learning: Need Patterns
- Factors Influencing Perception - – the perceiver, the perceived and the situation
- Learning Theories - Classical Conditioning, Operant Conditioning
- Individual Differences and Impact on Behaviour
- Locus of Control
- Introversion and Extroversion
- Self – Monitoring
- Motivation and Job Performance - Values, Attitudes and Beliefs
- Importance of Values, Sources of Values, Types of Values
- Sources of Attitudes
- Types of Attitudes: job satisfaction, job involvement, and organizational commitment.
- Stress Management : Managing Work-Related Stress
- Employee Assistance Programmes, Receive Social Support
- Communication- Definition- Types-Process - Barriers - Making Communication Effective

## **Module 4: Group Dynamics**

- Group Dynamics – definition
- Types of Groups : Formal, Informal Group, Command and Task Groups, Interest and Friendship Groups
- Leadership - Styles - Approaches - Power and Politics
- Organizational Structure - The Horizontal Dimension of Organisational Structure , Vertical Dimension of Organisational Structure
- Modern Organisational Structures
- Organizational Climate and Culture - Organizational Change and Development

## **Module 5: Comparative Management Styles and approaches**

- Management Styles – Controlling Style, Supporting Style, Leadership style
- Management by walking around
- Unique Features of Japanese Management
- Techniques of Japanese Management
- Creativity and Innovation : The Creativity Process
- Organizational Creativity and Innovation: Climate for Organizational Creativity.
- Factors Hamper Innovation
- Entrepreneurship
- Entrepreneurship vs. Managership
- Characteristics of Entrepreneurial Managers
- Benchmarking : Types of Benchmarking
- Management of Diversity : Meaning , Reasons for Diversity
- Individual Strategies for Dealing with Diversity
  
- **Reference:**
- Drucker, Peter, F., 1981. Management: Tasks, Responsibilities and Practices, Allied Publishers, New Delhi.
- Hodgets, Richard M., 1986, Management Theory: process and Practice, Academic Press, London.
- Stoner, James. A.F. and Freeman.E.R., 1989. Management, Prentice Hall of India, New Delhi.
- Katz R.L., 1974. Skills of an Effective Administrator, Harvard Business Review, 52(5) 90- 102.

**Course Name: MACRO ECONOMICS**

**Course Code:**

**Course Objectives:** To understand the functioning of economy at the macro level. To understand how the economy is regulated through monetary and fiscal policies. To study the important indicators of the economy and their significance.

On completion of this course, the students will be able to: To explain the concept of macroeconomics. To apply the circular flow of income and expenditure. To analyze the income determination through classical and Keynesian economics. To integrate the role of fiscal and monetary policies in regulating economy.

**Module 1: Basic Concepts of Macro Economics**

- Definition and Nature of Macro economics
- Issues Addressed by Macroeconomists : Long-Run Economic Growth, Increased Output, Rates of Growth of Output, Business Cycles, Recessions, Unemployment, Inflation , The International Economy, Exports and Imports, Trade Imbalances, Budget Deficits, The Exchange Rate
- Macroeconomic Policy
- Effects of Inflation
- What Macroeconomists Do : Macroeconomic forecasting, Macroeconomic analysis, Macroeconomic research, Data development
- Economic Theory: The Classical Approach, The Keynesian Approach
- Evolution of the Classical Keynesian Debate

**Module 2: National Income Accounting**

- Scope of Economic Territory
- Related aggregates of national income
- Domestic Aggregates, National Aggregates
- Methods of Estimation of National Income: National Income at Current Price, National Income at Constant Prices, Value of Output, Value added
- Problem of Double Counting in National Income
- Components of Final Expenditure in National Income
- Components of Domestic Income in National Income
- Net Factor Income from Abroad NFIA
- Net National Disposable Income (NNDI)
- Gross National Disposable Income
- Net National Disposable Income
- Concept of Value Added of One Sector or One Firm
- Personal Disposable Income from National Income

### **Module 3: Money & Banking**

- Introduction
- Money: Meaning and Functions : Primary and Secondary Function
- Classification of Money : Full Bodied Money, Credit Money, Fiat Money
- Supply of Money/ Money Supply
- Banking : bank Definition
- Central Bank : Definition, Features, Functions
- Supervision of Central Banks
- Credit Control Measures/Measures of Monetary Policy : Quantitative & Qualitative measures
- Money Creation by the Commercial Bank (Credit Creation)

### **Module 4: Determination of Income and Employment**

- Aggregate Demand: Components of aggregate demand
- Aggregate Supply: Components of Aggregate Supply(AS) or National Income(Y)
- Consumption Function (Propensity to Consume)
- Types of Propensities to consume
- Difference Between APC and MPC
- **Saving Function (Propensity to save):** Average Propensity to Save & Marginal Propensity to consume
- Investment function, Induced Investment & Autonomous investment
- When Aggregate Demand is more than Aggregate Supply, When AD is less than AS
- **Saving and Investment Approach :** When Saving is more than Investment, When Saving is less than Investment
- Full Employment Equilibrium, Underemployment Equilibrium, Over Full Employment Equilibrium
- Multiplier, Working of Multiplier,
- Excess of Demand, Inflationary Gap, Reasons for Excess Demand, Impact of Excess Demand
- Deficient Demand, Deflationary Gap, Reasons for Deficient Demand, Impact of Deficient Demand
- Measures to correct Excess Demand: Quantitative Instrument & Qualitative Instrument
- Measures to correct Deficient Demand: Quantitative Instrument & Qualitative Instrument

### **Module 5: Balance of payments**

- Introduction
- BoP Surplus and Deficit
- THE FOREIGN EXCHANGE MARKET
- Determination of the Exchange Rate
- Flexible Exchange Rates
- Fixed Exchange Rates
- Managed Floating

- Exchange Rate Management: The International Experience
- THE DETERMINATION OF INCOME IN AN OPEN ECONOMY
- TRADE DEFICITS, SAVINGS AND INVESTMENTS

### **Module 6: Government budget and Economics**

- Introduction
- COMPONENTS OF THE GOVERNMENT BUDGET
- Revenue Budget; Capital Budget
- FISCAL POLICY : Changes in Government Expenditure, Changes in Taxes

#### **➤ Reference Books:**

- Ackley G. – Macro Economics: Theory and Policy, Macmillan Publishing Company, New York. 1978
- Ahuja H.L. – Macro Economics: Theory and Policy, S. Chand & Co. Ltd. New Delhi.2006
- Gupta S.B. – Monetary Economics, S. Chand & Co. Ltd. New Delhi.2002
- Shapiro E. – Macro Economic Analysis, Galgotia Publications, New Delhi. 1996 5th Ed.
- Jhingan M. L. – Macro Economic Theory: Vrinda Publications, New Delhi. 2006
- William Branson – Macro Economics: Theory and Policy.1988 2nd Edn.
- Dr. T. G. Gite& others: “SthulArthshastra”, AtharvPrakashan, Pune. 2005.
- J. Harvey and H. Johnson – Introduction to Macro Economics
- D. N. Dwivedi – Macro Economics – Tata McGraw Hill, New Delhi-2006
- Samuelson, Nordhaus – Economics, Tata McGraw Hill, New Delhi-2007

## **Course Name: BASIC ACCOUNTING - II**

### **Course Code:**

**Course Objectives:** The objective of the course is to equip the students with the ability to analyze, interpret and apply the basic concepts and theories of accounting in business management. To understand Data Entry system of Book- Keeping, Petty Cash book. Preparing Final and branch Accounts.

### **Module 1: Depreciation:**

- What is Depreciation?
- How to calculate depreciation in small business?
- Types of depreciation
- Straight-line depreciation method
- Unit of Production method
- Double declining method

### **Module 2: Final Accounts**

- Definition of Final Accounts
- Components of Final Accounts : Trading Account, Profit and Loss Account, Balance Sheet
- Trading Account: Study of Debit side of Trading Account, Format of Trading Account
- Profit and Loss Account
- Balance Sheet : Assets & Liabilities

### **Module 3: ADJUSTMENT TO FINAL ACCOUNTS**

- Adjustment Entries in Final Accounts
- Usual adjustments

### **Module 4: CAPITAL AND REVENUE EXPENDITURE**

- Expenditure:
- Capital & Revenue Expenditure

### **Module 5: INTERNAL AUDITING**

- Internal Audit: Meaning,
- Internal Audit: Objectives
- Internal Audit: Advantages

### **➤ Reference Books:**

- Mukherjee & Hanif, 'Fundamentals of Accounting', Tata McGraw Hill.
- Khatri, 'Financial Accounting', Tata McGraw Hill
- Libby, 'Financial Accounting', Tata McGraw Hill
- S.N. Maheshwari, 'An Introduction to Accountancy', Vikas Publication.

- Guruprasad Murthy, 'Financial Accounting', Himalaya Publishing
- Accounting Made Simple – Accounting Explained in 100 Pages or Less by Mike Piper
- Financial Accounting -P. C. Tulsian
- Advance Accounting -Dr. Shukla&Dr Grewal
- Modern Accountancy Volume - A Mukherjee&M. Hanif

## **SEM- III**

**Course Name: HUMAN RESOURCE MANAGEMENT**

**Course Code:**

**Course Objectives:** After completing this course, the student should be able to –

- To have an understanding of the basic concepts, functions and processes of human resource management.
- To Design and formulate various HRM processes such as Recruitment, Selection, Training, Development, etc.

### **Module I: Introduction and Scope**

- Concept of HRM
- Characteristics of HRM
- Scope of HRM
- Objectives of HRM
- Importance of HRM
- Functions of HRM
- Roles of HRM
- Origin, Evolution and Development of HRM

### **Module II: Human Resource Planning (HRP)**



- Concept of HRP
- Factors affecting HRP
- Process of HRP

## **Module III: Job Design and its Techniques**

- Concept of Job Design
- Approaches to Job Design
- Factors affecting Job Design
- Techniques of Job Design

## **Module IV: Job Analysis and Description**

- Job Analysis
- Significance of Job Analysis
- Process of Job Analysis
- Methods of information collection for Job Analysis
- Job Description
- Components of Job Description
- Job Specification

## **Module V: Human Resource Procurement**

- Concept of Recruitment
- Importance of Recruitment
- Recruitment Process
- Sources of Recruitment
- Meaning of Employee Selection
- Selection Procedure

- Meaning of Employee Placement
- Meaning of Induction
- Induction in Indian companies
- Conducting Effective Induction Programme
  
- **Reference Book:**
- Human Resource Management by Dr. T. K. Jain, Dr. Preeti Chugh
- Organization Effectiveness and Change Management by V.G. Kondalkar
- O.D. Interventions and Strategies edited by S Ramanarain, T.V. Rao and Kuldeep Singh
- Human Resource Management by Gary Dessler

**Course Name: MARKETING MANAGEMENT**

**Course Code:**

**Course Objectives:** Marketing management course enables a student to understand the fundamentals of marketing concept and the role marketing plays in business. This course enables a student to understand the 'Marketing mix' elements and the strategies and principles underlying the modern marketing practices

### **Module I: Introduction to marketing**

- Introduction to marketing
- Marketing concepts
- Marketing process
- Marketing environment
- Buyer Behavior
- Market segmentation, targeting and positioning
- Introduction to marketing mix

### **Module II: Product Marketing**

- Product Decisions
- Concept Of A Product
- Product Mix Decisions
- Brand Decision
- New Product Development Strategies
- Product Life Cycle Strategies

### **Module III: Pricing**

- Pricing Decisions
- Pricing Objectives and Approaches
- Pricing Policies and Constraints
- Pricing Methods

### **Module IV: Place (Marketing Channels)**

- Nature of marketing channels
- Structure and design of marketing channels
- Retailers and Wholesalers

### **Module V: Advertising and Promotion**

- Promotion Decision
- Promotion Mix
- Advertising Decision
- Objective And Campaign
- Ad Effectiveness
- Sales Promotion And Publicity
- Sales Force Decision

### **Reference Book:**

- Sales and Marketing Management (Mathur Prakash)
- The Practical Guide to Sales & Marketing Management Gene Garofalo

**Course Name: LEGAL ASPECTS OF BUSINESS**

**Course Code:**

**Course Objectives:** The objectives of the course are: To provide a basic understanding of various statutory provisions that confronts business managers while taking decisions.

## **Module 1: Indian**

## **Contract Act – 1872**

- Introduction – Definition of contract – agreement – offer – acceptance – consideration
- Contractual capacity – contingent contract – Quasi contract – performance – Discharge –
- Remedies to breach of contract.

## **Module 2: Partnership & Sale of Goods Act**

- Essentials of partnership,
- Rights and duties of partner
- Types of partners.
- Dissolution of partnership.
- Sale of Goods Act: Sale and Agreement to sell, Conditions and Warrantees,
- Transfer of property, Finder of goods, Performance of contract of sale, Rights of an unpaid seller

## **Module 3: Contract of Agency**

- Essentials of Contract of Agency – Creation of Agency
- Kinds of Agents – Comparison Between an Agent and Servant – Comparison Between an Agent and Independent Contractor
- Relationship of Principal and Agent – Duties of an Agent – Rights of an Agent
- Duties and Rights of the Principal – Delegation of authority by an Agent –
- Sub Agent Position of Principal and Agent in relation to third Parties
- Termination of Agency.

## **Module 4: Company – Formation**

- Memorandum – Articles – Prospective Shares – debentures
- Directors – appointment – Powers and duties.
- Meetings – Proceedings – Management
- Accounts – audit – oppression & mismanagement – winding up.

## **Module 5:**

## **The Consumer Protection Act, 1986**

- Object – Rights of Consumers –Important Terms
  - Consumer Complaint - Consumer Protection Councils
  - Redressal Machinery – District Forum – State Commission - National Commission.
  - Cyber Law -Need for Cyber laws
  - Cyber law In India – Information Technology Act – 2000 – Defining Cyber Crime –
  - Types of Cyber Crimes – Preventing of Computer Crime
- 
- **Reference Book:**
  - Law of Business contracts in India by Sairam Bhat, Sage, [www.sagepublications.com](http://www.sagepublications.com)
  - Company law, Ashok K Bagri Vikas publishing House.
  - Business Law, chandra Bose, PHI learning India PVT Ltd.

**Course Name: COST AND MANAGEMENT ACCOUNTING**

**Course Code:**

### **Course Objectives**

1. To impart basic knowledge of both financial and cost accounting.
2. To understand financial statements and reports to make decisions.

### **Module I: Overview of Cost Management Accounting and Introduction to cost Terms**

- Definition, Scope and functions of Management Accounting
- Difference between Management Accounting and Financial Accounting
- The Management Accountant: Strategic Decisions, Decision making, Planning and control, Cost-Benefit Approach
- The Chief Financial Officer and The Controller
- Costs and Cost Terminology: Direct Costs and Indirect Costs, Cost Allocation, Variable Costs and Fixed Costs, Cost Drivers, Relevant Range, Total Costs and

Unit  
Costs, Inventoriable Costs and Period Costs, Prime Cost and Conversion Cost  
➤ Relationship Of Types Of Costs

### **Module II: Cost concepts**

- Introduction
- Determination of costs
- Elements of Cost
- Cost classification

### **Module III: Overheads**

- Introduction
- Allocation, Apportionment, Absorption
- Control over Factory
- Administration
- Selling and distribution overheads

### **Module IV: Marginal costing**

- Introduction
- Characteristics/Features of Marginal Costing
- Need for Marginal Costing
- Advantages & Disadvantages of Marginal Costing
- Distinction between absorption costing and marginal costing
- Cost volume profit (CVP) Analysis
- Break Even Analysis
- Margin of safety

### **Module V: Budget and budgetary control**

- Introduction
- Objectives

- Advantages and limitations
- Production budget
- Sales budget
- Cash budget
- Flexible budget
- **Reference Book:**
  - Management Accounting – My Khan & P K Jain. Tata Mcgraw hill.
  - Management Accounting – A. Murthy and S. Gurusamy – By Tata Mcgraw Hill.
  - Management Accounting – Paresh shaw – Oxford University Press.
  - Management Accounting – NM Singhvi and Ruzbeh J. Bodhanwala PHI learning PVT Ltd.
  - Management Accounting, Principles and Applications – HUGH Coombs, David Hobbs and Ellis Jenkuis – By Sage [www.sagepublications.com](http://www.sagepublications.com)
  - Managerial Accounting – Indian Edition Ronald W. Hicton, G. Ramesh and M. Jayadev by Tata Mcgraw Hill.

**Course Name: CONFLICT MANAGEMENT & NEGOTIATION SKILLS**

**Course Code:**

**Course Objectives:** To enhance and improve the techniques and skills in conflict management; To manage interpersonal disputes among parties; To understand and acquire different negotiation skills.

## **Module 1: Introduction to Conflict Management**

- Meaning and Source of Conflict
- Types of Conflict
- Levels of Conflict

- Traditional and Modern Approaches to Conflict
- Functional and Dysfunctional Conflicts
- Conflict Process
- Management of conflict Resolution & Stimulation Techniques
- Dual Concern Model of Conflict

## **Module 2: Conflict Handling Styles**

- Four Myths about Conflict
- Team Conflict
- Understanding individual styles for handling Inter Personal Conflict
- Cross Cultural differences in Approaches to Conflict
- Importance of Emotional Intelligence

## **Module 3: Overview of Negotiation**

- Elements of Negotiation
- Multiparty Negotiations
- Stages of Negotiation Process
- Issues for Negotiation
- Preparation for Negotiations
- Types of Negotiation
- Strategies and Tactics in Negotiation
- Bargaining & Negotiation- Differences and similarities
- BATNA
- Context of Mediation
- Conciliation
- Arbitration
- Principles of Persuasion
- Persuasion Strategy and its Effectiveness

## **Module 4: Effective Negotiations Skills**



- Need for Developing Negotiation Skills
- Breakdown of Negotiation- Causes and Consequences
- Third Party Intervention
- Impasse and Alternative Dispute Resolution (ADR)
- Intractable Negotiations, Characteristics that make a Negotiation more intractable
- Effective Negotiation- Mutual Trust and Understanding
- Challenges for Effective Negotiators

## **Module 5: Cultural Dimensions in Negotiation**

- Understanding Cultural Differences in Negotiation
- Hofstede's Cultural Dimensions
- Seven Pillars to Negotiational Wisdom
- International Negotiations
- Best Practices in Negotiations

➤ **Reference Book:**

- Booth, A., Crouter, A. C., & Clements, M. (Eds). Couples in Conflict. Mahwah, NJ: Lawrence Erlbaum.
- Casing a Promised Land by Goodall: Carbondale: Southern Illinois University Press.
- Conflict Management & Organization Development by Willem F.G. Mastenbroe: John Wiley & Sons.
- Coser, L. The Functions of Social Conflict. New York: Free Press.
- Cupach, W.R. & Canary, D.J (1997). Competence in Interpersonal Conflict. Prospect Heights, IL: Waveland.
- International Journal of Conflict Management by Jones, T.S., Remland, NonVerbal Communication and Conflict Escalation: An attribution Based Model.
- Leading Through Conflict, How Successful Leaders Transform Differences into Opportunities by Mark Gerzon: Harvard Business School Press.
- Nagy, M. Philosophical Issues in the Psychology of C.G. Jung. Albany: SUNY Press.  
"Negotiating the Impossible: How to Break Deadlocks and Resolve Ugly Conflicts" by Malhotra

## **SEM- IV**

**Course Name: ENTREPRENEURSHIP DEVELOPMENT**

**Course Code:**

**Course Objectives:** The students develop and can systematically apply

an **entrepreneurial** way of thinking that will allow them to identify and create business opportunities that may be commercialized successfully. process; protection of intellectual property involving patents, trademarks, and copyrights.

## **Module I: Introduction**

- Meaning, Definition And Concept Of Entrepreneur
- Entrepreneurship And Entrepreneurship Development
- Factors Affecting Entrepreneurship
- Characteristics And Skills Of An Entrepreneur
- Entrepreneur V/S Manager
- 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 Entrepreneurship
- Rural Entrepreneurship

## **Module II: Entrepreneurial Finance & Development Agencies**

- Estimating Financial Funds Requirement
- Sources of finance – Banks VIEW
- 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
- 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

## **Module III: 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 of New Venture
- How to begin with Low investment

## **Module IV: Developing a Business Plan**

- Environmental Scanning and SWOT analysis
- 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
  - Feasibility Analysis Aspects
  - Economic Analysis
  - Financial Analysis
  - Market and Technological feasibility

## **Module V: 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

### **➤ Reference Book:**

1. "Entrepreneurial Development" by Khanka S S
2. "Entrepreneurial Development and Small Business Management" by Dr P T Vijayashree & M Alagammai
3. "Entrepreneurial Development" by Desai

**Course Name: LEADER SKILLS AND MANAGERIAL EFFECTIVENESS**

**Course Code:**

**Course Objectives:** After completing this course, participants should be able to:

1. Understand the fundamental aspects of managing and leading organizations
2. How to practice effective leadership and management
3. How to create Team giving best output.
4. How to Manage Change, Communication and Action Plan

## **Module 1: Introduction to Leadership & Management**

- Differentiating between Management and Leadership
- Factors of Leadership
- Leadership challenges at work
- Management challenges at work

## **Module 2: Practicing Effective Leadership**

- Recognising Leadership Styles:
- Effective delegation and situational leadership
- The Managerial Grid: Blake and Mouton
- Four development levels of followers
- The four situational leadership styles
- Adapting your leadership style
- Influencing and motivating your team
- The Art of Persuasion and Negotiation
- The Speed of Trust – The Heart of Leadership

## **Module 3: Practicing Effective Management**

- The Essentials of Management: Planning, Organising, Controlling
- The Top Ten Qualities of an Excellent Manager
- Interviewing and Selection Skills
- Running Effective Meetings
- Making Effective and Impactful Presentations
- Managing Performance
- Decision Making and Delegation Skills

## **Module 4: Creating High Performanc e Teams**

- Teamwork in Action
- Team Learning and Performance
- Team Evolution Stages
- Managing Remote Teams
- Coaching and Mentoring Skills for Managers
- Managing of Challenging Behaviors
- Managing Pressure: Urgency vs Important
- Strategies for Different Quadrants on the Matrix

## **Module 5: Managing Change, Communication and Action Plans**

- Understanding Change and How Teams Respond
  - The content and process dimensions of change
  - Why do Organisations Resist Change?
  - Overcoming Resistance
  - Managing Change Effectively
  - Effective Communication Skills
  - Improving internal communications
  - Getting Things Done: Practical Action Planning
- 
- **Reference Book:**
  - Bass, B.M. (1990). Bass and Stogdill's Handbook of Leadership: Theory, Research and Managerial Applications. 3rd Ed. New York: Free Press.
  - Bing, John W. (2004, February).—Hofstede's Consequences: The impact of his work and on consulting and business practices. The Academy of Management Executive. Briarcliff Manor: February 2004. Vol.18, No. 1: pp. 80-87.
  - Black, J. Stewart & Porter, Lyman W. (1991) Managerial Behaviours and Job Performance: A Successful Manager in Los Angeles May Not Succeed in Hong Kong. Journal of International Business Studies, 1991, 22(1): 99-114., Journal of International Business Studies, 22(1), 99-114
  - Bolman, Lee G., and Deal, Terrence E. (2003). Reframing Organisations: Artistry, Choice, and Leadership. San Francisco: Jossey-Bass Publishers.

**Course Name: PROJECT MANAGEMENT**

**Course Code:**

**Course Objectives:** 1. To develop critical thinking and knowledge in project Management's theory and

practice.

- To help students develop the competence of analyzing the feasibility of the project.
- To provide the student with analytical skills for solving problems relating to project management..

## **Module 1: Introduction to Projects**

- Definition of Project Management
- Project Management
- Project Manager and his Responsibilities
- PM as a Profession
- Selection of a Project Manager
- Fitting Projects into Parent Organization
- Project Management Team
- Phases of Project Management
- Project Environment
- The 7S of Project Management

## **Module 2: The Project Life Cycle**

- Concept of Project Management
- Project Life Cycle
- Project Classification Extended and Project Life Cycle

## **Module 3: Strategic Management and Project Selection**

- Selection Process of Project
- Project Selection and Criteria
- Nature of Project Selection Models
- Types of Project Selection Models
- Analysis under Certainty

## **Module 4: Project Analysis and Selection**

- Project Initiation and Resource Allocation
- Why is Resource Allocation needed?
- Market Analysis and Demand Analysis
- Criteria for a Good Forecasting Method
- Technical Analysis
- Material Inputs and Utilities
- Basis of Government Regulatory Framework
- Project Proposal and Project Portfolio Process

## **Module 5: Functions of a Project Manager**

- Functions of a Project Manager
- Roles and Responsibilities of a Project Manager
- Delegation of Authority
- Building Project Team
- Project Organisation
- Matrix Organisation
- Project Team and Human Factors

### **➤ Reference Books:**

- Clements/Gido, Effective Project Management, Thomson
- Clifford F. Gray and Erik W. Larson, Project Management, Tata McGraw Hill
- Dennis Lock, Project Management, Ninth Edition, Gower
- K. Nagarajan, Project Management, Third Edition, New Age International
- P.C.K. Rao, Project Management and Control, Sultan Chand & Sons
- Prasanna Chandra, Projects – Planning, Selection, Financing, Implementation, and Review, Sixth Edition, Tata McGraw Hill
- Vasant Desai, Project Management, Second Revised Edition, Himalaya Publishing House

**Course Name: SMALL BUSINESS MANAGEMENT**

### **Course Code:**

**Course Objectives:** To enable the students to know the importance of small scale business in a developing economy like India and motivate the students to start small scale business.

## **Module 1: Basics of Small Business Enterprise**

- Small Business – Definition – Features
- Role of Small Business in Economic Development
- Reasons for Establishing Small Business
- Quality of Small Businessmen
- Advantages and Disadvantages of Small Business
- Reasons for Failures of Small Business
- Characteristics of Successful Small Businessmen
- Different Stages of Small business



- Steps in Setting up a Small Business
- Crisis Management in Business
- Relationships between Small and Large Units
- Small Sector in India
- A note on Family Business.

## **Module 2: Dynamics of Small Business**

- Concepts and Definitions of Small Scale Industries (SSIs)
- Role of SSIs –
- Government Policy and Development of SSIs
- Growth and Performance –SSI
- Reservation of items for SSI
- Problems of SSI
- Sickness of SSI: Causes, Symptoms and Cures

## **Module 3: Institutions Supporting Small Business**

- Central, State and Other Institutional Support for SSI
- Technological Upgradation and Institutional facility for SSI
- Incentives and Subsidies for SSI.

## **Module 4: Management of Small Business**

- Production Management in Small Business Enterprises
- Financial Management in Small Business Enterprises
- Marketing Management in Small Business Enterprises
- Strategic Management in Small Business Enterprises
- Personal Management in Small Business Enterprises
- Office Management in Small Business Enterprises

## **Module 5: International Small Business**

- Preparing to go International
- International Business Plan
- Establishing Business in Another Country
- Exporting & Importing
- Financial Mechanisms for Going International
- The International Challenge
  
- **Reference Books:**
- Small Business Management Hardcover – 26 September 2013 by Leslie Palich (Author), Frank Hoy (Author), Justin G. Longenecker (Author), J. Petty (Author).

**Course Name: DIGITAL MARKETING & E-COMMERCE**

**Course Code:**

**Course Objectives:** The Course aims to provide an insight into the dynamic and exciting industry that is digital marketing and e-commerce.

### **Module 1: Introduction to E-commerce**

- E-Commerce – Meaning, Features of E-Commerce, Categories of E-Commerce, Advantages and Limitations of E-Commerce, Traditional Commerce and E-Commerce
- E-Commerce Environmental Factors: Economic, Technological, Legal, Cultural and Social
- Factors Responsible for Growth of E-Commerce, Issues in Implementing E-Commerce, Myths of E-Commerce.
- Impact of E-Commerce on Business, E-Commerce in India
- Trends in E-Commerce in Various Sectors: Retail, Banking, Tourism, Government, Education
- Meaning of M-Commerce, Benefits of M-Commerce, Trends in M-Commerce

### **Module 2: 2 E-Business and Applications**

- E-Business: Meaning, Launching an E-Business, Different Phases of Launching an E-Business
- Important Concepts in E-Business: Data Warehouse, Customer Relationship Management, Supply Chain Management, Enterprise Resource Planning.
- Bricks and Clicks Business Models in E-Business: Brick and Mortar, Pure Online,

Bricks and Clicks, Advantages of Bricks and Clicks Business Model, Superiority of Bricks and Clicks, E-Business Applications: E-Procurement, E-Communication, E-Delivery, E-Auction, E-Trading.

- Electronic Data Interchange (EDI) in E-Business: Meaning of EDI, Benefits of EDI, Drawbacks of EDI, Applications of EDI.
- Website: Design and Development of Website, Advantages of Website, Principles of Web Design, Life Cycle Approach for Building a Website, Different Ways of Building a Website

### **Module 3: Payment, Security, Privacy and Legal Issues in E-Commerce**

- Issues Relating to Privacy and Security in E-Business.
- Electronic Payment Systems: Features, Different Payment Systems: Debit Card, Credit Card, Smart Card, E-Cash, E-Cheque, E-Wallet, Electronic Fund Transfer.
- Payment Gateway: Introduction, Payment Gateway Process, Payment Gateway Types, Advantages and Disadvantages of Payment Gateway.
- Types of Transaction Security.
- E-Commerce Laws: Need for E-Commerce laws, E-Commerce Laws in India, Legal Issues in E-Commerce in India, IT Act 2000

### **Module 4: Digital Marketing**

- Introduction to Digital Marketing, Advantages and Limitations of Digital Marketing.
- Various Activities of Digital Marketing: Search Engine Optimization, Search Engine Marketing, Content Marketing and Content Influencer Marketing, Campaign Marketing, E-mail Marketing, Display Advertising, Blog Marketing, Viral Marketing, Podcasts and Vodcasts.
- Digital Marketing on Various Social Media Platforms.
- Online Advertisement, Online Marketing Research, Online PR.
- Web Analytics.
- Promoting Web Traffic.
- Latest Developments and Strategies in Digital Marketing.

### **Module 5: Managing your career**

- What do Digital Marketers do?
- Where to work in Digital Marketing : Client-side, Vendor, Agency
- Digital Disciplines
- Preparing for Job in Digital Marketing & E-commerce

### **➤ Reference Books:**

- Risk Management for meeting and events by Julia Rutherford silvers
- Event Risk Management and Safety (The Wiley Event Management Series) by Peter. E. Tarlow

# **Bachelors for Business Administration in Travel and Tourism**

## **CURRICULUM & COURSE CONTENT FOR TRAVEL AND**

### **TOURISM – THIRD YEAR**

#### **SEM-V**

**Course Name: TOURISM PRINCIPLES AND POLICIES**

**Course Code:**

**Course Objectives** It is planned to develop and communication basic framework and conceptual heritage of the discipline of tourism: method. Practices and technique of analysis, motivation and processes of decision making. General trend and typology of tourism. Component of tourism management of tourism impact and implications and planning and strategy

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

- Definition and historical development of tourism.
- Approaches to the study of tourism.
- Definition and Distinction between travelers, Visitors, Excursionist
- Tourist and Transit visitor

#### **Module II: Typologies of Tourists**

- Cohen's, Smith's and Amex tourist typology.
- Tourism Typology- domestic tourism, international tourism, inter-regional & intra-regional tourism.
- Forms and classification of tourism.

#### **Module III: Components and Elements**

- Tourism- its components and elements.
- Nature and characteristics of tourism industry.
- Tourism as an industry in India, Consequences of Industry status.

#### **Module IV: Travel Motivators and Deterrents**

- Maslow's Hierarchy of needs Model and travel motivations.
- Push and Pull forces in tourism.
- Emerging trends and new thrust areas of tourism.

#### **Module V: Economic, social and cultural significance of tourism**

- Employment generations, earnings of foreign exchange, regional development, national integration and International understanding and world peace.

#### ***Reference Book:***

- Tourism Development: Principles, Processes, and Policies (Hospitality, Travel & Tourism) Paperback – 9 August 1996 by William C. Gartner (Author)
- Bhatia A.K (2002), International Tourism Management, Sterling Publishers, New Delhi
- Foster L Dennis (1994), An Introduction to Travel and Tourism, Glencore Publishers, New York

**Course Name: TOURISM PRODUCT AND RESOURCES**

**Course Code:**

**Course Objectives:** The objective of the course is to develop the understanding about the conceptual and theoretical basis of various tourism products and resources in general and to understand the various tourism resources in India, in particular.

**Module 1: Introduction**

- Tourism product: Definition, Nature and Characteristics.
- Classification of Tourism products
- Resource and attraction in Tourism
- Typology & Nature of Tourism resources.

**Module 2: Indian Culture**

- Indian culture tradition, customs and handicrafts
- Architectural Heritage of India
- Different styles of architecting India

**Module 3: Natural Tourism resources in India**

- Natural Tourism resources in India-Existing use patterns vis-a-vis potential with relation to varied landforms.

**Module 4: Study of wild life Parks**

- Study of wild life Parks
- Sanctuaries & Tiger Reserves in India with case studies of Dachigam National Park, Jim Corbett, Bharatpur Bird Sanctuary, Gir National Park.

**Module 5: Buddhist Resources**

- Bodh Gaya, Kushnagar, Sarnath, Sanchi & Ajanta;
- Islamic resources- Delhi, Agra & Fatehpur sikr

***Reference Book:***

- Encyclopaedia of Tourism Resources In India, Vol.1 Hardcover – 1 January 2013  
by Manohar Sajnani (Author)

**Course Name: MANAGEMENT AND ORGANISATIONAL BEHAVIOUR**

**Course Code:**

**Course Objectives:** The course also focuses on understanding the behavior of the employees working in the organization. It highlights the significance of Challenges and Opportunities of OB, perception, attribution, learning, organizational change, organizational culture, motivation, leadership and conflict management.

## **Module 1: Introduction**

- Introduction to Management, Evolution, Roles and skills
- Management Functions- Planning: Concept & features, Process & limitation; Organizing: Concept & Process
- Organizational Structure: Chain of Command, Span of Control, Delegation of Authority, Centralization & Decentralization of Authority,
- Responsibility; Controlling: Concept, Process Budgetary & Non Budgetary Control tools;
- Administrative theory by H. Fayol ; Scientific Management by Taylor.

## **Module 2: Biographical characteristics, Ability**

- Intellectual & Physical abilities;
- Learning, definition, Theories of Learning; Values: Importance, Terminal Vs Instrumental Values; Attitudes
- Definition, Components of Attitude, Determinants of Attitude.

## **Module 3: Motivation**

- Meaning and Importance
- Maslow's need hierarchy theory
- Herzberg's two factor theory
- Theory X and Theory Y, Mclland theory.

## **Module 4: Group Dynamics**

- Concept of group, Types of groups.
- Stages of Group Development
- Factors influencing Group Behavior, Group structure, Group Decision Making, Work Teams

## **Module 5: Organizational Development (OD)**

- Concept of OD, intervention techniques in OD;
- Management of Organizational Change: Nature of change, resistance to change, overcoming resistance to change
- Lewin's Three Step model of Change

## **Reference Books**

Management and Organisational Behaviour 10th Edition by Laurie Mullins, Pearson

**Course Name: TOURISM GEOGRAPHY AND ECOLOGY**

### **Course Code:**

**Course Objectives:** This course explores the basic components of geography in relation with tourism. Knowledge of geography shall also give an extra edge to the students in designing the itineraries for the Travellers, suggesting them various destinations.

## **Module 1: Introduction**

- Meaning, Scope and contents of Geography.
- Importance of Geography in tourism, Climatic variations,
- Climatic regions of world, study of maps, longitude & latitude, international date line, Standard time and Day light saving time.

## **Module 2: Physical & Political Features**

- Physical and political features of Indian-subcontinent.
- Climatic conditions prevailing in India. Impact of weather and climate on tourist destinations.
- Tourism attractions in different states and territories of India.

## **Module 3: Physiographic world**

- Brief account of physiographic world.
- Destinations in North America (United States of America: New York, Washington, Canada: Ottawa,
- Europe: France, Spain, Italy, Germany, Switzerland.
- Middle East: Egypt, Saudi Arabia, United Arab Emirates, south East Asia/ Pacific Australia, Malaysia, Thailand, Singapore.

## **Module 4: Tourism and Environmental Change**

- Tourism and Environmental Change: Biodiversity
- Erosion & Physical Damage
- Nature Tourism & Ecotourism- Characteristics of Eco-tourism, Eco-tourism in India.
- Potential benefits from alternative tourism.
- Sustainable Tourism- the Rationale for sustainable tourism.
- Geographical Determinants: Diversities & disparities.

## **Module 5: Eco Tourism Resources in India**

- Eco Tourism Resources in India: National Parks, Wild life sanctuaries, Tiger Reserves, Biosphere reserves & wetlands.
- Tourist map design: maps showing national parks and wildlife sanctuaries; cultural, historical and religious tourist spots.
- Eco- Tourism Development- A Case Study on Kaziranga National Park, Jim Corbet National Park and Ranthambore National Park

## **Reference Book:**

- Crowther.G .India -A Travel Survival Kit .Lonely Planet Publication
- Dixit, M. Tourism Geography and Trends, Royal Publication
- Geetanjali. Tourism Geography. Centrum Press, New Delhi.
- Hall, C.M and Page, S.J. The Geography of Tourism and Recreation. Routledge Publishers.
- Hussain.M. The Geography of India. Mc Graw-Hill Publishers
- Singh.S.Tourism Geography. Random Publications, New Delhi.
- William.S.Tourism Geography: A New Synthesis. Routledge Publishers



**Course Name: TOURISM MARKETING****Course Code:**

**Course Objectives:** By the end of this course, students should be able to achieve the following objectives:

- Explain the concept of tourism marketing and its role within the experience economy;
- Describe how the fundamentals of buyer behaviour are integral to tourism marketing;
- Evaluate how research contributes to the formulation of tourism marketing decisions;
- Appraise the social, ethical and economic aspects of tourism both within New Zealand and globally, including issues around sustainability in tourism;
- Plan and execute a relevant tourism marketing strategy.

**Module 1: Introducing Marketing for Hospitality and Tourism**

- Relationship between hospitality and travel industry;
- Marketing: Role - Core concepts;
- Service marketing, culture/characteristics.
- Services marketing mix: Tourism marketing environment
- Micro- environment: company, suppliers, marketing intermediaries, customers, and public;
- Macro-environment: demographic, economic, natural, technological, Political and cultural environments

**Module 2: Markets and Buying Behaviors**

- Tourism market-classification/types;
- Characteristics affecting consumer behavior: cultural, social, personal, and psychological factors;
- Buyer decision process;
- Market segmentation, Effective segmentation of Tourism markets: targeting and positioning strategies, process

**Module 3: Tourism Products and Customers**

- Product design; Branding; New product development;
- Product life cycle; Internal marketing; Service culture;
- Non-routine transactions; Customer value, satisfaction and loyalty;
- Relationship marketing; Resolving complaints; Quality, Capacity and Demand management tactics.

**Module 4: Tourism Product Pricing and Distribution**

- Pricing methods, Factors; pricing strategies: for New/Existing Tourism products;
- Price adjustments during peak and off seasons;
- Tourism Distribution; Internet as an evolving Tourism distribution channel; channel behavior and organization;
- Channel management decisions; Choice of a business location

**Module 5: Promoting Tourism Products**

- Tourism Promotional Tools; An overview of National Tourism promotion campaigns - Incredible India, Atthi Devo Bhav;
- Promotion-mix factors; Major decisions in advertising – Public relations activities: press relations, product publicity, corporate communications, lobbying, and counseling; Public relations: process/PR tools;.

**Reference links**

**Course Name: HUMAN RESOURCES IN TOURISM**

**Course Code:**

**Course Objectives:** The objective of this course is to impart working knowledge on the key elements of human resource management in relation to the strategies and operational needs tourism and hospitality industry. This course provides an overview of the HRM on an organization

**Module 1: Introduction to Human Resource Management**

- Human Resource Management: Concept, Definition, Objectives,
- Functions of HRM, Historical Evolution of HRM , HRM VS PM, SHRM
- Role & Importance of HRM in Tourism industry
- Challenges and opportunities.
- Need for HRM in Tourism Industry..

**Module 2: Human Resource Planning**

- Human Resource Planning: Concept, definition, nature and Objectives of HRP, Process of Human Resources Planning,
- Need for HRP in Tourism industry
- Factors affecting HRP, Approaches to HR planning – Social demand approach, rate of return Approach, Man power recruitment Approach, Challenges & Problems in HRP.
- Approaches to HR planning – Social demand approach, rate of return Approach, Man power recruitment Approach, Challenges & Problems in HRP.

**Module 3: Recruitment**

- Sources of Recruitment, Factors affecting Recruitment with special reference to Tourism Industry Recruitment Process, Recent trends in Recruitment.
- Selection - Concept, definitions, Factors affecting Selection, Selection Procedure.
- Placement, induction and socialization- Concept & meaning. Relevance in Tourism industry.
- Training and development in Tourism Industry – Objectives, Types of Training methods.

**Module 4: Job Analysis**

- Job Analysis- Job description & Job specification: uses of job analysis. Job Evaluation,
- Performance appraisal in Tourism Industry- Objectives & Methods of Performance Appraisal.

**Module 5: Human Resource Development (HRD)**

- An Overview, Need, HRD process and outcom
- An overview of HRD practices: Trends;
- HRD in Service Industry: Importance and role of HRD in Service Sector
- HRD in Tourism Sector.

**Reference Books**

- Handbook of Human Resource Management in the Tourism and Hospitality Industries Edited by the late Ronald J. Burke
- Human Resource Management in Tourism by Tom Baum & Jithendran Kokkranikal

## SEM-VI

**Course Name: INTERNATIONAL TOURISM STUDY**

**Course Code:**

**Course Objectives:** At the end of the course, students will be able to recognize which resources and factors support organizational performance in international and multicultural contexts, understand problems and perspectives of travel and leisure businesses across national and cultural boundaries and within foreign countries, cope and communicate in intercultural working environments

### **Module I: Introduction**

- Meaning, Definition, forms and types
- Intra-regional and Inter-regional
- Tourist trends- Regional and Global tourist movements,
- Tourist Arrivals/Receipts, challenges.
- Factors affecting- Demand and origin factors, destination & resource factors.

### **Module II: Need for planned development**

- Various levels at which plans are prepared.
- Scale of International Tourism Destination Development- Allo-centric, Mid-centric and Psycho- centric destination.
- The emerging International Tourism types. Political aspects of the International travel.

### **Module III: Need for Tourism organizations**

- National Tourism Organization (NTO) - Functions, Administrative set up.
- India's out bound Tourism for Gulf, Europe, USA, South East Asia Australia and New-Zealand
- Characteristics and patterns of India's major International markets, domestic Tourism in India, patterns and characteristics of major tourist generating states.
- ITDC, DGCA, AAI, FHRAI, TAAI.

### **Module IV: Aviation Geography**

- IATA Traffic conferences, important tourist circuits and popular Itineraries of Middle East, Asia Pacific and Europe.
- Customs Formalities, Passport, Emigration and Immigration- passport, Arrival and Departure Formalities,
- Health Regulations, Airport tax. Visa- types.
- Visa rules for India, Duration of stay, Currency regulations, Exchange Control formalities- Currency and jewellery, payment of hotel bills, purchase of goods.

### **Module V: International Tourism Organisations**

- UFTAA, WATA, WTO, PATA , IATA, ICAO, IHA Travel industry fairs- Participation Advantages. Role of ITB, WTM, PATA Travel Mart and FITUR

### **Reference Books:**

- International Tourism Management, 3rd Edition Paperback – 15 May 2006 by A. K. Bhatia (Author)

**Course Name: ADVENTURE AND SPORTS TOURISM**

**Course Code:**

**Course Objectives:**

In this Unit we will discuss about adventure and sports in relation to tourism. After going through this Unit you will:  
know how adventure and sports play an important role in tourism.  
Know the main sport and adventure activities which attract tourists.  
Be able to list the main places in India where such activities are developed, and  
Have an idea about which particular sport or adventure activities can be developed in a specific region

### **Module 1: Introduction**

- Definition, Scope and Nature of adventure Tourism;
- Popular tourist destinations of India;
- Land based (soft/hard trekking, Skiing, mountaineering, desert safaris, car rallies etc.).
- Water based (rafting, kayaking, canoeing, surfing, water skiing, scuba diving)
- Air based (parasailing, paragliding, ballooning, hand gliding and micro lighting etc.).

### **Module 2: Basic minimum standards**

- Basic minimum standards for adventure Tourism related activities-Land based; Mountaineering, Trekking,
- Water Based; River running; Aerial Based; Parasailing, Paragliding, Bungee Jumping.
- IMF rules for mountain expeditions: (Peak booking formalities, cancellation of permits and bookings).

### **Module 3: Impacts & Issues**

- Adventure Tourism impacts- social, cultural, economic and environmental impacts.
- Outstanding issues of adventure Tourism.
- Adventure tourism in context of other tourism types.  
Future trends of adventure tourism in India

### **Module 4: Products and infrastructure**

- Adventure Tourism- products and infrastructure.
- Marketing and promotional strategies.
- Service quality issues related to adventure Tourism in India.
- Adventure Tour Operators Association of India (packages and job opportunities), Career Adventurers.

### **Module 5: Adventure Tourism in J&K**

- Adventure Tourism in J&K- Facilities offered; issues and considerations.
- Adventure Tourism Organizations and training institutes in J&K- Jawaharlal Institute of Mountaineering and Winter Sports (JIM & NIWS)
- Indian Institute of skiing & mountaineering.

**Reference Book**

- Sport and Adventure Tourism by Simon Hudson
- Sports and Adventure Tourism By: Melanie Smith, Nicola Macleod & Margaret Hart Robertson

**Course Name: CULTURAL AND HERITAGE TOURISM**

**Course Code:**

**Course Objectives:** The **objective** of this **course** is to present **tourism** as a 'marketplace' for **cultural heritage**, but one that presents peculiar issues, **management** problems, and questions of economic viability, ethics, and governance which the **heritage** manager needs to be at ease with.

### **Module 1: Introduction**

- Cultural and heritage Tourism- Concept and Significance, Nature;
- History of Cultural pilgrimage Tourism in India- Inbound and outbound.
- Vedic age, Buddhist epoch, Gupta Period, Early and Late Medieval period, Modern period.
- Features of Indian Cultural Heritage- preservation and conservation of monuments and Culture.

### **Module 2: Motivation**

- Motivation to religious Tourism, Motivations for religious Tourism,
- Pilgrimage, festivals and events; sacred pilgrimage and Tourism as secular pilgrimage;
- Religious Tourism as an educational experience
- Tourism and the spiritual philosophies of the Orient.

### **Module 3: Marketing**

- The management and marketing of religious sites, pilgrimage and religious events,
- Pilgrimage Tourism Case Studies- Ajmer Sharif, Charo Dham Yatra, Vaishnavadevi, Bodhgaya, Mount Abu and Amaranth Yatra.

### **Module 4: Planning and Management**

- Sustaining Tourism infrastructure for religious tourists and pilgrimages
- Local consultation and participation, administrative and regulatory issues;
- Planning and management approaches;
- The symbiotic relationship between religious, pilgrimage and ethnic Tourism.

### **Module 5: Cultural and Heritage Management**

- Cultural and Heritage Management, objectives and strategies, Protection, Conservation and Preservation,
- Cultural and Heritage Marketing, Destination development.
- Heritage Hotels and their classification.
- Cultural Events Management
- Case Studies- Kumbha, Pushkar, Pongal/Makar-Sankranti, Carnival (Goa), Taj Mahotsava, Khajuraho Mahotsava and Desert Festival.

#### **➤ *Reference books***

- Cultural Heritage and Tourism: An Introduction By Dallen J. Timothy

**Course Name: SUSTAINABLE TOURISM**

**Course Code:**

**Course Objectives:** This course aims to provide students with a broad understanding of environmental issues and their impact upon the tourism industry, therefore subject areas such as pollution, waste management and biodiversity will be a primary focus. The natural and cultural environments of communities and global destinations will be explored to enable students to critically interpret tourism dependency, and the changes and development of domestic and international tourism policy.

**Module 1: Introduction**

- Historical Background, the Nature and Scope of Sustainable Tourism
- Critiques of Current Thinking in Sustainable Management, Towards a New Approach to Sustainable Tourism Management
- Environmental Dimension, Economic Dimension, Social Dimension.

**Module 2: Organization Structure**

- Organizational Structure/Chart of travel agency and tour operator and its different sections.
- Outbound and inbound handling.
- Role and functions of Travel/Tour Guide and top-level management.

**Module 3: Department of Tourism**

- Department of Tourism, Government of India and respective state government's role in directing, controlling the travel business.
- Future trends for travel business in India and at global level.
- ITDC, WTO, IATA, TAAK, TAAI and IATO's role in uplifting travel and tour business.
- Description and contribution of private and government (National level) agencies involved in travel business

**Module 4: Tourist Destinations**

- Tourist Destinations, Visitor Attractions
- Tour Operations, Transport, Hospitality, Cultural
- Tourism Ecotourism, Business Tourism, Future of Sustainable Tourism.

**Module 5: Organizations**

- ISO 14000- Role of WTTC, UNWTO, PATA, UNEP, IUCN in Sustainable Tourism Development.
- Global Significance of Sustainable Tourism- Agenda 21 for Travel and Tourism Industry.

➤ *Reference Book:*

- Sustainable Tourism Management, by John Swarbrooke
- Sustainable Tourism in Island Destinations, by Sonya Graci and Rachel Dodds

**Course Name: TRAVEL AGENCY AND TOUR OPERATION**

**Course Code:**

**Course Objectives:** The course is designed to orient the students regarding the prevalent procedures and processing style in respect of travel agency business and its management. It gives details regarding basic procedures adopted by agencies in the specific fields and focuses on the prescribed requirements by the administrative machinery looking after specific aspects of tourism and allied activities

### **Module 1: Introduction**

- Historical, Growth and development; Meaning, concept, types and importance,
- Difference between Travel Agency and Tour Operators.
- Role of backward and forward linkages in travel and tour business and its impact on hotel business.
- Travel intermediaries and their impact on Tourism business.

### **Module 2: Organizational Structure**

- Organizational Structure/Chart of travel agency and tour operator and its different sections.
- Outbound and inbound handling.
- Role and functions of Travel/Tour Guide and top-level management.

### **Module 3: Department of Tourism**

- Department of Tourism, Government of India and respective state government's role in directing, controlling the travel business.
- Future trends for travel business in India and at global level.
- ITDC, WTO, IATA, TAAK, TAAI and IATO's role in uplifting travel and tour business.
- Description and contribution of private and government (National level) agencies involved in travel business.

### **Module 4: Rules and Regulations**

- Different approval requirements from Government and Private Travel bodies for setting up a travel agency.
- Formats and procedures to be followed for setting up travel agency.
- IATA ruling and regulations, government of India and IATA Ownership structure.
- Equipment and infra structural requirements.
- TFCL's role in setting up travel agency. Training needs for employees.

### **Module 5: Required Documents**

- Travel agency documents and formats used in operations.
- TAV, MCO and their role.
- Different software used in Travel and tour business.
- Itinerary- meaning types and development.
- Documents shared between intermediaries for making any itinerary success.

➤ **Reference Book:**

- The Business of Travel Agency and Tour Operations Management by A.K Bhatia Sterling Publishers Pvt. Ltd, 2012
- Travel Agency And Tour Operation: Concepts And Principles Paperback – 1 January 2008 by Jagmohan Negi (Author)

**Course Name: EVENT MANAGEMENT AND MICE (M = MEETINGS I = INCENTIVE C = CONFERENCES E = EXHIBITIONS)**

**Course Code:**

**Course Objectives:** The MICE Professional Event Management program intends to bridge the requirements of the industry by providing programs that will enable the professionals to be globally competitive and academically prepared for professional events and similar ventures..

**Module 1: Introduction**

- Major characteristics; Five C's of event management Conceptualization, Costing, Canvassing, Customization, Carrying out;
- Advantages of events- to the Organizer, Event Planner, Participants, Economy and Society;
- Broad classification of Events, Event planning process.

**Module 2: MICE Industry**

- Evolution of MICE industry; Components of MICE;
- Economic and social significance of MICE.
- Introduction to professional meeting planning- definition, types and roles; associate, corporate & independent meeting planners; TA's and TO's as meeting planner;
- Responsibilities/Role of Meeting planners
- Convention visitor Bureaus – functions, structure and funding sources.

**Module 3: Concept and types**

- Conference venues- facilities, check-in and check-out procedures, requirements; conference room lay-outs; Convention manager;
- Introduction to conference facilities in India.
- Role and functions of ICPB and ICCA.

**Module 4: Types of Shows**

- Benefits of exhibitions, participant decision-making process.
- Contract negotiations– Principles; steps, negotiation with hotels, airlines and ground handlers.
- Case studies: Tourism festivals: Ellora Festival, Taj Festival, Khajuraho, Festival, Konark festival, Hampi Festivals, Trade Fairs: World Travel Mart ITB, TTW, PTM.

**Module 5: ICT in Event business**

- Characteristics, its organizing and special requirements;
- Latest meeting technologies - Video conferencing and Information Communication Technology (ICT) Implementation advantages,
- Factors including ICT affecting future of events business.



➤ ***Reference Book:***

- Meetings, Expositions, Events and Conventions by George G. Fenich
- Outlines and Highlights for Meetings, Expositions, Events and Conventions by George G. Fenich
- The Complete Guide to Successful Event Planning by Shannon Kilkenny