

MBA (TOURISM)*(Course code – 46)***CURRICULUM****1st YEAR - I SEMESTER**

Sl.No.	Code	Course Title
1	MBCP 1001	Management Concepts
2	MBCP 1002	Managerial Economics
3	MBCP 1003	Accounting for Managers
4	MBCP 1004	Business Environment
5	MBCP 1005	Research Methodology
6	MBCP 1006	Organisational Behaviour
7	MBCP 1007	Business Law

1st YEAR - II SEMESTER

1	MBCP 2001	Financial Management
2	MBCP 2002	Marketing Management
3	MBCP 2003	Human Resources Management
4	MBCP 2004	Operations Research
5	MBCP 2005	Strategic Management
6	MBCP 2006	Business Ethics
7	MBCP 2007	Operations Management

2nd YEAR - III SEMESTER

1	MBTM 3001	Tourism Principles, Policies & Practices
2	MBTM 3002	Global Tourism Geography
3	MBTM 3003	Tourism Products of India
4	MBTM 3004	Destination Planning and Development
5	MBTM 3005	Eco Tourism
6	Elective – I	
7	Elective – II	

2nd YEAR - IV SEMESTER

1	MBTM 4001	Air Fares & Airline Management
2	MBTM 4002	Travel Agency & Tour Operations Management
3	MBTM 4003	Event Management
4	MBTM 4004	Customer Relationship & Service Management
5	MBTM 4005	E-Tourism Management
6	MBTM 4006	Project Work
6	Elective – III	
7	Elective – IV	

PAPER: I

MANAGEMENT CONCEPTS

Objectives

- Providing conceptual understanding of Management Concepts
- Familiarizing the students with the contemporary issues in Management
- Enable them to apply the concepts in the management organization

UNIT - I

Introduction to Management - Nature and Functions of Management - Levels in Management - Social Responsibilities of Business - Managerial Skills – Manager and Environment - An Overview of Staffing, Directing and Controlling Functions

UNIT – II

Planning - Steps in Planning Process - Short Range and Long Range Planning - Flexibility in Planning - Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation- Decision Making - Techniques and Processes.

UNIT – III

Organising - Organisation Structure and Design - Delegation of Authority and Decentralisation – Line and Staff Relationships - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organisational design - Formal and Informal Organisation.

UNIT – IV

Communication – Types and Process of Communication - Barriers of Communication - Communication Effectiveness - Organisational Creativity and Innovation Entrepreneurial Management - Management of Innovation

UNIT – V

Comparative Management Styles and approaches - Best Management Practices across the world - Japanese Management Practices - Management of Diversity - Benchmarking

References:

Koontz, Weirich & Aryasri, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi, 2004*

Tripathi & Reddy, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi, 2008*

Laurie Mullins, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, *Pearson, New Delhi, 2007*

Meenakshi Gupta, PRINCIPLES OF MANAGEMENT, *PHI Learning, New Delhi, 2009*

PAPER – II
MANAGERIAL ECONOMICS

Objectives

- To introduce the economic concepts
- To familiarize with the students the importance of economic approaches in managerial decision making
- To understand the applications of economic theories in business decisions

UNIT – I

General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.

UNIT-II

Law of Variable Proportions - Theory of the Firm - Production Functions in the Short and Long Run - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Analysis of Risk and Uncertainty.

UNIT-III

Product Markets -Determination Under Different Markets - Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.

UNIT-IV

Introduction to National Income – National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies.

UNIT – V

Macro Economic Environment - Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDIs).

REFERENCES

Yogesh Maheswari, MANAGERIAL ECONOMICS, *PHI Learning, NewDelhi, 2005*
Gupta G.S., MANAGERIAL ECONOMICS, *Tata McGraw-Hill, New Delhi*
Moyer & Harris, MANAGERIAL ECONOMICS, *Cengage Learning, NewDelhi, 2005*
Geetika, Ghosh & Choudhury, , MANAGERIAL ECONOMICS, *Tata McGrawHill, NewDelhi, 2011*

PAPER –III
ACCOUNTING FOR MANAGERS

Objectives

- To acquaint the students with the fundamentals principles of Financial, Cost and Management Accounting
- To enable the students to prepare, Analyse and Interpret Financial Statements and
- To enable the students to take decisions using Management Accounting Tools.

UNIT-I

Book-keeping and Accounting – Financial Accounting – Concepts and Conventions – Double Entry System – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts – Trading, Profit and Loss Account and Balance Sheet with adjustment entries, simple problems only - Capital and Revenue Expenditure and Receipts.

UNIT-II

Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method and Annuity Method - Ratio Analysis – Uses and Limitations – Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios – Simple problems only.

UNIT-III

Funds Flow Analysis – Funds From Operation, Sources and Uses of Funds, Preparation of Schedule of Changes in Working Capital and Funds Flow Statements – Uses and Limitations - Cash Flow Analysis – Cash From Operation – Preparation of Cash Flow Statement – Uses and Limitations – Distinction between Funds flow and Cash Flow – only simple problems

UNIT-IV

Marginal Costing - Marginal cost and Marginal costing - Importance - Break-even Analysis - Cost Volume Profit Relationship – Application of Marginal Costing Techniques, Fixing Selling Price, Make or Buy, Accepting a foreign order, Deciding sales mix.

UNIT-V

Cost Accounting - Elements of Cost - Types of Costs - Preparation of Cost Sheet – Standard Costing – Variance Analysis – Material Variances – Labour Variances – simple problems related to Material and Labour Variances only

[Note: Distribution of Questions between Problems and Theory of this paper must be 60:40 i.e., Problem Questions: 60 % & Theory Questions: 40 %]

REFERENCES

Jelsy Josheph Kuppapally, ACCOUNTING FOR MANAGERS, *PHI, Delhi, 2010.*

Paresh shah, BASIC ACCOUNTING FOR MANAGERS, *Oxford, Delhi, 2007*

Ambrish Gupta, FINANCIAL ACCOUNTING FOR MANAGEMENT, *Pearson, Delhi, 2004*

Narayanaswamy R, FINANCIAL ACCOUNTING , *PHI, Delhi, 2011*

PAPER: IV

BUSINESS ENVIRONMENT

Objectives

- To acquaint students with the issues of domestic and global environment in which business has to operate
- To understand the opportunity and challenges of global business environment
- To relate the Impact of Environment on Business in an integrated manner
- To provide an understanding of the role of business in society

UNIT – I Business and its environment

Dynamics of Business and its Environment – Definition, Types of Environments. - Corporate Governance and Social Responsibility - Ethics in Business. – Business Ethics in India

UNIT – II Economic System

Economic Systems and Management Structure - Family Management to Professionalism - Resource Base of the Economy - Land, Forest, Water, Fisheries, Minerals - Environmental Issues.

UNIT – III Infrastructure and current issues in Business Environment

Infrastructure - Economic- Social, Demographic Issues, Political context - Productivity Factors, Human Elements and Issues for Improvement -.

UNIT – IV Global trends in Business and Management

Global Trends in Business and Management – International Relations Multi-National Companies, Multi-National Companies in India,

UNIT – V Foreign Capital and Collaboration

Foreign Capital, Needs for Foreign Capital, Trends in Indian Industry, Foreign Development Investment, FDI and the Indian Stock market

References:

Keith-Davis & William Frederick, BUSINESS AND SOCIETY, McGraw-Hill, Tokyo.Iran

Worthington and Chris Britton, THE BUSINESS ENVIRONMENT, Prentice Hall

Namita Gopal, BUSINESS ENVIRONMENT, 2nd Edition, Tata McGraw Hill Education Pvt. Ltd. New Delhi, 2010

PAPER-V
RESEARCH METHODOLOGY

Objectives

- To enable the students to know about the information needs of Management
- To introduce the concept of Scientific Research and the methods of conducting Scientific Enquiry and
- To introduce the Statistical Tools of Data Analysis.

UNIT-I

Research – Qualities of Researcher – Components of Research Problem – Various Steps in Scientific Research – Types of Research – Hypotheses Research Purposes - Research Design – Survey Research – Case Study Research.

UNIT-II

Data Collection – Sources of Data – Primary Data – Secondary Data - Procedure Questionnaire – Sampling methods – Merits and Demerits – Experiments – Observation method – Sampling Errors - Type-I Error & Type-II Error.

UNIT-III

Statistical Analysis – Introduction to Statistics – Probability Theories – Conditional Probability, Poisson Distribution, Binomial Distribution and Properties of Normal Distributions – Hypothesis Tests – One Sample Test – Two Sample Tests / Chi-Square Test, Association of Attributes - Standard deviation – Co-efficient of variations .

UNIT-IV

Statistical Applications – Correlation and Regression Analysis – Analysis of Variance – Partial and Multiple Correlation – Factor Analysis and Conjoint Analysis – Multifactor Evaluation – Two-Factor Evaluation Approaches.

UNIT-V

Research Reports – Structure and Components of Research Report – Types of Report, characteristics of Good Research Report, Pictures and Graphs, Introduction to SPSS.

[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]

REFERENCES

Panneerselvam, R., RESEARCH METHODOLOGY, *Prentice Hall of India, New Delhi, 2004.*
Kothari CR , RESEARCH METHODOLOGY-METHODS AND TECHNIQUES, *New Wiley Eastern Ltd., Delhi, 2009.*

PAPER: VI

ORGANISATIONAL BEHAVIOUR

Objectives

- To understand and appreciate the fact that why & how of human behaviour in organisations is critical for its success and to orient the managers - to-be to develop people skills to make and run the work-place effective, innovative and stake-holder centric.

UNIT - I

Organisational Behaviour: Introduction, Definition, Nature & Scope - Basic Concepts of OB - Individual & Organisational Image and Self Image -self-esteem & self-efficacy- Theoretical constructs and models of Organisational Behaviour.

UNIT – II

Perception and Learning - Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Stress Management

UNIT – III

Group Dynamics - Leadership - Styles - Approaches - Power and Politics in Organisation

UNIT – IV

Organisational Structure - Organisational Climate and Culture - Organisational Change and Development.

UNIT – V

Trends in Organisational Behaviour – Consciousness – Conscience Management – Organisational Vision and Employee alignment with vision- Gender Sensitivity – Competency Level and behavioral Dimensions

References:

Fred Luthans, ORGANISATIONAL BEHAVIOUR, *Tata McGraw-Hill, New Delhi*
Stephen Robbins, ORGANISATIONAL BEHAVIOUR, *Pearson, New Delhi*

BUSINESS LAW

Objectives

- To introduce the statutory provision that affects the business decision
- To provide legal understanding and exposure to the important commercial laws
- To understand the legal framework related to contract
- To familiarise about legal aspects about negotiable instruments
- To understand the legal regulations about the company

UNIT – I The Indian Contract Act, 1872

Law of Contract - Agreement - Offer - Acceptance - Consideration - Capacity of Contract
Contingent Contract - Quasi Contract - Performance - Discharge - Remedies to breach of Contract.

UNIT – II The Indian Partnership Act, 1932 & Sales of Goods Act 1930

Definition of Partnership and its essentials, Rights and duties of Partners: Authority of a Partner, Minor as a Partner, Registration of a firm, Dissolution of Firms. Sales of Goods – Definition of a Contract of Sales, Essentials of a Contract of Sales of Goods, Kinds of Goods,

UNIT – III The Negotiable Instruments Act, 1832, Law of Insurance

Negotiable Instruments - Notes, Bills, Cheques - Crossing - Endorsement - Holder in due course - Holder in value - Contract of Agency. Law of Insurance: Fundamental Principles of Law of Insurance, Types of Policies, Kinds of Losses

UNIT – IV The Indian Companies Act, 2013

Company - Formation - Memorandum - Articles - Prospectus - Shares - Debentures -Directors Appointment - Powers and Duties - Meetings - Proceedings – Management - Accounts - Audit Oppression and Mismanagement - Winding up.

UNIT –V Factory Act, Industrial Dispute Act, Minimum Wages Act & Workmen Compensation Act, 1923

Factory Act – Licensing and Registration of Factories, Health, Safety and Welfare measures - Industrial Disputes Act – Objects and scope of the Act, Effects of Industrial Dispute, Administration under the Act.

References:

Kapoor G,K & Dhamija S, COMPANY LAW, 17th Edition, Taxman Publication, Pvt. Limited, NewDelhi, 2014

Daniel Albuquerque, LEGAL ASPECTS OF BUSINESS, 2nd edition, Oxford University Press, NewDelhi, 2013

Pathak, LEGAL ASPECTS OF BUSINESS, Tata McGraw- Hill Publishing Company Limited, NewDelhi, 2010.

M.M. Sulphery & Azhar Basheer, LAWS FOR BUSINESS, PHI Learning Pvt. Ltd. New Delhi, 2011.

PAPER-VIII
FINANCIAL MANAGEMENT

Objectives

- To know the various sources of finance
- To understand the various uses for finance and
- To familiarize oneself with the techniques used in financial management.

UNIT-I

Financial Management – Financial goals - Profit vs. Wealth Maximization; Finance Functions – Investment, Financing and Dividend Decisions – Cost of Capital – Significance of Cost of Capital – Calculation of Cost of Debt – Cost of Preference Capital – Cost of Equity Capital (CAPM Model and Gordon's Model) and Cost of Retained Earnings – Combined Cost of Capital (weighted/Overall).

UNIT-II

Capital Budgeting – Nature of Investment Decisions – Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison.

UNIT-III

Operating and Financial Leverage – Measurement of Leverages – Effects of Operating and Financial Leverage on Profit – Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage – Capital Structure Theories - Traditional approach - M.M. Hypotheses – without Taxes and with Taxes – Net Income Approach (NI) – Net Operating Income Approach (NOI) - Determining capital structure in practice.

UNIT- IV

Dividend Policies – Issues in Dividend Decisions – Relevance Theory – Walter's Model – Gordon's Model – Irrelevance Theory – M-M hypothesis - Dividend Policy in Practice – Forms of Dividends – Stability in Dividend Policy – Corporate Dividend Behaviour.

UNIT-V

Management of Working Capital – Significance and types of Working Capital – Calculating Operating Cycle Period and Estimation of Working Capital Requirements – Financing of Working Capital and norms of Bank Finance – Sources of Working capital – Factoring services– Various committee reports on Bank Finance – Dimensions of Working Capital Management.

[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]

REFERENCES

- Khan MY, Jain PK**, BASIC FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi, 2005.*
Chandra, Prasanna. FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi.*
Bhabatosh Banerjee, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi, 2010*
Chandra Bose D, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi, 2010*
Preeti Singh, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *Ane, 2011.*

PAPER-IX
MARKETING MANAGEMENT

Objectives

- To familiarize with the basic concepts, and techniques of marketing management
- To understand the behaviour of consumers
- To create awareness of marketing mix elements, and
- To analyse and solve marketing problems in the complex and fast changing business environment.

UNIT-I

Introduction to Marketing and Marketing Management, Marketing Concepts - Marketing Process Marketing mix - Marketing environment. - Consumer Markets and buying behaviour - Market segmentation and targeting and positioning.

UNIT-II

Product Decisions - concept of a Product - Product mix decisions - Brand Decision - New Product Development – Sources of New Product idea - Steps in Product Development - Product Life Cycle strategies- Stages in Product Life Cycle,

UNIT-III

Price Decisions - Pricing objectives - Pricing policies and constraints - Different pricing method - New product pricing, Product Mix pricing strategies and Price adjustment strategy.

UNIT-IV

Channel Decision - Nature of Marketing Channels –. Types of Channel flows - Channel functions - Functions of Distribution Channel – Structure and Design of Marketing Channels -Channel co-operation, conflict and competition – Retailers and wholesalers.

UNIT - V

Promotion Decision - Promotion mix - Advertising Decision, Advertising objectives - Advertising and Sales Promotion – Developing Advertising Programme – Role of Media in Advertising - Advertisement effectiveness - - Sales force Decision.

REFERENCES

K.S. Chandrasekar, MARKETING MANAGEMENT TEXT AND CASES, *Tata McGraw-Hill Publication, New Delhi.2010*

Govindarajan, MARKETING MANAGEMENT CONCEPTS, CASES, CHALLENGES AND TRENDS, *Prentice Hall of India, New Delhi. 2009*

Philip Kotler, MARKETING MANAGEMENT- ANALYSIS PLANNING AND CONTROL, *Prentice Hall of India, New Delhi,*

Ramaswamy. V S & Namakumari. S, MARKETING MANAGEMENT-PLANNING IMPLEMENTATION AND CONTROL, *Macmillan Business Books, New Delhi, 2002,*

**PAPER – X
HUMAN RESOURCES MANAGEMENT**

Objectives

- To understand and appreciate the importance of the human resources vis-a-vis other resources of the organisation
- To familiarize the students with methods and techniques of HRM
- To equip them with the application of the HRM tools in real world business situations.

UNIT-I

Human Resources Management - Context and Concept of People Management in a Systems Perspective - Organisation and Functions of the HR and Personnel Department - HR Structure and Strategy; Role of Government and Personnel Environment including MNCs.

UNIT – II

Recruitment and Selection - Human Resource Information System [HRIS] - Manpower Planning - Selection – Induction & Orientation - Performance and Potential Appraisal - Coaching and Mentoring - HRM issues and practices in the context of Outsourcing as a strategy .

UNIT-III

Human Resources Development –Training and Development Methods - Design & Evaluation of T&D Programmes - Career Development - Promotions and Transfers - Personnel Empowerment including Delegation - Retirement and Other Separation Processes.

UNIT-IV

Financial Compensation- -Productivity and Morale - Principal Compensation Issues & Management - Job Evaluation - Productivity, Employee Morale and Motivation - Stress Management - Quality of Work Life.

UNIT – V

Building Relationships – Facilitating Legislative Framework - Trade Unions - Managing Conflicts - Disciplinary Process - Collective Bargaining - Workers Participation in Management - Concept, Mechanisms and Experiences.

REFERENCES

Venkata Ratnam C. S. & Srivatsava B. K., PERSONNEL MANAGEMENT AND HUMAN RESOURCES, *Tata Mc-Graw Hill, NewDelhi,*

Aswathappa, HUMAN RESOURCE MANGEMENT, *Tata McGraw Hill, NewDelhi, 2010*

Garry Dessler & Varkkey, HUMAN RESOURCE MANAGEMENT, *Pearson, New Delhi, 2009*

Alan Price, HUMAN RESOURCE MANAGEMENT, *Cengage Learning, NewDelhi, 2007*

Pravin Durai, HUMAN RESOURCE MANGEMENT, *Pearson, New Delhi, 2010*

Snell, Bohlander & Vohra, HUMAN RESOURCES MANAGEMENT, *Cengage, NewDelhi, 2010*

OPERATIONS RESEARCH

Objectives:

- To introduce various optimization techniques of operations research
- To facilitate the use of Quantitative Technique in various functional areas

UNIT-I

Stages of Development of Operations Research, Applications of Operations Research, Limitations of Operations, Introduction to Linear Programming, Graphical Method, Simplex Method, Duality.

UNIT-II

Transportation Problem, Assignment Problem, Inventory Control – Introduction to Inventory Management, Basic Deterministic Models, Purchase Models, Manufacturing Models without Shortages and with Shortages.

UNIT-III

Shortest Path Problem - Minimum Spanning Tree Problem - CPM/PERT, Crashing of a Project Network.

UNIT-IV

Game Theory- Two Person Zero-sum Games -Graphical Solution of (2 x n) and (m x 2) Games - LP Approach to Game Theory - Goal programming - Formulations.

UNIT-V

Introduction to Queuing Theory - Basic Waiting Line Models: (M/M/1):(GD/a/a), (M/M/C):GD/a/a).

References

1. **Panneerselvam, R**, OPERATIONS RESEARCH, Prentice-Hall of India, New Delhi, 2006.
2. **G.Srinivasan**, OPERATIONS RESEARCH, PHI Learning, NewDelhi,2010
3. **Tulsian & Pandey**, QUANTITATIVE TECHNIQUES, Pearson, NewDelhi, 2002
4. **Vohra**, Quantative Techniques in Management, Tata McGrawHill, NewDelhi, 2010

**PAPER-XII
STRATEGIC MANAGEMENT**

Objectives

- Integrating the knowledge gained in functional areas of management
- helping the students to learn about the process of strategic management, and
- helping the students to learn about strategy formulation and implementation

UNIT-I

Concepts of Strategy - Levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBU); Functional level strategies

UNIT-II

Environmental Analysis and Diagnosis - Environment and its components; Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis

UNIT-III

Strategy Formulation and Choice - Modernization, Diversification Integration - Merger, take-over and joint strategies - Turnaround, Divestment and Liquidation strategies - Strategic choice - Industry, competitor and SWOT analysis - Factors affecting strategic choice; Generic competitive strategies - Cost leadership, Differentiation, Focus, Value chain analysis, Bench marking, Service blue printing

UNIT-IV

Functional Strategies: Marketing, production/operations and R&D plans and policies- Personnel and financial plans and policies.

UNIT-V

Strategy Implementation - Inter - relationship between formulation and implementation - Issues in strategy implementation - Resource allocation - Strategy and Structure - Structural considerations - Organizational Design and change - Strategy Evaluation- Overview of strategic evaluation; strategic control; Techniques of strategic evaluation and control.

REFERENCES

Azhar Kazmi, STRATEGIC MANAGEMENT & BUSINESS POLICY, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

Vipin Gupta, Kamala Gollakota & Srinivasan, BUSINESS POLICY & STRATEGIC MANAGEMENT, *Prentice Hall of India Private Limited, New Delhi, 2008.*

Amita Mittal, CASES IN STRATEGIC MANAGEMENT, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

Fred R. David, STRATEGIC MANAGEMENT CONCEPT AND CASES, *PHI Learning Private Limited, New Delhi, 2008.*

PAPER-XIII
BUSINESS ETHICS

Objectives:

- To introduce the concept and importance of business ethics and corporate governance
- To know the facets of ethics management
- To know the ethical values and Indian ethos in Management

UNIT-I: Introduction: Meaning – Definition –Scope – Ethical Values and Theories- Myths –Ethics Vs Morality- Ethical Issues in the functional Areas of Business Management – Cross-Country Perspectives on Business Ethics.

UNIT-II: ETHICS MANAGEMENT: Ethical Dilemma – Ethical Decision Making – Ethical Reasoning – Ethical issues – Ethics Management Programmes – Benefits of Managing Ethics in Work Place – Organisation Ethics Development System (OEDS) – Code of ethics –Value based leadership.

UNIT-III: Ethical Values in Work Place: Characteristics- Types- Importance – Work Ethics – Work Culture – Professional Ethics- Environmental Ethics – Challenges of Cyber Age.

UNIT-IV: CORPORATE GOVERNANCE: Meaning –Mechanism- Principles – Code of Corporate Governance – Audit Committee – Role of Independent Directors – Protection of Stakeholders – Corporate Social Responsibility –Issues in Corporate Governance- Emerging Trends.

UNIT-V: INDIAN ETHOS IN MANAGEMENT: Principles – Approaches – Role of Gita – Karma Yoga – Wisdom Management- Gandhian Ethics- Spirituality- Humanism - Morals Standards in Indian Ethics.

References:

1. **Bhatia, S.K.**, Business Ethics and Corporate Governance, Deep & Deep Publication.
2. **B.N Ghosh**, Business Ethics and Corporate Governance, Mc Graw Hill.
3. **Daniel Albuquerque**, Business Ethics, Oxford Univ. Press
4. **Laura P. Hartman**, Perspectives in Business Ethics, Tata Mc Graw Hill.
5. **Chakraborty, S.K.**, Management by Values, Oxford Univ. Press

OPERATIONS MANAGEMENT**Objectives:**

- To understand the concepts and techniques of Operations Management.
- To use the above for improving the Operational Productivity of Organizations.

UNIT-I

Introduction to Operations Management - Process Planning - Plant Location - Plant Lay out - Introduction to Production Planning. Inventory Control: Review of Basic Models of Inventory, P & Q system of Inventory

UNIT-II

Systems Concept of Production, Types of Production System, Productivity, Value Engineering, Make or Buy Decision. Capacity Planning, Forecasting: Models of forecasting

UNIT-III

Nature of Aggregate Planning Decisions, Aggregate Planning Strategies, Aggregate Planning Methods: Material Requirement Planning: Single Machine Scheduling:

UNIT-IV

Work Study: Method Study – Recording Techniques, Steps in Method Study, Principles of Motion Economy, Time Study. Quality Control: Introduction, need for Controlling Quality, Definition of a Quality System, Classification of Quality Control Techniques,

UNIT-V

Maintenance Planning and Control: Maintenance Objectives, Replacement, Group Replacement Vs Individual Replacement – Trade-off. Reliability:

References

1. **Panneerselvam. R;** Production and Operations Management, 3rd Edition, PHI Learning, Delhi, 2013.
2. **Joseph G. Monks:** Operations Management - Theory and Problems, (McGraw Hill).
3. **Everett E. Adam & Ronald J. Ebert:** Production and Operations Management, (Prentice Hall, 1994).
4. **William J. Stevenson:** Production/Operations Management, Richard Irwin.
5. **Norman Gaither:** Production and Operations Management, (The Dryden Press).
6. **Jack R. Meredith-** The Management Of Operation, (John Wiley & Sons).
7. **S.N. Chary,** Production and Operations Management, (Tata McGrawHill).
8. **Jay Heizer & Barry Render:** Operations Management, Prentice Hall International, Inc. 2001, International Edition.

MBA (Tourism) - III Semester

PAPER-XV

TOURISM PRINCIPLES, POLICIES AND PRACTICES

Course Code: 46

Paper Code: MBTM 3001

Objectives

- To realize the potential of tourism industry in India;
- To understand the various elements of Tourism Management; and
- To familiarize with the Tourism policies in the national and international context.

UNIT- I

Tourism; an overview: Elements, Nature and Characteristics - Typology of Tourism – Classification of Tourists - Tourism network - Interdisciplinary approaches to tourism - Historical Development of Tourism - Major motivations and deterrents to travel.

UNIT-II

Tourism Industry; Structure and Components: Attractions – Accommodation – Activities – Transportation - F&B – Shopping - Entertainment - Infrastructure and Hospitality – Emerging areas of tourism - Rural, Eco, Medical, MICE, Literary, Indigenous, Wellness, Film, Golf, etc., – Ideals of Responsible Tourism - Alternate Tourism - Case Studies on International Tourism.

UNIT-III

Tourism Impacts - Tourism Area Life Cycle (TALC) - Doxey's Index - Demonstration Effect – Push and Pull Theory - Tourism System - Mathieson and Wall Model & Leiper's Model - Stanley Plog's Model of Destination Preferences - Demand and Supply in tourism - Tourism regulations - Present trends in Domestic and Global tourism – MNC's in Tourism Industry.

UNIT-IV

Tourism Organizations: Role and Functions of World Tourism Organization (WTO), Pacific Asia Travel Association(PATA), World Tourism & Travel Council (WTTC) - Ministry of Tourism, Govt. of India, ITDC, Department of Tourism, Govt. of Puducherry, FHRAI, IHA, IATA, TAAI, IATO.

UNIT-V

Overview of Five Year Plans with special reference to Eleventh Five Year Plan for Tourism Development and Promotion, National Action Plan, National Tourism Policy - Code of conduct for safe and Sustainable Tourism for India.

REFERENCES

- Page J. Stephen & Brunt Paul (2007)**, TOURISM- A MODERN SYNTHESIS, *Thomson* London.
Chuck Y. Gee, James C. Makens & Dexter J. L. Choy (1989), THE TRAVEL INDUSTRY, *Van Nostrand Reinhold*, New York.
Ray Youell (1998), TOURISM-AN INTRODUCTION, *Addison Wesley Longman*, Essex.

MBA (Tourism) - III Semester

**PAPER-XVI
GLOBAL TOURISM GEOGRAPHY**

Course Code: 46

Paper Code: MBTM 3002

Objectives

- To study the relationship of geography and tourism;
- To be familiar with major tourism destinations worldwide;
- To study locale and accessibility to major tourist destinations across the continents; and
- To be able to plan tour itineraries of various countries across time zones.

UNIT – I

World Geography: Physiography, Drainage, Climate & Vegetation of North, South and Central America – Europe – Africa - Asia & Australasia.

UNIT – II

Physical Geography of India: Physiography: Distribution of Rivers, Mountains, Plateaus & Plains - Climate and Vegetation.

UNIT – III

Map Reading: Latitude, Longitude, International Date Line – Altitude – Direction - Scale Representation - GIS & Remote Sensing - Time Zones - Calculation of Time: GMT Variation - Concept of Elapsed Time & Flying Time.

UNIT – IV

Tourism Transport Systems in the World: Air Transport; IATA Areas & Sub Areas - Global Indicators - Major Airports and Routes - Major Railway Systems and Networks - Water Transport: International Inland and Ocean Transport Networks - Road Transportation: Major Transcontinental, International and National Highways - Transport Systems in India.

UNIT – V

Planning and development of Tourism in different climatic regions: Case Studies of China, Brazil, Hawaii, Madagascar, Switzerland, France, Italy, Malaysia, Maldives, Hong Kong, Sri Lanka and Papua New Guinea.

REFERENCES

Michael hall (1999), GEOGRAPHY OF TRAVEL AND TOURISM, *Routledge*, London.

C. Michael Hall & Stephen J. Page (2006), THE GEOGRAPHY OF TOURISM AND RECREATION- ENVIRONMENT, PLACE AND SPACE, *Third Edition, Routledge*, London.

Robinson H.A. (1976), *Geography of Tourism Mac Donald & Evans, ltd., India*, Lonely Planet Publications.

MBA (Tourism) - III Semester

**PAPER-XVII
TOURISM PRODUCTS OF INDIA**

Course Code: 46

Paper Code: MBTM 3003

Objectives

- To study the vast Tourist resources of India;
- To conceptualize a tour itinerary based on variety of themes; and
- To identify and manage emerging tourist destinations.

UNIT - I

Tourism products: Definition, Types and unique features - Tourism resources of India - Natural, Socio cultural, Diversities in Landform & Landscape - Outstanding Geographical features - Climate, Flora & Fauna.

UNIT – II

Natural resources: Wildlife sanctuaries - National parks - Biosphere reserves - Mountain Tourist Resources and Hill stations – Islands – Beaches - Caves & Deserts of India.

UNIT – III

Major tourism circuits of India: Inter State and Intra-State Circuits - Religious Circuits - Heritage Circuits - Wildlife Circuits. Cases of select destinations - Kerala, Rajasthan & Goa.

UNIT – IV

Manmade resources: Adventure sports - Commercial attractions - Amusement Parks – Gaming - Shopping - Live Entertainments - Supplementary accommodation - House boats - Tree houses - Home stays - Tourism by rail - Palace on wheels - Deccan Odyssey & Golden chariot.

UNIT - V

Emerging Tourism Destinations of India: Ecotourism - Rural Tourism - Golf Tourism - Wine Tourism - Camping Tourism - Medical Tourism - MICE Tourism - Pilgrimage Tourism.

REFERENCES

Stephen Ball (2007), ENCYCLOPEDEA OF TOURISM RESOURCES IN INDIA,*B/H*.

Manoj Dixit (2002), TOURISM PRODUCTS, *New Royal Book Co.* Lucknow.

Norman Douglas. Ed. (2001), SPECIAL INTEREST TOURISM, *John Wiley & Sons*, Australia.

MBA (Tourism) - III Semester

PAPER-XVIII

DESTINATION PLANNING AND DEVELOPMENT

Course Code: 46

Paper Code: MBTM 3004

Objectives

- To facilitate the assessment of the tourism potential of a destination and prepare tourism development plan as well as marketing techniques;
- To familiarize with the destination branding practices; and
- To introduce advanced analysis and research in the field of destination development.

UNIT-1

Destination Development - Types of destinations, Characteristics of destinations - Destinations and products - Destination Management Systems - Destination planning guidelines - Destination Selection Process - The Values of Tourism.

UNIT-II

Destination Planning Process and Analysis - National and Regional Tourism Planning and Development - Assessment of tourism potential - Planning for Sustainable Tourism Development - Contingency Planning - Economic, Social, Cultural and Environmental considerations - Demand and supply match - Design and innovations.

UNIT-III

Destination Image Development - Attributes of Destinations: Person's determined image, Destination determined image, measurement of destination image - Destination branding perspectives and challenges- Creating the Unique Destination Proposition - Place branding and destination image - Destination image formation process; unstructured image - Product development and packaging - Destination branding and the web - Case Study of Puducherry as a brand.

UNIT-IV

Destination Promotion and Publicity - Six 'A's framework for tourism destinations - The dynamic wheel of tourism stakeholders - Destination Marketing Mix - Destination Competitiveness – Distribution Channels- Marketing Communication and Strategies.

UNIT-V

Institutional Support: Public Private Partnership (PPP) - National Planning Policies for Destination Development- WTO Guidelines for Planners - Role of urban civic bodies: Town planning - Characteristics of rural tourism planning- **Environmental Management Systems – Destination Vision- The focus of Tourism Policy: the competitive sustainable destination - Destination Mapping (practical assignment).**

REFERENCES

Nigel Morgan, Annette Pritchard & Roger Pride (2001), DESTINATION BRANDING: CREATING THE UNIQUE PROPOSITION, Butterworth and Heinemann.

Richard W.Butler (2006), THE TOURISM AREA LIFE CYCLE: APPLICATIONS AND MODIFICATIONS, Channel View Publications.

MBA (Tourism) - III Semester

PAPER-XIX ECO TOURISM

Course Code: 46

Paper Code: MBTM 3005

Objectives

- To understand the significance of ecotourism;
- To comprehend the theories and practices of ecotourism;
- To be familiar with the model ecotourism projects; and
- To use the theoretical knowledge to manage ecotourism resources.

UNIT-I

Fundamentals of Ecology- Basic Laws & ideas in Ecology- Function and Management of Ecosystem-Biodiversity and its Conservation-Pollution-Ecological Foot Prints - Relationship between Tourism & Ecology.

UNIT-II

Ecotourism- Evolution, Principles, Trends and Functions of Ecotourism - Mass Tourism Vs Ecotourism -Typology of Eco-tourists - Ecotourism Activities & Impacts -Western Views of Ecotourism - Quebec Declaration 2002 - Kyoto Protocol 1997 - Oslo Declaration 2007.

UNIT-III

Ecotourism Development - Sustainable Ecotourism - Resource Management - Socio-economic Development - Ecotourism Policies, Planning and Implementation - Eco-friendly Facilities and Amenities - Carrying Capacity - Alternative Tourism -Responsible ecotourism- Ecotourism Programming

UNIT-IV

Conservation of Ecotourism - Protected Area Management through Ecotourism - Stakeholder Engagement - Community Participation - Types of Participation, Issues and Challenges - Ecotourism Projects - Case Studies on Periyar National Park, Thenmala Eco-Project, Similipal Ecotourism Project, Sunderban Ecotourism Project, Kaziranga National Park, Run of Kutch, Nandadevi Biosphere Reserve, Corbett National Park, Gulf of Mannar, Kruger National Park, South Africa.

UNIT-V

Ecotourism Development Agencies- Role of the International Ecotourism Society - the UNWTO, UNDP, WWF - Department of Forest and Environment - Government of India, ATREE, EQUATIONS.

REFERENCES

Weaver, D. (2001), THE ENCYCLOPEDIA OF ECOTOURISM, CABI Publication.

Fennel, D. A. (2002), ECOTOURISM POLICY AND PLANNING, CABI Publishing, USA

.Sukanta K Chaudhury, CULTURAL, ECOLOGY AND SUSTAINABLE DEVELOPMENT, Mittal, New Delhi.

MBA (Tourism) -IV Semester

PAPER-XX

AIR FARES AND AIRLINES MANAGEMENT

Course Code: 46

Paper Code: MBTM 4001

Objectives

- To understand the structure and dynamics of airline industry;
- To understand the airport and airlines management linkages
- To study the international airfares, regulations and formalities to travel, and
- To study different organizations and their contributions to airlines management

UNIT-I

Role of IATA and its functions – ICAO; role and functions – Airport Authority of India – Open sky Policy _ International Conventions: Warsaw Convention, Chicago Convention

UNIT- II

Management of Airlines: Types of Airlines – Airline personnel and revenue earning – Airport Management – Study of aircraft parts – The aircraft turnaround The control tower- Airport facilities and special passengers _ Airport access _ Check in facilities – Landing facilities for departing passengers – In-flight services – cabin component – Audio and video projection equipments – Emergency equipments for disembarkation – In-flight entertainment – Class of service with more comfort.

UNIT-III

Familiarization with OAG: Three letter city and airport code, airline designated code – minimum connecting time – Global indicators – Familiarisation with Air tariff: Currency regulation, NUC conversion factors, General rules, Planning itinerary by air, Introduction to fare construction – Mileage principles – Fare construction with Extra Mileage allowances (EMA) – Extra Mileage surcharge (EMS).

UNIT-IV

One Way and Return Trip – Circle trip journey – Open Jaw – Add-on mixed class journey- HIP check – Back Haul Minimum Check (BHC) – CTM check – Indirect Travel Limitation – Around the World fare – Special fares.

UNIT-V

Issue of manual ticket – reservation procedure – MPD, MCO, PTA and their purposes – Universal Air Travel Plan: Types of air travel cards – Billing and Settlement Plan (BSP) – Case studies of selected Airlines' Modules

REFERENCES

Jagmohan Negi, AIR TRAVEL TICKETING AND FARE CONSTRUCTION, *Kaniska*, New Delhi, 2005

MBA (Tourism) – IV Semester

**PAPER-XXI
TRAVEL AGENCY AND TOUR OPERATIONS MANAGEMENT**

Paper Code: MBTM 4002

Objectives

Students will be able to:

- understand the significance of travel agency and tour operation business;
- know the current trends and practices in the tourism and travel trade sector; and
- develop adequate knowledge and skills applicable to travel industry.

UNIT-I

Travel Trade - Historical Perspectives - Emergence of Thomas Cook and American Express Company - Types of Tour Operators - Wholesale and Retail Travel Agency business - Linkages and Integration with the Principal Service Providers - the Changing Scenario of Travel Trade.

UNIT-II

Travel Agency and Tour Operation Business - Functions of Travel Agency - Setting up a full-fledged Travel Agency - Sources of Income of a travel agency - Diversification of Business - Travel Insurance, Forex, Cargo & MICE – Documentation - IATA Accreditation - Recognition from Government.

UNIT-III

Itinerary Planning & Development - Meaning, Importance and Types of Itinerary - Resources and Steps for Itinerary Planning - Do's and Don't's of Itinerary Preparation - Tour Formulation and Designing Process - FITs & Group Tour Planning and Components - Special Interest Tours (SITs).

UNIT-IV

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 - Tour pricing - Calculation of tour price - Pricing strategies - Tour packages of Thomas Cook, SOTC, Cox & Kings and TCI.

UNIT-V

Role and Responsibility of Travel Trade Associations: Objectives - Roles and functions of UFTAA, PATA, ASTA, TAAI, IATO, ATAOT, ADTOI, IAAI, FIYTO, TAFI.

REFERENCES

Holloway, J.C. (2002), THE BUSINESS OF TOURISM, *Prentice Hall*, London, pp.220-279.

Roday. S, Biwal. A & Joshi. V. (2009), TOURISM OPERATIONS AND MANAGEMENT, *Oxford University Press*, New Delhi, pp-164-296.

MBA (Tourism) - IV Semester

**PAPER-XXII
EVENT MANAGEMENT**

Course Code: 46

Paper Code: MBTM 4003

Objectives

- To familiarize the students with the essentials of Event Management;
- To understand the potential of MICE and Event Tourism; and
- To enable the students to take up project work in the above areas.

UNIT I

Introduction to Events: Scope - Nature and Importance – Types of Events - Unique features and similarities – Practices in Event Management - Key steps to a successful event.

UNIT II

The Dynamics of Event Management: Event Planning and organizing – Problem Solving and Crisis Management – Leadership and Participants Management – Managing People and Time – Site and Infrastructure Management.

UNIT 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.

UNIT IV

Event Marketing – Customer care – Marketing equipments and tools – Promotion, Media Relations and Publicity - Event Co-ordination - Visual and Electronic Communication – Event Presentation – Event Evaluation – Case Studies of events of National and International importance.

UNIT V

Travel Industry Fairs – Benefits of Fairs - ITB, WTM, BTF, TTW, FITUR, KTM, IITM, CII-Events, PATA Travel Mart.

REFERENCES

Bhatia A.K. (2001), EVENT MANAGEMENT, *Sterling Publishers*, New Delhi.

David C. Watt (1998), EVENT MANAGEMENT IN LEISURE AND TOURISM, *Pearson*, UK.

Joe Gold Blatt (1997), SPECIAL EVENTS- BEST PRACTICES IN MODERN EVENT MANAGEMENT, *John Wiley and Sons*, New York.

MBA (Tourism) - IV semester

**PAPER-XXIII
CUSTOMER RELATIONSHIP AND SERVICES MANAGEMENT**

**Course Code: 46
4004**

Paper Code: MBTM

Objectives

- To understand the nuances of customer relationship management;
- To familiarize with the issues of service management and global context; and
- To be able to manage a market oriented service organization.

UNIT I

Customer Relationship Management in Tourism – Customer Acquisition and Retention – Customer Loyalty - Customer Profitability and value Modeling – Customer Satisfaction Measurement - Customer Feedback and Service Recovery.

UNIT II

Managing and Sharing Customer data - Customer Information Databases – Ethics and Legalities of data use – Data Warehousing and Data Mining – Data Analysis – Market Basket Analysis (MBA) – Click Stream Analysis - Personalization and Collaborative Filtering.

UNIT III

Marketing of Services – Tourism as a Service - Characteristics of Services – Classification of Services – Building Service Aspirations - Consumer Behaviour in Service Encounters.

UNIT IV

Tourism as a major component of Service Sector – Service Design and Development – Technology as an enabler of Service - Service Development and Design, Using Technology as an enabler of Service.

UNIT V

Service Delivery – Types and Causes of Service Quality Gaps – Measuring and Improving Service Quality - Strategies to resolve the gaps.

REFERENCES

Zeithmal, Parasuraman & Berry, DELIVERING QUALITY SERVICE, *The Free press*, New York.

Andry Silmore (2001), SERVICES MARKETING & MANAGEMENT, RESPONSE BOOKS, *Sage Publications*, Delhi.

Jagdish Seethi, Etal (2000), CUSTOMER RELATIONSHIP MANAGEMENT.

MBA (Tourism) - IV semester

**PAPER-XXIV
E-TOURISM**

Course Code: 46

Paper Code: MBTM 4005

Objectives

- To understand emerging business models in tourism and travel industry;
- To study the impact of Information Technology on tourism and travel sector; and
- To explore the scope of entrepreneurship in the emerging e-tourism business.

UNIT- I

Introduction to E-tourism, Historical Development - Electronic technology for data processing and communication - Strategic, Tactical and operational use of IT in Tourism.

UNIT – II

Global Distribution System: History & Evolution - GDS & CRS - Levels of CRS Participation - Hotel Distribution System - Cases of Amadeus - Galileo, World Span, Sabre, Abacus - Changing Business models of GDS.

UNIT – III

Typologies of E-tourism: Business models - Business to Business (B2B) - Business to Consumer (B2C) - Consumer to Business (C2B) - Consumer to consumer (C2C) - Business to Employees (B2E) - & Business to Government (B2G).

UNIT- IV

Payment Systems in E-tourism - Payment Gateway - Billing and Settlement Plan (BSP) - Security Issues and Certification -Future of E-tourism - Travel Blogs - E-marketing and promotion of Tourism Products - Challenges for conventional business models & Competitive strategies.

UNIT – V

Amadeus Practical – Hands on Amadeus Software - Searching – Building, Retrieval, Display & Cancel of PNR – Fare display – Itinerary pricing – Issuance of tickets.

REFERENCES

Buhalis D. (2004), ETOURISM: INFORMATION TECHNOLOGY FOR STRATEGIC TOURISM MANAGEMENT, *Prentice Hall India*.

Poon A. (1998), TOURISM, TECHNOLOGY AND COMPETITIVE STRATEGIES, *CABI*.