

**MBA (CSS- Travel and Tourism) SCHEME AND SYLLABUS  
2020 ONWARDS  
BASED ON OUTCOME BASED EDUCATION**



**INSTITUTE OF MANAGEMENT IN KERALA**



**UNIVERSITY OF KERALA**  
THIRUVANANTHAPURAM 695581

## **Program Regulations and Syllabus**

### **For those who joined in 2020 -2021 onwards**

**1. Program:** Master of Business Administration (MBA)

**2. Programmes Offered:**

**a. MBA (CSS - Travel and Tourism)**

**3. Duration:** Two years Full Time (Each year having Two Semesters)

**4. Medium of Instruction and Examinations:** English only.

**5. Eligibility for Admission:**

- A. The candidate should have passed the degree from any Indian University, under the regular stream, recognized by the University of Kerala and shall be in the 10+2+3 pattern (or in 10+2+4 pattern). In all the cases the student should have passed the degree examination with not less than 50% marks/equivalent grade (no rounding off allowed) in Part III /core plus complimentary in BA, B.Sc., B.Com. etc., or 50% marks/equivalent grade (no rounding off allowed) in aggregate in case of B.E/ B.Tech, B.Sc. (Agri.) and other 4/5 year degree courses. The candidates, who have passed MA/M.Sc./M.Com.or any other PG Degree recognized by the University of Kerala with 50% of marks/equivalent grade in aggregate, are also eligible for admission. SC/ST, SEBC and differently abled candidates shall be given relaxation as per University rules.
- B. The candidates should possess a valid score from any one of the entrance examinations conducted by K-MAT, C-MAT or CAT. The scores obtained during the previous academic year alone be considered.
- C. The provisional rank list for admission to the MBA programme will be prepared on the basis of the score obtained by the candidate in the Entrance Test (80% weightage), Group Discussion (10% weightage) and Interview (10% weightage). For the year 2020-21 alone, the admission will be based on the Entrance test score only.
- D. Head, IMK is entrusted to conduct the Group discussion and Personal interview at IMK, Kariavattom for finalising the rank list.
- E. Candidates who have passed their Degree or Master's Degree from other Universities should produce the Eligibility Certificate issued by the University of Kerala (Course Equivalency Certificate) at the time of admission. Only those candidates who produce eligibility certificate and mark lists of Degree or Master's Degree *from other universities* at the time of counseling, will be considered for admission.
- F. Reservation of seats is as per the Government of Kerala and University of Kerala norms from time to time.

## PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)

**Programme Educational Objectives (PEOs) :** Upon completing the degree, the student will be able to:

<b>PEO 1</b>	Analyze social and environmental aspects with professional values, ethics and equity to transform the learned and acquired knowledge, skills and expertise to the community.
<b>PEO 2</b>	Involve in lifelong learning to adapt educational needs in a changing world to maintain their competency and also to contribute to the advancement of knowledge in a multi-disciplinary environment.
<b>PEO 3</b>	Learn to adapt to a rapidly changing environment with learned and applied new skills
<b>PEO 4</b>	This programme will equip the candidate to be socially responsible and value driven citizens committed to sustainable development
<b>PEO 5</b>	To inculcate the spirit of team work, integrity, professional values so that the student will be able to perform effectively in an organizational set up or on their own entrepreneurial ventures.

## PROGRAMME OUTCOMES (POs)

**Programme Outcomes (POs) :** Upon completing the degree, the student will be able to:

<b>PO 1</b>	Demonstrate the ability to perform professionally in organizations or start-ups.
<b>PO 2</b>	Perform in a social, cultural and ethical responsibility as an individual or as a member of a team in a professional manner.
<b>PO 3</b>	Exude positive attitude in all the sectors and are willing to support any professional initiatives with positive mind-set.
<b>PO 4</b>	Adapt to sustain in emerging era and constantly upgrade skills towards independent and Lifelong learning.
<b>PO 5</b>	Communicate complex concepts with professionalism by adapting appropriate resources and modern tools.
<b>PO 6</b>	Able to document their participation and contribution to student organizations, business or consulting projects, internship opportunities or other initiatives.
<b>PO 7</b>	Able to conceptualize, organize and resolve complex business problems or issues by using the resources available under their discretion.
<b>PO 8</b>	Understand the impact of the professional management solutions in societal and environmental contexts and demonstrate the knowledge of and need for sustainable development.
<b>PO 9</b>	Able to identify, assess and shape entrepreneurial opportunities and to evaluate their potential for business success.

## PROGRAMME SPECIFIC OUTCOMES (PSOs)

**Programme Specific Outcomes (PSOs) :** At the completion of the programme, the students will be able to:

<b>PSOs 1</b>	Apply the knowledge gained during the course of the program to identify, formulate and solve real life problems to meet the core competency with continuous up gradation.
<b>PSOs 2</b>	Apply the knowledge of ethical and management principles required to work in a team with stewardship of the society.
<b>PSOs 3</b>	Consolidate the acquired theoretical knowledge into practical skills and wisdom.
<b>PSOs 4</b>	Discharge his/her social responsibility to the community at large and participate in volatile and disaster situations.

## PROGRAMME STRUCTURE

<b>SEMESTER - I</b>						
Part	Course Code	Name of the course	Internal	External	Total	Credit
Core 1	MGT C411	PRINCIPLES OF MANAGEMENT AND ORGANISATIONAL BEHAVIOUR	40	60	100	3
Core 2	MGT C412	MANAGERIAL ECONOMICS	40	60	100	3
Core 3	MGT C413	ACCOUNTING FOR MANAGERS	40	60	100	3
Core 4	MGT C414	QUANTITATIVE TECHNIQUES	40	60	100	3
Core 5	MGT C415	OPERATIONS MANAGEMENT	40	60	100	3
Core 6	MGT C416	BUSINESS ENVIRONMENT AND CORPORATE ETHICS	40	60	100	3
Core 7	MGT C417	ENVIRONMENTAL MANAGEMENT	40	60	100	3
<b>Total for semester - I</b>			<b>280</b>	<b>420</b>	<b>700</b>	<b>21</b>
<b>SEMESTER - II</b>						
Part	Course Code	Name of the course	Internal	External	Total	Credit
Core 8	MGT C421	LAWS FOR BUSINESS	40	60	100	3
Core 9	MGT C422	RESEARCH METHODS FOR MANAGEMENT	40	60	100	3
Core 10	MGT C423	HUMAN RESOURCE MANAGEMENT	40	60	100	3
Core 11	MGT C424	MARKETING MANAGEMENT	40	60	100	3
Core 12	MGT C425	FINANCIAL MANAGEMENT	40	60	100	3
Core 13	MGT C426	COMMUNICATION SKILLS	40	60	100	2
Core 14	MGT C427	BUSINESS PLANNING AND ENTREPRENEURSHIP	40	60	100	2
Core 15	MGT C428	OPERATIONS RESEARCH	40	60	100	3

		<b>Total for semester - II</b>	<b>320</b>	<b>480</b>	<b>800</b>	<b>22</b>
<b>SEMESTER - III</b>						
Part	Course Code	Name of the course	Internal	External	Total	Credit
Core 17	MGT C431	DATA ANALYTICS	40	60	100	3
Core 18	MGT C432	CYBER SECURITY AND INFORMATION SYSTEMS	40	60	100	3
Elective 1			40	60	100	3
Elective 2			40	60	100	3
Elective 3			40	60	100	3
Elective 4			40	60	100	3
Elective 5			40	60	100	3
<b>Total for semester - III</b>			<b>280</b>	<b>420</b>	<b>700</b>	<b>21</b>
<b>SEMESTER - IV</b>						
Part	Course Code	Name of the course	Internal	External	Total	Credit
Core 20	MGT C441	STRATEGIC MANAGEMENT	40	60	100	3
Elective 6			40	60	100	3
Elective 7			40	60	100	3
Elective 8			40	60	100	3
Core 21	MGT C442	DISSERTATION	00	100	100	3
		GC-1	40	60	100	2
		GC-2	40	60	100	2
<b>Total for semester - IV</b>			<b>240</b>	<b>460</b>	<b>700</b>	<b>19</b>
<b>Total for all semesters</b>			<b>920</b>	<b>1780</b>	<b>2700</b>	<b>83</b>
( 50% in total for a pass in a course, no internal minimum, 24 marks required for a pass in external examination out of 60)						

**The list of electives offered during the III and IV semester are as follows**

<b>TRAVEL AND TOURISM MANAGEMENT</b>			
MGTE4326	TOURISM GEOGRAPHY	MGTE4418	AIRPORT AND CARGO MANAGEMENT
MGTE4327	TOURISM PRODUCTS OF INDIA	MGTE4419	INTERNATIONAL TOURISM AND GLOBAL UPDATES
MGTE4328	TRAVEL AND TOUR OPERATORS MANAGEMENT	MGTE4420	ECO TOURISM
MGTE4329	EVENT MANAGEMENT		
MGTE4330	HOSPITALITY MANAGEMENT		

### **GENERIC COURSES**

The department offers the following GENERIC COURSES for other departments

Semester No.	Course Code	Name of the Course	Number of Credits
<b>I</b>	<b>MGT-X-411</b>	<b>TEAM BUILDING</b>	<b>2</b>
	<b>MGT-X-412</b>	<b>MANAGING RURAL MARKETS</b>	<b>2</b>
<b>II</b>	<b>MGT-X-421</b>	<b>CAREER MANAGEMENT</b>	<b>2</b>
	<b>MGT-X-422</b>	<b>MANAGING DIVERSITY IN WORKPLACE</b>	<b>2</b>
<b>III</b>	<b>MGT-X-431</b>	<b>ECOTOURISM</b>	<b>2</b>
	<b>MGT-X-432</b>	<b>BASICS OF RETAILING</b>	<b>2</b>

IV	MGT-X-441	SIX SIGMA	2
	MGT-X-442	RESPONSIBLE TOURISM	2

## 2. INTERNAL EVALUATION

For the Theory Courses, the break-up of marks shall be as follows:

Internal examinations:	20 marks
Seminar	: 10 marks
Assignment	: 10 marks
Total	: 40 marks

A student will be allowed to write the end semester examination only if he obtains the minimum attendance stipulated by the University.

## 3. EXTERNAL EVALUATION:

An external evaluation of 60 marks will be conducted by the University ( First and Third semester will be conducted by IMK and second and fourth semester by the University) in all four semesters for the courses excepting the Project work and Comprehensive viva.

### The Pattern of Examination

For papers other than MGTC413, 414,425 and 428 the following pattern to be followed:

#### PART A

5 QUESTIONS TO BE ANSWERED. ONE QUESTION EACH FROM EACH UNIT TO BE INCLUDED. ( 5 x 3 = 15 MARKS)

#### PART B

5 QUESTIONS TO BE ANSWERED. ONE QUESTION EACH FROM EACH UNIT TO BE ASKED. 3 QUESTIONS TO BE ANSWERED (3 x 10=30 MARKS)

#### PART C

1 CASE STUDY/ RESEARCH ORIENTED QUESTION (15 MARKS)

*Pass minimum is as per the CSS regulations.*

## 4. EXTRA DEPARTMENTAL ELECTIVES:

A student has to complete two compulsory electives during the two years from other departments where his/her choice of subject is available. CSS will propose the electives at the start of every semester and the students have to opt one elective per semester and can complete the second elective during the course of the next semesters. Wednesday afternoons are earmarked for extra departmental electives. IMK will similarly offer extra departmental electives to other departments and the number of candidates who can register for the same is fixed at 40.

## 5. PROJECT WORK : Details are given along with the syllabus in Annexure

## 6. TRANSITORY REGULATIONS :

Wherever there has been a change of syllabi, examinations based on the existing syllabus will be conducted for two consecutive years after implementation of the new syllabus in order to enable the students to clear the arrears. Beyond that, the students will have to take up their examinations in equivalent subjects, as per the new syllabus, on the recommendation of the departmental council.

7. Any other regulations not found in this, the University's broad CSS regulations will come into force.

8. Notwithstanding anything contained in the above pages as Rules and Regulations governing the Two Year Master's Programme, the Syndicate is vested with the powers to revise them from time to time on the recommendations of the Academic Council.

SEMESTER – 1						
CORE 1 - PRINCIPLES OF MANGEMENT AND ORGANISATIONAL BEHAVIOUR						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT C 411	PRINCIPLES OF MANGEMENT AND ORGANISATIONAL BEHAVIOUR	CONCEPT (B)	44	6	0	3

**Preamble:** This course aims at facilitating the students to provide a fundamental exposure to the students on the theories in management and the practice and the nuances of organizational behaviour.

**Prerequisite:** Basics of the history of management, management process, organizational behaviour, decision making, communication and leadership.

**Course Out Comes (COs) :** On successful completion of this course the students will be able to:

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Describe and discuss the elements of effective management	K2
CO2	Discuss and apply the planning, organizing and controlling processes	K2
CO3	Conceptualize, organize and resolve complex business problems or issues in the organizational behaviour	K3
CO4	Categorize decision making, its models and communication	K4
CO5	Discuss interpersonal dynamics and awareness	K5
CO6	Appraise Motivation & Leadership and Co-ordination functions in an organization	K6

#### Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	S	L	S	L	S	M	M	M	S	S
CO2	S	M	L	S	M	M	L	S	M	M	M	S	S
CO3	S	S	M	S	S	M	M	S	M	L	S	S	S
CO4	S	S	M	S	S	M	M	S	M	S	S	S	S
CO5	S	S	S	S	S	S	M	M	S	S	S	S	S
CO6	S	S	S	S	S	S	M	M	S	S	S	S	S

S- Strong; L- Low; M-Medium

#### Syllabus

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	History of scientific management - pioneers, Mary Follet, Fredrick.W.Taylor, Gilbreth, Henry Fayol etc. and their contributions – Schools of Management thought – the behavioural science school, quantitative school, scientific management school etc. – comparison.	8	Videos / e-PG Pathshala
II	Process of management – planning – types of plans – organizing – organization design – structure & process – line & staff – delegation – centralization and decentralization – directing and controlling – control techniques. Functions of management in the context of globalization and opening up of economy – Coping with economic downturns – Future of management	8	NPTEL Videos / e-PG Pathshala

<b>III</b>	Contributing disciplines to the understanding of OB – Historical evolution of OB – contemporary applications and challenges of OB – Developing a comprehensive and holistic of OB – Theoretical perspectives of human behaviour: Perception, Learning, Motivation and Personality.	9	Videos / e-PG Pathshala
<b>IV</b>	Decision Making: Decision making models – Reasoning and problem solving – Factors affecting decision making – Communication: Communication process – Factors affecting communication – Channels of communication – barriers to effective communication – Improving interpersonal and organization communication	9	Videos / e-PG Pathshala
<b>V</b>	Interpersonal dynamics: Developing interpersonal awareness – Johari Window – Transaction analysis – Empathy and Assertiveness Groups: Definition and classification of groups – Development of groups – groups structure – Roles, norms, and status – Group decision making	8	NPTEL Videos / e-PG Pathshala
<b>VI</b>	Teams – Developing high performance teams. Leadership – Power and Politics – Conflicts – Negotiation – Developing negotiating skills – Organizational culture – Change Management	8	Videos / e-PG Pathshala
<b>Total</b>		<b>50</b>	

**Reference Books:**

1. Koontz & Weihrich, Essentials of Management, Tata McGraw Hill, 12th Edition.2013
2. Rao VSP, Hari Krishna V – Management: Text and Cases, Excel Books, 2012 Edition.
3. Stoner & Stoner A.F & James Freeman Edward R, Management, PHI.2011
4. Robert Krcitner, Management, ATTBS.2013
5. Weihrich & Koontz, Management - A Global perspective, McGraw Hill.2012
6. Hellrieger, Jackson & Slocum, Management - A Competency based approach , Thomson Learning, 13th Edition.2013.

**Focus of Course**

**e-Resource**

1. e-PG Pathshala : <http://epgp.inflibnet.ac.in/ahl.php?csrno=6> (Commerce- P01-M01)
2. e-PG Pathshala : <http://epgp.inflibnet.ac.in/ahl.php?csrno=6> (Commerce- P01-M05)
3. e-PG Pathshala : <http://epgp.inflibnet.ac.in/ahl.php?csrno=6> (Commerce- P01-M06)
4. e-PG Pathshala : <http://epgp.inflibnet.ac.in/ahl.php?csrno=6> (Commerce- P01-M26)
5. e-PG Pathshala : <http://epgp.inflibnet.ac.in/ahl.php?csrno=6> (Commerce- P01-M33)
6. e-PG Pathshala : <http://epgp.inflibnet.ac.in/ahl.php?csrno=6> (Commerce- P01-M08)

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**SEMESTER - 1**  
**CORE 2 : MANAGERIAL ECONOMICS**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT C 412	MANAGERIAL ECONOMICS	CONCEPT (B)	44	6	0	3

**Preamble:** This course aims at facilitating the students to understand the relationship between economics and business management and apply the various concepts of economics to real life business environment

**Prerequisite:** Basics of Economics at UG level.

**Course Out Comes (COs) :** On successful completion of this course the students will be able to:

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Express fundamental concepts in economics to facilitate application of the same	K2
CO2	Describe both micro and macro-economic concepts and Principles	K2
CO3	Interpret pricing under different market structures	K3
CO4	Evaluate the Macro-economic concepts	K4
CO5	Deduce profit and forecasting and calculate break-even analysis	K5
CO6	Estimate macroeconomic concepts like National Income, its measurement and the monetary & fiscal policies of the government	K6

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	S	L	S	L	S	M	M	M	S	S
CO2	S	M	L	S	M	M	L	S	M	M	M	S	S
CO3	S	S	M	S	S	M	M	S	M	L	S	S	S
CO4	S	S	M	S	S	M	M	S	M	S	S	S	S
CO5	S	S	S	S	S	S	M	M	S	S	S	S	S
CO6	S	S	S	S	S	S	M	M	S	S	S	S	S

S- Strong; L- Low; M-Medium

**Syllabus**

Unit	Course Contents	Hours	e-Resources/ e-Content Unit
I	Relevance of Economics for business decisions – Role of Managerial Economist and Business decision making – Demand Analysis – Demand curve and demand function – Elasticity of demand and its estimation – Demand Forecasting.	8	PPT / e PG Pathshala
II	Production and cost of production – production function – cost function in the short run and in the long run – cost concepts – practical applications of cost functions – cost volume profit Analysis – Break even chart – Economics of scale and scope.	8	PPT / e PG Pathshala
III	Market structure and price – output decisions – pricing under perfect competition – competitive equilibrium and economic efficiency – market failures and rule of government – pricing under monopoly – monopolist's output decision – monopoly power and its measurement – regulation in practice	9	PPT / e PG Pathshala

<b>IV</b>	pricing under Oligopoly – Nash Equilibrium – Cournot Model Collusion and Cartel – Indian Type of Cartel- National Income Accounting and their implication in business decision – Aggregate Demand and Supply	9	PPT / e PG Pathshala
<b>V</b>	Consumption, Investments, Exports, Imports, Liquidity preference, wages and profits, Employment Equilibrium of the Keynesian Model – solutions for income, employment and interest rate – Multiplier and Accelerator	8	PPT / e PG Pathshala
<b>VI</b>	Budget and Taxation – Concept of value Added Tax. Monetary Theory and practice – Quantity theory of money – objectives and Instrument of monetary policy – Bank Rate policy – changes in SLR, CRR, Open Market operations, Selective Credit Controls – Exchange Rate Management – Financial Markets – Indian and International.	8	PPT / e PG Pathshala
<b>Total</b>		<b>50</b>	

**Reference Books:**

1. Mehta P.L., Managerial Economics – Analysis & Cases, Sultan Chand, 21th revised edition 2014
2. Joel Dean - Managerial Economics, Prentice Hall. 2011.
3. Rangarajan .C, Dholakiabh - Principles of Macro Economics, Tata McGraw Hill. 2012
4. Howard Davies Pun-Lee Lam - Managerial Economics an Analysis of Business Issues, Prentice Hall, 6th Edition. 2011
5. Atmanand.R., Managerial Economics, Excel, New Delhi. 2012 Economics, 4<sup>th</sup> Edition, Joseph Stiglitz and Carl Walsh, WW Norton and Company, 2006.
6. Fundamentals of managerial economics, 8<sup>th</sup> Ed., Hirschey, Mark, South-western College Publications, South Western, 2003.
7. Managerial Economics, Joel Dean, Prentice Hall, 1951.
8. Managerial Economics, 4<sup>th</sup> edition, Peterson and Lewis, Pearson, 2006.

**Focus of Course**

**e-Resource**

1. e-PG Pathshala : <http://epgp.inflibnet.ac.in/view-f.php? Category=1405> (ME: P-11/M-01, M-02, M-10 & M-05)
2. e-PG Pathshala : <http://epgp.inflibnet.ac.in/view-f.php? Category=1405> (ME: P-11/M-11, M-12, M-13 & M-14)
3. e-PG Pathshala : <http://epgp.inflibnet.ac.in/view-f.php? Category=1405> (ME: P-11/M-18, M-23 & M-24)
4. e-PG Pathshala : <http://epgp.inflibnet.ac.in/view-f.php? Category=1405> (ME: P-11/M-15)
5. e-PG Pathshala : <http://epgp.inflibnet.ac.in/view-f.php? Category=1405> (ME: P-11/M-29, M-34 & M-35)
6. e-PG Pathshala : <http://epgp.inflibnet.ac.in/view-f.php? Category=1405> (ME: P-11/M-01, M-02, M-10 & M-05)

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**SEMESTER - 1**  
**CORE 3 : ACCOUNTING FOR MANAGERS**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT C 413	Accounting for Managers	Analysis (E)	40	4	6	3

**Preamble:** This course aims at facilitating the student to understand the accounting functions and the analysis and interpretation of final accounts.

**Prerequisite:** Accounting basics at UG level

**Course Out Comes (COs) :** On successful completion of this course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understood the concepts , branches of Accounting and Prepare trading, profit and loss account and balance sheet	K1
CO2	Interpret the accounts and financial statements of companies and financial institutions	K5
CO3	Understand the importance of ratio analysis	K3
CO4	Locate and analyze fund flow and cash flow of corporations	K2
CO5	Understood the cost accounting concepts and applications	K5
CO6	Prepare and analyze the budgets of corporate.	K6

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	L	M	S	L		M	M	M	M	M
CO2	M	M	L	L	M	M	S		S	S	S	S	S
CO3	S	L	S	L	S	L	M	S	M	M	M	S	S
CO4	S	L	M	L	M	S	S	S		M	M	S	S
CO5	S	M	L	L	S	M	M		L	S	S	S	S
CO6	S	M	M	L	M	S	L		M	M	M	M	M

**S- Strong; L- Low; M-Medium**

**Syllabus**

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Financial Accounting: Definition-purpose, use and role, Concept and conventions- Rules of book keeping- double entry book keeping-Financial Accounting transactions, the process of recording, rules of book keeping and books of accounts – Double Entry book keeping, journalizing primary and secondary books of accounts.	10	PPT / e PG Pathshala
II	Financial Statements– Meaning – Objectives –The structure and contents of financial statements – The profit and loss account and the Balance Sheet. The need for adjusting entries – revenue recognition, accrual principle, depreciation, closing inventories and their valuation, band debts and providing for doubtful debts, discounts, contingencies, prior year expenses etc.	10	PPT / e PG Pathshala
III	The analysis of financial statements-Techniques of Financial StatementAnalysis: Ratio analysis-(problems)-Types of ratios-Ratios to understand the financial status and performance of anorganization. Rations and their uses.	10	PPT / NPTEL

IV	Fund Flow Statement Analysis – Preparation of Statement of change in working capital – Computation of fund from operation and preparation of fund flow statement – Cash flow statement- computation of cash from operations – Preparations of cash flow statement.	8	PPT / e PG Pathshala
V	Cost Accounting – Meaning and Objectives – Classification – Direct cost – Overheads – Cost Sheet - Preparations of Cost Sheet –Marginal Costing: - Breakeven point analysis , Contribution, PV Ratio, Margin of Safety.(problems).	7	PPT / e PG Pathshala
VI	Budget – Budgeting and budget control – types of budgets – Preparation of Flexible and fixed budgets, and Cashbudget.	5	PPT
<b>Total</b>		<b>50</b>	

**Reference Books:**

1. Ramachandran.N., Ram Kumar Kakan, “Financial Accounting for Management”,The TATA McGraw Hill Publishing Company Ltd, New Delhi,2014.
2. Sharma K Sasigupta, “Cost and Management Accounting” Sultan Chand and Sons,New Delhi, 2012.
3. Dr.S.N.Maheswari “Management accounting” Sultan Chand and sons, New Delhi. 11<sup>th</sup>Edition2013.

**Focus of Course**

**e-Resource**

1. <http://epgp.inflibnet.ac.in/ahl.php?csrno=6> (Commerce:P-04/M-01,08)
2. <http://epgp.inflibnet.ac.in/ahl.php?csrno=6> (Commerce:P-04/M-18)
3. <http://nptel.ac.in/courses/110101004/downloads/Lecture%20Notes/module6/lec2.pdf>
4. <http://epgp.inflibnet.ac.in/ahl.php?csrno=6> (Commerce:P-06/M-27)
5. <http://epgp.inflibnet.ac.in/ahl.php?csrno=6> (Commerce:P-04/M-10)
6. <http://epgp.inflibnet.ac.in/ahl.php?csrno=6> (Commerce:P-04/M-01,08)
7. <http://epgp.inflibnet.ac.in/ahl.php?csrno=6> (Commerce:P-04/M-18)

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**SEMESTER - 1**  
**CORE 4 : QUANTITATIVE TECHNIQUE**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT C 414	QUANTITATIVE TECHNIQUES	Application (D)	40	7	3	3

**Preamble:** To enable the learners to learn (i) Application of correlation and regression Analysis  
(ii) Application of sampling theory in real life problems

**Prerequisite:** Basic Knowledge of correlation regression Analysis, Time series analysis

**Course Out Comes (COs) :** On successful completion of this course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	The students are expected to be familiar with the basic concepts and components data collection and presentation	K3
CO2	Develop skills in applying the probability theory	K6
CO3	Summaries different tests of significance in large and small sample theory	K5
CO4	Articulate moment measures of skewness, Kurtosis and solving problems related to management application	K3
CO5	To equip the students with different statistical techniques to summarize, analyse the interpret data, which are essential for decision making	K4
CO6	Apply Correlation and Regression analysis in Real Life.	K4

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S		L	L		L		S	M		L	S
CO2	S		S		S	S	L		M	M		L	S
CO3	M	S		M	M		M		M	M		L	S
CO4	L	S	S	M	M	S	M			M		L	
CO5	M	M		M	L	S	L			L	S	L	S
CO6	S		S	M	S		L		M	M	S	L	

**S- Strong; L- Low; M-Medium**

**Syllabus**

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	<b>Introduction to Statistics:</b> Statistics, meaning, data presentation using tables and charts, measurement and scaling, collection of data, presentation of data, graphs and diagrams frequency distribution, population and sample. Analysis of variance- one way classification	8	PPT
II	<b>Permutations and Combinations:</b> Theory of probability, Concept of random experiment: outcomes, sample space, events disjoint events, A priori or mathematical probability Definitions probability (Classical, frequency and axiomatic). Addition rules: Conditional probability, Problem solving with these concepts	8	PPT
III		9	Videos

	<b>Descriptive Statistics:</b> Descriptive statistics: Data : primary Data, Secondary Data, Summarization of data, measures of central tendency: Arithmetic mean – combined mean – Median – Measures of dispersion – Range, Mean deviation, standard deviation/variance – Quartile deviation – ‘Coefficient of variation, Moments (first 4 moments only),		
IV	<b>Skewness :</b> Karl Pearson’s and moment measures of skewness, Kurtosis : moment measures of kurtosis : Problems related to management application. Probability Distributions: Random variable, probability density function, standard distributions – Binomial, Poisson distribution-Problems in Management Application.	9	PPT
V	<b>Sampling Theory and Basic Concepts in Statistical Inference:</b> Sampling probability sampling and non-probability sampling: Sampling errors and non sampling errors: Methods of sampling: Simple random sampling – Stratified sampling – Systematic sampling – Cluster Sampling – Convenient / judgment sampling. Inference: Concept of statistical Sampling distributions, t, F. Estimator, Point and interval estimates (concepts only), Concepts of statistical hypothesis and testing of hypothesis	8	Videos
VI	<b>Statistical methods – II :</b> Correlation and Regression : Bivariate cases; Marginal and Conditional distributions (concepts only): Concept of correlation; Karl Pearson’s coefficient of correlation , Spearman’s rank correlation coefficient; Simple linear regression; Applications in management (Problems) – Time Series Analysis : Components of time series : Smoothing techniques : Moving average, Exponential smoothing, Trend analysis	8	PPT
<b>Total</b>		<b>50</b>	

**Reference Books:**

1. Statistics for management , Richard Levin & Rubin, Prentice Hall India,2002
2. Statistics Concepts and Applications, Pal. & Sankar, Prentice – Hall India,2005
3. Quantitative techniques, C.R. Kothari, Vikas Publishing House,2009
4. Quantitative Analysis for management, Render & Stair, prentice Hall of India,2005
5. Matrix and linear algebra, Dutta, prentice – Hall India,2002

**Focus of Course**

**e-Resource**

1. [www.statisticalassociates.com](http://www.statisticalassociates.com)
2. [www.edu.plymouth.ac.uk](http://www.edu.plymouth.ac.uk)
3. [www.palgrave.com](http://www.palgrave.com)
4. [www.wiley.com](http://www.wiley.com)

**e-Content URL: Vidya-mitra / e-Pathshala**

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SEMESTER - 1						
Core 5 : OPERATIONS MANAGEMENT						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT C 415	Operations Management	CORE	40	10	0	3
<b>Preamble:</b> To familiarise the student with the concepts, tools and techniques in the operations function in the organization and equip them for decision making in operations function.						
<b>Prerequisite:</b> Basic idea on the various functional areas in an organisation and their inter relationships.						
<b>Course Out Comes (COs) :</b> On successful completion of the course the students will be able to						
CO Number	Course Outcome (CO) Statement					Blooms Taxonomy Knowledge Level
CO1	Recognise the role of operations function in manufacturing and service organisations.					K2
CO2	Apply the concepts and tools used for designing the elements such as product, process, layout and job.					K3,K4
CO3	Equip to take decisions on key aspects of facility planning like location, capacity planning and aggregate production planning.					K4,K5
CO4	Enable the application of control mechanism through quality management and short term scheduling.					K6
CO5	Gain insight on value creation through inventory management and supply chain integration.					K4,K5
CO6	Improve operation function through proper maintenance of system and application of state of the art world class practices					K6

Mapping the Programme Outcomes													
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	M		S	S	L	S	L			L	L	M	L
CO2	S	M	S	S	S	S	S	M			M	S	M
CO3	S	M		S	S		M	S	M	S	M	S	M
CO4	S	M	S	S	M	S	M	M	M	S	M	S	
CO5	M	L	M	S		S	S		S	S	M	S	S
CO6	M		S	S	S	S	M		S	M	M	S	M

**S- Strong; L- Low; M-Medium**

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-Content Unit
I	Production vs. Operations, Role of operations, History-Cost focus, quality focus, Customisation, mass customisation, Operations in service sector, Productivity, Operations strategy, Decision areas in operations.	6	PPT/ e-PG Pathshala
II	Product design: Robust design, Modular design, Concurrent engineering, Value analysis, Green manufacturing. Process Design: Product –Process matrix, Single stage and multi stage process. Layout design: Importance, types of layouts. Job design: Work study, Work measurement techniques with numerical problems	10	Video/ e-PG Pathshala
III	Location selection for manufacturing and services- Relevant factors, Methods with numerical problems. Scheduling; Capacity planning, Aggregate Production Planning methods	8	Video/ e-PG Pathshala

<b>IV</b>	Quality-Dimensions, Cost of quality, Total Quality Management- TQM tools. Benchmarking, Kaizen, Employee empowerment, JIT. Quality management Systems- ISO 9000, ISO 14000, BIS. Short term scheduling, Production Planning and Control, Theory of Constraints.	<b>8</b>	Video/ e-PG Pathshala
<b>V</b>	Materials Management: Inventory control techniques, Purchase decision-Quantity and Period of purchase- Deterministic and stochastic models with numerical problems. Stores Management. MRP-I, MRP-II, ERP. Make or Buy decision. Vendor management. Supply Chain Management- Drivers of Supply Chain Performance.	<b>10</b>	Video/ e-PG Pathshala
<b>VI</b>	Maintenance and Reliability- Types of maintenance, Total Productive Maintenance, Six sigma, Agile Manufacturing, Lean Systems, Computer Integrated Manufacturing. Project management- Stages, CPM,PERT.	<b>8</b>	PPT/e-PG Pathshala
<b>Total</b>		<b>50</b>	

**Reference Books:**

1. Jay Heizer, Barry Render, Operations Management, (2016), Pearson Education.
2. Richard Chase, Nitin Agarwal, Operations Management for Competitive Advantage(2014) Tata McGraw Hill
3. Elwood.s.Buffa, Rakesh.K.Sarin, Modern Production/Operations Management(2011), Wiley India.
4. B.Mahadevan, Operations Management-Concepts and Practice(2015), Pearson Education.
5. Kanishka Bedi, Production and Operations Management (2004) , Oxford.
6. Norman Gaiher, Greg Frazier, Operations Management(2002), Thomson

**Focus of Course :** Employability/Skill development

**e-Resource**

1. e-PG Pathshala : [http://epgp.inflibnet.ac.in/view-f.php? Category=1398 \(OM: P-04//M-05\)](http://epgp.inflibnet.ac.in/view-f.php? Category=1398 (OM: P-04//M-05)
2. e-PG Pathshala : [http://epgp.inflibnet.ac.in/view-f.php? Category=1398 \(OM: P-04/M-04\)](http://epgp.inflibnet.ac.in/view-f.php? Category=1398 (OM: P-04/M-04)
3. e-PG Pathshala : [http://epgp.inflibnet.ac.in/view-f.php? Category=1398 \(OM: P-04/M-17\)](http://epgp.inflibnet.ac.in/view-f.php? Category=1398 (OM: P-04/M-17)
4. e-PG Pathshala : [http://epgp.inflibnet.ac.in/view-f.php? Category=1398 \(OM: P-04/M-22, M-27 & M-29\)](http://epgp.inflibnet.ac.in/view-f.php? Category=1398 (OM: P-04/M-22, M-27 & M-29)
5. e-PG Pathshala : [http://epgp.inflibnet.ac.in/view-f.php? Category=1398 \(OM: P-04//M-05\)](http://epgp.inflibnet.ac.in/view-f.php? Category=1398 (OM: P-04//M-05)

**e-Content URL:** Vidya-mitra / e-Pathshala

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**SEMESTER - 1**  
**CORE 6 : BUSINESS ENVIRONMENT & CORPORATE ETHICS**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT C 416	Business Environment & Corporate Ethics	CORE	36	5	9	3

**Preamble:** To sensitize the students to the broader socio-political and economic environment within which they will operate as managers. The course seeks to examine the interaction between the economy, polity, society and ethical practices in historical perspective and enable the students to be more effective managers.

**Prerequisite:** Basic knowledge of business environment and Ethics

**Course Out Comes (COs) :** On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Basics of Business Environment and Ethics	K1, K2
CO2	Familiarize with the nature of business environment and its components	K1, K2
CO3	The students will be able to demonstrate and develop conceptual framework of business environment and generate interest in international business.	K3
CO4	Understand the definition of ethics and the importance and role of ethical behaviour in the business world today.	K1, K2
CO5	Course is intended to make the students aware of the Indian Economic Environment and the policy and planning framework underlying the economic system.	K1,K2
CO6	Examine moral values and compare the major normative ethical approaches to business and Recognize ethical issues in business, evaluate approaches and options, and apply to business decisions.	K4,K5,K6

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	M	S	S	M	S	S	S	S	M	M	S
CO2	M	S	M	S	S	M	S	S	S	S	S	S	S
CO3	S	S	S	S	S	S	S	M	S	S	M	S	M
CO4	M	M	S	S	S	S	S	S	M	S	M	M	S
CO5	S	S	S	S	S	S	M	S	S	M	S	S	S
CO6	S	S	M	S	S	M	S	S	S	S	M	M	S

**S- Strong; L- Low; M-Medium**

**Syllabus**

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Business Environment - Introduction - Concept of Business - Understanding the Environment - Environment influence on business - Business and Society - Business and Culture - Demographic trend and social structure in India - Significance of growing middle class - Inter-face between Society and management - Social changes and development - Role of Manager in the social context.	8	Videos e-Pathshala PPT
II	Political Environment of Business - Types of Political Systems - Business and government interface - Public Policy Formulation - Business Risks Posed by the Indian Political System - Economic Environment of Business -	9	Videos e-Pathshala PPT

	Business and Economic Policies - The Global Economic Environment - New Economic Policy 1991 - Positive and Negative effects of NEP – Liberalisation, Privatisation, Globalisation (LPG) – Impact of LPG.		
III	Technological Environment and its implications to business - New Technologies - New areas of growth - Economic effects of technology - Social consequences of technological change - Management’s responsibility for technological change - Trade scenario	8	Videos e-Pathshala PPT
IV	National Income - Concepts, methods of measurement - Indicators of development - The growth & development of public sector enterprises and Service Sector - Trends in foreign participation in Indian business and Industry - Industrial Policy - EXIM Policy - WTO, IPR, TRIPS, TRIMS.	8	Videos e-Pathshala PPT
V	Introduction to Ethics - Importance of ethics and business ethics - Ethical Concepts and Theories - Ethical Values - Business Ethics - Factors affecting business ethics - Ethical Decision Making - Ethics in the Functional Area - Ethical gap - Ethical dilemma - Ethical leadership - Ethics and Business Strategy - Ethics Committee - Ethical Audit - Whistle blowing - Influence of Organizational Culture in Ethics - Ethics and Government.	9	Videos e-Pathshala PPT
VI	Corporate Governance –Need, Importance, Issues Corporate Governance, Role of auditors - Corporate Social Audit - Corporate Board, Attributes, Duties, Responsibilities - Corporate Social Responsibility (CSR) - Transparency & Disclosure - Corporate Scams - Fair Trade Practices - Emerging Trends in Corporate Governance - Relevant Indian cases.	8	Videos e-Pathshala PPT
<b>Total</b>		<b>50</b>	

#### Reference Books:

1. Cherunilam, Francis- Business Environment: Text & Cases (Himalaya Publishing). Latest edition.
2. Business Environment, Vivek Mittal, Excel Books
3. Balasubramanian, R., Corporate Governance, IIM Bangalore
4. Laura P. Hatman, Perspectives in Business Ethics, Tata McGraw Hill
5. Bhatia, S.K., Business Ethics and Corporate Governance, Deep and Deep.
6. Indian Economy, R. Datt & KPM. Sundaram S. Chand & Sons
7. Chakraborty, S.K., Management by Values, Oxford University press.

#### Focus of Course :

##### e-Resource

- 1) <https://business-ethics.com/>
- 2) <https://sbeonline.org/>
- 3) <https://www.entrepreneurship.org/articles/2002/12/eight-elements-of-an-ethical-organization>
- 4) <https://managementhelp.org/businessethics/index.htm>
- 5) <http://www.ethicaledge.com/index.html>
- 6) <https://www.ethics.org/>
- 7) <https://www.wto.org/>

##### e-Content URL:

- |  |   |
|--|---|
| 1. <a href="https://youtu.be/jRwrc-jhcbA">https://youtu.be/jRwrc-jhcbA</a> | Business Ethics - Meaning and Importance                      |
| 2. <a href="https://youtu.be/q1csSZSHkgU">https://youtu.be/q1csSZSHkgU</a> | Business Ethics   |
| 3. <a href="https://youtu.be/0yg9n1tqpBU">https://youtu.be/0yg9n1tqpBU</a> | Corporate Governance  |
| 4. <a href="https://youtu.be/7CMUfDZ0Kzk">https://youtu.be/7CMUfDZ0Kzk</a> | The basics of Corporate Governance                            |
| 5. <a href="https://youtu.be/c_EuVEXQMRk">https://youtu.be/c_EuVEXQMRk</a> | The Basics of Corporate Governance                            |
| 6. <a href="https://youtu.be/ppz3wY5L3uE">https://youtu.be/ppz3wY5L3uE</a> | Corporate Governance (Introduction)                           |
| 7. <a href="https://youtu.be/cQJ3nC497kc">https://youtu.be/cQJ3nC497kc</a> | Relationship Between Human Values, Morality, Ethics and Ethos |

SEMESTER - 1						
CORE 7 : ENVIRONMENTAL MANAGEMENT						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT-C-417	ENVIRONMENTAL MANAGEMENT	CONCEPT (B)	44	6	0	3

**Preamble:** To introduce the concepts of environmental management that is becoming a major area of concern and also understand the dimensions, institutions of environmental management.

**Prerequisite:** Basics idea of the environment, nature and pollution

**Course Out Comes (COs) :**

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Describe and discuss the elements of environment management	K2
CO2	Discuss and critically evaluate the environment degradation and exploitation	K2
CO3	Discuss the different dimensions of environment management	K3
CO4	Creating awareness about environmental protection	K4
CO5	Identifying and developing suitable waste management system	K5
CO6	Discussing role of environment organizations and legislation	K6

#### Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	S	L	S	L	S	M	M	M	S	S
CO2	S	M	L	S	M	M	L	S	M	M	M	S	S
CO3	S	S	M	S	S	M	M	S	M	L	S	S	S
CO4	S	S	M	S	S	M	M	S	M	S	S	S	S
CO5	S	S	S	S	S	S	M	M	S	S	S	S	S
CO6	S	S	S	S	S	S	M	M	S	S	S	S	S

**S- Strong; L- Low; M-Medium**

#### Syllabus

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Environment and its components – Ecology – Forest – Wildlife – biotic and a biotic environment – Agricultural – fisheries – cycling of materials in the ecosystem – eco-friendly farming – Lithosphere – atmosphere – hydrosphere – stratosphere – Food chain – Climate change – Carbon credit.	8	Videos
II	Environmental degradation – Population growth – Economic development – pollution – pollution control – sustainable development – Hazardous wastes – Energy and environment – alternate sources of energy.	8	NPTEL Videos /
III	Dimensions of environmental management – economic dimensions – technological dimensions – socio-cultural dimensions – ethical and moral dimensions – Participatory Environmental Management	9	Videos / e-PG Pathshala
IV	Integrated environmental management – managing the urban environment – managing the rural environment – environmental management systems – environmental audit.	9	Videos / e-PG Pathshala

V	Development Management – environment friendly – sustainable agriculture – sustainable forestry management – water resources management – industrial waste management – unclear waste management – municipal waste management – hospital waste management – air quality management – coastal and marine resources management.	8	NPTEL Videos / e-PG Pathshala
VI	Environmental Management Institution – Environmental legislations – legal framework – national and international legislations – governmental institution for environmental management – private sector and civil society in environmental management – environmental awareness – environment friendly products – green taxes – academic and research institutions in environmental management. Global environment strikes	8	Videos / e-PG Pathshala
<b>Total</b>		<b>50/30</b>	

**Reference Books:**

1. Environment management ,T. V. Ramachandra and Vijay Kulkarni ,Karnataka environment foundation, .2013
2. Concepts and Issues of Environmental Management, Govind Prasad.
3. Natural Resources Conservation and environment Mgt, Qazi Navid & Shabir Qazi
4. Sustainable Environmental Management, V.C. Khilare & L.V. Gangawane
5. Environmental Education and Mgt, Avinash Chiranjeev & Anil Kumar Jamwal
6. Urban Environmental Management, Abha Lakshmi Singh & Shahab Fazal.
7. Concepts and Issues of Environmental Management, Govind Prasad.
8. Natural Resources Conservation and environment Mgt, Qazi Navid & Shabir Qazi
9. Sustainable Environmental Management, V.C. Khilare & L.V. Gangawane

**Focus of Course**

**e-Resource**

1. [www.emb.gov.ph](http://www.emb.gov.ph)
2. [www.wyndham.vic.gov.au](http://www.wyndham.vic.gov.au)
3. [www.qld.gov.au](http://www.qld.gov.au)
4. [www.springer.com](http://www.springer.com)
5. [www.emb.gov.ph](http://www.emb.gov.ph)
6. [www.wyndham.vic.gov.au](http://www.wyndham.vic.gov.au)

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**SEMESTER - 2**  
**CORE 8 : LAWS FOR BUSINESS**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT C 421	LAWS FOR BUSINESS	CONCEPT (B)	44	6	0	3
<b>Preamble:</b> The course creates awareness on the Administrative Law, Contract Law, Company Law, Income Tax Act and Sales Tax Act and VAT and Labour Laws						
<b>Prerequisite:</b> Basics idea of Law						
<b>Course Out Comes (COs) :</b> On successful completion of the course the students will be able to						
CO Number	Course Outcome (CO) Statement					Blooms Taxonomy Knowledge Level
CO1	To familiarize the students with important law relating to business					K2
CO2	To identify the requirement of the requirements of the contract agreement					K2
CO3	Inculcate values of Rights and Duties, and transfer these values to real-life through legal and judicial process for promoting community welfare.					K3
CO4	Demonstrate an understanding of the Legal Environment of Business					K4
CO5	Understanding of the nature of tort law, including business torts					K5
CO6	Able to conceptualize, organize and resolve complex legal issues by using the resources available under their discretion.					K6

Mapping the Programme Outcomes													
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	S	L	S	L	S	M	M	M	S	S
CO2	S	M	L	S	M	M	L	S	M	M	M	S	S
CO3	S	S	M	S	S	M	M	S	M	L	S	S	S
CO4	S	S	M	S	S	M	M	S	M	S	S	S	S
CO5	S	S	S	S	S	S	M	M	S	S	S	S	S
CO6	S	S	S	S	S	S	M	M	S	S	S	S	S
<b>S- Strong; L- Low; M-Medium</b>													

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Administrative Law-Welfare State and Administrative Law: Delegated Legislation, Principles of Natural Justice, Constitution of India, fundamental rights and duties, Judicial Review, Suits against Government – torts and contracts – control of public undertakings..	8	Videos
II	Contract Law : General Principles – Essentials of a Valid Contract – Communication, Acceptance and revocation, void, voidable, unenforceable and illegal contracts – discharges of contracts – breach of	8	NPTTEL Videos /

	contract and remedies		
III	Laws relating to partnership, Registration, Rights and Liabilities – Dissolution of a firm. Laws of Agency – Sale of goods – agreements to sell-contact for work – bailment, mortgage of goods – time purchases and relationships with sale – conditions and warranties – rights of an unpaid seller.	9	Videos / e-PG Pathshala
IV	Company Law: Evaluation – comparison of types of companies, incorporation, capital-kinds of shares, directors, meetings and resolutions accounts and audit, winding up different modes.	9	Videos / e-PG Pathshala
V	Preliminary ideas regarding Income Tax Act and Sales Tax Act and GST	8	NPTEL Videos / e-PG Pathshala
VI	Labour Laws – Factories Act, I D Act, Trade Union Act – Workman’s Compensation Act, Law of Specific Relief, Injunctions, Civil and Criminal procedures – relating to business, Negotiable Instrument Act – Cheques, Bills of Exchange, promissory Notes.	8	Videos / e-PG Pathshala
<b>Total</b>		<b>50</b>	

**Reference Books:**

1. Administrative Law, Avtar Singh
2. Principles of Mercantile Law, R.P. Maheswari
3. Mercantile Law, N.D. Kapoor
4. Industrial Law, P.K. Malik
5. Relevant BARE Acts.
6. A Textbook of Company Law ,P P S Gogna
7. Business Law for Managers: IIMA Series. Anurag K Agarwal

**Focus of Course :**

**e-Resource**

1. [www.business.govt.nz/laws](http://www.business.govt.nz/laws),
2. [www.business.qld.gov.au](http://www.business.qld.gov.au)
3. [www.findlaw.com](http://www.findlaw.com)
4. [www.business.govt.nz/laws](http://www.business.govt.nz/laws),
5. [www.business.qld.gov.au](http://www.business.qld.gov.au)
6. [www.findlaw.com](http://www.findlaw.com)

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**SEMESTER – 2**  
**CORE 9 : RESEARCH METHODS FOR MANAGERS**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT C 422	Research Methods for Managers	CORE	36	5	9	3

**Preamble:** The course introduces the student to introduction to business research, research process, Measurement of variables, Data analysis and interpretation and The research report.

**Prerequisite:** Basic understanding of the research and its application in management.

**Course Out Comes (COs) :** On successful completion of the course the students will be able to;

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the role and importance research in managerial decision making	K1,K2
CO2	Familiarise with research process, problem formulation, review of literature and selection of appropriate research design	K2,K3
CO3	Equip to take decision regarding, types of data, data collection method and tools	K2,K3
CO4	Apply appropriate sampling method, sample size and scaling technique	K3,K4
CO5	Ability to select and use appropriate statistical tool to analyse data	K3,K4,K5
CO6	Selection and use of suitable format to present the research work	K3,K6

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	S	S	S	S	S	S	S	M	S	S
CO2	S	M	S	S	S	S	S	S	M	S	M	S	S
CO3	S	S	S	S	S	S	S	S	M	S	S	M	S
CO4	S	S	S	M	S	M	S	S	S	M	S	M	S
CO5	L	L	M	M	S	M	S	M	S	M	S	M	S
CO6	S	S	S	S	S	S	S	S	S	M	S	M	S

**S- Strong; L- Low; M-Medium**

**Syllabus**

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Introduction to business research - Meaning of Research - Need for Business Research - Influence of Uncertainty on the Research - Research and Managers - Knowledge about Research and Managerial Effectiveness - Induction & Deduction Method - Building Blocks of Science in Research	8	Videos e-Pathshala PPT
II	The Research Process –Problem Formulation- Statement of problem, framing objectives. Literature survey - reasons – conduct – write up the literature review - Theoretical Frame Work - Research design – Exploratory, descriptive and Experimental designs -	8	Videos e-Pathshala PPT
III	Types of data – Sources of primary and secondary data. Data collection methods Interview – Types. Observation- types. Questionnaire - Questionnaire design and guidelines, Reliability and validity - Types of Validity - Goodness of Measures - Projective methods-types, uses.	8	Videos e-Pathshala PPT
IV	Sampling design –Population, Sampling Frame, sampling unit - Sampling Error – Sampling types-probabilistic and non-probabilistic methods- Sample size -	8	Videos e-Pathshala PPT

	Determination of sample size-Measurement and Scaling Techniques - Variables - Errors in Measurement - Nominal, Ordinal, Interval, Ratio Scales - Guttman Scale – Likert Scale.		
V	Data Analysis and Interpretation - Getting data ready for analysis - Editing data - Handling blank response - Coding - Categorization - Entering data. - Data analysis - Testing goodness of fit of data - Cronbach's Alpha - Parametric and Non-Parametric tests - Multivariate analysis - Analysis of Dependence – Analysis of Interdependence - Multiple Regression Analysis - Discriminant analysis - Factor Analysis - Cluster Analysis - SPSS.	9	Videos e-Pathshala PPT
VI	Research Report Writing - Research Proposal - Research Report – Components, Steps, and Types - Characteristics of Well Written Reports - Structure of the research –Bibliography – Basic Bibliographic Information (APA Format) - Style of Listing the Sources (books, Encyclopaedia, Dictionary, Magazines & Newspaper Articles, Website or Webpage, Online Document) - Oral Presentation.	9	Videos e-Pathshala PPT
<b>Total</b>		<b>50</b>	

#### Reference Books:

1. Research methods for business, Uma sekharan, John Wiley and Sons
2. Business research methods, Donald Cooper etal, Tata McGraw Hill
3. Research methods for business students, Phillip Heiws et al, Pearson Edn.
4. Data Analysis & Decision Making with Microsoft Excel by Albright Winston & Zappe, Thomson Learning (Indian Edition).
5. Levine., Statistics for Management.
6. Krishnaswamy O.R, Research Methodology in Social Sciences
7. Research Design: Qualitative, Quantitative, and Mixed Methods Approaches, 4th Edition, by John W. Creswell

#### Focus of Course :

##### e-Resource

1. <https://conjointly.com/kb/>
2. <https://www.thomsonreuters.com/en.html>
3. <https://research-methodology.net/>
4. <https://processresearchmethods.org/>
5. <https://www.elsevier.com/en-in>
6. <https://www.ibm.com/analytics/spss-statistics-software>
7. <https://www.spss-tutorials.com/basics/>

##### e-Content URL

1. <a href="https://youtu.be/ze5bS-DNERk">https://youtu.be/ze5bS-DNERk</a>	Research methodology introduction
2. <a href="https://youtu.be/aHkaCWRGLDw?list=PL_a1TI5CC9REBpPrDIIW23NsuQ7dpL312">https://youtu.be/aHkaCWRGLDw?list=PL_a1TI5CC9REBpPrDIIW23NsuQ7dpL312</a>	Writing a Research Proposal
3. <a href="https://youtu.be/rADYOfgEGEo?list=PL_a1TI5CC9REBpPrDIIW23NsuQ7dpL312">https://youtu.be/rADYOfgEGEo?list=PL_a1TI5CC9REBpPrDIIW23NsuQ7dpL312</a>	Quantitative Research Methods
4. <a href="https://youtu.be/PQte-bezIiM?list=PL_a1TI5CC9REBpPrDIIW23NsuQ7dpL312">https://youtu.be/PQte-bezIiM?list=PL_a1TI5CC9REBpPrDIIW23NsuQ7dpL312</a>	Theoretical frame work and theories in quantitative research
5. <a href="https://youtu.be/kDWxeqCXU0E?list=PL_a1TI5CC9REBpPrDIIW23NsuQ7dpL312">https://youtu.be/kDWxeqCXU0E?list=PL_a1TI5CC9REBpPrDIIW23NsuQ7dpL312</a>	Variables and Measurement
6. <a href="https://youtu.be/i4b5rvz9KT0?list=PL_a1TI5CC9REBpPrDIIW23NsuQ7dpL312">https://youtu.be/i4b5rvz9KT0?list=PL_a1TI5CC9REBpPrDIIW23NsuQ7dpL312</a>	Quantitative RM, Hypothesis & Research



	Question
7. <a href="https://youtu.be/YCEL5byPNFY?list=PL_a1TI5CC9REBpPrDIIW23NsuQ7dpL312">https://youtu.be/YCEL5byPNFY?list=PL_a1TI5CC9REBpPrDIIW23NsuQ7dpL312</a>	Sample Selection In Social Work Research

**SEMESTER - 4**  
**CORE 10 : HUMAN RESOURCE MANAGEMENT**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT C 423	HUMAN RESOURCE MANAGEMENT	CONCEPT (B)	44	6	0	3

**Preamble:** This course aims To provide the student the basic knowledge about the management of human resources and industrial relations. The focus is on organization or enterprise issues in the management of human resources and the changing role of Human Resource and Industrial Relations

**Prerequisite:** Basics with importance of HRM, its functions, Decision Making Process, Industrial Relations and Collective Bargaining.

**Course Out Comes (COs) :** On successful completion of this course the students will be able to:

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Describe HRM and its importance	K2
CO2	Discuss performance appraisal and it systems	K2
CO3	Conceptualize job evaluation and its merits	K3
CO4	Categorize decision making process participation and its current trends	K4
CO5	Discuss industrial relations and its various acts	K5
CO6	Describe collective bargaining and its role in business scenario	K6

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	S	L	S	L	S	M	M	M	S	S
CO2	S	M	L	S	M	M	L	S	M	M	M	S	S
CO3	S	S	M	S	S	M	M	S	M	L	S	S	S
CO4	S	S	M	S	S	M	M	S	M	S	S	S	S
CO5	S	S	S	S	S	S	M	M	S	S	S	S	S
CO6	S	S	S	S	S	S	M	M	S	S	S	S	S

**S- Strong; L- Low; M-Medium**

**Syllabus**

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Human Resource Management in Organizations – Definition – Functions – Changing Role of HR Management in India – HR Manager – role & functions. Analysis and Designing of Jobs – Human Resource Planning – Human Resource Recruitment – Recruitment and Selection – Induction and Placement – Training and Development – Transfers and Promotions – Changing role of HRD in Management of Organization.	8	Videos / e-PG Pathshala
II	Performance Appraisal – Designing of Effective Performance Appraisal Systems – Wages and Salary Administration – Theories of Wages	8	NPTEL Videos / e-PG Pathshala
III	Job Evaluation and merit rating – occupational health, safety and social security – Discipline Employee grievance and their redressal	9	Videos / e-PG Pathshala

<b>IV</b>	Participation of Decision Making Process – Quality Circles – TQM – Role of Quality Circles in TQM – Personnel Management and Technological Change – Management of Change – Changing Role of Personnel Manager – Current Trends in Human Resources Management.	9	Videos / e-PG Pathshala
<b>V</b>	Industrial Relations – IR system in the Indian environment – ILO and Tripartite Bodies in India – Trade Union Movement in India – Recognition – Problems – management of Trade Unions – Industrial Laws India – Trade Union Act – Industrial Employment Standing Order Act – Industrial Disputes Act	8	NPTEL Videos / e-PG Pathshala
<b>VI</b>	Collective Bargaining – Industrial Relations in Public and Private Sector Organizations – Workers Participation in Management – Experience in different countries – Indian experience – Industrial Relations in the Present era – Role of Employees/ Employers in the changing business scenario.	8	Videos / e-PG Pathshala
<b>Total</b>		<b>50</b>	

**Reference Books:**

1. Gary Dessler, “Human Resource Management”, 11th edition, Prentice-Hall of India P.Ltd. 2011
2. Human Resource Management, Aswathappa, McGraw Hill, 2017
3. Human Resource Management, 14<sup>th</sup> edition, Dressler Gary, Prentice Hall of India,2015.
4. Personnel/Human Resources management, DeCenzo david A and Robbins Stephen P, Prentice hall of India,2013.
5. Essentials of Human Resource Managemnt, P Subba Rao,Himalaya, 2013.
6. Personnel management and Human resources, CS Venkatrathanam, Mc Graw Hill, 2004.
7. Rao VSP, Human Resource Management: Text and cases, 1st edition, Excel Books, New Delhi-2010.
8. David A.De Cenzo & Stephen P. Robbins, Personnel/Human Resource Management, 3rd edition, PHI/Pearson.2010.
9. John Bernardin H & Joyee E.A Russel, Human Resource Management- An experimental approach, 4th edition, McGraw-Hill International Edition.,2012.
10. Robert L.Gibson and Marianne H.Mitchell, Introduction to Counseling and Guidance, VI edition, PHI, 2011

**Focus of Course :** Employability/Skill Development

**e-Resource**

1. e-PG Pathshala : [http://epgp.inflibnet.ac.in/view\\_f..php?category=1194](http://epgp.inflibnet.ac.in/view_f..php?category=1194) (Management :P-01/M-36)
2. [www.humanresources.org](http://www.humanresources.org)
3. [www.workforce.com](http://www.workforce.com)
4. [www.ihrim.org](http://www.ihrim.org),
5. [www.humanresourcesiq.com](http://www.humanresourcesiq.com)

**e-Content URL:** Vidya-mitra / e-Pathshala

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**SEMESTER - 4**  
**CORE 11 : MARKETING MANAGEMENT**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT C 424	MARKETING MANAGEMENT	CONCEPT (B)	44	6	0	3

**Preamble:** This course aims at facilitating the students to provide a fundamental exposure to the students on the theories, concepts and applications of marketing management.

**Prerequisite:** Basic Management Principles, Organizational Behaviour

**Course Out Comes (COs) :** On successful completion of this course the students will be able to:

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	The students are expected to be familiar with the basic concepts and components of the marketing management and to be knowledgeable in marketing principles	K1, K2
CO2	Develop skills in applying the analytic perspectives, decision tools, and concepts of marketing to decisions involving segmentation, targeting and positioning; product offering; pricing; distribution channels and marketing communications	K2
CO3	Develop skills in applying the analytic perspectives, decision tools, and concepts of product offering; pricing; distribution channels and marketing communications	K3
CO4	The students will be equipped with the concepts and practices of modern marketing and to provide the understanding of different marketing processes for an effective decision making.	K4
CO5	Understand the applications of marketing in international context	K5
CO6	Understand the applications of marketing in rural context	K5,K6

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	S	L	S		L		S		S	S	S
CO2	M	S	S		S				M		M	S	M
CO3	M	S	S		M				M		M	S	S
CO4	L	S	S	M	M		M				M	S	M
CO5	M	M	M	S	S		S				S	S	S
CO6	S		S	S	S		L		M		S	S	S

S- Strong; L- Low; M-Medium

**Syllabus**

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Introduction to Marketing Management: Concept - nature and importance of marketing - evolution of marketing concept - marketing environment - micro environment of marketing and macro environment of marketing – domestic marketing and international marketing - fundamentals of strategic marketing planning - marketing organization - customer lifetime value - marketing organization and control systems -	8	Videos / e-PG Pathshala

	organizing marketing department - marketing control techniques - annual plan control - profitability control - strategic control		
II	Consumer Behaviour: Consumer and business markets - buying roles - steps involved in buying process - factors influencing buying decision - consumer adoption process - changing pattern of consumer behaviour	8	NPTEL Videos / e-PG Pathshala
III	Marketing Research and Selecting the Target Markets: Marketing Information System and Research - demand estimation and sales forecasting - market segmentation - targeting and positioning – levels and patterns of segmentation - effective segmentation - market targeting - positioning methods and strategies	9	Videos / e-PG Pathshala
IV	Product and Pricing Decisions: Concept of product - product line and product mix -new product development – packaging and labelling - Branding – Concepts of branding, brand types, brand equity, branding strategies- product life cycle stages and strategic marketing decisions - Services marketing - Pricing concepts, factors influencing price decisions - pricing strategies	9	Videos / e-PG Pathshala
V	Promotion and Distribution Decisions: Promotion mix - integrated marketing communication– advertising - sales promotion - personal selling – publicity - public relations - direct marketing - distribution channels - physical distribution systems - channel intermediaries - channel management - wholesaling and retailing - retail marketing	8	NPTEL Videos / e-PG Pathshala
VI	Emerging trends in marketing - Social Marketing – Digital Marketing - Green Marketing – Retro Marketing- Marketing Analytics - Current Developments in Marketing, Ethics in Marketing	8	Videos / e-PG Pathshala
<b>Total</b>		<b>50</b>	

**Reference Books:**

1. Chandrasekar K.S (2019).Marketing Management: Text & Cases, Tata McGraw Hill.
2. Kotler Philip (2016), Marketing Management, Pearson India Education.
3. Saxena, Rajan (2004) Marketing Management, Tata McGraw Hill.
4. Ramaswamy, V.S. and Namakumari S (2018), Marketing Management, Sage.
5. Stanton, W.J, Michael Etezel and Bruce J.Walker (1997) Fundamentals of Marketing, McGraw Hill
6. Kotler, Keller, Jha & Koshy(2003) Marketing Management - A South Asian Perspective, Pearson

**Focus of Course :** Employability/Skill Development

**e-Resource**

1. <https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=23> (Marketing: P14-M40)e-PG Pathshala :

**e-Content URL:** Vidya-mitra

1.

2.

**SEMESTER - 2**  
**CORE 12 : FINANCIAL MANAGEMENT**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT C 425	Financial Management	Concept (B)	40	4	6	3
<b>Preamble:</b> This course aims at facilitating the student to understand and apply the various functions of financial management, capital budgeting, capital structure and working capital management.						
<b>Prerequisite:</b> Financial management basics at UG level						
<b>Course Out Comes (COs) :</b> On successful completion of this course the students will be able to						
CO Number	Course Outcome (CO) Statement					Blooms Taxonomy Knowledge Level
CO1	Acquire a comprehensive knowledge about Finance Functions and Indian Financialsystem					
CO2	Understood the capital Budgeting Techniques					
CO3	Comprehend the cost of capital and its calculation					
CO4	Understood the theories of capital structure					
CO5	Dividend theories and policies					
CO6	Understand the working capital management					

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	L	M	L	L	M				M	S	S	S	S
CO2	L	M	L	L			S			M	M	S	S
CO3	S	L	S	L		S		S		M	M	M	M
CO4	S	S	L	L		S		S		L	L	M	M
CO5	L	M	L	L					L	S	S	S	S
CO6	L	M	L	L	M				M	S	S	S	S

**S- Strong; L- Low; M-Medium**

**Syllabus**

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	<b>Business Finance:</b> Finance function – meaning and scope – objective of financial management – Financial forecasting – Financial planning –Time value of money- Estimating financial requirements- Role of financial market and financial institutions in India.	10	PPT / e-PG Pathshala
II	<b>Sources of funds:</b> Long term – short term and medium term –Equity shares – preference shares – Debentures and Bonds – Retained earnings -Lease financing-Venture capital.	4	PPT / e-PG Pathshala
III	<b>Investment Decisions:</b> Capital Budgeting – methods of appraisal - Payback period, Accounting rateofreturn,NetPresentValue,InternalRateofReturn,Profitability Index - Capital Rationing–(Problems).	10	PPT / e-PG Pathshala
IV	<b>Financing Decisions:</b> Capital Structure Theory - Net Income Approach - Net Operating Income Approach – MM Approach –Cost of Capital - computation of cost of debt, cost of preference shares, cost of equity,	8	PPT / e-PG Pathshala

	weighted average cost of capital.(Problems)		
V	<b>Dividend Decisions:</b> Dividend Policies-Types of dividends-Dividend models-Dividend Theories-Gordon and walters model.	8	PPT / e-PG Pathshala
VI	<b>Working Capital Management:</b> Working capital Policies – Management of cash, inventory and receivables - Forecasting Working Capital requirements(problems).	10	PPT / e-PG Pathshala
<b>Total</b>		<b>50</b>	
<b>Reference Books:</b>			
1. Dr.S.N.Maheswari, “FINANCIAL ANAGEMENT”, Sultan Chand Publications, April2012			
2. Financial Management: Theory and Practice, Prasanna Chandra, McGraw Hill, 2017			
3. Financial Management: Principles and practice, S.N. Maheswari,S.Chand, 2014.			
4. Financial Management, C Parameswaran and T Subramanian, New Age, 2008			
5. Financial management, IM Pandey, Vikas, 2016.			
6. Financial Management, 7 <sup>th</sup> edition, Khan & Jain, McGraw Hill, 2014			
<b>Focus of Course</b>			
<b>e-Resource</b>			
1. e-PG Pathshala : <a href="http://epgp.inflibnet.ac.in/ahl.php?csrno=6">http://epgp.inflibnet.ac.in/ahl.php?csrno=6</a> (Commerce:P-08/M-01)			
2. e-PG Pathshala : <a href="http://epgp.inflibnet.ac.in/ahl.php?csrno=6">http://epgp.inflibnet.ac.in/ahl.php?csrno=6</a> (Commerce:P-08/M-05)			
3. e-PG Pathshala : <a href="http://epgp.inflibnet.ac.in/ahl.php?csrno=6">http://epgp.inflibnet.ac.in/ahl.php?csrno=6</a> (Commerce:P-08/M-13)			
4. e-PG Pathshala : <a href="http://epgp.inflibnet.ac.in/ahl.php?csrno=6">http://epgp.inflibnet.ac.in/ahl.php?csrno=6</a> (Commerce:P-08/M-25)			
5. e-PG Pathshala : <a href="http://epgp.inflibnet.ac.in/ahl.php?csrno=6">http://epgp.inflibnet.ac.in/ahl.php?csrno=6</a> (Commerce:P-08/M-33)			
<b>e-Content URL: Vidya-mitra / e-Pathshala</b>			
<u>1.</u>			
<u>2.</u>			

**SEMESTER - 2**  
**CORE 13 : COMMUNICATION SKILLS**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT C 426	COMMUNICATION SKILLS	Concept (B)	44	6	0	2

**Preamble:** The course objective is focused to enhance students' understanding of business communication skills after completion of the course the students would be able to communicate diligently and effectively, develop listening skills and identify the various aspects of organizational setting for business communication, plan and deliver presentations, apply techniques for adapting message to audience, master various types of graphic aids and incorporate them show sensitivity to ethical and intercultural communication issues.

**Prerequisite:** Basic knowledge of Communication

**Course Out Comes (COs) :** Students will communicate ethically, responsibly, and effectively as local, national, international, and global citizens and leaders.

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Recognize their ethical responsibilities to their community, society, discipline, and profession based on various perspectives and associated standards of ethical communication	K2
CO2	Understand the impact of the professional management solutions in societal and environmental contexts	K2
CO3	Demonstrate the knowledge of and need for sustainable development via report writing	K3
CO4	Inherent the Basic communication process, along with knowledge of cross cultural functions	K4
CO5	Create and apply appropriate techniques, resources and modern management in business communication in corporate meetings	K5
CO6	Demonstrate ability to consume communication critically. Demonstrate intercultural sensitivity	K6

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	S	L					S	S	S	M	M
CO2	M	S	S						M	S	L	S	S
CO3	M	S	M			M			M	M	S	S	S
CO4	L	S	M	M					M	S	S	S	S
CO5	M	S	S	M			M			S	S	S	S
CO6	M	M	S	S		M	M			S	S	S	S

**S- Strong; L- Low; M-Medium**

**Syllabus**

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Nature and purpose of communication; Process and Elements – Classification of communication – interpersonal, interpersonal, written, verbal, non-verbal, visual etc; Barriers to communication; principles of effective communication; Business communication – Role, Importance,	8	<b>Black Board Teaching/Group Assignment</b>

	types; Deductive & inductive logic..		
<b>II</b>	Written communication, Principles of effective writing; business letters – types, layout, Application letter – resume – references; Appointment order. Letter of resignation; Business enquiries – offers and quotations, Order – execution and cancellation of orders; Letters of complaint; Case	<b>8</b>	<b>Role Play/Black Board Teaching</b>
<b>III</b>	Persuasive communication – Circulars, Publicity material, news, letters, Notices and advertisements, Leaflets, Initiation; Internal communication – memoranda, meeting documentation, Reports, Types of reports, Writing of reports	<b>9</b>	<b>Black Board Teaching/NPTEL/Case study</b>
<b>IV</b>	Oral communication – Skills and effectiveness, principles. Planning a talk, presentations, Extempore speech, Group discussions, Interviewing skills – Appearing in interviews, conducting interviews;	<b>9</b>	<b>Role Play/Black Board Teaching</b>
<b>V</b>	Chairing, attending meetings, conferences, seminars; Negotiation skills, conversation control – Etiquettes that include: etiquettes in social as well as office settings, email etiquettes, telephone etiquettes etc	<b>8</b>	<b>Role Play/Black Board Teaching</b>
<b>VI</b>	Non-verbal communication, body language, kinetics, proxemics, paralanguage, NLP; Listening – principles of effective listening, Visual communication – use of AVAs, Technology and communication – Communicating digitally – Fax, Electronic mail, Teleconferencing, Video conferencing.	<b>8</b>	<b>Role Play/Black Board Teaching</b>
<b>Total</b>		<b>50</b>	

**Reference Books:**

1. Bovee, Courtland L., Thill, John V. and Mukesh Chaturvedi (2011). Business Communication Today, 3/e; New Delhi: Pearson
2. Communication skills for Professionals, Konar N, Prentice Hall, 2011.
3. Communication skills, Sanjay Kumar and Pushpa Lata, Oxford, 2015.
4. Communication skills, Sen and Leena, Prentice Hall, 2007.
5. Business Communication, Meenakshi Raman and Prakash Singh, Oxford, 2012.
6. Developing communication skills, Krishan mohan, Laxmi, 2009.
7. Ober, Scot (2009). Contemporary Business Communication, 5/e; New Delhi: Biztantra.
8. Anjaneesethi, and Adhikari Bhavana (2010). Business Communication; New Delhi: Tata McGraw-Hill.
9. JaishriJethwaney, Corporate Communication Principles and Practice, Oxford Publications Ltd., 2010
10. Ajay Pandit, Rajendra Pal & J.S.Korlahalli-Essentials of Business Communication, Siltan Chand & Sons, 2013 Edition.

**Focus of Course : Employability/Entrepreneurship**

**e-Resource**

1. NPTEL/ [http://epgp.inflibnet.ac.in/view\\_f.php?category=](http://epgp.inflibnet.ac.in/view_f.php?category=)

**e-Content URL: Vidya-mitra / e-Pathshala**

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**SEMESTER – 2**  
**CORE 14 : BUSINESS PLANNING AND ENTREPRENEURSHIP**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT C 427	BUSINESS PLANNING AND ENTREPRENEURSHIP	CORE	39	8	3	3

**Preamble:** To familiarize the students with the process of entrepreneurship and the institutional facilities available to an entrepreneur in India.

**Prerequisite:** The course offers introduction, Feasibility Planning, Acquiring an Established venture, Financing a new venture, and Life cycle of an entrepreneurial venture.

**Course Out Comes (COs):** On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	To understand the concepts of entrepreneurship, its need and scope.	K1, K2
CO2	To study the need for a Business Plan & steps in the preparation of Business Plan	K2, K3
CO3	To know the Marketing Plan, Operation Plan & Financial Plan	K1, K4
CO4	To know the Financing and its effects on effective asset management	K4, K5
CO5	To provide basic knowledge about the Acquiring an Established Venture & Methods of valuing a business	K4, K5
CO6	To understand the life cycle of an entrepreneurial venture & importance of Intellectual property	K2, K4

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	S	S	S	S	S	S	S	S	S	S	S
CO2	S	S	S	S	S	S	S	S	S	S	M	S	S
CO3	S	S	S	S	S	S	S	M	S	S	S	S	M
CO4	S	M	M	S	S	M	M	L	S	S	M	S	M
CO5	S	M	M	S	M	M	M	M	M	S	S	S	M
CO6	S	M	M	M	L	M	L	M	L	S	S	S	L

S- Strong; L- Low; M-Medium

Unit	Course Contents	Hours	e-Resources/ e-Content
I	Entrepreneurship: Meaning and concept – Definition of an Entrepreneur – Characteristics of an Entrepreneur – Entrepreneurial Process – Scope of Entrepreneurship in India – Entrepreneurial motivation – Factors responsible for Emergence of Entrepreneurship – Types of Entrepreneurship – Barriers to Entrepreneurship – MSME – Small Business: Meaning – Role – Strengths and weaknesses.	10	PPT/Videos
II	Business Plan: Meaning – Need for a Business plan - Steps in the preparation of Business Plan – Project Report Preparation	8	PPT/Videos
III	Marketing Plan: Market Research – Segmentation – Market Positioning – Developing Marketing Mix Strategies – Packaging and Labelling – Pricing Mix – Promotional Mix – Distribution Mix – Operation Plan – Financial Plan – Feasibility Planning - Fundamental of a good feasibility plan	8	PPT/Videos
IV		8	PPT/Videos

	Financing a new venture: Financing and its effects on effective asset management – Alternate methods of financing – Venture capital and new venture financing – working out working capital requirement – Government agencies assisting in financing the project.		
V	Acquiring an Established Venture: Advantages and Disadvantages of acquiring established business – considerations for evaluation business opportunities – Methods of valuing a business – Franchising and Franchisee’s perspective.	8	PPT/Videos
VI	Life cycle of an entrepreneurial venture – Role of entrepreneur during various transition stages – Importance of Intellectual property – Trademarks – Copyright – Patents – Steps in Obtaining a Patent– Geographical Indications(GI) of Goods.	8	PPT/Videos
	<b>Total</b>	<b>50</b>	

<b>Reference Books:</b>	
1.	‘Entrepreneurship’, Madhurima Lall, Shika Sahai, Excel Books, 2008
2.	‘Innovation and Entrepreneurship’, Peter Drucker, Harper Collings, 2015
3.	‘Entrepreneurship’, Bruce Baringer, Pearson, 2015
4.	‘Projects: Planning, Analysis, Selection, Implementation and Review’, Prasanna Chandra, Tata McGraw Hill, 2015
5.	‘Management and Entrepreneurship’, NVR Naidu, IK International, 2008
6.	‘Entrepreneurship: Creating and leading and entrepreneurial organization’, Arya Kumar, Pearson, 2012
<b>Focus of Course:</b>	
<b>e-Resource/e-Content URL:</b>	
1.	<a href="https://www.entrepreneur.com/">https://www.entrepreneur.com/</a>
2.	<a href="https://msme.gov.in/">https://msme.gov.in/</a>
3.	<a href="https://www.inc.com/">https://www.inc.com/</a>
4.	<a href="https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=23">https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=23</a>
<b>e-Content URL:</b>	
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**SEMESTER – 2**  
**CORE 15 : OPERATIONS RESEARCH**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT C 428	OPERATIONSRESEARCH	Application (D)	44	3	3	3

**Preamble:** To facilitate the learners to apply various OR Models in Business industry and other real life situations.

**Prerequisite:** Level- I knowledge in OR UG level.

**Course Out Comes (COs):** On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Familiarize the applications of operations research tools and techniques for managerial decision making	K6
CO2	Articulate transportation Problem , Formulation; Methods of solution	K5
CO3	Understand assignment problem:Formulation; Methods of solution:	K4
CO4	Identify the application of network techniques to optimize time and cost	K4
CO5	Evaluate the replacement of items that deteriorate with time; Replacement of items that fail completely	K5
CO6	Familiarize with simulation technique and decision making under risk and uncertainty	K5

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S		L	L		L		S	M		L	S
CO2	S		S		S	S	L		M	M		L	S
CO3	M	S		M	M		M		M	M		L	S
CO4	L	S	S	M	M	S	M			M		L	
CO5	M	M		M	L	S	L			L	S	L	S
CO6	S		S	M	S		L		M	M	S	L	

**S- Strong; L- Low; M-Medium**

Unit	Course Contents	Hours	e-Resources/ e-Content
I	Decision making with O.R: Nature and significance of O.R; Scientific methods in O.R., Models and relevance of modelling in O.R. Applications of OR, Tools and techniques of O.R,Role of operations research in decision making. Linear Programming: Formulation of the problem; Methods of solution, Applications of LPP in Industry and Management.	8	PPT
II	Transportation Problem: Formulation; Methods of solution (Initial solution by North-West Corner Rule, least cost method & Vogel's method; test of optimality, MODI method for final solution). Unbalanced T.P, Maximisation in TP	8	PPT
III	Assignment problem: Formulation; Methods of solution: Enumeration method, Hungarian method; Multiple optimal solutions; Restrictions on assignments; Unbalanced problems; Travelling Salesman problem –	9	PPT

	Queuing Theory: M/M/1 Queue; Standard problems.		
<b>IV</b>	Network Analysis: Concepts of Network; Activities and events, network diagram- Critical path Method (CPM); PERT Analysis, Probability of project completion by a target date.	<b>9</b>	<b>Videos</b>
<b>V</b>	Replacement Problems: Replacement of items that deteriorate with time; Replacement of items that fail completely; Staffing problem- Simple Inventory Problems: Deterministic inventory with and without shortage; Single period probabilistic inventory models with and without setup cost – Game Theory: Two persons Zero-sum game- principle of dominance solutions in to linear programming.	<b>8</b>	<b>Videos</b>
<b>VI</b>	Simulation: Introduction to Simulation and modelling – Decision Theory: Concepts of decision making: Decision under uncertainty: Maximin criterion, Minimax criterion, Laplace criterion, Hurvicz criterion; Decision making under Risk: Expected minatory value, Expected value, of perfect information, OpportModuley loss.	<b>8</b>	<b>Videos</b>
	<b>Total</b>	<b>50</b>	

<b>Reference Books:</b>	
1.	An Introduction to OR; Hillier & Liebermann, CBS Publishers, 1967.
2.	Operations Research for Management, GV Shenoy, New Age, 1986.
3.	Operations Research, PK Gupta, S Chand & Co, 2014.
4.	Operations Research, S.D. Sharma, Kedar Nath, Ram Nath & Co., 2013.
5.	Operations Research, R Panneerselvam, Prentice Hall, 2006.
<b>Focus of Course:</b> Employability	
<b>e-Resource/e-Content URL:</b>	
1.	<a href="https://www.ibu.edu.ba/assets/userfiles/mng/coursematerials/6-Transportation%20and%20Assignment%20Model.ppt">https://www.ibu.edu.ba/assets/userfiles/mng/coursematerials/6-Transportation%20and%20Assignment%20Model.ppt</a> <b>Transportation problem</b>
2.	<a href="http://users.uom.gr/~acg/Courses/QaMba/material/Decision-Analysis.ppt">http://users.uom.gr/~acg/Courses/QaMba/material/Decision-Analysis.ppt</a> Decision Analysis
<b>e-Content URL:</b>	
1.	<a href="http://youtube.com/watch?v=P15F3bdozMw">http://youtube.com/watch?v=P15F3bdozMw</a> Linear programming problem
2.	<a href="http://youtube.com/watch?v=9tJv5COGkD0">http://youtube.com/watch?v=9tJv5COGkD0</a> Inventory Model
3.	<a href="http://youtube.com/watch?v=sqxp8PjwQ0">http://youtube.com/watch?v=sqxp8PjwQ0</a> Network (CPM&PERT)

**SEMESTER - 3**  
**CORE 17 : DATA ANALYTICS**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT C 431	DATA ANALYTICS	CORE	36	5	9	3

**Preamble:** To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making and To become familiar with the processes needed to develop, report, and analyze business data.

**Prerequisite:** Basic knowledge of Data management, Information Systems, Business Statistics

**Course Out Comes (COs) :** On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understanding the basic concepts of Data , Information and Information Systems	K1,K2
CO2	Understanding the application of Information systems in Modern day Business	K2,K3
CO3	Familiarize the concepts of Big data and Big data analytics	K2,K4
CO4	Familiarize the concept of Machine language and to develop the ability to apply the concepts in the real world	K3,K5
CO5	Ability to practically carry out data analysis	K4,K3
CO6	Develop the ability to take decisions regarding the applications of Business analytics at strategic level	K2,K3,K4

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	S	M	S	M	M	S	M	S	S	M	S
CO2	S	S	M	M	M	S	M	S	M	S	M	S	M
CO3	S	M	M	S	S	S	M	S	S	M	S	M	S
CO4	M	M	S	M	S	S	M	M	M	S	S	S	M
CO5	S	S	S	M	S	M	M	S	M	S	M	M	S
CO6	S	S	M	S	M	S	S	S	S	M	S	S	M

**S- Strong; L- Low; M-Medium**

**Syllabus**

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Understanding Data: Types of data – Data cleaning and preparation- Information – Types of data – Structured and unstructured - Characteristics – Information systems in modern day business – Importance of Information Processing in Management	8	Videos e-Pathshala PPT
II	Online data storage: Relevance of online data processing – Cloud computing –Cloud based services offered by Amazon, Google and IBM – E-Commerce Applications	8	Videos e-Pathshala PPT
III	Big Data Analytics: Big Data- Characteristics and Relevance – Applications of Big Data – Data search algorithms in search engines – Digital advertisements – Recommender systems – Customer Analytics – Compliance analytics – Fraud analytics – Operational analytics	7	Videos e-Pathshala PPT
IV		9	Videos

	Machine learning: Types of learning algorithms – Machine learning models – Areas of application – Business intelligence – Data gathering – Data storage and knowledge management		e-Pathshala PPT
V	Data Analysis: Introduction to R Programming, SPSS and MS-Excel – Key data analysis techniques used in creating data sets for business –Types of analysis – Descriptive – Diagnostic – Predictive and Prescriptive	9	Videos e-Pathshala PPT
VI	Business Analytics at the strategic level: Strategy and BA, Link between strategy and Business Analytics, BA supporting strategy at functional level, dialogue between strategy and BA, functions, information as strategic resource.	8	Videos e-Pathshala PPT
<b>Total</b>		<b>50</b>	

#### Reference Books:

7. Maheswari A (2017) Data Analytics, McGraw Hill Educations
8. S, A.Vivek & Kumar, Rakesh S. (2019). Business Analytics: An Introduction. Kollam: SS Book Series
9. Siegel E (2013) Predictive Analytics, The Power To Predict Who Will Click, Buy, Lie Or Die R, Wiley
10. Simon P (2015) Too Big to Ignore, The Business Case for Big Data, Wiley
11. Croll A, Yoskovitz (2013), Lean Analytics, Use Data to Build a Better Startup Faster, O'Reilly Media
12. James G, Witten D, Hastie T and Tibshirani R (2013), Introduction to Statistical Learning with Applications in R, Springer Science and Business
13. Miles A, Huberman M and Saldana J (2018), Qualitative Data Analysis: A Methods Source Book, Sage Publications

#### Focus of Course

##### e-Resource

1. <https://www.simplilearn.com/data-science-vs-big-data-vs-data-analytics-article>
2. <https://www.edureka.co/blog/what-is-data-analytics>
3. <https://intellipaat.com/blog/what-is-data-analytics/>
4. <https://www.proschoolonline.com/blog/top-10-data-analytics-tools>
5. <https://cyfar.org/types-statistical-tests>
6. <https://towardsdatascience.com/statistical-tests-when-to-use-which-704557554740>

##### e-Content URL:

<u>6.</u>	
7.	
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**SEMESTER - 3**  
**CORE 18 : CYBER SECURITY AND INFORMATION SYSTEM**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT C 432	CYBER SECURITY AND INFORMATION SYSTEM	CORE	36	5	9	3

**Preamble:** To acquaint the student with the role, functions and development of information systems at different levels and functional areas of the organization.

**Prerequisite:** Basic knowledge of data, information, and security measures

**Course Out Comes (COs) :** On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the role of information system in modern day organisations	K1,K2
CO2	Familiarise with the level wise classification of IS	K2,K3
CO3	Realize the role of IS in different functional areas in an organisation	K2,
CO4	Ability to decide on the appropriate method for system building	K3,K4
CO5	Comprehend the various threats to IS and the means to ensure quality of IS	K4,K5
CO6	Realize the legal and ethical issues in the management of information technology	K2,K3,K4

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	M	S	S	S	S	S	S	S	S	S	M
CO2	S	S	S	S	S	S	S	M	S	S	S	S	L
CO3	S	M	S	S	S	L	M	M	M	S	S	S	L
CO4	S	M	S	S	S	S	M	M	S	S	S	S	L
CO5	S	S	S	S	S	S	S	S	S	S	S	S	S
CO6	S	S	M	S	S	S	S	S	S	S	M	S	S

S- Strong; L- Low; M-Medium

**Syllabus**

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	System concept – Information Systems — Components – Resources – Dimensions of information system - Contemporary approach to information systems - Organizational Foundation of Information Systems - Management Information System – Concept – strategic role – Objective –Impact –Limitation - Challenges	8	Videos e-Pathshala PPT
II	MIS- Level wise Classification- Transaction Processing System- Knowledge Management System- Types, application. Decision Support system— Model driven and Data driven DSS Group Decision Support System (GDSS) - Executive information System (ESS)	8	Videos e-Pathshala PPT
III	MIS- Function wise Classification- Marketing IS, Human Resource IS, Operations IS, Financial IS- Structure, Applications.	7	Videos e-Pathshala PPT

IV	System building approaches, System Development Life Cycle, Prototyping, End user Development, Standard Software Package, Outsourcing- advantages and disadvantages. Challenges in system implementation-change management.	10	Videos e-Pathshala PPT
V	Information Security Management – Hackers and cyber vandalism - Computer crime and Cyber terrorism – Malicious software – Technology and tools for protecting information resources – ISO 27001 Information security management system	9	Videos e-Pathshala PPT
VI	Business analytics-application. Internet of Things (IoT). Impact of IT on people - Health and Social Life. IT and Ethics- Privacy of People- Technical solutions. IT Act 2000- Major provisions and implications on business.	8	Videos e-Pathshala PPT

#### Reference Books :

1. Management Information system, Kenneth C. Laudon & Jane P Laudon, Pearson Education.
2. Management Information system, James A O'Brien, Tata Mc-Graw Hill
3. Management Information system, W.S. Jawadekar, Tata Mc-Graw Hill.
4. Management Information system, Goyal, McMillan.
5. Implementing an Information Security Management System Security Management Based on ISO 27001 Guidelines Abhishek Chopra, Mukund Chaudhary |2019/Apress Publication
6. Davis, Gordon B and Olson, Malgrethe, *op.cit.*, p341
7. Taub, Herbert and Schilling, Donald L., *Principles of Communication System*, McGraw-Hill, New Delhi

#### Focus of Course

##### e-Resource

1. <https://www.management-square.com/management-information-system-mis/>
2. <https://www.geeksforgeeks.org/management-information-system-mis/>
3. <https://opentextbc.ca/businessopenstax/chapter/management-information-systems/>
4. [https://shodhganga.inflibnet.ac.in/bitstream/10603/42602/7/07-chapter\\_1.pdf](https://shodhganga.inflibnet.ac.in/bitstream/10603/42602/7/07-chapter_1.pdf)
5. <https://one.comodo.com/blog/msp/management-information-system.php>
6. <http://www.knowledge-management-tools.net/>
7. <https://www.business.com/articles/decision-support-systems-dss-applications-and-uses/>

##### e-Content URL:

- |  |   |
|--|---|
| 1. <a href="https://youtu.be/-18Py3sX5sM">https://youtu.be/-18Py3sX5sM</a> | Management Information Systems                                    |
| 2. <a href="https://youtu.be/bA0yDVqyQYY">https://youtu.be/bA0yDVqyQYY</a> | Management Information System                                     |
| 3. <a href="https://youtu.be/wzIW4jrvXFw">https://youtu.be/wzIW4jrvXFw</a> | Information System Concepts                                       |
| 4. <a href="https://youtu.be/0wwEX7hDYMc">https://youtu.be/0wwEX7hDYMc</a> | Developing MIS Systems  |
| 5. <a href="https://youtu.be/xPv6WtYvsMc">https://youtu.be/xPv6WtYvsMc</a> | MIS support for Decision Making                                   |
| 6. <a href="https://youtu.be/f83XYvwXoG0">https://youtu.be/f83XYvwXoG0</a> | Management Information System and Information Resource Management |
| 7. <a href="https://youtu.be/aUC7kQkWFPE">https://youtu.be/aUC7kQkWFPE</a> | Data and Information Management                                   |



**SEMESTER - 3**  
**TRAVEL AND TOURISM MANAGEMENT ELECTIVE**  
**TOURISM GEOGRAPHY**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E 4326	TOURISM GEOGRAPHY	ELECTIVE	39	8	3	3

**Preamble :** To know the popular tourism destinations of the world. To study the relationship of geography with tourism and travel. To familiarize with the socio-cultural, economic and climatic conditions of the destinations.

**Prerequisite :** This course deals with world tourism geography and the planning and development of tourism activities in different climates. Development of the various destinations and its planning are also discussed.

**Course Out Comes (COs) :** On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Studying the relationship of geography and tourism	K1, K2
CO2	To familiarize students on destinations of North and South America and its tour itineraries.	K2, K4
CO3	To familiarize students on destinations of Europe and its tour itineraries.	K2, K4
CO4	To familiarize students on destinations of Asia & Oceania and its tour itineraries.	K2, K4
CO5	To familiarize students on destinations of Africa & Antarctica and its tour itineraries.	K2, K4
CO6	To familiarize students on Travel formalities	K2, K3

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	S	S	S	S	S	S	S	S	S	S	S
CO2	S	M	M	S	M	M	L	M	S	S	M	S	M
CO3	S	M	M	S	M	M	L	M	S	S	M	S	M
CO4	S	M	M	S	M	M	L	M	S	S	M	S	M
CO5	S	M	M	S	M	M	L	M	S	S	M	S	M
CO6	S	S	S	S	M	S	M	S	S	S	S	S	S

**S- Strong; L- Low; M-Medium**

Unit	Course Contents	Hours	e-Resources/ e-Content
I	Introduction to Tourism Geography: The elements of geography – Importance of geography in Tourism – The world's climates – climatic elements and tourism – impact of weather and climate on tourist destinations – oceans and sea – world population – Hemisphere – latitude – longitude – international date line – Time Zones and calculation of time - Time differences – GMT – Flying Time - Standard time and Day light saving time (summer time) – World's continents.	10	PPT/Videos
II	An Introduction to the tourist geography of AMERICA: Physical features – Topography – Climate – Natural and Cultural Tourist Attractions – North America: Canada, USA, Mexico etc. Map Reading – Caribbean Islands: Bermuda, Cuba, Jamaica, West Indies etc. Map Reading – South America: Argentina, Brazil, Chile, Peru etc. Map Reading	8	PPT/Videos

<b>III</b>	An Introduction to the tourist geography of EUROPE: Physical features – Topography – Climate – Natural and Cultural Tourist Attractions – UK, Scandinavian countries, Schengen countries – Map Reading	<b>8</b>	<b>PPT/Videos</b>
<b>IV</b>	An Introduction to the tourist geography of ASIA & OCEANIA: Physical features – Topography – Climate – Natural and Cultural Tourist Attractions – East Asia, South East Asia, China, India, Sri Lanka, Maldives Middle East, Australia – Map Reading	<b>8</b>	<b>PPT/Videos</b>
<b>V</b>	An introduction to the tourist geography of AFRICA & ANTARCTICA: Physical features – Topography – Climate – Natural and Cultural Tourist Attractions – Egypt, Mauritius, South Africa, Kenya, Seychelles, Antarctica etc. – Map Reading	<b>8</b>	<b>PPT/Videos</b>
<b>VI</b>	Travel Formalities: Familiarization with TIM – Passport – VISA – Health Certificate - Currency Certificate – Insurance – Customs - Credit Card and Traveller’s Cheque.	<b>8</b>	<b>PPT/Videos</b>
<b>Total</b>		<b>50</b>	

**Reference Books:**

1. ‘World destinations- The Geography of Travel and Tourism’, Brain Boniface and Chris Cooper
2. ‘World Geography’, Majid Hussain, Rawat Publications
3. ‘501 Must visit Cities’, Bounty books
4. ‘Guide to places of the world’, Readers Digest
5. Tour Brochures of SOTC, Cox & Kings, Thomas Cook
6. ‘Lonely Planet’ Publication of concerned country
7. ‘A Geography of Tourism’, Robinson H., McDonald and Evans, 1976
8. ‘The Geography of Travel and Tourism’, 2 <sup>nd</sup> Edition, Burton, Rosemary, Longman, 1998
9. ‘Geography of Travel and Tourism’, Boniface B. and Cooper C., Bookbarn International, 2004
10. ‘A Geography of Tourism’, Mc Donalds and Evans, Plymouth, 1977
11. ‘Encyclopaedia of World Geogrphy’
12. ‘Travel Information Manual’, IATA, Netherland, 2006
13. ‘Blue and Red OAG’, IATA, Geneva, 2006
14. ‘Geography of Travel & Tourism’, Michael Hall, Routledge, London, 1999

**Focus of Course:Employability/ Entrepreneurship/Skill Development**

**e-Resource**

1. <a href="https://www.emiratesholidays.com/in_en/">https://www.emiratesholidays.com/in_en/</a>
2. <a href="https://www.sotc.in/international-tour-packages">https://www.sotc.in/international-tour-packages</a>
3. <a href="https://www.iata.org/en/publications/timatic/tim/">https://www.iata.org/en/publications/timatic/tim/</a>

**e-Content URL:**

<u>1.</u>	
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**SEMESTER - 3**  
**TRAVEL AND TOURISM MANAGEMENT ELECTIVE**  
**TOURISM PRODUCTS OF INDIA**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E 4327	TOURISM PRODUCTS OF INDIA	ELECTIVE	39	8	3	3

**Preamble :** To understand the nature of different tourism products. To develop and manage appropriate tourism products. To familiarize with tour packaging & execution.

**Prerequisite :** This course introduces the unique features of tourism in India. The ancient Archaeological sites and Wildlife parks and gardens.

**Course Out Comes (COs) :** On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Educating students about the concept of Tourism Product.	K1, K2
CO2	Familiarizing the important natural Tourism Products of India.	K2, K4
CO3	Imparting knowledge about cultural Tourism Products of India.	K2, K4
CO4	Identifying emerging tourism products and its availability.	K4, K5
CO5	Understand the major Tourism Circuits of India	K2, K6
CO6	To understand the promotional measures initiated by Ministry of Tourism, Govt. of India & study tour to familiarize various tourism products.	K2, K3

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	S	S	M	S	S	S	S	S	S	S	S
CO2	S	S	S	M	M	M	S	S	S	S	M	S	S
CO3	S	S	S	M	M	M	S	S	S	S	M	S	S
CO4	S	M	M	M	M	L	M	M	S	S	M	S	M
CO5	S	M	M	M	M	L	M	M	M	S	M	S	M
CO6	S	M	M	S	L	M	M	S	M	S	M	S	M

**S- Strong; L- Low; M-Medium**

Unit	Course Contents	Hours	e-Resources/ e-Content
I	Tourism Product: Definition and concept – Components of Tourism – Types of Tourism Products – Elements and Characteristics – Modern Tourism Products – Physiographic features of India – Ayurveda, Yoga & Meditation – Languages and literature – Major Religions of India	8	PPT/Videos
II	Natural Tourism Products: Climate of India – Flora and Fauna – Biosphere Reserves – Wildlife sanctuaries – National Parks – Botanical gardens and Zoological Parks – Mangroves – Coral Reefs – Deserts – Islands and Beaches with special reference to Goa, Andaman & Nicobar Islands & Lakshadweep – Rivers of India – Major Hill Stations in India – Major Lakes and Lagoons of India – Backwater Tourism with special reference to Kerala – Major Eco Tourism resources in India	10	PPT/Videos
III	Cultural Tourism Products: Fairs and Festivals – Classical Dances in India – Folk Dances of India – Dance Festivals in India – Indian Classical Music – Music Festivals – Indian Paintings – Handicrafts and Souvenirs of India –	8	PPT/Videos

	Indian cuisine – Indian Architectural Styles – Monuments – Ancient Temples of India – Forts – Palaces – Museums and Art Galleries – UNESCO World Heritage Sites of India – Buddhist heritage sites of India – Pilgrimage centres		
IV	Emerging Tourism Products: Eco Tourism – Sustainable Tourism – Sustainable Development and Carrying Capacity – Responsible Tourism – Rural Tourism – Culinary Tourism and Wine Tourism – Disaster Tourism and Dark Tourism – Adventure Tourism – Land based – Waterbased – Aero based – Golf tourism – MICE – Medical Tourism – Rail tourism with special reference to Luxury Trains and Mountain Rail in India	8	PPT/Videos
V	Major Tourism circuits of India: Golden Triangle – The Desert circuit – The Himachal Circuit – Nilgiri Circuit – Backwater circuit – Nilgiri Circuit – Wildlife circuit – Buddhist circuit – Chota Char Dham Circuit	8	PPT/Videos
VI	Promotional measures initiated by Ministry of Tourism, Govt. of India – State Governments and Private Tourism Agencies – Study tour to familiarize various tourism products.	8	PPT/Videos
Total		50	

**Reference Books:**

1. 'Tourism Products of India: A National Perspective', Robinet Jacob, Abhijeet Publications, 2012
2. 'The Wonder that was India', A.L. Basham, Balaji, 2003
3. 'A Cultural History of India', A.L. Basham, Lonely Planet Publication, 1975
4. 'India Plan your own holiday', S. Jaganathan, Nirvana, 1988
5. 'Travelers India', H.K. Kaul, Oxford 1979
6. 'Museums of India', S. Punja, NTC Publishing, 1991

**Focus of Course: Employability/ Entrepreneurship/Skill Development**

**e-Resource/e-Content URL:**

1. [www.incredibleindia.org](http://www.incredibleindia.org)
2. [www.keralatourism.org](http://www.keralatourism.org)
3. [www.lonelyplanet.com/india](http://www.lonelyplanet.com/india)
4. <https://whc.unesco.org/en/statesparties/in>
5. [https://www.youtube.com/watch?v=2zSI\\_gbCwvc](https://www.youtube.com/watch?v=2zSI_gbCwvc)

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**SEMESTER - 3**  
**TRAVEL AND TOURISM MANAGEMENT ELECTIVE**  
**TRAVEL AND TOUR OPERATORS MANAGEMENT**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E 4328	TRAVEL AND TOUR OPERATORS MANAGEMENT	ELECTIVE	39	8	3	3

**Preamble:**

This course helps the students to understand the various activities of Travel agency and Tour operations. To understand the Packaging and itinerary Planning.

**Prerequisite:** Basics of Travel agency and Tour operators Management

**Course Out Comes (COs):**

On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	To familiarize with Travel Agency and its formation and recognition.	K1, K2
CO2	To understand the operations in a Travel Agency such as ticketing, visa etc.	K1, K2
CO3	To understand the products and services of a Travel Agent.	K1, K2
CO4	To study the various operations of a Tour Operator.	K2, K4
CO5	To enable the students to prepare tour itineraries.	K2, K6
CO6	To familiarize with tour packaging and tour costing.	K2, K6

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	S	S	M	S	S	S	S	S	S	S	S
CO2	S	S	S	S	M	S	S	M	S	M	M	S	M
CO3	S	S	M	M	M	M	M	M	S	S	M	S	S
CO4	S	S	S	M	M	M	M	M	S	S	M	S	S
CO5	S	M	S	S	S	S	M	L	S	S	S	S	M
CO6	S	M	S	S	S	S	L	L	S	S	S	S	M

**S- Strong; L- Low; M-Medium**

Unit	Course Contents	Hours	e-Resources/ e-Content
I	Travel Agency: Meaning, Nature and Scope of Travel Agency – History of Travel Agency – Essentials of Travel Agency – Difference between travel agency and tour operator – Types of Travel Agencies – Setting up of a Travel Agency – Approval and recognition of Travel Agencies – Linkages with travel providers: Airlines, Hotels, Transport agencies, Cruise Companies etc. – Present trends and future prospects of travel retailing.	10	PPT/Videos
II	Functions of a Travel Agency: Travel information, Airline Ticketing and Reservation, Accommodation Reservation, Travel Insurance, Documentation – Passport – Types – Method of applying for passport – Renewal Tatkal – VISA – Types and Visa regulations for Schengen countries, U.K, U.S, Singapore, Malaysia, Middle East Countries – Health certificate – Insurance(Domestic and International) – Customs and immigration – Handling business/ corporate clients including conference and conventions.	8	PPT/Videos
III	Group travel procedures – Fiscal and non-fiscal incentives available to travel agencies – sources of income for a travel agent – products and services of a Travel Agent – Travel Agency skills and competences – Scope of online	8	PPT/Videos

	Travel Portals.		
IV	Tour operators: Meaning, Nature and Scope of Tour Operation – Types of Tour operators – Rules for recognition of Tour Operator – Role of a Tour Operator – Establishing relationships – Tour planning and tour design – Destination research – Supplier negotiations – Pricing and selling – Pre-tour operational concerns – Tour execution – Post-tour phase – free trips – escorting a tour – servicing outbound and inbound tourists.	8	PPT/Videos
V	Itinerary Planning: Meaning – Importance and Types of Itinerary – Resources and Steps for Itinerary Planning – Do’s and Don’ts of Itinerary Preparation – Tour Formulation and Designing Process – FITs & Group Tour Planning and Components – Special Interest Tours (SITs).	8	PPT/Videos
VI	Tour Packaging & Costing: Importance of Tour Packaging – Classifications of Tour Packages – Components of Package Tours – Concept of costing – Types of costs – Components of tour cost – Preparation of cost sheet – Factors affecting the Tour Cost – Tour pricing – Calculation of tour price – Pricing strategies – Tour packages of Thomas Cook, Cox & Kings, SOTC & Riya Travel Case Study Discussion Thomas Cook, Cox & Kings, SOTC, trivago, MakeMyTrip, Yatra etc.	8	PPT/Videos
	Total	50	

**Reference Books:**

15. ‘Travel Agency Management: An Introductory Text’, Chand M, Anmol Publications Pvt. Ltd., New Delhi, 2002
16. ‘Travel Agency Operations: Concepts and Principles’, Negi J, Kanishka, New Delhi, 2005
17. ‘The Business of Tourism’, Holloway J.C., Prentice Hall, London, 2002, pp.220-279
18. ‘Tourism Operations and Management’, Roday. S, Biwal. A & Joshi. V., Oxford University Press, New Delhi, 2009,pp-164-296.
19. ‘Tourism, Principles, Practices and Philosophies’, Goeldner, R & Ritchie. B John Wiley & Sons, London, 2010
20. ‘The business of tour operations’, Pat Yale, Trans Atlantic Publications, 1995

**Focus of Course:**

**e-Resource/e-Content URL:**

- 1) <https://www.iata.org/>
- 2) [https://www.emiratesholidays.com/in\\_en/](https://www.emiratesholidays.com/in_en/)
- 3) <http://www.uftaa.org/>

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**SEMESTER - 3**  
**TRAVEL AND TOURISM MANAGEMENT ELECTIVE**  
**EVENT MANAGEMENT**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E 4329	EVENT MANAGEMENT	ELECTIVE	39	8	3	3

**Preamble:** To understand the essentials of Event Management

**Prerequisite:** Basics of Event Management

**Course Out Comes (COs):** On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	To equip the students with the essentials of Event Management	K2, K3
CO2	To understand The Dynamics of Event Management	K2, K3
CO3	Understand the importance of MICE	K2, K4
CO4	Imparting knowledge to the students about the Event Marketing equipments and tools	K2, K5
CO5	To develop the basic skills for conducting Events	K4, K5
CO6	Acquiring knowledge of Travel Fairs and players in event business	K2, K5

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	S	S	S	S	S	S	S	S	S	S	S
CO2	S	S	S	S	S	S	S	M	S	S	M	S	S
CO3	S	S	S	S	M	S	M	M	S	S	S	S	M
CO4	S	S	M	M	S	M	S	L	M	S	S	S	M
CO5	S	M	M	M	M	L	M	L	S	S	M	S	M
CO6	S	M	S	S	M	M	S	M	S	S	S	S	M

**S- Strong; L- Low; M-Medium**

Unit	Course Contents	Hours	e-Resources/ e-Content
I	Introduction to Events: History – Scope – Nature and Importance – Types of Events - Unique features and similarities – Individual events and corporate events, conference and convention centers, types of venues for conducting events – Practices in Event Management - Key steps to a successful event.	8	PPT/Videos
II	Event Planning and organizing: Planning Function – Needs for Planning – Types of Planning – Problem Solving and Crisis Management – Leadership and Participants Management – Managing People and Time – Site and Infrastructure Management.	8	PPT/Videos
III	Introduction to MICE: Planning MICE, Components of the Conference Market, Characteristics of Conferences and Conventions, MICE as a supplement to Tourism, the nature and demand of Conference markets – The Economic and Social significance of Conventions, process of Convention Management.	10	PPT/Videos
IV	Event Marketing: Customer care – Marketing equipments and tools – Key Issue for Event Marketing – Event Promotion and Advertising – Event Co-ordination – Visual and Electronic Communication – Event Presentation	8	PPT/Videos
V	Evaluation of Event: Measuring Performance – Critical Evaluation – Measuring Interaction – Case Studies of events of National and International importance	8	PPT/Videos

<b>VI</b>	Travel Fairs and players in event business – Benefits of Fairs - ITB, WTM, BTF, TTW, FITUR, KTM, IITM, CII-Events, PATA Travel Mart; Travel players: ICPB, ICCA.	<b>8</b>	<b>PPT/Videos</b>
	Total	<b>50</b>	

**Reference Books:**

1. 'Event Marketing', Leonard H. Hoyle, John Wiley and Sons, New York.
2. 'Successful Event Management', Anton Shone & Bryn Parry, Cengage Learning
3. 'Event Management', Bhatia A. K., Sterling Publishers, New Delhi
4. 'Event Management in Leisure and Tourism', David C. Watt, Pearson, UK
5. 'Special Events – Best Practices in Modern Event Mangement', Joe Gold Blatt, John Wiley and Sons, New York.
6. 'Event and Entertainment Marketing', Avrich Barry, Vikas Publications, New Delhi
7. 'Meetings, Expositions, Events and Convention', Fenich , Pearson

**Focus of Course:**

**e-Resource/e-Content URL:**

- 1) <https://www.keralatravelmart.org/>

**e-Content URL:**

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**SEMESTER - 3**  
**TRAVEL AND TOURISM MANAGEMENT ELECTIVE**  
**HOSPITALITY MANAGEMENT**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E 4330	HOSPITALITY MANAGEMENT	ELECTIVE	39	8	3	3

**Preamble:** To understand the essentials of hospitality industry.

**Prerequisite:** Basics of Hospitality Management

**Course Out Comes (COs):**

On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Educating students on the evolution of hospitality industry.	K1, K2
CO2	Acquiring knowledge of different hospitality departments and its various functions.	K1, K2
CO3	To know the important housekeeping activities	K2, K4
CO4	To understand the Food and beverage Operations	K2, K4
CO5	Familiarizing students on the marketing of accommodation establishments.	K2, K3
CO6	To inculcate a culture of hospitality among students.	K2, K5

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	S	S	S	S	S	S	S	S	S	S	S
CO2	S	S	S	S	S	S	S	M	S	S	S	S	S
CO3	S	S	M	M	M	M	M	L	M	S	M	S	M
CO4	S	S	M	M	M	L	M	L	M	S	M	S	M
CO5	M	M	M	M	M	L	M	M	S	S	M	S	M
CO6	S	M	S	S	M	M	S	M	S	S	M	S	M

**S- Strong; L- Low; M-Medium**

Unit	Course Contents	Hours	e-Resources/ e-Content
I	Accommodation: Origin and growth of hotel industry – Types of accommodation and classification – Hotel development and forms of Ownership – Relevant rules for accommodation sector – Taxes – Leading Multi National Chains operating in India.	8	PPT/Videos
II	Major departments of Hotel and their functions: Revenue generating and Non-Revenue generating Departments – Front Office management – Organization structure and functions – Reservation types and procedure – Role of Reception - Registration procedure – Check in Check out Procedure – Duties of a Front Office Cashier - Night auditor – Job description of Front office Manager – Guest Relation Executive – Handling Guest complaints – Usage of CRS.	10	PPT/Videos
III	Housekeeping: Organization structure – Important housekeeping activities – Coordination with other departments – Housekeeping control desk – Linen and Uniforms – Job description of Executive Housekeeper.	8	PPT/Videos
IV	Food and beverage Operations: Organization structure - Food and beverage outlets – Types of meal plan - Types of restaurants – Menu - Room service – Food production: Kitchen and Kitchen staff – Other Major Departments: Engineering, Security, Finance and Accounting, Marketing, Human Resources.	8	PPT/Videos
V		8	PPT/Videos

	Accommodation Marketing: Hotel Marketing features – 7 P’s of Marketing in Hospitality Marketing– Domestic and Foreign Market – Yield Management: Basic concept – ADR – Occupancy rate – TQM – Sustainable practices in Hotels.		
<b>VI</b>	Managerial Issues: Trends – Problems – Future prospects of Hotel Industry – Success factors – Study of the working of selected Hotels in India and Abroad	<b>8</b>	<b>PPT/Videos</b>
	Total	<b>50</b>	

**Reference Books:**

1. ‘Fundamentals of Hotel Management and Operations’, RK Malhotra, Anmol Pub
2. ‘Hotel and Motel Management and Operations’, Gray and Ligouri, PHI, New Delhi, 2000
3. ‘Hotel Front Office Training Manual’, Sudhir Andrews, Tata McGraw Hill, New Delhi, 2011
4. ‘Hotels for Tourism Development’, Jag Mohan Negi, Metropolitan Pub, NewDelhi
5. ‘Introduction to Tourism and Hospitality Industry’, Sudhir Andrews
6. ‘Introduction to Hospitality Management’, John R Walker, Pearson Education India
7. ‘The business of Hotels’, S Medlik & H Ingram, Butterworth Heinemann, New Delhi

**Focus of Course:**

**e-Resource/e-Content URL:**

1) [https://www.fhrai.com/about\\_us.aspx](https://www.fhrai.com/about_us.aspx)

2) <https://www.keralatravelmart.org/>

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**SEMESTER - 4**  
**CORE 20 : STRATEGIC MANAGEMENT**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT C 441	STRATEGIC MANAGEMENT	Core	40	10		3

**Preamble:** To familiarise the student with the strategic perspectives of managing the organization in the present day dynamic environment.

**Prerequisite:** Understanding on the environment of modern day business.

**Course Out Comes (COs) :** On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understanding on the concept of strategy and strategic management process	K2
CO2	Facilitate critical evaluation on the strategic intent of firms and environmental scanning	K5
CO3	Insight on the strategy alternatives adopted by firms	K4
CO4	Ability to manage the strategy implementation issues	K4,K5
CO5	Apply the control mechanisms in the strategic management process	K5,K6
CO6	Adopt strategic perspectives for management of NPOs and MSMEs	K6

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1			L	S			L	M	L	L			M
CO2	M	S	M	S	M			S	S	S	L	L	M
CO3	M	L				M	M		M	L			
CO4	S	S	M	S		S		S	M	M	M	M	M
CO5	M			M	S	L	S	M	L	S	L		L
CO6	S	S	M	S		S			S	S		S	S

**S- Strong; L- Low; M-Medium**

**Syllabus**

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Strategy, Business strategy-Nature and value, Strategic management process, Corporate, business and functional level strategies. Role of board of directors, CEO and corporate planner	6	PPT/e-pathshala
II	Strategic intent- Vision, mission, business definition goals and objectives. External audit- micro and macro environment scanning, PESTLE analysis, Five forces model and value chain model, SWOT analysis, TOWS matrix.	10	PPT/e-pathshala
III	Strategy alternatives, Stability strategy, Growth strategy- Intensification and Diversification, Ansoff matrix. Defensive strategies- types. BCG matrix, GE matrix.	10	PPT/e-pathshala
IV	Strategy implementation- role of organisation structure, culture, leadership and technology. 7 'S' framework. Routes for executing strategy- Start up, merger and acquisition, joint venture, strategic alliances.	8	PPT/e-pathshala
V	Strategy evaluation and control- evaluation criteria, strategic control, operational control. Balances Scorecard. Characteristics of effective control system. Contingency planning.	8	PPT/e-pathshala
VI	Strategic perspectives of -Corporate governance and Corporate Social Responsibility, Strategies for Non Profit Organisations and MSME. Strategy	8	PPT/e-pathshala

	and innovation		
		<b>Total</b>	<b>50</b>
<b>Reference Books:</b>			
1.	Azhar Kasmi Strategic Management,(1992)Mc Graw Hill Education		
2.	Fred. E.David,Strategic Management- Concepts and Cases(2016) Pearson Education		
3.	John. A Pearce, Richard B Robinson Strategic Management-Formulation, implementation and control(200) Mc Graw Hill Companies		
4.	U.C.Mathur, Strategic Management(2005), Mcmillan		
5.	Hitts, Hoskison and Ireland, Management of Strategies- Concepts and Cases (2016), Thomson		
6.	Francis Cherunilam , Strategic Management( 2016) Himalaya Publishing House		
<b>Focus of Course</b>			
<b>e-Resource</b>			
<a href="https://epgp.inflibnet.ac.in/ahl.php?csrno=23">https://epgp.inflibnet.ac.in/ahl.php?csrno=23</a>			
<a href="https://epgp.inflibnet.ac.in/ahl.php?csrno=23">https://epgp.inflibnet.ac.in/ahl.php?csrno=23</a>			
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**SEMESTER – 4**  
**TRAVEL AND TOURISM MANAGEMENT ELECTIVE**  
**AIRPORT AND CARGO MANAGEMENT**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E 4418	AIRPORT AND CARGO MANAGEMENT	Elective	39	8	3	3

**Preamble:**

To understand the structure and dynamics of Airline Industry. To understand the Airport and Airline Management linkages. To study the International Airfares and formalities to travel. To understand the various activities of cargo management

**Prerequisite:** This course introduces the aviation industry since its inception and growth associated with it. Also, about airport and cargo management.

**Course Out Comes (COs) :** On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	To understand the structure and dynamics of airline industry.	K1, K2
CO2	To enable students to acquire skills in managing airline, airport operations.	K2, K3
CO3	To familiarize students on different formalities in airport and airline terminologies like airport-airline codes, IATA TC areas etc.	K2, K5
CO4	To familiarize with cargo management	K2, K5
CO5	To study various operations in cargo management and enable the students to prepare airline cargo services	K4, K6
CO6	To familiarize air safety and security and dangerous goods regulations.	K4, K6

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	S	S	S	S	S	S	S	S	S	S	S
CO2	S	S	S	S	M	S	S	M	S	S	M	S	S
CO3	S	M	M	M	M	M	M	M	S	S	M	S	M
CO4	S	M	S	M	M	M	M	L	M	S	M	S	M
CO5	S	M	S	S	M	M	L	L	M	M	S	M	M
CO6	S	M	S	S	M	M	L	M	M	M	S	M	M

**S- Strong; L- Low; M-Medium**

**Syllabus**

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	History of Aviation industry - Bilateral agreements and Multilateral Agreements- Freedoms of Air, International- Conventions – Functions and Roles of ICAO, IATA, DGCA, AAI	10	PPT/Videos
II	Management of Airlines- Types of Aircrafts-In flight services – Passengers requiring special handling –Aviation Safety – Human Resource in Aviation	10	PPT/Videos
III		10	PPT/Videos

	Management of Airports – Structure of an airport – Air side and Land side facilities – privatization and types – Check in Formalities at Airport – Baggage Handling Regulations –Airport operations and service quality		
IV	Concept of cargo- types of air cargo-domestic and international cargo - Export Cargo and Import Cargo -Types of Contract between Consignor (Shipper) & Consignee-.Currency Regulations	10	PPT/Videos
V	AWB Concept -.Documentation required in handling Cargo -Customs rules and applications-Different types of ULDs-Dangerous Goods regulations	5	PPT/Videos
VI	The cargo Handling organisations in Airports -Cargo Handling Procedures -Handling of Equipments at airportloading and unloading.	5	PPT/Videos
<b>Total</b>		<b>50</b>	

#### Reference Books:

1. 'Aviation History', Millbrooke, Anne, Jeppesen Sanders Inc.1999
2. 'Straight and Level: Practical Airline Economics', Stephen Holloway, Ashgate, 2008
3. 'Managing airports- an international perspective', Graham Annie, Butterworth Heinemann, USA, 2008
4. 'Civil Aviation,-A global perspective', Raju G, Mihir Babu G, Excel Books , NewDelhi, 2009
5. 'Principles of Airport Management', Alexander T, Well & Seth
6. 'Airport System, Planning Design & Management', Nnuef ville.R
7. 'Airport Operations', Ashford, Stanton & Moore, Mc Graw Hill Professional, 1996

#### Focus of Course

#### e-Resource

- 1) <https://www.iata.org/>
- 2) [https://www.emiratesholidays.com/in\\_en/](https://www.emiratesholidays.com/in_en/)
- 3) <http://www.uftaa.org/>
- 4) <https://www.icao.int/Pages/default.aspx>

#### e-Content URL: Vidya-mitra / e-Pathshala

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**SEMESTER – 4**

**TRAVEL AND TOURISM MANAGEMENT ELECTIVE  
INTERNATIONAL TOURISM AND GLOBAL UPDATES**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E 4419	INTERNATIONAL TOURISM AND GLOBAL UPDATES	Elective	39	8	3	3

**Preamble:** This course is designed to develop and strengthen students' understanding of the impact of global tourism on host societies and cultures. This study presents the many inter-related factors of economics, perception, social values, culture, lifestyles, marketing, and government initiatives, which determine tourism patterns.

**Prerequisite:** Basic knowledge of tourism, tourism geography and business environment.

**Course Out Comes (COs) :** On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the Global Tourism: Past, Present and Future Trends	K1,
CO2	Identify the unique International Tourism Attractions around the globe.	K4
CO3	National & International Organizations connected to Tourism.	K2,K3
CO4	Critically assess the effect of global tourism on socio-cultural aspects of the host country	K5, K6
CO5	Identify and discuss the Global Emerging Tourism Destinations	K2,K4
CO6	Understand the need of International Tourism and the Economic Balance	K4,K3

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	S	M	S	M	S	M	M	S	S	S	M
CO2	S	M	S	S	M	S	S	S	S	S	M	M	S
CO3	S	S	M	S	S	M	S	M	S	M	S	S	M
CO4	S	S	S	S	S	S	M	M	M	S	M	S	M
CO5	M	S	S	M	S	S	S	S	S	M	S	S	M
CO6	M	S	M	S	S	S	M	M	S	S	M	S	M

**S- Strong; L- Low; M-Medium**

**Syllabus**

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Introduction to International Tourism - Concept and Definitions of International Tourism – Inbound - Outbound tourism – Global Tourism: Past, Present and Future Trends - India's position in Global Tourism - Tourist Arrivals – Receipts & GDP of first ten leading countries - Diversification of Emerging Tourism Products	9	Videos e-Pathshala PPT
II	New competitive Global Emerging Tourism Destinations - Factors Affecting Global and Regional Tourist Movements: Demand and Origin Factors – Destinations and Resource Factors – Major Outbound Tourist Destinations – Characteristics of Indian Outbound Tourism Market.	8	Videos e-Pathshala PPT
III	Unique International Tourist Attractions – Eiffel Tower – Madam Tussauds Wax Museum – London Eye – The Channel Tunnel(Euro Tunnel) – Statue of Liberty – The Grand Canyon – Golden Gate Bridge – Niagara Falls – Dead Sea	9	Videos e-Pathshala PPT

	– Pyramids of Giza, Egypt – Burj Khalifa – Taj Mahal – Marina Coastal Expressway(MCE), Singapore – Great Barrier Reef etc.		
IV	Travel Fairs and Players in Event Business: Benefits of Fairs - ITB, WTM, KTM, BTF, TTW, FITUR, IITM, CII-Events, PATA Travel Mart – Travel players: ICPB, ICCA, Dubai Shopping Festival	8	Videos e-Pathshala PPT
V	Organisations and their influence on international travel and tourism - Objectives – Roles and Functions of UNWTO, PATA, UFTAA, IATO, TAAI, FHRAI, IHA, NTO, Ministry of Tourism, Government of India, ITDC, KTDC & DTPC.	8	Videos e-Pathshala PPT
VI	International Tourism and the Economic Balance – Globalisation in tourism – The positive and negative effect of International Tourism – Social & Cultural impact of Tourism on Host Country – Demonstration effects - Difficulties with Tourism Based Economies – Impact of COVID-19 on Tourism Industry - Management of international tourism in an unstable world.	8	Videos e-Pathshala PPT
<b>Total</b>		<b>50</b>	
<b>International Tourism Organizations</b>			
1. Tourism: The Business of Travel 2nd edition Cook, RA, Yale, LJ, Marqua, JJ Prentice Hall 2001			
2. Tourism & the Environment: A sustainable relationship Hunter, C & Green H London: Routledge 1995			
3. Tourism: Economic, Physical, & Social Impacts Matheson, A & Wall, G Addison-Wesley Publishing 1992			
4. Sustainable Tourism: A Marketing perspective Middleton, VTC Oxford: Butterworth & Heinemann 1998			
<b>Focus of Course</b>			
<b>e-Resource</b>			
1. <a href="https://www.unwto.org/international-tourism-and-covid-19">https://www.unwto.org/international-tourism-and-covid-19</a>			
2. <a href="https://www.geographynotes.com/india/international-tourism/international-tourism-in-india-introduction-history-trends-opportunities-and-future/8372">https://www.geographynotes.com/india/international-tourism/international-tourism-in-india-introduction-history-trends-opportunities-and-future/8372</a>			
3. <a href="https://data.worldbank.org/indicator/ST.INT.ARVL">https://data.worldbank.org/indicator/ST.INT.ARVL</a>			
4. <a href="https://www.indexmundi.com/facts/india/international-tourism">https://www.indexmundi.com/facts/india/international-tourism</a>			
5.			
6.			
7.			
<b>e-Content URL: Vidya-mitra / e-Pathshala</b>			
1.	<a href="https://youtu.be/E3qnsWrxVfU">https://youtu.be/E3qnsWrxVfU</a>	International Tourism Organizations	
2.	<a href="https://youtu.be/qzliGhP3zgQ">https://youtu.be/qzliGhP3zgQ</a>	Positive and Negative Impacts of Tourism (Environmental, Economic and Socio-Cultural)	
3.			



**SEMESTER – 4**  
**TRAVEL AND TOURISM MANAGEMENT ELECTIVE**  
**ECO TOURISM**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
<b>MGT E 4420</b>	<b>ECO TOURISM</b>	<b>ELECTIVE</b>	<b>39</b>	<b>8</b>	<b>3</b>	<b>3</b>
<b>Preamble:</b> This course deals about the principles, development, definition and functions of ecotourism. International eco tourism is also described.						
<b>Prerequisite:</b> Basic knowledge of ecology, environment, and tourism						
<b>Course Out Comes (COs) :</b> On successful completion of the course the students will be able to						
<b>CO1</b>	To familiarize with basics of ecology and its relationship with tourism.					<b>K1, K2</b>
<b>CO2</b>	To study the concept and evolution of ecotourism.					<b>K2, K4</b>
<b>CO3</b>	To know the types of carrying capacity and Environmental Impact Assessment.					<b>K2,K3</b>
<b>CO4</b>	To familiarize with various ecotourism projects in India and abroad.					<b>K4,K5, K6</b>
<b>CO5</b>	To familiarize with Protected areas and their conservation.					<b>K2,K4</b>
<b>CO6</b>	Analyze and Evaluate various eco tourism scenario of various destinations					<b>K4,K5</b>
<b>CO1</b>	To familiarize with basics of ecology and its relationship with tourism.					<b>K1, K2</b>

<b>Mapping the Programme Outcomes</b>													
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	S	M	M	S	L	S	L	S	M	M	M	S	S
<b>CO2</b>	S	M	L	S	M	M	L	S	M	M	M	S	S
<b>CO3</b>	S	S	M	S	S	M	M	S	M	L	S	S	S
<b>CO4</b>	S	S	M	S	S	M	M	S	M	S	S	S	S
<b>CO5</b>	S	S	S	S	S	S	M	M	S	S	S	S	S
<b>CO6</b>	S	S	S	S	S	S	M	M	S	S	S	S	S
<b>S- Strong; L- Low; M-Medium</b>													

<b>Syllabus</b>			
Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
<b>I</b>	Ecology – Fundamental principles & Meaning, Objectives of Ecology - Basic Laws & ideas in Ecology - Ecosystem – Types of Ecosystems – Sustainable Ecosystems - Function and Management of Ecosystem - Food chain, Food Web, Ecological Indicators - Environment - Environmental Ecology - Biodiversity and its Conservation	<b>8</b>	Videos e-Pathshala PPT
<b>II</b>	Tourism Geography - Pollution and its effect - Types of Pollution - Measures to control pollution - Energy environment nexus - Ecological Foot prints - Carrying Capacity - Sustainable Development , Definition & Principles - Environmental Impact Assessment(EIA)	<b>8</b>	Videos e-Pathshala PPT
<b>III</b>	Ecotourism- Evolution, Principles, Trends and Functions of Ecotourism - Mass Tourism Vs Ecotourism - Tourism & Ecology relationship -	<b>9</b>	Videos e-Pathshala

	Ecotourism in Protected Areas - Ecotourism Activities - Trekking, Canoeing, Rock Climbing, Angling, Folk dance and Music, Ethnic cuisine.		PPT
IV	Eco-Development - Multi Stakeholder Participation & Responsiveness Towards Sustainable Eco-Tourism -Ecotourism Policies, Planning and Implementation - Eco-friendly Facilities and Amenities - Ecotourism in Different Topography - Community Participation - Community Based Ecotourism - Ecotourism & Poverty Alleviations - Rio Summit 1992 - Kyoto Protocol 1997 - Paris Conference on Climate Change 2015.	9	Videos e-Pathshala PPT
V	Eco-Tourism Development Agencies : The International Ecotourism Society (TIES), UNWTO, UNDP, UNEP, WWF, Ministry of Tourism (GOI), The Ministry of Environment, Forests (MoEF),	8	Videos e-Pathshala PPT
VI	Case Studies : Nandadevi Biosphere Reserve - Sunderban National Park - Periyar Tiger Reserve - Neyyar Wildlife Sanctuary - Themala Ecotourism - Jungle Lodges in Karnataka - Ecotourism in Uttarakhand& Himachal Pradesh.	8	Videos e-Pathshala PPT
<b>Total</b>		<b>50</b>	

#### Reference Books:

1. Sukanta K. Chaudhury, 'Culture, Ecology and Sustainable development' Mittal, New Delhi, 2006.
2. Ramesh Chawala, 'Ecology and Tourism Development', Submit international, New Delhi, 2006.
3. Matha Honey, 'Ecotourism certification, setting standards & Practices, Island press, Chicago, 2002.
4. Rast Buckley, 'Environmental impacts of Ecotourism', CABI, London, 2004.
5. Prabhas C Sinha, 'Guidelines for Human Environmental Sustainable development, Global environment law, Policy and action plan, SBS publications, New Delhi, 2006.
6. S.K. Ahluwalia, 'Basic principles of environmental resources, Jaipur, 2006.
7. Journal of Eco-Tourism, Channel View Publishers.

#### Focus of Course

#### e-Resource

1. <https://ecotourism.org/>
2. <https://sustainabledevelopment.un.org/>
3. <https://www.thenmalaecotourism.com/index.html>
4. <https://en.unesco.org/>
5. <http://wiienviis.nic.in/Home.aspx>
6. <https://www.keralatourism.org/>
7. <http://moef.gov.in/>

#### e-Content URL: Vidya-mitra - e-Pathshala

- |  |   |
|--|---|
| 1. <a href="https://youtu.be/Oz1v_O8bIDY">https://youtu.be/Oz1v_O8bIDY</a> | Ecotourism                                |
| 2. <a href="https://youtu.be/RJPj2w8Jgbc">https://youtu.be/RJPj2w8Jgbc</a> | Nature and Ecotourism in India            |
| 3. <a href="https://youtu.be/5fk_e1Yp1EY">https://youtu.be/5fk_e1Yp1EY</a> | Sustainable Tourism Development           |
| 4. <a href="https://youtu.be/3zn9DVqzJdI">https://youtu.be/3zn9DVqzJdI</a> | Community Based Ecotourism                |
| 5. <a href="https://youtu.be/u_1iuR52adE">https://youtu.be/u_1iuR52adE</a> | The Nature & Scope of Sustainable Tourism |
| 6. <a href="https://youtu.be/nAYU14DiOfQ">https://youtu.be/nAYU14DiOfQ</a> | Environment Impact of Tourism             |
| 7. <a href="https://youtu.be/qzLiGhP3zgQ">https://youtu.be/qzLiGhP3zgQ</a> | Positive & Negative Impact of Tourism     |

## SEMESTER – 4

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT C442	DISSERTATION	APPLICATION	0	0	50	3

After the completion of the fourth semester classes, the students will start the project work on their desired area and undertake the same for a period of 2 months.

The project is an essential requirement and integral part of the curriculum for successful completion of the programme. The project aims at developing insight and capabilities in the students for in depth study, research, interpretation, and analysis on the chosen/allotted topic.

### **Selection of Project Topic**

Project topic has to be selected with respect to Travel and Tourism area chosen by the student. Title of the project should clearly specify the objective and scope of the study. It should be specific and neither too vague nor centralistic. Project work should be either a Field Survey study, Comprehensive Case study on the functioning of a business organization, Inter-organizational study, application of optimization techniques for business decisions, computer systems development for business operations. After collecting the necessary information from primary and secondary sources, frequent visits to select companies/organizations and administering questionnaire/Interview schedules, if any, the students are advised to discuss with their Project Guides for necessary directions on how to tabulate and analyze the data, application of statistical tools, testing of hypotheses if any, etc. and then prepare a plan of chapterization to prepare the Project Report.