



MASTER OF BUSINESS ADMINISTRATION (MBA)
(SCHEME & SYLLABUS)

(Effective from Academic Year 2024-25)



INSTITUTE OF MANAGEMENT IN KERALA
UNIVERSITY OF KERALA
THIRUVANANTHAPURAM 695581

2024

About University of Kerala

One of the first 16 Universities in India, University of Kerala was founded as Travancore University in 1937 by Maharaja, Sri Chithira Thirunal Balarama Varma. A lotus with a conch shell and a traditional book stand with palm leaf manuscript adorn the Logo, symbolically heralding enlightenment. University of Kerala came into being in 1956, with state-wide jurisdiction, instituting the 'Mother University' that would engender all future Universities. Crafted by a legacy of excellence and nurtured by illustrious line of alumni, University currently stands tall as a Centre of Excellence in Higher Education and Research, with 43 teaching and research departments, Centre for Distance and Online education, UGC-HRDC, Publications Division, Lexicon, Observatory, several Multidisciplinary research centres, replete with state-of-the-art Laboratories, grand Libraries with mammoth digital repertoire, unique Manuscript Library, sophisticated Computer/Instrumentation Centres, Green Field stadium and sports facilities matching global standards.

Cutting-edge research with an equal emphasis and interdisciplinary thrust in sciences, social sciences, arts, and culture, while seamlessly weaving innovation with technology, help the University occupy a seminal role in India's booming knowledge economy. University seeks to create a transformative impact on society through: Imparting quality education for all irrespective of their caste, creed, gender, race, and religion. One of the largest and oldest Public Universities in the country with a rich biodiversity niche in a sprawling 396.4 acres and massive built-up area (1,93,000 M²), the University is all set in its long march towards becoming a Centre of Excellence in a fast changing Global knowledge economy.

The scintillating academic performance of the University includes:

- NAAC 'A++' grade (3.67 out of 4) (2022)
- First Chancellor's Award for Best University (2015)
- Times Ranking 2019 (World-1001+, Asia-301~350)
- QS Ranking, 2020 (Asia 351~400, India-49)
- NIRF - Consistently First in State and among First 30 in India in the last 5 years (24th Rank, 2024)
- Outlook magazine Survey- 18th in India
- Over 3,000 publications, 936 books/book chapters, and 8858 citations
- h-index-33

About Institute of Management in Kerala

The Institute of Management in Kerala (IMK), one of the 43 teaching and research departments of the University of Kerala, stands as a beacon of academic excellence and leadership development. IMK, established in 1991, aims to nurture future leaders and managers through dynamic curriculum, pedagogy and varied skill sets. With a strong foundation, dedicated faculty, industry collaborations, and a focus on research, the institute continues to shape the future of business leaders in Kerala and beyond. As it moves forward, the Institute remains dedicated to producing ethically conscious, globally competitive, and socially responsible business professionals.

IMK is located near the international business hub of Kerala, the Technopark, and the National Highway 66 amidst the lush green Karyavattom University Campus. The institute is part of the School of Business Management and Legal Studies, one of the 11 schools of the University of Kerala. IMK is offering three PG programmes (MBA (General), MBA (Travel and Tourism) and MBA (Shipping and Logistics)) and PhD in Management and Tourism Studies. The rich history, academic prowess, and distinctive features make the Institute of Management a prominent name in management education.

About MBA Programmes

IMK is offering three full-time MBA programmes

1. MBA (General)-40 Seats
2. MBA (Travel and Tourism)-40 Seats
3. MBA (Shipping and Logistics)-25 Seats

MBA (General)

This is a two year full-time programme. This programme is designed to equip students with a broad understanding of various business disciplines, fostering a holistic approach to decision-making and problem-solving. The curriculum is meticulously crafted to cover key areas such as finance, marketing, human resources, and operations. The program provides ample opportunities for internships, industry interactions, and collaborative projects, ensuring that graduates are well-prepared to make significant contributions in the competitive business landscape.

MBA (Travel and Tourism)

This is a two year full-time programme. The programme provides students with the knowledge and skills they need to succeed in the tourism and hospitality industry. The programme offers a holistic learning experience, emphasising critical thinking, informed decision-making, and effective leadership skills essential for success in a globalised marketplace. Students engage in practical case studies, industry projects, and internships, gaining hands-on experience and networking opportunities within the tourism sector. Upon completion of the programme, graduates emerge as competent and confident professionals ready to tackle the challenges of the tourism and hospitality industry, whether in management roles, entrepreneurship endeavours, or further academic pursuits.

MBA (Shipping and Logistics)

This is a two year full-time programme. The programme provides students with in-depth knowledge and skills in shipping, logistics, and supply chain management. The program provides students with the necessary expertise to manage complex logistics operations and navigate the ever-evolving global shipping industry. The program includes core, elective, internship, and dissertation. The core courses give students a fundamental understanding of management functional areas such as marketing, finance, human resources, operations, etc. Elective courses allow students to specialise in a particular area of shipping and logistics. The internship enables them to know the niceties of the dynamic shipping and logistics industry.

The dissertation allows students to conduct independent research on a topic related to shipping and logistics.

Duration

Two years Full Time (Four Semester)

Medium of Instruction

English

Eligibility for Admission

(i) 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 of 5%, 2% and 5% respectively

AND

(ii) 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 just previous or current academic year alone be considered.

Note: Candidates who have passed their Degree or Master's Degree from other Universities should produce the Eligibility Certificate issued by the University of Kerala at the time of admission.

Admission Procedure

The provisional rank list for admission to all the MBA programmes will be prepared on the basis of the score obtained by the candidate in the entrance examination (80% weightage), Group Discussion (10% weightage) and Personal Interview (10% weightage). The admission to a programme will be done based on the rank list and programme choice of the candidate.

Mandatory Reservation

The seats will be filled based on the mandatory reservation rules below:

Sl.No.	Seat reservation	Percentage
1	Merit (On the basis of merit)	50
2	Socially and Educationally Backward Classes (SEBC) (a) Ezhava (EZ)- 8% (b) Muslim (MU)- 7% (c) Latin Catholic /SIUC (LC)- 1% (d) Other Backward Christian (BX)- 1% (e) Other Backward Hindu (BH)- 3%	20

3	*Economically backward among forward communities (BPL)	10
4	Scheduled Castes/ Scheduled Tribes Scheduled Castes 15% Scheduled Tribes 05%	20

Programme Educational Objectives (PEOs)

Upon completing the degree, the student will be able to:

PEO 1	Analyze social and environmental aspects with professional values, ethics and equity to transform the learned and acquired knowledge, skills and expertise to the community.
PEO 2	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.
PEO 3	Learn to adapt to a rapidly changing environment with learned and applied new skills
PEO 4	This programme will equip the candidate to be socially responsible and value driven citizens committed to sustainable development
PEO 5	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)

Upon completing the degree, the student will be able to:

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

Programme Specific Outcomes (PSOs)

At the completion of the programme, the students will be able to:

PSO 1	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.
PSO 2	Apply the knowledge of ethical and management principles required to work in a team with stewardship of the society.
PSO 3	Consolidate the acquired theoretical knowledge into practical skills and wisdom.
PSO 4	Discharge his/her social responsibility to the community at large and participate in volatile and disaster situations.

Programme Structure

SEMESTER - I						
Part	Core Course	Name of the Course	Internal	External	Total	Credit
Core 1	MGT-CC-511	PRINCIPLES OF MANAGEMENT AND ORGANISATIONAL BEHAVIOUR	40	60	100	3
Core 2	MGT-CC-512	MANAGERIAL ECONOMICS	40	60	100	3
Core 3	MGT-CC-513	ACCOUNTING FOR MANAGERS	40	60	100	3
Core 4	MGT-CC-514	QUANTITATIVE TECHNIQUES	40	60	100	3
Core 5	MGT-CC-515	OPERATIONS MANAGEMENT	40	60	100	3
Core 6	MGT-CC-516	BUSINESS ENVIRONMENT AND CORPORATE ETHICS	40	60	100	3
Core 7	MGT-CC-517	INFORMATION TECHNOLOGY FOR MANAGEMENT	40	60	100	3
EDE I		GENERIC COURSE I	40	60	100	2
Total			320	480	800	23
SEMESTER - II						
Part	Core Course	Name of the course	Internal	External	Total	Credit
Core 8	MGT-CC-521	LAWS FOR BUSINESS	40	60	100	3
Core 9	MGT-CC-522	RESEARCH METHODS FOR MANAGEMENT	40	60	100	3

Core 10	MGT-CC-523	HUMAN RESOURCE MANAGEMENT	40	60	100	3
Core 11	MGT-CC-524	MARKETING MANAGEMENT	40	60	100	3
Core 12	MGT-CC-525	FINANCIAL MANAGEMENT	40	60	100	3
Core 13	MGT-CC-526	COMMUNICATION SKILLS	40	60	100	2
Core 14	MGT-CC-527	BUSINESS PLANNING AND ENTREPRENEURSHIP	40	60	100	2
Core 15	MGT-CC-528	OPERATIONS RESEARCH	40	60	100	3
EDE II		GENERIC COURSE II	40	60	100	2
Total			360	540	900	24
SEMESTER - III						
Part	Core Courses	Name of the course	Internal	External	Total	Credit
Core 17	MGT-CC-531	BUSINESS ANALYTICS	40	60	100	3
Core 18	MGT-CC-532	CYBER SECURITY AND INFORMATION SYSTEMS	40	60	100	3
Elective 1			40	60	100	2
Elective 2			40	60	100	2
Elective 3			40	60	100	2
Elective 4			40	60	100	2
Core 19	MGT-CC-533	INTERNSHIP	00	100	100	5
Total			240	460	700	19
SEMESTER - IV						
Part	Core Courses	Name of the course	Internal	External	Total	Credit
Core 20	MGT-CC-541	STRATEGIC MANAGEMENT	40	60	100	3
Elective 5			40	60	100	2
Elective 6			40	60	100	2
Elective 7			40	60	100	2
Elective 8			40	60	100	2
Core 21	MGT-CC-542	DISSERTATION	00	100	100	7
Total			200	400	600	18
Grand Total			1120	1880	3000	84
Minimum requirement to pass a course: External:40%; Internal:No minimum; Aggregate: 50%						

Elective Courses

During Semester 3 of the program, in addition to the two compulsory courses, a student shall have to choose four elective courses from the list of elective courses announced at the beginning of Semester 3. Also, during Semester 4 of the program, in addition to the one compulsory course, a student shall have to choose four elective courses from the list of elective courses announced at the beginning of the Semester 4. The following are the electives courses offered in Semester III and Semester IV:

FINANCE	
Semester III	
MGT-DE-F531	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
MGT-DE-F532	PROJECT FINANCE
MGT-DE-F533	INVESTMENT BANKING
MGT-DE-F534	FINANCIAL SERVICES
Semester IV	
MGT-DE-F541	BEHAVIOURAL FINANCE
MGT-DE-F542	STRATEGIC FINANCIAL MANAGEMENT
MGT-DE-F543	INTERNATIONAL FINANCIAL MANAGEMENT
MGT-DE-F544	COMMODITIES AND FINANCIAL DERIVATIVES
HUMAN RESOURCE	
Semester III	
MGT-DE-H531	HUMAN RESOURCE DEVELOPMENT
MGT-DE-H532	ORGANISATIONAL CHANGE AND DEVELOPMENT
MGT-DE-H533	CAREER MANAGEMENT
MGT-DE-H534	PERFORMANCE MANAGEMENT
Semester IV	
MGT-DE-H541	GROUP DYNAMICS AND TEAM BUILDING
MGT-DE-H542	PERSONALITY AND MANAGERIAL PERFORMANCE
MGT-DE-H543	CONFLICT RESOLUTIONS AND NEGOTIATIONS
MGT-DE-H544	HR MATRICS AND ANALYTICS
MARKETING	
Semester III	
MGT-DE-M531	ADVERTISING AND SALES PROMOTION
MGT-DE-M532	PRODUCT MANAGEMENT
MGT-DE-M533	SALES MANAGEMENT
MGT-DE-M534	SERVICES MARKETING
Semester IV	
MGT-DE-M541	CONSUMER BEHAVIOUR
MGT-DE-M542	RETAIL MANAGEMENT
MGT-DE-M543	DIGITAL MARKETING
MGT-DE-M544	MARKETING ANALYTICS
OPERATIONS	
Semester III	
MGT-DE-O531	SUPPLY CHAIN MANAGEMENT
MGT-DE-O532	QUALITY MANAGEMENT

MGT-DE-O533	MATERIALS MANAGEMENT
MGT-DE-O534	SERVICE OPERATIONS MANAGEMENT
Semester IV	
MGT-DE-O541	WORLD CLASS MANUFACTURING
MGT-DE-O542	TECHNOLOGY, INNOVATION AND NEW PRODUCT DEVELOPMENT
MGT-DE-O543	TOTAL PRODUCTIVE MAINTENANCE
MGT-DE-O544	FACILITY MANAGEMENT
TRAVEL AND TOURISM	
Semester III	
MGT-DE-T531	TOURISM GEOGRAPHY
MGT-DE-T532	TOURISM PRODUCTS OF INDIA
MGT-DE-T533	TRAVEL AND TOUR OPERATORS MANAGEMENT
MGT-DE-T534	HOSPITALITY MANAGEMENT
Semester IV	
MGT-DE-T541	AIRPORT AND CARGO MANAGEMENT
MGT-DE-T542	EVENT MANAGEMENT
MGT-DE-T543	INTERNATIONAL TOURISM AND GLOBAL UPDATES
MGT-DE-T544	ECOTOURISM
SHIPPING AND LOGISTICS	
Semester III	
MGT-DE-S531	PORT AND SHIPPING MANAGEMENT
MGT-DE-S532	LOGISTICS AND SUPPLY CHAIN MANAGEMENT
MGT-DE-S533	MARITIME ECONOMICS
MGT-DE-S534	WAREHOUSE AND INVENTORY MANAGEMENT
Semester IV	
MGT-DE-S541	MARITIME LAW AND INSURANCE
MGT-DE-S542	CHARTERING PRACTICES
MGT-DE-S543	MARITIME LOGISTICS
MGT-DE-S544	INTERNATIONAL TRADE AND DOCUMENTATION

Generic Courses (GC)

A student has to complete two compulsory generic courses (one in the first semester and the other in the second semester) during the two years from other departments where his/her choice of course is available. The generic courses offered by IMK for the students of other departments are the following:

Semester No.	Course Code	Name of the Course	Number of Credits
I	MGT-GC-511	TEAM BUILDING	2
	MGT-GC-512	MANAGING RURAL MARKETS	2
II	MGT-GC-521	CAREER MANAGEMENT	2
	MGT-GC-522	MANAGING DIVERSITY IN WORKPLACE	2
III	MGT-GC-531	ECOTOURISM	2
	MGT-GC-532	BASICS OF RETAILING	2
IV	MGT-GC-541	SIX SIGMA	2
	MGT-GC-542	RESPONSIBLE TOURISM	2

Attendance Requirement

Every student shall attend 75% of the total number of classroom sessions conducted in each semester during his/her course of study. Any student not complying with this requirement shall not be allowed to appear in the semester examinations.

Note: A student not allowed to appear in the preceding semester examinations due to a shortage of attendance, may appear in the courses of the preceding semester along with the courses of the current semester after making up the shortfall in the attendance. No remedial/ special classes shall be arranged by the Faculty for the purpose of making up the attendance shortfall.

Internal Evaluation

For each course, the break-up of marks shall be as follows:

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

External Evaluation

An external evaluation of 60 marks (for every course) will be conducted by the CSS of the University in all the four semesters except for the Internship Report and Dissertation. A model of the external examination question paper is given along with the syllabus in Annexure-III.

Internship

Guidelines are given along with the syllabus in Annexure-I

Dissertation

Guidelines are given along with the syllabus in Annexure-II

Transitory Regulations

The span period of the programme is four years from the date of registration in the programme. A student to be eligible for award of degree has to clear all the papers offered during the two year programme within the span period. 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.

Note: Any other regulations not found in this, the broad CSS Regulations of the University will be applicable (<http://css.keralauniversity.ac.in>)

SEMESTER - 1													
CORE COURSE: PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR													
Course Code		Course Name				Category		Lecture Hr	Tutorial Hr	Practical Hr	Credit		
MGT-CC-511		Principles of Management & Organizational Behaviour				CORE		52	5	3	3		
Course Objectives:													
1	To discuss the evolution of management thoughts												
2	To develop an understanding of management functions												
3	To explain the behavioural processes in organizations which are important for them to adapt to the changing corporate environment												
4	To discuss interpersonal relationships and its importance												
5	To explain the decision-making process and role of teams in organizations												
Course Outcomes (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 concept of management and its evolution										K1, K2		
CO2	Understand and analyse managerial functions, skills and roles										K2, K3		
CO3	Understand and analyse human personality, perception, learning and emotions										K2, K3		
CO4	Analyse and evaluate the process of interpersonal relationship										K2, K5		
CO5	Develop and implement models to enhance motivational levels of employees										K4, K5, K6		
CO6	Understand and implement the behavioural approach to Managerial decision-making										K2, K6		
Programme Outcomes (POs):													
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													
Module	Course Contents												Hours
I	History of Scientific Management: Pioneers, Mary Follet, Fredrick. W. Taylor, Gilbreth, Henry Fayol etc. and their contributions- Schools of Management thought- Scientific management school -Behavioural science school - Quantitative school, etc. – Comparatives												10
II	Process of managing: Planning, Organizing, Delegation of authority, Centralization and Decentralization, Staffing, Directing and Controlling - Functions of management in the context of globalization and opening up of the economy - Coping with economic downturns - Future of Management												12
III	Introduction to OB: Concept, Applications and Challenges of OB, Theoretical perspectives of human behaviour: Perception, Learning, and Personality												9
IV	Interpersonal Relationship: Transactional Analysis: Ego States, Transactions, Life Positions, Stroke Analysis, Games Analysis; Johari Window												9
V	Motivation at Work: Introduction, Content Models of Motivation - Process Models of Motivation - Use of Motivation - Leadership and followership: Introduction - Trait, Behavioural and Contingency Approaches to leadership - Transactional and Transformational leadership												11

VI	Work teams and Groups: Introduction - Reasons for joining groups - Types of groups - Group Cohesiveness - Decision Making: Introduction – Types - Process of Decision- Individual and Group Decision Making - Stress and Well -being at work	9
TOTAL		60

Facilitating the Achievement of Course Learning Outcomes:

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Understand the concept of management and its evolution	Presentation on different aspects of principles of management and discussion on evolution of management thoughts	Assignment, Quiz
II	Understand and analyse managerial functions, skills and roles	Presentation on management functions and discussion on managerial roles and responsibilities	Case study, Quiz
III	Understand and analyse human personality, perception, learning and emotions	Measuring human personality, perception; identifying learning styles; and analyzing different emotions with the help of discussions and presentations	Case study, Class test
IV	Analyse and evaluate the process of interpersonal relationship	Presentation and discussion on TA Model and Johari Window and assessment of ego states	Case study, Presentation
V	Develop and implement models to enhance motivational levels of employees	Content and Process models of motivation with the help of presentation and discussion of case and situation analysis	Cases, Quiz
VI	Understand and implement the behavioural approach to Managerial decision-making	Discussion to understand group roles; role plays to understand the concepts of teams. Exercise in decision making	Presentation, Quiz

References

1	Hill, C. W., & McShane, S. L. (2008). Principles of management (pp. 404-20). New York: McGraw-Hill/Irwin.
2	Bhattacharya, D. (2012). Principles of management: Text and cases. New Delhi: Pearson Education.
3	Govindarajan, M., & Natarajan, S. (2005). Principles of management. New Delhi: PHI Learning Pvt. Ltd.
4	Duening, P. D. T. N., & Ivancevich, D. J. (2003). Management: Principles and Guidelines. Dreamtech Press.
5	Locke, E. (Ed.). (2011). Handbook of principles of organizational behavior: Indispensable knowledge for evidence-based management. John Wiley & Sons.
6	Buchanan, D. A., & Huczynski, A. (2019). Organizational behaviour. UK: Pearson
7	French, R. (2011). Organizational behaviour. USA: John Wiley & Sons.
8	Saha, J. M. (2006). Management and organizational behaviour. New Delhi: Excel Books India.
9	Wagner III, J. A., & Hollenbeck, J. R. (2020). Organizational behavior: Securing competitive advantage. UK: Routledge.
10	Champoux, J. E. (2010). Organizational behavior: Integrating individuals, groups, and organizations. UK; Routledge.

e-Contents

1	https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S000023MA/P001399/M015994/ET/1465192613Module5.pdf
2	https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S001610/P001794/M025730/ET/1516710328Module_6_Q1_.pdf
3	https://www.ddegjust.ac.in/studymaterial/mcom/mc-101.pdf
4	https://saylordotorg.github.io/text_small-business-management-in-the-21st-century/s16-01-principles-of-management-and-o.html
5	https://guides.monmouth.edu/principles_management

SEMESTER - 1
CORE COURSE : MANAGERIAL ECONOMICS

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-CC-512	Managerial Economics	CORE	45	5	10	3

Course Objectives:

1	To familiarize with concepts of managerial economics and its relevant concepts of economics in current business scenario
2	To discuss the application and implications of economics and its knowledge of the mechanics of supply and demand markets in decision-making and problem solving
3	To explain the optimal point of cost analysis and production factors of the firm
4	To describe the pricing methods and strategies that are consistent with evolving marketing needs
5	To provide insights to the various econometrics in business

Course Outcomes (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 fundamental concepts in economics to facilitate application of the same	K1, K2
CO2	Understand the demand and supply concepts and principles	K2
CO3	Understand the production and cost functions and its applications	K2, K3
CO4	Evaluate the different types of market and price discrimination	K2, K4, K5
CO5	Analyse and evaluate monetary and fiscal policy	K4, K5
CO6	Create econometrics and digital tools	K6

Programme Outcomes (POs):

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	L	S	S	S
CO3	S	S	M	S	S	M	S	M	L	S	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

Module	Course Contents	Hours
I	Managerial Economics: Concept and Importance- Concept of Managerial Economics- Nature of Business Economics- Scope of Managerial Economics- Objectives of business firms-Role of managerial economist in business decision making	10
II	Demand Analysis: Types of Demand- Determinants of Demand- Demand function- Law of Demand- Supply Analysis- Equilibrium Price- Demand curve- Elasticity of Demand and its estimation- Demand forecasting- Qualitative forecasts- Time series forecasting- Accuracy of forecast	10
III	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.	10
IV	Market Structure: Comparison of different types markets Profit Maximization under Different Market Structures, Perfect Competition, Monopoly, Price Discrimination, Other Pricing Strategies of Firms, Monopolistic Competition, Oligopoly, Models of Oligopoly --- Bertrand duopoly, Cournot duopoly	11
V	National Income- Key concepts-Methods of measuring National income-Choice of methods-Determining the equilibrium level of income- Inflation- Monetary Policy- Fiscal Policy	9

VI	Econometrics in Business: Linear regression model- Classical model- Human Development Index- GINI Index- Gross Domestic Product- Nominal- Purchasing Power Parity- Basic applications of Econometrics software	10
TOTAL		60

Facilitating the Achievement of Course Learning Outcomes:

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Understand fundamental concepts in economics to facilitate application of the same	Discuss the fundamental concepts in economics through presentation and discussion	Presentation, Class test
II	Understand the demand and supply concepts and principles	Discuss demand and supply mechanism through presentation and case studies	Assignment, Class test
III	Understand the production and cost functions and its applications	Discuss the production and cost functions and its applications using case analysis	Presentation, Quiz
IV	Evaluate the different types of market and price discrimination	Evaluate the different types of market and price discrimination using case analysis	Presentation, Group discussion
V	Analyse and evaluate monetary and fiscal policy	Discussion monetary and fiscal policy and its implications through presentation and cases	Case study
VI	Create econometrics and digital tools	Explain the concepts and application of econometrics and digital tools through illustrations	Case study, Class test

References

1	Mehta, P.L. (2014). Managerial Economics – Analysis & Cases. New Delhi: Sultan Chand.
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SEMESTER - 1
CORE COURSE - ACCOUNTING FOR MANAGERS

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-CC-513	Accounting for Managers	CORE	35	10	15	3

Course Objectives:

1	To discuss the principles of accounting and the utilisation of accounting information for decision-making in all areas of an organisation
2	To examine how to prepare, analyse and interpret financial statements
3	To discuss the fundamental's principles of financial, cost and management accounting
4	To discuss how to take decisions using management accounting tools
5	To discuss how to prepare financial reports containing all financial and statistical data about the organisation

Course Outcomes (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 concept of accounting, branches of accounting, GAAP, IFRS, and rules of bookkeeping	K1, K2
CO2	Understand and analyze financial statements of companies	K2, K4
CO3	Evaluation of financial statements of companies using ratios	K2, K5
CO4	Prepare, analyze, and interpret cash flow statements	K2, K4, K5
CO5	Understand the concepts of cost accounting, methods and techniques and its applications	K2, K3
CO6	Prepare and adopt budgets and budgetary control	K2, K6

Programme Outcomes (POs):

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

S- Strong, L- Low; M-Medium

Module	Course Contents	Hours
I	Financial Accounting: Branches of Accounting- Financial Accounting- Concept- Significance- Book-keeping and Accounting- Generally Accepted Accounting Principles (GAAP)- Indian Accounting Standards, IFRS-Systems of Accounting- Rules of bookkeeping- double entry bookkeeping- Principles- Classification of Accounts- Business transactions- Steps in Financial Accounting- Recording-Classifying-Verification- Summarizing- Analysis and interpretation	10
II	Financial Statements: Meaning- Objectives –Structure and contents of financial statements – Capital and revenue- Trading and Profit and Loss Account- Balance Sheet- Adjusting entries – Preparation of Financial Statements- Corporate Balance Sheet (Problems)	10
III	Analysis of Financial Statements: Significance- Users of Financial Statements- Techniques of Financial Statement Analysis- Ratio analysis- Significance- Classification of ratios- Short-term solvency and long-term solvency ratios- Turnover ratios- Profitability ratios- Market test ratios- Analysis and interpretation of financial statements using ratios (Problems)	10
IV	Cash Flow Statement: Significance- Cash from operations – Preparation of cash flow statement (Problems)	10
V	Cost Accounting: Meaning and Objectives- Classification of costs- Direct cost- Overheads- Cost Sheet- Preparation of Cost Sheet- Methods and techniques of costing- Marginal costing-	10

	Application of marginal costing in managerial decision making- Break-even analysis (Problems)	
VI	Budget, Budgeting and Budgetary Control: Concept- Significance-Types of budgets-Preparation of budgets- Master budget-Flexible budget-Cash budget (Problems)	10
TOTAL		60

Facilitating the Achievement of Course Learning Outcomes:

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Understand the concept of accounting, branches of accounting, GAAP, IFRS, and rules of bookkeeping	Discuss the concept of accounting, GAAP, IFRS and rules of bookkeeping.	Class test, Presentation
II	Understand and analyze financial statements of companies	Read and interpret the audited financial statements of a few companies	Group discussion, Case analysis
III	Evaluation of financial statements of companies using ratios	Discuss the liquidity, long-term solvency, efficiency profitability, and market position of a few companies using ratio analysis. Prepare and present case studies/mini projects	Quiz, Presentation
IV	Prepare, analyze, and interpret cash flow statements	Discuss the significance of cash flow statements through analysis and interpretation of cash flow statements of a few companies	Class test
V	Understand the concepts of cost accounting, methods and techniques and its applications	Discuss the concept of cost, costing, and cost accounting. Also, learn the methods and techniques of costing through exercises	Class test
VI	Prepare and adopt budgets and budgetary control	Discuss the concept of budget, budgeting, and budgetary control. Also, learn the budgets through exercises	Presentation

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5	http://epgp.inflibnet.ac.in/ahl.php?csrno=6 (Commerce :P-04/M-01,08)

SEMESTER - 1
CORE COURSE : QUANTITATIVE TECHNIQUES

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-CC-514	Quantitative Techniques	CORE	50	7	3	3

Course Objectives:

1	To discuss fundamental role of quantitative analysis in managerial decision-making, encompassing problem definition, model development, and the application of mathematical models
2	To discuss statistical measures of central tendency and dispersion, along with permutation, combination, and probability theory, to address management challenges effectively
3	To evaluate probability distributions like binomial and Poisson distributions to make informed decisions and predictions within management contexts
4	To examine sampling theory and statistical inference techniques to draw reliable conclusions from data, including hypothesis testing and estimation methods
5	To discuss correlations and regressions in bivariate cases, employing tools like Karl Pearson's coefficient and Spearman's rank correlation coefficient, and apply them to management scenarios using software like SPSS

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the basic concepts and components data collection and presentation	K1, K2
CO2	Develop skills in applying the probability theory	K2, K3
CO3	Summaries different tests of significance in large and small sample theory	K4, K5
CO4	Articulate moment measures of Skewness, Kurtosis and solving problems related to management application	K5, K6
CO5	Summarize, analyse the interpret data for decision making	K3, K5
CO6	Apply Correlation and Regression analysis	K3, K6

Programme Outcomes (POs):

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

S- Strong; L- Low; M-Medium

Module	Course Contents	Hours
I	Introduction to Quantitative Techniques: Basic Concepts-Place of Quantitative Analysis in the Practice of Management - Problem Definition- Models and their development- Variables Notion of Mathematical Models -. Statistics-Measures of Central Tendency– Combined Mean – Measures of Dispersion: Range, Mean Deviation, Standard Deviation-Variance – Quartile Deviation -Coefficient of Variation	10
II	Permutations and Combinations: Theory of Probability- Concept of Random Experiment-Outcomes, Sample Space, Events Disjoint Events, Mutually Exclusive Events- A Priori or Mathematical Probability- Definitions Probability -Axiomatic definition of Probability- Addition Rules- Conditional Probability- Problem Solving with these Concepts	8

III	Probability Distributions: Random Variable: Probability Density Function- Standard Distributions – Binomial Distribution-Success and Failure-Properties- Poisson Distribution-Uses of Poisson Distribution in Management- Problems in Management Application.	10
IV	Sampling Theory and Basic Concepts in Statistical Inference: Sampling-Meaning-Definition- Probability Sampling and Non-Probability Sampling- Sampling Errors and Non-Sampling Errors- Methods of Sampling- Simple Random Sampling – Stratified Sampling – Systematic Sampling – Cluster Sampling –Judgment Sampling- Merits and Demerits.	11
V	Testing of Hypothesis: Null and Alternate Hypothesis- Level of Significance, Small and Large Sample Tests -Z Test, t-Test, Chi Square Test- Theory of Estimation- Karl Pearson's and Moment Measures of Skewness- Kurtosis- Problems Related to Management Application.	10
VI	Correlation and Regression: Bivariate Cases- Marginal and Conditional Distributions - Concept of Correlation- Karl Pearson's Coefficient of Correlation- Spearman's Rank Correlation Coefficient-Simple Linear Regression; Applications in Management -SPSS	11
TOTAL		60

Facilitating the Achievement of Course Learning Outcomes:

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Analyze and apply basic quantitative concepts to real-world management problems.	Lecture sessions covering fundamental quantitative concepts, including problem definition, model development, and statistical measures.	Class test, Assignment
II	Demonstrate proficiency in statistical techniques for data analysis and decision-making in managerial contexts.	Interactive discussions and case studies to illustrate the application of quantitative techniques in management decision-making.	Presentation, Quiz
III	Evaluate and interpret probability distributions and their applications in management scenarios.	Hands-on exercises and practical sessions using statistical software like SPSS to analyze data sets and solve management problems.	Role play, Case analysis
IV	Apply sampling theory and statistical inference methods to draw meaningful conclusions from data.	Group projects requiring students to apply permutation, combination, and probability theory to real-world management scenarios.	Presentation, Quiz
V	Employ hypothesis testing and estimation techniques to make informed managerial decisions.	Workshops and tutorials focusing on sampling techniques, hypothesis testing, and correlation/regression analysis with practical examples.	Role play, Case analysis
VI	Utilize correlation and regression analysis to identify relationships and patterns in management data.	Guest lectures from industry experts showcasing the practical applications of quantitative techniques in various management domains	Class test, Discussion

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5	Jaisankar, S. (2009). Quantitative Techniques for Management. New Delhi: Excel Books India.

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SEMESTER - 1
CORE COURSE : OPERATIONS MANAGEMENT

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-CC-515	Operations Management	CORE	45	10	5	3

Course Objectives:

- 1 To understand the decision areas in Operations function in manufacturing and service organisations
- 2 To apply the tools, techniques and models those facilitate decision making in operations
- 3 To design and implement world class operations systems

Course Outcomes (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 operations function in manufacturing and service organisations	K1
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

Programme Outcomes (POs):

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

S- Strong; L- Low; M-Medium

Module	Course Contents	Hours
I	Production vs. Operations: Role of operations function. History-Cost focus, quality focus, Customisation, mass customisation. Operations in service sector. Productivity. Operations strategy. Decision areas in operations.	8
II	Product Design: Generating new products. Practices-Robust design, Modular design, Concurrent engineering, Value analysis, Green manufacturing, Time Based Competition. Process Design. Product –Process matrix, Process types, Process flow charts. Process reengineering. Layout design: Considerations, types of layouts, Office layout, retail layout. Job design: Work study, Work measurement techniques with numerical problems.	12
III	Location Selection for Manufacturing and Services: Process and Relevant factors, Methods with numerical problems. Long Term Scheduling; Capacity planning- Considerations, Aggregate Production Planning methods.	10
IV	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.	10
V	Materials Management: Inventory control techniques, Purchase decision- Quantity and Period of purchase. Deterministic and stochastic models with numerical problems. Stores Management.	12

	MRP-I, MRP-II, ERP. Make or Buy decision. Vendor management. Supply Chain Management: Drivers of Supply Chain Performance.	
VI	Maintenance: Reliability, Types of maintenance, Total Productive Maintenance, Six sigma, Agile Manufacturing, Lean Systems, Computer Integrated Manufacturing. Project management- Stages, CPM, PERT.	8
TOTAL		60

Facilitating the Achievement of Course Learning Outcomes:

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Understand the role of operations in both manufacturing and service organizations and the significance of operations strategy in overall business.	Theory, concepts and relevant examples would be introduced through lecture and experience sharing. Cases on operations strategy would be handled through participant-centred learning.	Case analysis
II	Understand the elemental processes involved in designing a product and a service. Understand different types of production processes and facility layout suitable for manufacturing different categories of products and how different processes could be analysed with the help of process flow charts.	Relevant examples and exercises would be introduced to explain production processes and facility layout. In addition, small cases would be handled to cover process analysis.	Quiz
III	Understand the importance of facilities location decision in the whole supply chain in globalized operations and learn the tools relating to facilities location.	Concepts, location models, real-life examples would be discussed. In addition, cases on facility location would be handled.	Exercise, Class test
IV	Learn different quality tools and the tools of statistical process control for analysing a process in terms of quality.	Exercises and small cases would be introduced to discuss the concepts and tools of quality with emphasis on Japanese practices.	Case analysis
V	Develop a thorough understanding on a range of inventory models available as also the suitability of a particular inventory model in a particular context	Relevant exercises and small cases would be introduced to discuss different types of inventory models	Exercise, Case analysis
VI	Learn the different types of maintenance and the world class practices in operations.	Concepts and relevant examples would be introduced through lecture and case studies.	Case analysis

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SEMESTER - 1
CORE COURSE: BUSINESS ENVIRONMENT & CORPORATE ETHICS

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-CC-516	Business Environment & Corporate Ethics	CORE	46	9	5	3

Course Objectives:

1	To discuss about the various Business Environment factors
2	To evaluate the role of business in promoting positive social and environmental change
3	To examine the business environment with ethical decision-making throughout the course
4	To familiarise the learners with the concept and relevance of Business Ethics in the modern era
5	To provide opportunities to apply the knowledge to practical business challenges

Course Outcomes (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 basics of business and its environment, and the role of government in business	K1, K2
CO2	Familiarise with the nature of the business environment and its components	K1, K2
CO3	Demonstrate and develop a conceptual framework of the business environment and generate interest in international business	K2, K3
CO4	Understand the importance and the role of ethical behaviour in today's business world	K2, K3, K4
CO5	Understand the Indian economic and environmental policies and its impact	K2, K4, K5
CO6	Evaluate the ethical approaches to business, and apply them to business decisions	K4, K5, K6

Programme Outcomes (POs):

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

Module	Course Contents	Hours
I	Concept of Business: Factors affecting Business - Understanding the Business Environment - Macro and Micro Dimensions of Business Environment - Sectors of Business. Political Environment: Political Systems - Role of Government in Business - Public Policy Formulation - Industrial Policies	12
II	Economic Environment: Nature & Structure of Economic System - NITI Ayog - National Development Council - Economic Indicators - Economic Reforms in India Socio-Cultural Environment: Business and Society - Rural Development – Women and Business - Dimensions of Culture - Religion & Family Culture Affects the Business - Growing Middle Class	12
III	Technological Environment: New Technologies - Economic Effects of Technology - Digital Divide - E-Governance - Technology Transfer -Business Analysis - SWOT Analysis, PESTEL Analysis, Porter's Five Force Analysis	9

IV	Environmental Management: Natural Resources - Environmental Impact Assessment (EIA) - Global Environmental Challenges of Business - Pollution Prevention and Control - Concept of Circular Economy	9
V	Business Ethics: Ethical Concepts and Theories - Ethical Values - Ethical Decision Making - Ethical Gap - Ethical Dilemma - Ethical Leadership - Ethics Committee - Whistleblowing	9
VI	Corporate Governance: Role of Auditors - Corporate Social Audit - Corporate Board - Corporate Social Responsibility (CSR) - Corporate Scams - Fair Trade Practices - Emerging Trends in Corporate Governance	9
TOTAL		60

Facilitating the Achievement of Course Learning Outcomes:

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Understand the basics of business and its environment, and the role of government in business	Conduct interactive case studies where students analyze real-world business scenarios to understand the complexities of the business environment and develop problem-solving skills.	Presentation, Class test
II	Familiarise with the nature of the business environment and its components	Organize group projects where students assess the political, economic, socio-cultural, and technological dimensions of the business environment, fostering collaboration and analytical abilities.	Assignment, Case study
III	Demonstrate and develop a conceptual framework of the business environment and generate interest in international business	Facilitate business simulation games where students make strategic decisions based on SWOT analysis and PESTEL factors, allowing them to experience the consequences of their choices.	Group discussion
IV	Understand the importance and the role of ethical behaviour in today's business world	Invite guest speakers from industry and academia to share insights on ethical leadership, environmental management, and corporate governance, followed by debates to encourage critical discourse and understanding.	Presentation, Class test
V	Understand the Indian economic and environmental policies and its impact	Assign research projects on emerging trends in corporate governance and sustainable business practices, enabling students to delve deeper into specific areas of interest and develop research skills.	Field visit report
VI	Evaluate the ethical approaches to business, and apply them to business decisions	Conduct hands-on workshops on business analysis tools such as SWOT analysis, PESTEL analysis, and Porter's Five Forces, providing practical experience in assessing business competitiveness and strategy formulation.	Presentation, Case analysis

References

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SEMESTER - 1
CORE COURSE : INFORMATION TECHNOLOGY FOR MANAGEMENT

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-CC-517	Information Technology for Management	CORE	40	5	15	3

Course Objectives:

1	To learn basic concepts of Information Technology for managers
2	To understand basic concepts of Internet and websites, domains, and security therein
3	To recognise security aspects of IT in business and advanced security features
4	To provide the student with a comprehensive grounding in many facets of Information systems, an analysis of different information systems and exposure to recent development developments in the field
5	To learn about upcoming IT technologies

Course Outcomes (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 fundamentals of information technology	K1, K2
CO2	Understand the role of word processing in information technology for management and its application at individual, organizational level	K2, K3
CO3	Understand and apply Excel in different functional areas of a business	K2, K3, K4
CO4	Understand, develop and apply database management systems	K2, K5, K6
CO5	Understand and apply networking, telecommunication and e-commerce	K2, K3, K6
CO6	Understand and apply information security management	K2, K3, K6

Programme Outcomes (POs):

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

S- Strong; L- Low; M-Medium

Module	Course Contents	Hours
I	Information Technology in Business Management: Historical perspective of information technology and business- Information and Knowledge-Emerging trends in Computing- cloud computing-Information systems and its major components- Levels of Information systems-System Hardware- System software- Application Software-Components of System software-Contemporary hardware and software platforms (Open source, Web Software etc.) -Scope of IT in Management.	8
II	Word Processing: MS word- Creating a perfect document by adding, editing, formatting texts- Create Tables, Charts, include Pictures in the document-Table of contents, Hyper linking-text in document- Mail Merge- Creating formal letters-Adding and removing digital signature-Page Maker - creating, designing, and printing (e-books, brochures, handbills, visiting cards), Adding, editing, formatting text with graphics- Professional Presentation for Managers-Significance- MS Power Point- Converting the presentations into a video clip- Google Slides	10
III	Excel for Managers: Basics in Excel- Creating, editing, formatting excel work sheet, Printing-printing document, selecting printing area in the work sheet. Charts- include charts from the table content, Pivot table – create and manipulate pivot table-Advanced uses of Microsoft Excel - Commonly used functions: – Logical (AND, IF, NOT, OR TRUE). Financial (DB, FV, IPMT, IRR, NPV, PMT, and PV)-Statistical (AVERAGE, COUNT, COUNTIF, MAX, MIN). Mathematical (PRODUCT, SQRT, SUM, SUMIF). Macros in excel - creating, adding, and editing of macros VBA programming in Excel (an overview) forms in excel.	10
IV	Data Resource Management System: Concept of DBMS-Benefits of DBMS over traditional file system-Types of DBMS-Application of DBMS using MS-Access-Structured Query Language (SQL) components of SQL (DDL, DQL, DML, TCL). SQL DDL commands – Create, Drop,	12

	Alter, Truncate, Comment, and Rename. DML commands –Insert, Update, Delete, Lock, Call, and Explain Plan. DCL commands – Grant, Revoke. TCL commands - Commit, Rollback, save point, DQL command – Select statements and it clauses- Data Warehouses and Data marts-Data Centres-Storage technologies and Architecture (DAT, NAS, SAN etc.)-Storage strategies of companies like Google, Amazon, Wal-Mart dealing with storage crisis	
V	Networking, Telecommunication and E-commerce: Overview of concept such as ERP, SCM, CRM, database management- E- Commerce, E-Business, M- Commerce, Digital Business, E-governance- Introduction and conceptual framework of networking & Telecommunication- Components of networking- LAN/WAN/MAN, network topologies- Cloud computing, GSM and CDMA, GPRS, #G, \$G and % G Technologies, VOIP and IPTV	10
VI	Security Management: The information security management-System vulnerability and abuse-Security Threats (Malicious software, Hacking etc.)- Counter measures-Cybercrime and types-Antivirus, Firewalls, Anti-spyware, Security audit-IT Act 2000	10
TOTAL		60

Facilitating the Achievement of Course Learning Outcome

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Understand the fundamentals of information technology	Discuss the fundamentals of information technology	Seminars, Class test
II	Understand the role of word processing in information technology for management and its application at individual, organizational level	Discuss the role of word processing its application using case studies and examples	Assignments, Seminars
III	Understand and apply Excel in different functional areas of a business	Explain Excel using cases and illustrations	Presentations, Class test
IV	Understand, develop and apply database management systems	Discuss the concept and application of DBMS through live cases or examples	Case analysis, Presentations
V	Understand and apply networking, telecommunication and e-commerce	Explain the areas of application of networking and communication technologies in business using case studies	Seminars, Quiz
VI	Understand and apply information security management	Discuss security threats and corrective measures information technology arena	Case studies, Assignments

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2	O'Brien, J.A. (2009). Introduction to Information Systems. New Delhi: Tata McGraw-Hill.
3	Curley, M. G., Curley, M. (2004). Managing Information Technology for Business Value: Practical Strategies for IT and Business Managers. United States: Intel Press.
4	Principles Of Business Management. (2000). India: Atlantic Publishers & Distributors (P) Limited.
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6	Shankar, D. S. (2012). IT Services Business Management: Concepts, Processes and Practices. New Delhi: PHI Learning.
7	Targett, D., Grimshaw, D., Powell, P. (2013). IT in Business: A Business Manager's Casebook. United Kingdom: Taylor & Francis.
8	Lientz, B., Larssen, L. (2012). Manage IT as a Business. Netherlands: Taylor & Francis.
9	Hughes, B. (2008). Exploiting IT for Business Benefit. United Kingdom: British Computer Society.
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2	https://www.google.co.in/books/edition/Managing_Information_Technology_for_Business
3	https://www.google.co.in/books/edition/Release_It/Ug9QDwAAQB
4	https://www.google.co.in/books/edition/Design
5	Information Technology For Business Notes, PDF I MBA 2024 (geektonight.com)

SEMESTER - 2
CORE COURSE: LAWS FOR BUSINESS

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-CC-521	Laws for Business	CORE	30	20	10	3

Course Objectives:

1	To discuss fundamental legal principles in business
2	To develop critical analysis skills for legal issues
3	To impart legal knowledge effectively in decision making
4	To examine legal risks in business operations
5	To discuss legal decision-making processes within organizations

Course Outcomes (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 constitution, fundamental rights and types of law	K1, K2
CO2	Understand and adopt law relating to contract	K2, K3, K4, K5, K6
CO3	Understand and adopt laws relating to partnership, agency, and sale of goods	K2, K3, K4, K5, K6
CO4	Understand and adopt law relating to company, the basics of IT Act and GST	K2, K3, K4, K5, K6
CO5	Understand and adopt laws relating employment and wages	K2, K3, K4, K5, K6
CO6	Understand and adopt law relating to negotiable instruments	K2, K3, K4, K5, K6

Programme Outcomes (POs):

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

Module	Course Contents	Hours
I	Introduction to Law: Constitution of India- Fundamental Rights- Sources of Law- Types of Law	10
II	Contract Act: General Principles, Essentials of a Valid Contract, Communication, Acceptance and Revocation - Void, Voidable- Unenforceable and Illegal Contracts- Discharges of Contracts -Breach of Contract and Remedies	12
III	Laws Relating to Partnership: Registration- Rights and Liabilities- Dissolution of A Firm- Laws of Agency-Sale of Goods-Agreements to Sell- Contract for Work-Bailment- Mortgage of Goods- Time Purchases and Relationships with Sale- Conditions and Warranties - Rights of an Unpaid Seller.	12
IV	Company Law: Company: Types of Companies- Formation of a company- Capital-Owned and borrowed capital- Management of a company- Meetings and Resolutions - Accounts and Auditing-Winding Up- Different Modes- Liquidator- Companies Act 2013-Income Tax Act- GST	10
V	Employment and Labour Contracts: Minimum Wages Act, Payment of Gratuity Act, Employees' Provident Fund Act - Equal Remuneration Act- Occupational Safety and Health- Labour Welfare Laws- Contract Labour (Regulation and Abolition) Act, Industrial Relations and Disputes Resolution- Factories Act- Industrial Dispute Act, Maternity Benefit Act	8

VI	Negotiable Instrument Act: Cheques, Bills of Exchange, Promissory Notes- Holder in due course-Dishonour of Instruments-Noting and Protest- Minor and Negotiable instruments-Negotiation-Discharge from liability-Law relating to these instruments		8
TOTAL			60
Facilitating the Achievement of Course Learning Outcomes:			
Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Understand the constitution, fundamental rights and types of law	Interactive lectures, case studies, and discussions on constitution, fundamentals rights and types of law	Presentation, Quiz,
II	Understand and adopt law relating to contract	Lectures, case studies, and group discussions on contract Act	Presentation, Case analysis
III	Understand and adopt laws relating to partnership, agency, and sale of goods	Lectures, case studies, and group discussions on laws relating to partnership, agency, and sale of goods	Presentation, Class test
IV	Understand and adopt law relating to company, the basics of IT Act and GST	Case studies, role plays, and lectures focusing on company law, the basics of IT Act and GST	Presentation, Case analysis
V	Understand and adopt laws relating employment and wages	Lectures, case studies, and group discussions on laws relating employment and wages	Presentation, Class test
VI	Understand and adopt law relating to negotiable instruments	Lectures, readings, and discussions on negotiable instruments	Presentation, Class test
References			
1	Agrawal, A. N. (2020). Law of Contract & Specific Relief Act. New Delhi:Taxmann Publications Pvt. Ltd.		
2	Cheeseman, H. R., & Gross, J. M. (2023). Business Law (15th ed.). New Delhi: Pearson.		
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8	Sinha, P. B. (2022). The Company Law (22nd ed.). New Delhi: Lexis Nexis India.		
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10	Whiteman, S. M., & Simko, A. B. (2023). Business Law and the Legal Environment (10th ed.). Noida: Cengage Learning		
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SEMESTER – 2

CORE COURSE: RESEARCH METHODS FOR MANAGEMENT

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-CC-522	Research Methods for Management	CORE	46	9	5	3

Course Objectives:

1	To provide an understanding of fundamental concepts in the field of research
2	To equip the students with research tools to conduct research and analysis for effective decision making
3	To develop an understanding of how to write and present research report

Course Outcomes (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 and the basic concepts in search	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 data collection method and tools	K2, K3
CO4	Apply appropriate sampling method and decide on sample size	K3, K4
CO5	Understand, analyse and evaluate appropriate statistical tool to analyse data	K2, K4, K5
CO6	Creative presentation of the research work and output	K5, K6

Programme Outcomes (POs):

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

Module	Course Contents	Hours
I	Introduction to Business Research: Meaning of Research, Need for Business Research, Research and Managerial Effectiveness. Induction & Deduction Method .Building Blocks of Science in Research. Variables, Constructs.	10
II	Research Process: Problem Formulation, Statement of problem, framing objectives, Literature survey - reasons, procedure, writing the literature review. Research design – Exploratory, Descriptive and Experimental designs.	8
III	Types of Data: Sources of primary and secondary data. Data collection methods. Interview – Types. Observation- types. Scaling Techniques. Errors in Measurement - Nominal, Ordinal, Interval, Ratio Scales. Questionnaire design. Reliability and validity. Projective methods-types, uses.	12
IV	Sampling Design: Population, Sampling Frame, sampling unit - Sampling Error – Sampling types-probabilistic and non-probabilistic methods- Sample size - Determination of sample size.	10
V	Data Analysis and Interpretation: Editing, Coding, Categorization, Tabulation. Data analysis- Hypothesis formulation, Parametric and Non-Parametric tests, Univariate and Multivariate analysis. Use of statistical Software- SPSS, R, Excel, NVivo	12
VI	Research Report: Components, Steps, and Types. Characteristics of Well Written Reports- Reference and Bibliography- APA Format – Format of a report	8
TOTAL		50

Facilitating the Achievement of Course Learning Outcomes:			
Unit No	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Understand the role and importance research in managerial decision making and the basic concepts in search	Lecturing session on concepts and case analysis to clarify the role and importance of research	Presentation, Class test
II	Familiarise with research process, problem formulation, review of literature and selection of appropriate research design	Case analysis on problem formulation and selection of research design. Writing exercise to familiarise with review of literature	Presentation
III	Equip to take decision regarding data collection method and tools	Lecturing session on concepts and tools with emphasis on examples. Exercise for questionnaire construction	Presentation, Case analysis
IV	Apply appropriate sampling method and decide on sample size	Lecturing session on sample size determination and sampling methods	Presentation, Case analysis
V	Understand, analyse and evaluate appropriate statistical tool to analyse data	Presentation and discussion on hypotheses testing, discussion on various descriptive and inferential statistics using SPSS	Presentation, Class test
VI	Creative presentation of the research work and output	Writing exercise to familiarise with research Report	Presentation, Discussion

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1	Uma Sekharan (2006). Research Methods for Business. (4 th Edition). New York: John Wiley and Sons Inc.
2	Krishnaswamy, K.N. et al. (2017). Research Methodology: Integration of Principles, Methods and Techniques(1 st Edition). New Delhi: Pearson Education Asia.
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5	John W. Creswell (2019). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches. (4 th Edition). New Delhi: Sage Publications.
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5	https://www.emerald.com/insight/content/doi/10.1108/MD-11-2013-0592/full/html

SEMESTER - 2
CORE COURSE: HUMAN RESOURCE MANAGEMENT

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-CC-523	Human Resource Management	CORE	40	10	10	3

Course Objectives:

1	To discuss the management of human resources and strategies in managing people professionally in view of changing business contexts
2	To explain human resource policies and practices that they need to know regardless of their field of managerial functions
3	To discuss the need for worker participation in organizations

Course Outcomes (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 trends in HRM	K1, K2
CO2	Learn and analysing and designing of jobs and the human resource functions	K2, K4
CO3	Familiarize the concepts of training and development	K2, K3
CO4	Conceptualize compensation management- wage and salary administration	K2, K4
CO5	Understand and apply collective bargaining and worker's participation in management	K2, K3, K5
CO6	Understand and implement international human resource management practices and models	K2, K6

Programme Outcomes (POs):

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

Module	Course Contents	Hours
I	Human Resource Management in Organizations: Concept- HR functions and Global Environment-Changing Role of HR Manager-Current Trends in Human Resources Management.	9
II	Job Analysis: Concept-Human Resource Planning- Demand and Supply Forecasting- Downsizing and Retention-Talent Acquisition-Recruitment-Selection and Induction- Performance Management Systems and Strategies.	9
III	Training and Development: Concept- Assessment of training needs-Methods of Training- Executive Development: Methods and techniques of Executive Development-Performance Appraisal: Uses and Process-Traditional and Contemporary methods of Performance Appraisal System.	12
IV	Wage and Salary Administration: Objectives and Principles – Essentials of a sound wage structure – Theories of wages - Methods of wage payments – Incentive Plans – Types of Incentive Plans – Profit Sharing - Fringe benefits and services - Employee Welfare.	9
V	Industrial Relations: Facilitating Legislative Framework-Trade Unions-Managing Conflicts- Collective Bargaining-Workers Participation in Management: Concept- Mechanisms and Experiences-Employee Health and Safety-Grievances & Discipline- Social Security-Personnel Records-HR Accounting-Audit & Research-Stress Management.	12

VI	International HRM and Emerging Horizons of HRM: Concept-Models of International HRM-Challenges of International HR Managers-Global HR practices-E-HRM-HRIS (Human Resource Information System) -Measuring intellectual capital-Impact of HRM practices on organisational performance-Contemporary issues in Human Resource Management.	9	
TOTAL		60	
Facilitating the Achievement of Course Learning Outcomes:			
Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Human resource management concepts and the role HRM in changing environment	Presentation and discussion on HRM and Global Environment	Case analysis, Quiz
II	Analysing and designing of jobs and the functions of HRM	Discussion on demand and supply of labour and recruitment and selection with suitable examples	Presentation, Case study
III	Executive development programmes and performance appraisal techniques	Presentation of developmental programmes in organizations	Class test, Roleplay
IV	Wage and salary administration	Discussion on compensation management in organizations	Presentation, Assignment
V	Industrial relations in organizations	Presentation on trade union and workers' participation in organizations	Case study, Assignment
VI	International HRM	Discussion on global HR practices	Class test, Presentation
References			
1	Rao, V. S. P. (2007). Human resources management: text and cases. New Delhi: Excel Books India.		
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SEMESTER - 2
CORE COURSE: MARKETING MANAGEMENT

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-CC-524	Marketing Management	CORE	46	9	5	3

Course Objectives:

1	To discuss the dynamics of consumer behaviour and how to influence purchasing decisions
2	To familiarize market research and analyse data to inform strategic decision-making
3	To examine marketing planning and control processes, including budgeting, setting goals, and measuring marketing performance
4	To discuss the strong communication skills to create compelling marketing messages and deliver impactful presentations
5	To examine the dynamic nature of the marketing landscape and stay up-to-date on emerging trends, especially in digital marketing and technology

Course Outcomes (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 basic concepts and components of marketing management	K1, K2
CO2	Able to know the factors influencing buying behaviour and steps in buying process	K2, K3
CO3	Understand market research and patterns of market segmentation	K3, K4, K5
CO4	Conceptualize pricing and factors influencing pricing decisions	K2, K3, K4, K5
CO5	Familiarize integrated marketing communication and retail marketing	K4, K5
CO6	Understand the current developments and ethics in marketing	K4, K5, K6

Programme Outcomes (POs):

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

S- Strong; L- Low; M-Medium

Module	Course Contents	Hours
I	Introduction to Marketing Management - Marketing Environment - Domestic Marketing and International Marketing - Fundamentals of Strategic Marketing Planning - Customer Lifetime Value - Marketing Organization and Control Systems - Organising Marketing Department - Marketing Control Techniques.	12
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
III	Marketing Research and Selecting the Target Markets - Marketing Information System - Demand Estimation and Sales Forecasting - Market Segmentation - Levels and Patterns of Segmentation - Effective Segmentation - Market Targeting - Positioning Methods and Strategies.	9
IV	Product and Pricing Decisions: Concept of Product - Product Line and Product Mix - New Product Development - Packaging and Labelling - 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.	11
V	Promotion And Distribution Decisions: Promotion Mix - Integrated Marketing Communication- Advertising - Sales Promotion - Personal Selling - Publicity - Public Relations - Direct Marketing	12

	- Distribution Channels - Physical Distribution Systems - Channel Intermediaries - Channel Management - Wholesaling and Retailing - Retail Marketing.	
VI	Emerging Trends in Marketing - Social Marketing - Digital Marketing - Green Marketing - Retro Marketing - Marketing Analytics - Current Developments in Marketing - Ethics in Marketing	8
TOTAL		60

Facilitating the Achievement of Course Learning Outcomes:

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Understand the intricacies of domestic and international marketing environments, and apply strategic marketing planning fundamentals to both contexts.	Conduct case studies to apply theoretical concepts, fostering critical thinking and problem-solving skills.	Presentation, Class test
II	Analyze consumer behavior, including buying roles, decision-making processes, and factors influencing purchasing decisions, to inform effective marketing strategies.	Engage students in group projects to develop marketing plans, promoting teamwork and practical application.	Case study, Assignment
III	Develop proficiency in marketing research techniques, target market selection, and segmentation strategies to enhance market positioning and competitiveness.	Invite guest speakers to share industry insights, enhancing real-world understanding beyond textbooks.	Group discussion
IV	Evaluate product and pricing decisions, including product development, branding strategies, pricing concepts, and effective promotion and distribution strategies.	Utilize marketing simulation games for hands-on experience in strategic decision-making.	Presentation, Class test
V	Explore emerging trends in marketing, including social, digital, and green marketing, and apply marketing analytics to adapt to current market developments.	Organize field trips to observe marketing practices firsthand and network with professionals.	Field visits
VI	Examine the ethical implications of marketing practices and develop responsible marketing strategies aligned with ethical standards and societal values.	Facilitate debates and presentations on marketing issues to promote research and effective communication	Presentation, Case analysis

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SEMESTER-2
CORE COURSE: FINANCIAL MANAGEMENT

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-CC-525	Financial Management	CORE	46	5	9	3

Course Objectives:

1	To discuss the framework of financial management in the context of business realities
2	To discuss the core functions of finance today
3	To explain financial management practices
4	To explain financial management practices at the Indian and global context
5	To discuss the concept of cost of capital and time value of money

Course Outcomes (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 meaning, nature and objectives of financial management, Time value of money and sources of finance	K1, K2
CO2	Understand the concept of cost of capital and calculate and interpret specific and composite costs	K1, K3
CO3	Analyse the financing options available to firms, trade-off between debt and equity, and criteria for deciding the optimal capital structure	K4, K5
CO4	Make strategic investment decisions with the help of traditional and modern techniques	K5, K6
CO5	Analyse dividend practices and implement dividend decision	K4, K6
CO6	Understand and analyse working capital and the working capital policies to manage cash, accounts receivable and cash for a company	K2, K4, K5

Programme Outcomes (POs):

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

S- Strong; L- Low; M-Medium

Module	Course Contents	Hours
I	Financial Management: Meaning, Nature, Scope and Objectives - Role of financial manager. Time value of money - Risk-return relationship - Sources of finance	9
II	Cost of Capital: Meaning and concept-Significance-Calculation of specific costs and composite costs (WACC)	9
III	Financing Decisions: Capital structure- Theories and value of the firm - Net income approach, Net operating income approach, Traditional approach, Modigliani Miller Model- Determining the optimal capital structure.	12
IV	Investment Decisions: Concept-Significance- Capital budgeting Techniques - Payback period, NPV, IRR, Profitability Index-NPV v/s IRR - Capital rationing.	12
V	Dividend Decisions: Dividend Policy-Factors determining dividend policy, Theories of dividend-Gordon Model, Walter Model, MM Hypothesis- Forms of dividend- Dividend policies in practice	8

VI	Working Capital Management: Concept of working capital- Factors affecting working capital requirements – Working capital policies-Management of working capital - Forecasting working capital requirements - Cash management - Receivables management - Inventory management	10
TOTAL		60

Facilitating the Achievement of Course Learning Outcomes:

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Understand the meaning, nature and objectives of financial management, Time value of money and sources of finance.	Discuss the concept of Finance, personal finance, and financial management. Also, discuss and workout time value of money and sources of finance	Class test, Seminars
II	Understand the concept of cost of capital and calculate and interpret specific and composite costs.	Discuss, calculate, and interpret cost of capital	Case analysis, Class test
III	Analyse the financing options available to firms, trade-off between debt and equity, and criteria for deciding the optimal capital structure	Discuss the concept of capital structure, financial structure, and its determinants. Also, discuss the theories of capital structure using live examples	Quiz, Case analysis
IV	Make strategic investment decisions with the help of traditional and modern techniques.	Discuss the concept of capital budgeting, and calculate and interpret long term proposals using traditional and modern tools through examples	Seminars, Case analysis
V	Analyse dividend practices and implement dividend decision	Discuss the concept of dividend, forms of dividend and dividend policy through examples	Presentation, Class test
VI	Understand and analyse working capital and the working capital policies to manage cash, accounts receivable and cash for a company.	Discuss the concept of working capital and its components. Also, estimate the amount of working capital through examples	Presentation, Class test

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SEMESTER - 2
CORE COURSE: BUSINESS COMMUNICATION

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-CC-526	Business Communication	CORE	45	9	6	3

Course Objectives:

1	To develop skills and competencies in participants, capable to communicate effectively through written, oral and social medium
2	To conversant with the basic forms, formats and techniques of business writing so that they would be thoroughly prepared to communicate effectively in all contexts
3	To familiarise with persuasive communication and its different modes of communication techniques
4	To discuss the importance of oral communication and its etiquettes
5	To familiarise with cross-cultural communication and developed with global business etiquette and protocols

Course Outcomes (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 ethical responsibilities towards community, society, discipline, and profession based on various perspectives and associated standards of ethical communication	K1, 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	Practice the communication process, along with knowledge of cross-cultural functions	K3, K4
CO5	Create and apply appropriate techniques, resources and modern management in business communication	K3, K6
CO6	Create ability to comprehend communication critically and demonstrate intercultural sensitivity	K5, K6

Programme Outcomes (POs):

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

S- Strong; L- Low; M-Medium

Module	Course Contents	Hours
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, types; Deductive & inductive logic	11
II	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	10
III	Persuasive communication – Circulars, Publicity material, news, letters, Notices and advertisements, Leaflets, Initiation; Internal communication – memoranda, meeting documentation, Reports, Types of reports, Writing of reports	10
IV	Oral communication – Skills and effectiveness, principles. Planning a talk, presentations, Extempore speech, Group discussions, Interviewing skills – Appearing in interviews, conducting interviews;	10

V	Classroom Communication-Role of teacher-Design and Presentation-Developing Classroom Culture-Developing Communication skills in Learners- Think aloud strategy. Theoretical Framework of Cross-Cultural Communication, Communication across cultures through different mediums, Business Etiquettes across cultures	10
VI	Mass Media-Mass communication agencies in India-Securing information systems- Malicious programs in Information Systems-Various types of digital conferencing	9
TOTAL		60

Facilitating the Achievement of Course Learning Outcomes:

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Understand the ethical responsibilities towards community, society, discipline, and profession based on various perspectives and associated standards of ethical communication	Present the ethical responsibilities towards community, society, discipline, and profession through live cases/examples	Presentation, Group discussion
II	Understand the impact of the professional management solutions in societal and environmental contexts	Present impact of the professional management solutions in societal and environmental contexts through cases	Assignment, Quiz
III	Demonstrate the knowledge of and need for sustainable development via report writing	Present the knowledge of and need for sustainable development via report writing through examples	Assignment, Class test
IV	Practice the communication process, along with knowledge of cross-cultural functions	Discuss the practices in the communication process and cross-cultural functions through live cases/examples	Presentation, Group discussion
V	Create and apply appropriate techniques, resources and modern management in business communication	Discuss the techniques, resources and modern management in business communication through case studies	Presentation, Class test
VI	Create ability to comprehend communication critically and demonstrate intercultural sensitivity	Create ability to demonstrate communication critically and intercultural sensitivity through cases and illustrations	Presentation, Assignment

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SEMESTER - 2
CORE COURSE: BUSINESS PLANNING & ENTREPRENEURSHIP

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-CC-527	Business Planning & Entrepreneurship	CORE	50	10	0	3

Course Objectives:

1	To discuss the concept and process of entrepreneurship
2	To explain the concept of business plan and its preparation
3	To familiarize with marketing plan, operation plan, organizational plan & financial plan
4	To discuss institutional facilities available to an entrepreneur in India
5	To discuss the importance of Intellectual property in modern business

Course Outcomes (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 concepts of entrepreneurship, its need and scope.	K1, K2
CO2	Understand the need for a business plan and steps in the preparation of business plan	K2, K3
CO3	Understand, apply and analyse marketing plan, operation plan, organizational plan and financial plan	K1, K3, K4
CO4	Understand and evaluate financing and its effects on effective asset management	K2, K4, K5
CO5	Impart basic knowledge for acquiring an established venture, and methods of valuing a business	K4, K5, K6
CO6	Analyse life cycle of an entrepreneurial venture and the importance of Intellectual property in modern business	K2, K3

Programme Outcomes (POs):

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

Module	Course Contents	Hours
I	Entrepreneurship: Meaning and concept – Definition of an Entrepreneur – Characteristics of an Entrepreneur – Entrepreneurial Process – Scope of Entrepreneurship in India – Women Entrepreneurship – Social Entrepreneur – Development of Social Entrepreneurship in India – Entrepreneurial motivation – Factors responsible for Emergence of Entrepreneurship – Types of Entrepreneurship – Intrapreneurship - Barriers to Entrepreneurship – MSME Growth and Development of MSME in India – Small Business: Meaning – Role – Strengths and weaknesses	12
II	Business Plan: Meaning – Purpose of a Business plan – Steps in the preparation of Business Plan – Project Report Preparation – Essentials of a Project Report	8
III	Marketing Plan: Market Research – Segmentation – Market Positioning – Developing Marketing Mix Strategies – Packaging and Labelling – Pricing Mix – Promotional Mix – Distribution Mix – Channel Levels – Types of Distribution Channels – Operation Plan – Capacity Planning- Inventory Management – ISO 9000 and TQM – Organizational Plan – Financial Plan – Feasibility Planning – Fundamental of a good feasibility plan	10
IV	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 – Institutions Supporting Entrepreneurs	10

V	Acquiring an Established Venture: Advantages and Disadvantages of acquiring established business – Considerations for evaluating business opportunities – Methods of valuing a business – Franchising and Franchisee's perspective.	10
VI	Life cycle of an entrepreneurial venture: Role of entrepreneur during various transition stages – Growth Strategies – Intellectual Property: Importance of Intellectual property – Trademarks – Copyright – Patents – Steps in Obtaining a Patent– Geographical Indications (GI) of Goods – Designs – Other Laws in India relating to IPR	10
TOTAL		60

Facilitating the Achievement of Course Learning Outcomes:

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Understand the concepts of entrepreneurship, its need and scope.	Interactive lectures, readings, case studies, field visit and class discussions to understand the concepts of entrepreneurship, its need and scope & development of MSME in India	Case study, Group discussions, Presentations, Class test
II	Understand the need for a business plan and steps in the preparation of business plan	Case study analysis and group discussions to understand the need for a business plan and steps in the preparation of business plan	Case study, Class test, Presentations
III	Understand, apply and analyse marketing plan, operation plan, organizational plan and financial plan	Interactive lectures, readings, case studies and class discussions to familiarize with the marketing plan, operation plan, organizational plan and financial plan	Group discussions, Presentations
IV	Understand and evaluate financing and its effects on effective asset management	Case study analysis, group discussions to understand the financing and its effects on effective asset management	Case study, Group discussions, Class test
V	Impart basic knowledge for acquiring an established venture ,and methods of valuing a business	Case studies and group discussions to provide basic knowledge about the acquiring an established venture and methods of valuing a business	Case study, Group discussions, Presentation
VI	Analyse life cycle of an entrepreneurial venture and the importance of Intellectual property in modern business	Seminars, debates and workshops to understand the life cycle of an entrepreneurial venture and importance of IPR	Seminars, Debates

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1	Madhurima, L., & Shika, S. (2008). Entrepreneurship. New Delhi: Excel Books
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SEMESTER -2
CORE COURSE: OPERATIONS RESEARCH

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-CC-528	Operations Research	CORE	54	3	3	3

Course Objectives:

1	To discuss the significance of Operations Research and its scientific methods, models, and applications in decision-making processes
2	To examine linear programming techniques to formulate and solve optimization problems, analyzing constraints and sensitivity to optimize solutions for industry and management applications
3	To discuss network analysis methods, such as CPM and PERT, to schedule activities, compute project durations, and assess completion probabilities for effective project management

Course Outcomes (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 with the application of operations research tools and techniques for managerial decision making	K1, K2, K3
CO2	Understand and apply transportation problem, its formulation and methods of solution	K2, K3
CO3	Understand assignment problem, its formulation and methods of solution	K2, K3
CO4	Application of network techniques to optimize time and cost	K2, K3
CO5	Evaluate the replacement of items that deteriorate with time; Replacement of items that fail completely	K3, K5
CO6	Adopt simulation technique and decision making under risk and uncertainty	K2, K6

Programme Outcomes (POs):

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

S- Strong; L- Low; M-Medium

Module	Course Contents	Hours
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 -Role of Operations Research in Decision Making-Linear Programming Problem-Mathematical Formulation.	9
II	Network Analysis: Concepts of Network- Activities and Events- Network Diagram- Critical Path Method (CPM)- Computation of TE and TL Values-EST, EFT, LST, LFT-Critical Path-Project Duration- PERT- Optimistic time-Most likely time-Pessimistic time-Variance of Critical Path-Probability of Project completion.	10
III	Assignment Problem: Formulation- Methods of Solution- Enumeration Method, Hungarian Method- Multiple Optimal Solutions-Unbalanced Problems- Travelling Salesman Problem – Queuing Theory: M/M/1 Queue; Standard Problems.	9

IV	Transportation Problem: Formulation- Methods of Solution -Initial Basic Feasible Solution- North-West Corner Rule, Least Cost Method, Vogel's Method- Test of Optimality- MODI Method for Final Solution.	12
V	Replacement Problems: Replacement of Items that Deteriorate with Time- Replacement of Items that Fail Completely- Simple Inventory Problems- Deterministic Inventory with and without Shortage-Single Period Probabilistic Inventory Models with and without Setup Cost.	10
VI	Simulation: Introduction to Simulation and Modelling – Decision Theory- Concepts of Decision Making- Decision Under Uncertainty- Maximin Criterion, Minimax Criterion, Laplace Criterion, Hurwicz Alpha Criterion- Decision Making Under Risk- EOL-EMV Criterion.	10
TOTAL		60

Facilitating the Achievement of Course Learning Outcomes:

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Familiarize with the application of operations research tools and techniques for managerial decision making	Lectures and discussions on the fundamentals of Operations Research, emphasizing its role in decision-making processes and its various applications.	Assignment, Class test
II	Understand and apply transportation problem, its formulation and methods of solution	Practical exercises and case studies applying linear programming, network analysis, and transportation problem-solving techniques to real-world managerial problems.	Case study
III	Understand assignment problem, its formulation and methods of solution	Group projects requiring students to solve assignment problems, replacement problems, and inventory models using appropriate methods and software tools.	Case study
IV	Application of network techniques to optimize time and cost	Hands-on workshops and simulations demonstrating critical path methods (CPM), Program Evaluation and Review Technique (PERT), and their applications in project management.	Presentation, Class test
V	Evaluate the replacement of items that deteriorate with time; Replacement of items that fail completely	Interactive sessions exploring decision-making under uncertainty and risk, utilizing mathematical modeling and simulation tools to analyze different scenarios.	Seminar, Assignment
VI	Adopt simulation technique and decision making under risk and uncertainty	Conduct presentation showcasing the practical application of operations research techniques in business and industry contexts.	Case study, Quiz

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SEMESTER – 3
TRAVEL AND TOURISM ELECTIVE : TOURISM GEOGRAPHY

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-DE-T531	Tourism Geography	Elective	20	15	10	2

Course Objectives

1	To have a comprehensive understanding of Tourism Geography
2	To acquire proficiency in aviation geography and travel formalities
3	To have expertise in destination management and development
4	To have competence in tourism planning and sustainable development
5	To have insight into responsible tourism and stakeholder management

Course Outcomes (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 physical geography, major tourism activities and analyze world economic geography	K1, K2, K4
CO2	Understand IATA areas, apply travel formalities, analyze impact of latitude and longitude on aviation	K2, K3
CO3	Understand types and characteristics of destinations and analyze destination planning and development	K2, K3, K4
CO4	Understand the tourism potential, impacts, and evaluate sustainable planning policies and procedures	K2, K5
CO5	Understand roles of agencies, apply public-private partnerships, and analyze tourism impact on regions	K2, K3, K4
CO6	Understand and evaluate benefits of travel fairs, key players, and create innovative event promotion strategies	K2, K5, K6

Programme Outcomes (POs):

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

Module	Course Contents	Hours
I	Introduction to World Geography: Physical geography of North, South and Central America- Europe- Africa & Australasia- World Economic Geography; North- South and Central America- Europe- Africa- Asia & Australia- Transport- Major tourism activities and attractions at destinations	10
II	Aviation Geography: IATA areas, sub-areas and sub-regions, IATA three-letter city code, Airline code, latitude and longitude, International date line, time zones, with TIM, passport, VISA, health certificate, currency certificate, insurance, customs, credit card and traveler's cheque, money transfer, travel formalities,	7
III	Tourism Destination: Concept -Types of destination- Characteristics of destination- Destinations and products- development- Meaning and function- Goals for development- Tourism and linkage between destination and development- Destination management systems-	7

	Destination planning guidelines- Planning and development of different tourism activities in different climatic regions- 8Ps in destination marketing Six 'A's Framework for tourism destinations case studies of top visited tourism destinations.	
IV	Tourism Planning and Development: Assessment of tourism potential- Coordination and control of tourism development- Tourism planning and conservation: Policies and procedures- planning for sustainable tourism development- Contingency planning- Economic impact- Social impact- Cultural impact- Environmental impact- Planning approaches and indicators- Design and innovations.	7
V	Role of Agencies in Responsible Tourism- Public sector- Tourism industry- Voluntary sector- Host community- Media- Tourists in coastal areas- Rural areas- Urban areas- Mountainous regions- Islands- and developing countries. Public Private Partnership (PPP) in tourism- National planning policies- Demonstration effect- Carrying capacity- Community participation- and Stakeholder management.	7
VI	Travel Fairs and Players in Event Business: Benefits of travel fairs - ITB- WTM- BTF- TTW- FITUR- KTM- IITM- CII-Events- PATA Travel mart; Travel Players- ICPB- ICCA.-Case studies	7
TOTAL		45

Facilitating the Achievement of Course Learning Outcomes:

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Understand physical geography, major tourism activities and analyze world economic geography.	Lectures, presentations, discussions, interactive maps to explore global geography and socio-political-economic factors.	Quiz, Class test
II	Understand IATA areas, apply travel formalities, analyze impact of latitude and longitude on aviation.	Workshops, case studies, guest speakers, field trips to examine destination concepts and the role of tourism in different contexts.	Presentation Case analysis
III	Understand types and characteristics of destinations and analyze destination planning and development.	Role plays, data analysis, debate to understand destination management practices and the impacts of tourism.	Case analysis
IV	Understand the tourism potential, impacts, and evaluate sustainable planning policies and procedures.	Presentation and lectures on responsible tourism, field trips focusing on sustainable tourism destinations	Presentation, Field visit report
V	Understand roles of agencies, apply public-private partnerships, and analyze tourism impact on regions.	Discussions on role of difference agencies in tourism, field visit to PPP tourism projects.	Field study, Class test
VI	Understand and evaluate benefits of travel fairs, key players, and create innovative event promotion strategies.	Workshops, role plays, case studies, discussions to explore the dynamics and importance of tourism events	Case analysis

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7	Singh, A. (2019). Tourism development in India: Issues and perspectives. UK : Routledge
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SEMESTER - 3
TRAVEL AND TOURISM ELECTIVE- TOURISM PRODUCTS OF INDIA

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-DE-T532	Tourism Products of India	Elective	35	5	5	2

Course Objectives:

1	To discuss the nature of different tourism products
2	To familiarize with natural & cultural tourism products of India
3	To identifying emerging tourism products
4	To explain the major tourism circuits of India
5	To discuss the promotional measures initiated by Ministry of Tourism, Govt. of India and familiarize with various tourism products

Course Outcomes (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 basic concepts of tourism and tourism products	K1, K2
CO2	Understand and analyse natural tourism products of India	K2, K4
CO3	Understand and analyse cultural tourism products of India	K2, K4
CO4	Understand and analyse emerging tourism products	K2, K4
CO5	Explore major tourism circuits of India	K3, K4, K5, K6
CO6	Understand and analyse promotional measures initiated by Ministry of Tourism, GoI	K4, K5, K6

Programme Outcomes (POs):

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

Module	Course Contents	Hours
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
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	8
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 – 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	8

IV	Emerging Tourism Products: Eco Tourism – Sustainable Tourism – Sustainable Development and Carrying Capacity – Responsible Tourism – Caravan Tourism - Rural Tourism – Culinary Tourism and Wine Tourism – Disaster Tourism and Dark Tourism – Adventure Tourism – Land based – Water based – Aero based – Golf tourism – MICE – Medical Tourism – Rail tourism with special reference to Luxury Trains and Mountain Rail in India – Palace on Wheels – Maharajas’ Express – The Deccan Odyssey – The Golden Chariot – Royal Rajasthan on Wheels	8
V	Major Tourism Circuits of India: Golden Triangle –The Desert circuit – The Himachal Circuit – Nilgiri Circuit – Backwater circuit – Nilgiri Circuit – Wildlife circuit – Buddhist circuit – Eco Circuit - Heritage Circuit – Tribal Circuit - Chota Char Dham Circuit	6
VI	Promotional Measures of Ministry of Tourism, Govt. of India: State Governments and Private Tourism Agencies – Swadesh Darshan Scheme – PRASHAD Scheme – Dekho Apna Desh Scheme – E-marketing and Promotion of Tourism	7
TOTAL		45

Facilitating the Achievement of Course Learning Outcomes:

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Understand the basic concepts of tourism and tourism products	Interactive lectures, readings, case studies and class discussions to understand the concepts of tourism products	Group discussion/ Case study
II	Understand and analyse natural tourism products of India.	Case study analysis and group discussions to familiarize the important natural tourism products of India	Presentation, Case study
III	Understand and analyse cultural tourism products of India	Interactive lectures, readings, case studies and class discussions to understand the cultural tourism products of India	Group discussion, Quiz
IV	Understand and analyse emerging tourism products.	Case Study analysis, group discussions to identify the emerging tourism products	Case study, Class test
V	Explore major tourism circuits of India	Case studies, field visit to understand the major tourism circuits of India	Case study, Field visit report
VI	Understand and analyse promotional measures initiated by Ministry of Tourism, GoI	Seminars, debates and workshops to understand the promotional measures initiated by Ministry of Tourism, GoI.	Presentation, Case study

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SEMESTER - 3

TRAVEL AND TOURISM ELECTIVE: TRAVEL AND TOUR OPERATORS MANAGEMENT

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-DE-T533	Travel and Tour Operators Management	Elective	20	15	10	2

Course Objectives:

1	To discuss about travel and tourism industry
2	To explore travel agency functions
3	To explain tour operator operations
4	To familiar with itinerary planning
5	To discuss packaging and costing

Course Outcomes (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 meaning, scope, and setting up of travel agencies and analyze linkages with travel providers and future trends.	K2, K4
CO2	Learn and apply travel information, ticketing, reservation, and documentation procedures. Analyze handling of business/MICE tourism.	K2, K3
CO3	Understand fiscal and non-fiscal incentives, income sources, and online portal scope. Analyze ICT integration.	K2, K4
CO4	Understand the meaning, role, and operations of tour operators and analyze tour planning, pricing, and execution.	K2, K4
CO5	Understand the importance and types of itineraries and analyze steps for planning, tour formulation, and special interest tours.	K2, K4
CO6	Understand and evaluate tour packaging, costing, and pricing strategies. Analyze major travel and tour companies through case studies and prepare travel itineraries	K2, K4, K5, K6

Programme Outcomes (POs):

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

Module	Course Contents	Hours
I	Travel Agency: Meaning, nature and scope 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 travel agencies	10
II	Functions of a Travel Agency: Travel information, Airline ticketing and reservation, Accommodation reservation, Travel insurance, Documentation – Passport – Types – Method of applying for passport – VISA – types and VISA regulations for Schengen countries, U.K, U.S, Singapore, Malaysia, Middle East Countries – Health certificate – Travel insurance– Customs and immigration – Handling business/ MICE Tourism	7
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 competencies – Scope of online travel portals.- ICT in travel and tour operations	7
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	7

	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	
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	7
VI	Tour Packaging and 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 – Case study discussions on major travel and tour companies, Thomas cook, Cox & kings, IRCTC, trivago, MakeMyTrip, Yatra etc.	7
TOTAL		45

Facilitating the Achievement of Course Learning Outcomes:

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Understand meaning, scope, and setting up of travel agencies. Analyze linkages with travel providers and future trends.	Engage in lectures, participate in discussions, analyze case studies.	Quiz, Class test
II	Remember and apply travel information, ticketing, reservation, and documentation procedures. Analyze handling of business/MICE tourism.	Participate in workshops, engage in group discussions, conduct role plays.	Presentation, Class test
III	Understand fiscal and non-fiscal incentives, income sources, and online portal scope. Analyze ICT integration.	Attend guest lectures, visit travel agencies, analyze online platforms.	Field visit, Class test
IV	Understand meaning, role, and operations of tour operators. Analyze tour planning, pricing, and execution.	Participate in case studies, engage in group projects, conduct simulations.	Case study analysis, Group presentation
V	Understand importance and types of itineraries. Analyze steps for planning, tour formulation, and special interest tours.	Experience site visits, listen to guest speakers, participate in itinerary planning exercises.	Presentation
VI	Understand tour packaging, costing, and pricing strategies. Analyze major travel and tour companies through case studies.	Engage in discussions, conduct market research, analyze pricing strategies.	Quiz, Class test

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SEMESTER - 3
TRAVEL AND TOURISM ELECTIVE- HOSPITALITY MANAGEMENT

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-DE-T534	Hospitality Management	Elective	35	5	5	2

Course Objectives:

1	To discuss the essentials of hospitality industry
2	To familiarize with different departments of hotel and its various functions
3	To discuss housekeeping activities
4	To explain food and beverage operations
5	To identify trends and future prospects of hotel industry

Course Outcomes (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 and evaluate the growth and development of hospitality industry	K1, K2
CO2	Acquire knowledge of different departments of hotel and its functions	K2, K3
CO3	Understand the important housekeeping activities	K2, K4
CO4	Understand the food and beverage operations	K2, K4
CO5	Conduct marketing of accommodation	K4, K5
CO6	Analyse and evaluate future prospects of hotel industry	K4, K5, K6

Programme Outcomes (POs):

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	S	M	S	S	S	S	M	M	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

Module	Course Contents	Hours
I	Introduction to Hospitality Industry: Evolution and growth of Hotel Industry – Types of accommodation and classification – Hotel development and forms of Ownership – Relevant rules for accommodation sector – Leading Multi-National Chains operating in India – Objectives of ITDC – FHRAI	8
II	Major Departments of Hotel and their Functions: Structure of a Large Independent Hotel – Structure of a Small Hotel – Revenue generating and Non-Revenue generating Departments – Front Office – Organization structure and functions – Duties and Responsibilities of Front Office Manager & Front Office Assistant Manager – Role of the Front Office – The Front Office Reservations – Role of Reception – Telecommunication Section – Guest Relations Desk – Duties and Responsibilities of a Front Office Cashier – Handling Guest complaints – Usage of CRS.	8
III	Housekeeping: Organization structure – Important housekeeping activities – Coordination with other departments – Housekeeping control desk – Linen and Uniforms – Job description of Executive Housekeeper.	8
IV	Food and Beverage Operations: Organization structure – Food and beverage outlets – Types of meal plan – Types of restaurants – Menu – Room service – Food production: Kitchen – Organization Structure of a large Kitchen - Kitchen Stewarding – Other Major Departments: Engineering, Security, Finance and Accounting, Sales and Marketing, Human Resources.	8

V	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 – Guidelines for classification of Hotels by the Ministry of Tourism, Government of India	6
VI	Managerial Issues: Trends – Problems – Future prospects of Hotel Industry – Success factors – Role of AI in Hospitality Industry – Study of the working of selected Hotels in India.	7
TOTAL		45

Facilitating the Achievement of Course Learning Outcomes:

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Understand and evaluate the growth and development of hospitality industry	Interactive lectures, readings, case studies and class discussions to understand the evolution of hospitality industry.	Group discussions/ Case study, Class test
II	Acquire knowledge of different departments of hotel and its functions	Case study analysis, hotel visit and group discussions to familiarize the different departments of hotel and its various functions.	Presentation, Hotel visit report
III	Understand the important housekeeping activities	Interactive lectures, readings, case studies and class discussions to understand the important housekeeping activities	Group discussions/ Presentations
IV	Understand the food and beverage operations	Case study analysis, group discussions to understand the food and beverage operations and organization structure of a large kitchen	Case study/ Seminar, Class test
V	Conduct marketing of accommodation	Interactive lectures, case studies and group discussions to understand the marketing of accommodation establishments.	Case study/ Group discussions
VI	Analyse and evaluate future prospects of hotel industry	Seminars, debates, hotel visit & workshops to understand the trends & future prospects of hotel industry & role of AI in hospitality industry	Presentation, Hotel visit report

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SEMESTER-4															
TRAVEL AND TOURISM ELECTIVE : AIRPORT AND CARGO MANAGEMENT															
Course Code		Course Name				Category		Lecture hr		Tutorial hr		Practical hr		Credit	
MGT-DE-T541		Airport and Cargo Management				ELECTIVE		30		9		6		2	
Course Objectives:															
1		To discuss the development and growth of Aviation Industry in the world													
2		To describe various principles of airline													
3		To demonstrate the airport management procedure													
4		To familiarize with the airline and airport ground handling procedures													
5		To examine the air cargo operations													
Course Outcomes (COs): On successful completion of the course, the students will be able to															
CO Number		Course Outcome (CO) Statement										Blooms Taxonomy Knowledge Level			
CO1		Apply airport and airline terminologies like airport-airline codes, IATA TC areas, etc										K2, K3			
CO2		Acquire skills in managing airline and airport operations										K2, K6			
CO3		Understand the structure and dynamics of the airline industry										K1, K2			
CO4		Understand and apply cargo management										K2, K3			
CO5		Understand and adopt Customs rules and applications, air safety and security and dangerous goods regulations										K2, K5, K6			
CO6		Evaluate current challenges and future trends										K5			
Programme Outcomes (POs):															
COs/POs		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4	
CO1		M	M	M	L	S	L	M	L	L	M	M	M	M	
CO2		M	M	M	M	L	M	M	M	M	L	S	M	L	
CO3		S	M	L	M	M	M	M	M	M	M	M	M	L	
CO4		L	M	M	M	M	L	M	S	M	L	M	M	M	
CO5		M	M	M	M	M	M	L	M	M	M	S	M	M	
CO6		M	M	L	M	M	M	M	L	M	M	L	L	M	
S- Strong; L- Low; M-Medium															
Module		Course Contents												Hours	
I		Aviation Industry: History- Evolution-Bilateral agreements, and Multilateral Agreements-Freedoms of Air, International- Conventions – Functions and Roles of ICAO, IATA, DGCA, AAI												10	
II		Management of Airlines: Types of Aircrafts-Inflight services – Passengers requiring special handling –Aviation Safety – Human Resource in Aviation												8	
III		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-Challenges in airport management												12	
IV		Cargo Management: Types of air cargo-domestic and international cargo -Export Cargo and Import Cargo -Types of contracts between Consignor (Shipper) & Consignee-Currency Regulations												10	
V		AWB Concept: Documentation required in handling cargo -Customs rules and applications-Different types of ULDs-Dangerous goods regulations												10	
VI		Future of Airports: International airline/airport management- International airport management practices-Current challenges and trends – The way forward-Implementation of biometric and digital technology in airline and airport operations												10	
												TOTAL		60	

Facilitating the Achievement of Course Learning Outcomes:			
Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Apply airport and airline terminologies like airport-airline codes, IATA TC areas etc	Discuss airport and airline terminologies like airport-airline codes, IATA TC areas etc. using industry examples	Class test Presentation
II	Acquire skills in managing airline, airport operations.	Discuss live cases to acquire skills in managing airline, airport operations.	Presentation, Quiz
III	Understand the structure and dynamics of airline industry	Discuss the structure and dynamics of Airline Industry and examine the practical applications of Airline management services	Class test Seminar
IV	Understand and apply cargo management	Discuss cargo management using live cases	Seminars
V	Understand and adopt customs rules and applications, air safety and security and dangerous goods regulations	Discuss customs rules and applications, air safety and security and dangerous goods regulations through presentation and discussion	Case studies
VI	Evaluate current challenges and future trends	Evaluate current challenges and future trends using case studies	Seminars Case study
References			
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3	https://www.google.co.in/books/edition/Cargo_Management_An_International_Persp		
4	https://www.google.co.in/books/edition/Air_Cargo_Management		
5	https://www.google.co.in/books/edition/Airport_Management		

SEMESTER - 4
TRAVEL AND TOURISM ELECTIVE : EVENT MANAGEMENT

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-DE-T542	Event Management	Elective	20	15	10	2

Course Objectives

1	To discuss the fundamentals of events
2	To familiarise with event planning and organizing skills
3	To discuss Meetings, Incentives, Conferences, and Exhibitions (MICE)
4	To discuss event marketing strategies
5	To discuss travel fairs and players in the event business

Course Outcomes (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 history, scope, types, and key steps in event management and analyze unique features and similarities.	K2, K4
CO2	Understand planning function, problem-solving, leadership, and site management in event organizing and analyze needs and types of planning.	K2, K3, K4
CO3	Understand planning MICE, characteristics of conferences, and the economic significance of conventions and analyze conference market components.	K2, K4
CO4	Understand customer care, event promotion, and marketing tools and analyze event coordination and presentation techniques.	K2, K3, K4
CO5	Understand performance measurement and critical evaluation in event management and analyze interaction measurement and case studies.	K2, K5
CO6	Remember benefits of travel fairs and key players and analyze case studies of national and international event and conduct events	K1, K4, K6

Programme Outcomes (POs):

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

Module	Course Contents	Hours
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.	10
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	7
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.	7
IV	Event Marketing: Customer- Care- Client management – Marketing equipment and tools – key issue for event marketing – Event promotion and advertising – Event co-ordination – Visual and electronic communication – Event presentation	7

V	Evaluation of Event: Measuring performance – Critical evaluation – Measuring interaction – Case studies of events of national and international importance	7
VI	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.-Case studies	7
TOTAL		45

Facilitating the Achievement of Course Learning Outcomes:

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Understand history, scope, types, and key steps in event management. Analyze unique features and similarities.	Engage in lectures, discussions, and case studies to grasp fundamental concepts of event management.	Quiz, Presentation
II	Understand planning function, problem-solving, leadership, and site management in event organizing. Analyze needs and types of planning.	Participate in workshops, role plays, and discussions to enhance event planning abilities.	Roleplay
III	Understand planning MICE, characteristics of conferences, and the economic significance of conventions. Analyze conference market components.	Attend guest lectures, analyze case studies to understand Meetings, Incentives, Conferences, and Exhibitions (MICE) events.	Field visit, Case analysis
IV	Understand customer care, event promotion, and marketing tools. Analyze event coordination and presentation techniques.	Engage in workshops, role plays, and discussions to explore effective event marketing techniques.	Presentation
V	Understand performance measurement and critical evaluation in event management. Analyze interaction measurement and case studies.	Analyze case studies and attend lectures to evaluate event performance and identify areas for improvement.	Class test, Assignment
VI	Remember benefits of travel fairs and key players. Analyze case studies of national and international events and conduct events	Participate in field trips, attend guest lectures, and analyze case studies to understand the dynamics of travel fairs and key players in the event industry.	Field visit, Class test

References

1	Bhattacharya, K. G. (2018). Event management: Text and cases. PHI Learning Private Limited.
2	Blazincic, V., & Crask, M. (2018). Event design and experience: Planning, people, and places. Routledge.
3	Bowen, M., & Choi, S. Y. (2019). Sponsorship in sport, events and tourism. Routledge.
4	Getz, D. (2017). Event studies: Theory, research and applications. Routledge.
5	Goldblatt, J. (2020). Special events: The art and science of creating memorable experiences. John Wiley & Sons.
6	Iliffe, J. (2020). The festival and event management handbook. Routledge.
7	Jackson, C. (2019). The non-obvious guide to event planning Greenleaf Book Group Publishing.
8	James, P., & Getz, D. (2016). Festival and event management. Routledge.
9	Mittal, V. (2012). Event management: Concepts and practices. Oxford University Press.
10	Seth, N. K. (2015). Event management in India: Dynamics and strategies. SAGE Publications India.

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2	https://www.uou.ac.in/sites/default/files/slm/HM-402.pdf
3	https://egyankosh.ac.in/bitstream/123456789/69670/1/Block-1.pdf
4	https://hmhub.in/hospitality-management/event-management/
5	https://www.uou.ac.in/sites/default/files/slm/HM-402.pdf

SEMESTER - 4
TRAVEL AND TOURISM ELECTIVE : INTERNATIONAL TOURISM AND
GLOBAL UPDATES

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-DE-T543	International Tourism and Global Updates	ELECTIVE	25	10	10	2

Course Objectives

- | | |
|---|--|
| 1 | To discuss the concept of international tourism concepts |
| 2 | To create an awareness of India's position in global tourism |
| 3 | To create knowledge of factors influencing tourist movements |
| 4 | To recognition of unique tourist attractions |
| 5 | To examine tourism organizations and economic impacts |

Course Outcomes (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 concepts, trends, and India's position in global tourism and analyze emerging tourism products.	K1, K2, K4
CO2	Understand factors affecting tourist movements and analyze characteristics of Indian outbound tourism market.	K1, K2, K4
CO3	Remember and identify major man-made and natural attractions globally and analyze their significance in tourism.	K1, K4
CO4	Remember benefits of travel fairs and key players and analyze their impact on the accommodation sector.	K1, K4
CO5	Understand objectives and roles of key tourism organizations and analyze their influence on international travel.	K1, K2, K4
CO6	Understand globalization and its effects on tourism and analyze social, cultural, and economic impacts.	K1, K2, K4

Programme Outcomes (POs):

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

Module	Course Contents	Hours
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 - Diversification of emerging tourism products	10
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.	7
III	International Tourist Man made and Natural 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 – Pyramids of Giza, Egypt – Burj Khalifa – Taj Mahal – Marina Coastal expressway(MCE), Singapore – Great Barrier Reef etc, Mountains ,Landscapes, Oceans etc	7

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 -Accommodation Sector	7
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.	7
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 -Case Studies	7
TOTAL		45

Facilitating the Achievement of Course Learning Outcomes:

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Understand concepts, trends, and India's position in global tourism. Analyze emerging tourism products.	Engage in lectures, participate in discussions, and analyze case studies on global tourism	Discussions, Class test
II	Understand factors affecting tourist movements. Analyze characteristics of Indian outbound tourism market.	Participate in workshops and group discussions and conduct data analysis exercises on the inbound and outbound tourism market	Presentation.
III	Remember and identify major man-made and natural attractions globally. Analyze their significance in tourism.	Site visit to destinations, listen to guest speakers, watch multimedia presentations	Presentation, Field visit
IV	Remember the benefits of travel fairs and key players. Analyze their impact on the accommodation sector.	Participate in travel fairs, attend guest lectures, and visit tourism organisations	Discussions, Class test, Field visit
V	Understand the objectives and roles of key tourism organizations. Analyze their influence on international travel.	Visit industries and tourism establishments, analyse case studies, and attend networking events.	Field visit
VI	Understand globalization and its effects on tourism. Analyze social, cultural, and economic impacts.	Engage in case study analysis, participate in group discussions, and conduct debates on globalisation.	Case analysis Presentations,

References

1	Ateljevic, I., & Morgan, N. (2020). Tourism in a Digital Age: Transformation and Innovation. Routledge.UK
2	Buhalis, D., & Li, X. (Eds.). (2018). Smart tourism destinations: Ecosystem and applications. Butterworth-Heinemann.
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4	Gössling, S. (2023). The Routledge Handbook of Tourism and the Environment. Routledge.UK
5	Gössling, S. (Ed.). (2015). The Routledge handbook of tourism and the environment. Routledge.UK
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7	Jenkins, J. M., & Lickorish, L. J. (2017). International tourism and hospitality management (9th ed.). Routledge.UK
8	Page, S. J. (2018). Diversity and inclusion in tourism, hospitality, and events. Goodfellow Publishers.
9	Timothy, D. J. (2022). Handbook of Tourism and Development. Edward Elgar Publishing.
10	Williams, S. W., & Lück, M.(2018). Globalization and Tourism: Mainstreams and Margins. Routledge.UK

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2	https://www.geographynotes.com/india/international-tourism/international-tourism-in-india-introduction-history-trends-opportunities-and-future/8372
3	https://data.worldbank.org/indicator/ST.INT.ARVL
4	https://www.indexmundi.com/facts/india/international-tourism
5	https://www.unwto.org/international-tourism-and-covid-19

SEMESTER - 4
TRAVEL AND TOURISM ELECTIVE : ECOTOURISM

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-DE-T544	Ecotourism	ELECTIVE	30	12	3	2

Course Objectives:

- | | |
|---|---|
| 1 | To discuss with the fundamental principles and objectives of ecology |
| 2 | To examine the various types of ecosystems and their sustainable management techniques |
| 3 | To analyze the function of ecological indicators and their role in assessing the health and stability of ecosystems |
| 4 | To examine the relationship between tourism and ecology, including the impact of pollution on natural environments |
| 5 | To familiarize the knowledge and skills necessary for planning and implementing eco-friendly tourism initiatives, promoting sustainable development and community involvement |

Course Outcomes (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 concept, functions and management of ecology	K1, K2
CO2	Familiarize tourism geography and the concept of sustainable development	K2, K4
CO3	Conceptualize ecotourism, its trends, and functions	K2, K3
CO4	Familiarize ecotourism policies, planning and implementation	K4, K5, K6
CO5	Understand the various ecotourism development agencies	K2, K4
CO6	Analyze and evaluate various eco-tourism scenario of various destinations.	K4, K5

Programme Outcomes (POs):

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

Module	Course Contents	Hours
I	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	8
II	Tourism Geography - Pollution and its effect - Types of Pollution - Measures to Control Pollution - Energy Environment Nexus - Ecological Footprint - Carrying Capacity - Sustainable Development , Definition & Principles - Environmental Impact Assessment (EIA)	7
III	Ecotourism- Evolution, Principles, Trends and Functions of Ecotourism - Mass Tourism Vs Ecotourism - Tourism & Ecology Relationship - Ecotourism in Protected Areas - Ecotourism Activities - Trekking, Canoeing, Rock Climbing, Angling, Folk Dance and Music, Ethnic Cuisine	7
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 Eco-tourism - Ecotourism & Poverty Alleviations - Rio Summit 1992 - Kyoto Protocol 1997 - Paris Conference on Climate Change 2015	9
V	Eco-Tourism Development Agencies : The International Ecotourism Society (TIES) – UNWTO – UNDP – UNEP – WWF - Ministry of Tourism (GOI) - The Ministry of Environment, Forests (MoEF)	7

VI	Protected Areas and Ecotourism Centres : Nandadevi Biosphere Reserve - Sunderban National Park - Periyar Tiger Reserve - Neyyar Wildlife Sanctuary - Themala Ecotourism - Jungle Lodges in Karnataka - Ecotourism in Uttarakhand & Himachal Pradesh	7
TOTAL		45

Facilitating the Achievement of Course Learning Outcomes:

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Understand ecology principles and their significance, including objectives and basic laws.	Engage students in discussions on ecology principles, laws, and objectives, encouraging active participation and understanding.	Presentation, Case study
II	Explore the diversity of ecosystems and their sustainable management.	Visit diverse ecosystems and study sustainable management practices through real-world examples, fostering hands-on learning experiences.	Class test
III	Analyze the function of ecological indicators and their role in ecosystem health.	Conduct experiments to analyze ecological indicators and their implications for ecosystem health, followed by data analysis sessions.	Assignment, Case study
IV	Evaluate the concept of biodiversity and its conservation strategies.	Assign research projects on biodiversity conservation, culminating in presentations to share findings and insights with peers.	Group discussion
V	Assess the relationship between tourism and ecology, including the impact of pollution.	Analyse the impact of pollution on ecosystems, followed by discussions on mitigation measures.	Group discussion, Presentation, Class test
VI	Develop skills in eco-friendly tourism planning and implementation.	Engage students in planning eco-friendly tourism initiatives through role-playing exercises and collaborative group projects, emphasizing community participation and stakeholder engagement.	Case study, Field visits

References

1	Chaudhury, S. K. (Ed.). (2006). Culture, ecology, and sustainable development. New Delhi: Mittal Publications.
2	Raina, A. K. (2005). Ecology, wildlife and tourism development: principles, practices and strategies. New Delhi: Sarup & Sons.
3	Hill, J. L., & Gale, T. (Eds.). (2009). Ecotourism and environmental sustainability: Principles and practice. England: Ashgate Publishing, Ltd.
4	Page, S. J., & Dowling, R. K. (2001). Ecotourism. New Delhi: Pearson Education Limited.
5	Stronza, A., & Durham, W. H. (Eds.). (2008). Ecotourism and conservation in the Americas (Vol. 7). United States: CABI International.
6	Prabhas C Sinha, (2006) 'Guidelines for Human Environmental Sustainable development, Global environment law, Policy and action plan. New Delhi: SBS publications.
7	Patterson, C. (2007). The Business of Ecotourism: The Complete Guide for Nature and Culture-based Tourism Operators. United States: Trafford Publishing.
8	Garrod, B., & Wilson, J. C. (Eds.). (2003). Marine ecotourism: issues and experiences. United Kingdom: Channel View Publications.
9	Fennell, D. A. (2014). Ecotourism. United Kingdom: Routledge.
10	Higham, J. E. (Ed.). (2007). Critical issues in ecotourism: Understanding a complex tourism phenomenon. United Kingdom: Routledge.

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3	https://www.thenmalaecotourism.com/index.html
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SEMESTER - 1
GENERIC COURSE: TEAM BUILDING

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-GC-511	Team Building	GENERIC COURSE	35	5	5	2

Course Objectives:

1	To discuss the characteristics of team
2	To examine the factors that influence team performance and team effectiveness
3	To impart skills for team building
4	To familiarize with team building activities and different leadership styles
5	To familiarize with technology in team building

Course Outcomes (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 concept and characteristics of a team	K1, K2
CO2	Understand and analyse team development and its stages	K2, K4
CO3	Understand and analyse team building process	K2, K3, K4
CO4	Understand and apply team building activities and leadership	K2, K3, K5
CO5	Impart quality set for a leader	K5, K6
CO6	Understand and apply technology in team building	K2, K6

Programme Outcomes (POs):

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

S- Strong; L- Low; M-Medium

Module	Course Contents	Hours
I	Team: Definition and concept – Difference between Group and Team – Characteristics of Team – Types of Teams.	8
II	Team Development: Tuckman's Team Development Stages – Characteristics of Effective Teams – Importance of Teams in Organization – Team Dynamics.	8
III	Team Building: Meaning and concept – Team Building Process – Advantages of Team Building – Challenges in Team Building	8
IV	Team Building Activities: Indoor and Outdoor Team Building activities – Leadership Behaviour and styles: Lewin's (Iowa) Leadership Styles – Transformational Leadership – Transactional Leadership Style - Charismatic Leadership.	8
V	Team Leadership: Role of a Team Leader – Qualities of an effective team Leader – Belbin Team Roles – Ginnett Team Effectiveness Leadership Model (TELM) - High Performance Teams (HPTs) and leadership.	6
VI	Application of Technology in Team Building: Advantages of adopting Technology for Team Building – Technology challenges in virtual teams.	7
TOTAL		45

Facilitating the Achievement of Course Learning Outcomes:			
Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Understand the concept and characteristics of a team	Interactive lectures, readings, case studies and class discussions to understand the concepts of team	Presentation, Class test
II	Understand and analyse team development and its stages	Case study analysis and group discussions to understand the characteristics of effective team	Case study, Presentation
III	Understand and analyse team building process	Interactive lectures, readings, case studies and class discussions to understand the process and importance of team building	Group discussions, Presentation
IV	Understand and apply team building activities and leadership	Case study analysis, role play, group discussions to familiarise with team building activities and understand the impact of different leadership styles.	Case study, Assignment
V	Impart quality set for a leader	Case studies, group discussions to understand the qualities of an effective team leader	Case study, Class test
VI	Understand and apply technology in team building	Seminars and debates to familiarize with technology in team building	Seminar, Assignment
References			
1	Mittal, R. (2014). Leadership: Personal effectiveness and team building. New Delhi: Pearson		
2	Maddux, R. B. (1994). Team Building: An Exercise in Leadership. United Kingdom: Kogan Page.		
3	Iszatt-White, M., Saunders, C. (2017). Leadership. United Kingdom: Oxford University Press.		
4	Parker, G. M., Kropp, R. P. (1992). Team Building: A Sourcebook of Activities for Trainers. United Kingdom: Kogan Page.		
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6	Midura, D. W., Glover, D. R. (2005). Essentials of Team Building: Principles and Practices. United Kingdom: Human Kinetics.		
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8	Antonakis, J., & Day, D. V. (2012). The Nature of leadership. New York: SAGE publications.		
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2	https://theinvestorsbook.com/team-building.html		
3	https://www.youtube.com/watch?v=Ihv0KFFSdCE&list=PLLy_2iUCG87A90Fhyadnrxr1Yy6fcd0SKs&index=2		
4	https://www.youtube.com/watch?v=dBo0WcxaYbM&list=PLLy_2iUCG87A90Fhyadnrxr1Yy6fcd0SKs&index=12		
5	https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=pFWoOGIrQIgD7gCpsE/J3A==		

SEMESTER - 1
GENERIC COURSE: MANAGING RURAL MARKETS

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-GC-512	Rural Marketing	GENERIC COURSE	36	3	6	2

Course Objectives:

1	To discuss the evolution of rural market in global context
2	To examine the classification in rural marketing
3	To discuss product management in rural marketing
4	To familiarize with technology, research and promotion in rural marketing
5	To discuss trends in rural marketing

Course Outcomes (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 concepts of rural marketing	K1, K2
CO2	Discuss market decision in rural marketing	K2
CO3	Conceptualize new product development and branding in rural marketing	K2, K3
CO4	Understand the role of promotion in rural marketing	K3, K4
CO5	Understand the advanced practices in rural marketing	K4, K5
CO6	Familiarize the trends in rural marketing	K1, K2

Programme Outcomes (POs):

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

Module	Course Contents	Hours
I	Evolution of Rural Marketing in Indian and Global Context - Definition- Nature –Scope- Characteristics and potential of Rural Marketing - Importance of Rural Marketing- Socio - Cultural-economic & other environmental factors affecting in Rural Marketing - A comparative Analysis of Rural Vs Urban Marketing-Potential, Size & Structure of Rural Marketing – Emerging challenges & Opportunities in Rural Marketing	7
II	Market Decisions:-Rural Market Mix- Product / Service Classification in Rural Marketing - Segmentation, Targeting and positioning- Rural Consumer Behaviour- Buying Process	7
III	Product Management in Rural Marketing:-Product Decisions- New Product Development in Rural Marketing - Brand Management in Rural Marketing- Managing Physical distribution in Rural Marketing- - Sales force Management in Rural Marketing.	8
IV	Research, Technology and Promotion: -Rural Marketing Research-Retail & IT models in Rural Marketing- Advancement of Technology in Rural Marketing- Structure of Competition in Rural India. CSR and Marketing Ethics in Rural Marketing- Source of Financing and credit agencies- Promotion of Rural Marketing- Advertisement & Media Role in Rural Marketing Promotion Methods.	8

V	Trends in Rural Marketing:-e-Rural Marketing-CRM &e-CRM in Rural Marketing- Advanced Practices in Rural Marketing-Social Marketing-Network Marketing- Green Marketing in Indian and Global Context-Co-operative Marketing- Micro Credit Marketing- Public Private Partnership Model in Rural Marketing	7
VI	Case studies: ITC, AMUL, Lijjad Pappad, Kudumbasree	8
TOTAL		45

Facilitating the Achievement of Course Learning Outcomes:

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Understand the concept of rural marketing and the factors influencing rural marketing	Introducing the theoretical foundations of rural marketing through lecture and case studies	Assignment
II	Learn classification in rural marketing	Explaining different approaches in rural marketing with examples	Group discussion
III	Understand product management in rural marketing	Discuss branding and its classification with cases	Written assignment
IV	Understand IT and ethics in rural marketing	Presentation on impact of technology in rural marketing	Assignment, Class test
V	Understand trends in rural marketing	Discussion on rural marketing in global context with examples	Case analysis, Quiz
VI	Familiarize different organization under rural marketing	Discuss strategies followed by organizations in rural marketing	Case study, Class test

References

1	Krishnamacharyulu, C. S. G. (2011). Rural marketing: Text and Cases, 2/E.New Delhi: Pearson Education India.
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SEMESTER – 2
GENERIC COURSE : CAREER MANAGEMENT

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-GC-521	Career Management	GENERIC COURSE	38	4	3	2

Course Objectives:

1	To discuss the requirements for management of organizational career development
2	To examine the concepts of the managerial competency approach, and its relevance to career management
3	To discuss the importance of counselling for employee development

Course Outcomes (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 elements of career development	K2
CO2	Discuss Career Paths, Transitions and Plateaus	K2, K3
CO3	Conceptualize Counselling for Employee Development	K2, K3
CO4	Categorize application of Assessment Centers in Competency building	K3, K4
CO5	Discuss the relevance of ethics in Career Development	K5
CO6	Appraise intervention strategies	K6

Programme Outcomes (POs):

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

Module	Course Contents	Hours
I	Introduction to career management: - Concepts, career management and motivation- Career Development – Concepts, definitions etc., Theories of Career Development	8
II	Career Paths, Transitions and Plateaus, types of career plateaus and tips for smooth career transitions, Managerial Succession Planning – Dual – Laddering for Career Development.	8
III	Counselling for Employee Development, concept of competence, role of competencies, Competency Approach to Development.	8
IV	Application of Assessment Centers in Competency building – Issues in Career management	7
V	Relevance of Ethics in Career Development and Competency Mapping Practices	7
VI	Intervention strategies – PCMM – case studies	7
TOTAL		45

Facilitating the Achievement of Course Learning Outcomes:

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Introduction to career management	Introducing the theoretical foundations of career development and its theories through lecture and case studies	Assignment, Presentation

II	Career Paths, Transitions and Plateaus	Explaining career path and laddering for career development with examples	Group discussion
III	Counselling for employee development	Discuss counselling for employees and importance of competency in career development	Assignment, Class test
IV	Application of assessment centers and issues in career development	Discussion on assessment centers in career building with cases	Assignment, Presentation
V	Ethics in career development	Discussion on relevance of ethics and competency mapping in career development with examples	Case study, Presentation
VI	Intervention strategies in career management	Explaining intervention strategies in career management through case studies	Case study, Class test

References

1	Arulmani, G., Bakshi, A. J., Leong, F. T., & Watts, A. G. (2014). Handbook of career development. International Perspectives. New York: Springer.
2	Gray, D. A., Gault, F. M., Meyers, H. H., & Walther, J. E. (2014). Career planning. In Career stress in changing times (pp. 44-59). UK: Routledge.
3	Rothwell, W. J., Jackson, R. D., Ressler, C. L., Jones, M. C., & Brower, M. (2015). Career planning and succession management: Developing your organization's talent—for today and tomorrow. USA: Bloomsbury Publishing.
4	Lorenzen, E. A. (2020). Career Planning and Job searching in the information age. United States: CRC Press.
5	Brown, S. D., & Lent, R. W. (Eds.). (2004). Career development and counselling: Putting theory and research to work. UK: John Wiley & Sons.
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7	Blustein, D. (2013). The psychology of working: A new perspective for career development, counselling, and public policy. UK: Routledge.
8	Barnes, A., Bassot, B., & Chant, A. (2010). An introduction to career learning & development 11-19: Perspectives, practice and possibilities. UK: Routledge.
9	Greenhaus, J. H., Callanan, G. A., & Godshalk, V. M. (2010). Career management. New York: Sage.
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SEMESTER - 2
GENERIC COURSE: MANAGING DIVERSITY IN WORKPLACE

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-GC-522	Managing Diversity in Workplace	GENERIC COURSE	38	4	3	2

Course Objectives:

1	To discuss the business case and organizational reasons for diversity and inclusion
2	To examine the principles of inclusion, diversity, multiculturalism, and social justice in the context of human resource practices
3	To discuss the best practices and policies for creating more inclusive work environments

Course Outcomes (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 concepts of diversity at individual perspectives	K1, K2
CO2	Discuss primary dimensions of diversity	K2
CO3	Conceptualize social identity and culture in diversity	K2, K3
CO4	Categorize secondary dimensions of diversity	K3, K4
CO5	Understand the ethical and legal implications in diversity	K4, K5
CO6	Familiarize organizational strategies in managing diversity	K1, K2

Programme Outcomes (POs):

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

Module	Course Contents	Hours
I	Foundations of Diversity Learning: Individual Perspectives of Diversity Prejudice-stereotypes-discrimination -Privilege -Differences and Conflict Organizational diversity.	8
II	Primary Dimensions of Diversity: Race, ethnicity, age, gender, sexual orientation, physical and mental challenges-Differences between primary and secondary dimensions of diversity.	7
III	Group memberships: Social Identity-Organizational adaptation—Culture-Practice-Policies-Effective communication among cultures.	7
IV	Secondary Dimensions of Diversity: Social class, Religion, Appearance/weight, language/communication, Military Service-Impact on work and Personal experiences -Ramifications of social class privileges.	8
V	Ethical, legal, media and marketing issues in managing diversity: Ethical and Legal implications in managing diversity-Business opportunities and diverse consumers-Media effectiveness in reaching diverse consumers.	7
VI	Organizational Strategies for Managing Workforce Diversity: Workplace inclusion strategies through corporate leadership-Diversity Training-Mentoring, Employee resource groups-supplier diversity programs-Corporate social responsibility initiatives.	8
TOTAL		45

Facilitating the Achievement of Course Learning Outcomes:			
Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Analyse individual perspectives of diversity	Explain the concept of diversity with examples	Assignment, Presentation
II	Analyse primary and secondary dimensions of diversity	Discuss the role and relation between primary and secondary dimensions of diversity with case studies	Group discussion
III	Effective communication and culture in managing diversity.	Explain group membership in diversity with case studies	Assignment, Class test
IV	Secondary dimensions of diversity	Discuss the elements in secondary dimensions of diversity with examples	Assignment, Case study
V	Assess ethical issues in managing diversity	Discuss the ethical and legal implications in managing diversity using case studies	Role play, Group discussion
VI	Assess contemporary organizational strategies for managing workforce diversity	Explain strategies in diversity and its importance with real cases	Case study, Class test
References			
1	Kirton, G., & Greene, A. M. (2015). The dynamics of managing diversity: A critical approach.United Kingdom: Routledge.		
2	Triana, M. (2017). Managing diversity in organizations: A global perspective.United Kingdom: Routledge.		
3	Riccucci, N. M. (2021). Managing diversity in public sector workforces.United Kingdom: Routledge.		
4	Hays-Thomas, R. (2016). Managing workplace diversity and inclusion: A psychological perspective.United Kingdom Routledge.		
5	Cañas, K. A., & Sondak, H. (2010). Opportunities and challenges of workplace diversity. New York: Prentice Hall.		
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7	Gröschl, S. (Ed.). (2011). Diversity in the workplace: Multi-disciplinary and international perspectives.United Kingdom: Gower Publishing		
8	Cross, E. Y. (2000). Managing diversity--the courage to lead. New York: Bloomsbury Publishing.		
9	Mensi-Klarbach, H., & Risberg, A. (Eds.). (2019). Diversity in organizations: Concepts and practices. New York: Bloomsbury Publishing.		
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SEMESTER - 3
GENERIC COURSE : ECOTOURISM

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-GC-531	Ecotourism	GENERIC COURSE	36	6	3	2

Course Objectives:

1	To discuss the fundamental principles and objectives of ecology
2	To examine the various types of ecosystems and their sustainable management techniques
3	To analyze the function of ecological indicators and their role in assessing the health and stability of ecosystems
4	To examine the relationship between tourism and ecology, including the impact of pollution on natural environments
5	To familiarize the knowledge and skills necessary for planning and implementing eco-friendly tourism initiatives, promoting sustainable development and community involvement

Course Outcomes (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 concept, functions and management of ecology	K1, K2
CO2	Familiarize tourism geography and the concept of sustainable development	K2, K4
CO3	Conceptualize ecotourism, its trends, and functions	K2, K3
CO4	Familiarize ecotourism policies, planning and implementation	K4, K5, K6
CO5	Understand the various ecotourism development agencies	K2, K4
CO6	Analyze and evaluate various eco-tourism scenario of various destinations	K4, K5

Programme Outcomes (POs):

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

Module	Course Contents	Hours
I	Environmental Ecology : Ecosystems - Sustainable Ecosystems - Food chain, Food Web, Ecological Indicators - Environment - Biodiversity and its Conservation	7
II	Sustainable Development : Pollution and its effect - Types & Measures to control pollution - Environmental degradation - Energy Environment Nexus - Ecological Footprints - Carrying Capacity - Environmental Impact Assessment (EIA)	9
III	Ecotourism : Trends and Functions of Ecotourism - Ecotourism in Protected Areas - Ecofriendly Products - Mass Tourism Vs Ecotourism - Ecotourism Activities - Trekking, Canoeing, Angling, Paragliding, Scuba Diving, Folk Dance and Music, Ethnic Cuisine. etc	9
IV	Eco-Development : Community-Based Ecotourism - Ecotourism & Poverty Alleviations - Rio Summit 1992 - Kyoto Protocol 1997 - Paris Conference on Climate Change 2015	7
V	Eco-Tourism Development Agencies: The International Ecotourism Society (TIES), UNWTO, UNDP, UNEP, WWF, Ministry of Tourism (GOI), The Ministry of Environment, Forests and Climate Change (MoEF&CC)	7

VI	Protected Areas and Ecotourism Destinations: Nandadevi Biosphere Reserve - Sundarban National Park - Periyar Tiger Reserve - Neyyar Wildlife Sanctuary - Thenmala Ecotourism - Ecotourism in Uttarakhand & Himachal Pradesh	6
TOTAL		45

Facilitating the Achievement of Course Learning Outcomes:

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Understand ecology principles and their significance, including objectives and basic laws.	Engage students in discussions on ecology principles, laws, and objectives, encouraging active participation and understanding.	Presentation, Case study
II	Explore the diversity of ecosystems and their sustainable management.	Visit diverse ecosystems and study sustainable management practices through real-world examples, fostering hands-on learning experiences.	Class test
III	Analyze the function of ecological indicators and their role in ecosystem health.	Conduct experiments to analyze ecological indicators and their implications for ecosystem health, followed by data analysis sessions.	Assignment, Case study
IV	Evaluate the concept of biodiversity and its conservation strategies.	Assign research projects on biodiversity conservation, culminating in presentations to share findings and insights with peers.	Group discussion
V	Assess the relationship between tourism and ecology, including the impact of pollution.	Analyse the impact of pollution on ecosystems, followed by discussions on mitigation measures.	Group discussion, Presentation, Class test
VI	Develop skills in eco-friendly tourism planning and implementation.	Engage students in planning eco-friendly tourism initiatives through role-playing exercises and collaborative group projects, emphasizing community participation and stakeholder engagement.	Case study, Field visits

References

1	Chaudhury, S. K. (Ed.). (2006). Culture, ecology, and sustainable development. New Delhi: Mittal Publications.
2	Raina, A. K. (2005). Ecology, wildlife and tourism development: principles, practices and strategies. New Delhi: Sarup & Sons.
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4	Page, S. J., & Dowling, R. K. (2001). Ecotourism. New Delhi: Pearson Education Limited.
5	Stronza, A., & Durham, W. H. (Eds.). (2008). Ecotourism and conservation in the Americas (Vol. 7). United States: CABI International.
6	Prabhas C Sinha, (2006) 'Guidelines for Human Environmental Sustainable development, Global environment law, Policy and action plan. New Delhi: SBS publications.
7	Patterson, C. (2007). The Business of Ecotourism: The Complete Guide for Nature and Culture-based Tourism Operators. United States: Trafford Publishing.
8	Garrod, B., & Wilson, J. C. (Eds.). (2003). Marine ecotourism: issues and experiences. UK: Channel View Publications.
9	Fennell, D. A. (2014). Ecotourism. United Kingdom: Routledge.
10	Higham, J. E. (Ed.). (2007). Critical issues in ecotourism: Understanding a complex tourism phenomenon. United Kingdom: Routledge.

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SEMESTER - III
GENERIC COURSE: BASICS OF RETAILING

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-GC-532	Basics of Retailing	GENERIC COURSE	35	6	4	2

Course Objectives:

1	To develop marketing competencies in retailing and retail consulting
2	To equip for positions in the retail sector or positions in the retail divisions of consulting companies
3	To foster the development of the students more about retailing and retail consulting
4	To impart with necessary knowledge base of retailing and understand the importance of retailing in the application of strategic marketing
5	To assess basics of management of retail marketing

Course Outcomes (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 concept of retail marketing	K1, K2
CO2	Discuss on retail marketing	K3
CO3	Conceptualize, Pricing and Channel of Distribution	K2, K3
CO4	Categorize Retail Operation	K3
CO5	Discuss on Retail in India and its evolution	K3
CO6	Discuss on Non retail formats	K3

Programme Outcomes (POs):

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

Module	Course Contents	Hours
I	Retail management concept and trend - Definition and meaning – Characteristics – Functions – Trends in retailing – Types of retailing – Forms of retailing – Factors influencing retailing – Retail theories – Wheel of retailing.	7
II	Retail Marketing - Advertising and sales promotion – Store positioning – Retail marketing mix – CRM advertising in retailing – Retail merchandising – Merchandise planning – Buying function – Markups and markdown in merchandise management – Visual merchandising – Category management – Shrinkage in retail merchandise management.	7
III	Pricing And Channel of Distribution - Retail pricing – Pricing factors – Pricing methods – Retail pricing strategies - Promotion pricing – Competitive pricing – Clearance pricing – Pre-emptive pricing – Value Pricing - Every Day Low Pricing (EDLP) strategy – Retailing channels – Criteria for selection of suppliers – Channel choice - Intensive – Selective and home delivery models – Careers in retailing – Recruitment – Selection - Training.	8
IV	Retail Operation - Elements or components of retail store operation – Store administration – Store manager – Responsibilities – Store maintenance – Store security – Store planning – Design and layout – Location planning and its importance – Retailing image mix – Effective retail space management – Floor space management – Inventory management – Management of receipts – Customer service – Management of Retail Outlet or Store.	8

V	Retail in India - Evolution and size of retail in India – Drivers of retail change in India – Challenges to retail developments in India – Emergence of MNCs in retailing.	7
VI	New retail formats – Malls: Types – Membership- Category killers – Warehouse clubs – Ethnic and home design centres – Multi channel retailing – Foreign direct investment in retail industry.	8
TOTAL		45

Facilitating the Achievement of Course Learning Outcomes:

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Gain a deep idea in retail concepts and its connecting elements.	A deep lecture in the basic concept and provide presentation for the retail elements.	Presentation
II	Know about retail promoting and its various pattern of practice.	A narration on the retail promotion and discussion on current practices.	Assignment
III	Perceive understanding in Pricing and Channel of Distribution	Presenting the idea of pricing and distribution and engages with brain storming discussion.	Class test
IV	Attain knowledge about Retail Operation and its various elements.	A real-life example of retail operation and situation analysis.	Case study, Presentation
V	Understanding about retail evolution in India.	A complete literature review and learner based self-written assignment.	Assignment, Presentation
VI	Knowledge about non retail formats.	Explain the concept with examples and case studies.	Case study, Class test

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1	Gibson G. Vedamani,(2017). Retail management – functional principles and Practice, Mumbai: Jaico.
2	Harjit Singh,(2018). Retail Management, New Delhi S. Chand Publication.
3	Chetan Bajaj, Rajnish Tuli, Nidhi Varma Srivastava,(2014). Retail Management, USA: Oxford University Press.
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6	Berman &Evans,(2016). Retail Management A strategic Approach ,UK: Pearson
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SEMESTER - 4
GENERIC COURSE : SIX SIGMA

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-GC-541	Six Sigma	GENERIC COURSE	36	3	6	2

Course Objectives:

1	To discuss the concept of six sigma
2	To examine the levels of six sigma
3	To familiarize the six sigma methodologies
4	To discuss measure and improvement phase in six sigma
5	To assess sampling analysis in six sigma

Course Outcomes (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 with the basic concepts in six sigma	K1,K2
CO2	Evaluate the quality practices of world class firms	K5
CO3	Facilitate the selection and use of six sigma methodology	K2, K3
CO4	Detailed understanding of six sigma tools used in define phase	K2
CO5	Detailed understanding of six sigma tools used in measure and analyse phase	K2
CO6	Apply process optimization tools	K3

Programme Outcomes (POs):

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

Module	Course Contents	Hours
I	Six Sigma-Origin,Basic concepts, Goals of six Sigma, Concept of root cause Analysis,need for six sigma, levels of sigma, Role of Six Sigma green belts, Black belts, Master black belts, Champions in Six sigma implementation	7
II	Cost of quality at various levels of sigma, Competitive level- concept of world class, Six Sigma Methodology-DMAIC Approach, SIPOC concept, Voice of Customer, Calculation of DPMO and sigma, concept of sigma rating, Six sigma in Service sector-Successful implementation of six sigma in global companies such as Motorola, GE,Bosch and in service sector- case study on Mumbai Dabbawalas	7
III	Six Sigma Improvement Methodologies-Problem Solving Concept, Selection of Improvement projects, Six Sigma Process Models, Shanin Design of Experiments, Taguchi Approach, Applications of DOE	8
IV	Define phase, Measure and Improve Phase-Phenomenon, Detailing and illustration on DOE tools for problem Solving with examples-Paired Comparison, Product/Process Search, Component Search, Modified Component Search,Multivariate Analysis, Variable Search, Criteria for identifying the cause and root cause	8
V	Six Sigma-Improve, Control Phase-root cause validation-Better Vs. Current Estimation approach-Tools used in Improve &Control Phase, Precontrol Charts for on line monitoring of process ,Variation Analysis, Steps in Variation Analysis	7

VI	Sampling Analysis-Introduction to Process Optimization-Stages in Process optimization-Planning, Analysis, Improvement, control-Factorial Analysis, Construction of Math model for process optimization, Concept of Optimal Solution	8
TOTAL		45

Facilitating the Achievement of Course Learning Outcomes:

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Introduction to six sigma	Presentation and discussion on concept, role and levels in six sigma	Assignment
II	Cost of quality at various levels of sigma	Explain the methodologies and levels in six sigma	Case study, Presentation
III	Six Sigma Process Models	Discussion on various approaches in six sigma	Class test, Assignment
IV	Measurement and tools used in six sigma	Presentation on Component Search, Modified Component Search, Multivariate Analysis,	Assignment
V	Tools used in Improve & Control Phase	Discussion on Variation Analysis, Steps in Variation Analysis,	Presentation, Assignment
VI	Introduction to sampling analysis	Presentation on Stages in Process optimization-Planning, Analysis	Class test

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1	Joseph A. De Feo, William Barnard(2010), "Juran Institute's Six Sigma Breakthrough And Beyond: Quality Performance Breakthrough Methods.", New York, McGraw Hill Books
2	Goh, T. N. (2002). A strategic assessment of Six Sigma. Quality and reliability engineering international, 18(5), 403-410. Hoboken: John Wiley & Sons
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9	Yang, K., Basem, S., & El-Haik, B. (2003). Design for six sigma (pp. 184-186). New York: McGraw-Hill.
10	Snee, R. D. (2003). Leading Six Sigma: a step-by-step guide based on experience with GE and other Six Sigma companies. New Jersey: Ft Press.

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1	https://www.simplilearn.com/what-is-six-sigma-a-complete-overview-article
2	https://www.isixsigma.com/getting-started/what-six-sigma/
3	https://www.emerald.com/insight/content/doi/10.1108/09544780410541909/full/html
4	https://www.tandfonline.com/doi/pdf/10.1080/08982110008962595?casa_token=Aq3rLEQDHcAAAAA:Kt-L4oe02C3W9x6aAGjB7t9rSzjqc5YLRBdS0iwdqNGoJyy6LkhgylaBwr5a_wqxxTzau8TFZEPI
5	https://onlinelibrary.wiley.com/doi/abs/10.1002/qre.491?casa_token=C6rAB4Mr9_wAAAAA:MTN5e0ym3VX8PndOyM5Gattoo5XV1frykHhoZx663Ug45frUGqldJEpnGVGingqpsog-MSRvKSIYwBw

SEMESTER - 4
GENERIC COURSE - RESPONSIBLE TOURISM

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-GC-542	Responsible Tourism	GENERIC COURSE	35	5	5	2

Course Objectives

1	To define key concepts of responsible tourism
2	To analyze principles of responsible tourism
3	To evaluate case studies of responsible tourism initiatives
4	To develop strategies for implementing responsible tourism practices
5	To synthesize and evaluate different approaches to responsible tourism management

Course Outcomes (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 fundamental concepts and definitions of tourism and its various forms and types	K1, K2
CO2	Analyze the motivations behind travel and explore future trends in the tourism industry	K2, K4
CO3	Identify and comprehend the principles and key characteristics of responsible tourism, including its role in empowering communities	K2, K3
CO4	Evaluate the environmental, economic, and social dimensions of sustainable tourism planning and development	K3, K4
CO5	Examine the roles of different agencies, including the public sector, tourism industry, and voluntary sector, in promoting responsible tourism	K4, K5
CO6	Critically analyze current approaches to responsible tourism management and evaluate new initiatives and strategies	K5, K6

Programme Outcomes (POs):

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

S- Strong; L- Low; M-Medium

Module	Course Contents	Hours
I	Introduction to tourism and concepts and definitions, Forms and types of tourism Motivation of travel , Future trends	7
II	Responsible Tourism, Key Characteristics of Responsible Tourism, Empowering Community through Tourism, Community based Tourism and Global Climate change-issues and challenges	7
III	Understanding and conceptualizing sustainable tourism planning and responsible tourist development, its dimensions Environmental Dimension, Economic Dimension, Social Dimension.	7
IV	Role of different agencies in responsible tourism: Public Sector, Tourism Industry, Voluntary Sector, Host Community, Media, Tourist In Coastal Areas and Sea, Rural Area, Urban Areas, Mountainous Regions, Islands, Developing Countries.	9
V	Responsible Tourism & its Dimensions: Nature and Scope of Sustainable Tourism, Critiques of Current Thinking in Sustainable Management, New Approaches to Responsible Tourism Management	6

VI	Tourism policy and tourism development, Responsible tourism initiatives of Kerala Tourism, RT mission	9
TOTAL		45

Facilitating the Achievement of Course Learning Outcomes:

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Understand the fundamental concepts and definitions of tourism and its various forms and types	Conduct interactive lectures and discussions on the fundamental concepts and definitions of tourism.	Quiz, Class test
II	Analyze the motivations behind travel and explore future trends in the tourism industry	Engage students in group activities to analyze different motivations for travel and discuss future trends.	Roleplay
III	Identify and comprehend the principles and key characteristics of responsible tourism, including its role in empowering communities	Organize case study sessions to explore examples of responsible tourism initiatives and their impacts.	Case analysis
IV	Evaluate the environmental, economic, and social dimensions of sustainable tourism planning and development	Facilitate workshops and exercises focusing on sustainable tourism planning and development.	Presentation
V	Examine the roles of different agencies, including the public sector, tourism industry, and voluntary sector, in promoting responsible tourism	Arrange guest lectures from experts in the field to discuss the roles of various agencies in responsible tourism.	Role play, Class test
VI	Critically analyze current approaches to responsible tourism management and evaluate new initiatives and strategies	Conduct field trips to observe and assess real-world examples of responsible tourism practices.	Field trip

References

1	Fennell, D. A. (2012). Ecotourism (3rd ed.). UK: Routledge.
2	Goodwin, H. (2011). Tourism, Responsibility, and Sustainability: Discourses and Practices. UK: CABI.
3	Gössling, S., & Hall, C. M. (2013). Tourism and Water: Interactions, Impacts and Challenges. UK: Channel View Publications.
4	Hall, C. M., & Lew, A. A. (2009). Understanding and Managing Tourism Impacts: An Integrated Approach. UK: Routledge.
5	Higham, J., & Lück, M. (2019). Marine Ecotourism: Issues and Experiences. UK: Channel View Publications.
6	Holden, A. (2017). Tourism Resilience and Adaptation to Environmental Change: Definitions and Frameworks. UK: Routledge.
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10	Weaver, D. B. (2014). Sustainable Tourism: Theory and Practice. UK: Routledge.

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1	https://www.coe.int/ru/web/cultural-routes/world-tourism-organization
2	https://itmitourtraining.com/
3	https://www.keralatourism.org/responsible-tourism/
4	https://www.lonelyplanet.com/
5	https://amenitiz.com/en/blog/importance-of-responsible-and-sustainable-tourism/

Annexure - I

INTERNSHIP

Course Code: **MGT-CC-533** Credit Units: **06**

Internship, in general, is a part of every professional programme, particularly for an MBA. It is a known fact that functional areas of management can only be learned through direct, on-the-job experience working with successful professionals and experts in the field. The learning process in an internship focuses attention on many attributes, which are not apparent in normal classroom situations. These attributes are professional judgment and decision-making ability, inter-disciplinary approach, data gathering and analysing skills, ability in written and spoken communication, coherence to work with a team, and a sense of responsibility among others.

To acquire the skill sets, each student will maintain and submit an Internship diary and an Internship Report before the third-semester examination.

INTERNSHIP DIARY

The Internship Diary aims to keep a personal record of the students learning and achievements during the period of internship. The diary will assess the student's analytical skills and ability to present supportive evidence and the activities performed by the intern during the period of internship. Thus, the diary is essentially a comprehensive documentation of how one proceeds while working on the assignment and should be regularly checked by the faculty guide/supervisor, issues discussed with the students, doubts if any clarified and signed as having done so. This will form the basis of continuous evaluation of the Internship Report and will be produced at the time of presentation of the Internship report and viva voce. The diary will include a title page to report the name of the student, name and address of the internship organization, name of the supervisor/guide and his/her designation, date started and completed, and a detailed summary of activities performed during the period of internship.

INTERNSHIP REPORT

The Internship Report is the research report that the student has to prepare on the project assigned by the organization (In case a student is not assigned a specific research project in the organization, he has to select any one aspect of the organization and prepare a research report on it). The layout of the report should be as per the standard layout prescribed by the organization wherein the student undertakes the Internship. In case, there is no layout prescribed by the organization the following areas should be included in the report:

Title Page

The title page should contain the Project Title, Programme, Student's Name, Register No., Year and Semester and Name of the Faculty Guide.

Acknowledgements

Acknowledgement to any advisory or financial assistance received in the course of work may be given.

Executive Summary

The executive summary states the project's main points in a concise, easy-to-understand format. It should not exceed more than 450 words.

Table of Contents

Titles and subtitles are to correspond exactly with those in the text.

Introduction

The introduction should cover a brief description of the area of the project, and its scope and significance.

Methodology

This section should cover the sample, method of sampling, data source, tools used for data analysis etc.

Results and Discussion

Present results, discuss and compare these with those from other workers, etc. Emphasis should be laid on what has been performed and achieved in the course of the work. All the areas here are to be presently systematically using necessary headings and subheadings.

Major Findings, Conclusion and Suggestions

Report here the major findings based on the results and discussion. The conclusion should contain the inference of the student based on his/her findings. The suggestions should be based on the findings only.

Appendices

The appendices contain material which is of interest to the reader but not an integral part of the text/report.

References

References should include papers, books etc. referred to in the body of the report. Follow the APA format for writing the references

Layout of the Internship Report

Paper: A4 size

Font: Times New Roman (12 points)

Line spacing: 1.5

Top and bottom margins: 1.5 Inch (Left) and 1 inch (the other three sides)

Evaluation Criteria for Internship

Internal Evaluation (By the Department)

The break-up of marks for the internal evaluation shall be as follows:

Internship diary : 10 marks

Presentation and Viva- Voce : 15

Total : 25 marks

External Evaluation (By the CSS of the University)

The break-up of marks for the external evaluation shall be as follows:

Internship Report : 25 marks

Presentation and Viva- Voce : 50

Total : 75 marks

Annexure - II

DISSERTATION

Course Code: MGT-CC-542 Credit: 07

The dissertation aims to conduct a scholarly inquiry into a problem or issue, using a systematic approach to gathering and analysis of data, leading to the creation of a structured report. The student should ensure that the dissertation is related to your field of specialization.

The dissertation should contain the following areas:

Title Page

The title page should contain the title of the dissertation, Name of degree, Name of the student, Register No., Name of the faculty guide and designation, and month and year of submission.

Declaration

The candidate has to declare that the dissertation is original and no part of the work has been submitted earlier for the award of any degree diploma or similar title of recognition

Certificate

The certificate of the supervisor and head of the department that the dissertation has been carried out by the students independently.

Plagiarism Report

Plagiarism report using Drill Bit Plagiarism software signed both by the Supervisor and head of the department should be attached here. The similarity should be less than 10%

Acknowledgements

Acknowledgement to any advisory or financial assistance received in the course of work may be given.

Table of Contents

The contents of the report are to correspond exactly with those in the text.

List of Tables

The list is to correspond exactly with the tables in the text.

List of Figures

The list is to correspond exactly with the figures in the text.

Description of the Report

The report may include the following:

1. Introduction: Include the background of the study, review of literature, statement of the problem, scope and significance of the study, objectives of the study, methodology (Sample, Data source and tools of analysis), limitations of the study, scheme of presentation and references (as per APA format for the sources cited in the text)

2. Theoretical Frame Work: Include the theoretical aspect of the study area to be presented using appropriate headings, figures/charts
3. Data Analysis: Include the results and discussion of the study. To be presented in the order of objectives of the study
4. Summary of Findings Conclusion and Suggestions: Include major findings, inference of the study and specific suggestions based on the findings.
5. Bibliography: General references (Follow APA format)
6. Appendices: The appendices contain questionnaires/interview schedules and other materials which are of interest to the reader but not an integral part of the text/report.

Test Style and Format

Number of pages: Limited to 100 pages (one side), exclusive of bibliography and appendices

Paper: A4 size

Font: Times New Roman (12 points)

Line spacing: 1.5

Top and bottom margins: 1.5 Inch (Left) and 1 inch (the other three sides)

Evaluation Criteria for Dissertation

The break-up of marks for the evaluation shall be as follows:

Internship Report	: 75 marks
Presentation and Viva- Voce	: 25 marks
Total	: 100 marks

Annexure - III

Reg No:

Name.....

First Semester MBA CSS (General, Tourism& Travel and Shipping and Logistics)

Degree Examination, February 2024

MGT-CC-515: OPERATIONS MANAGEMENT

Time: 3 Hrs.

Max.marks:60

SECTION A

Answer **all** questions. Each question carries **3** marks

1. List down the limitations of customisation.
2. What are the features of product layout?
3. Distinguish between design capacity and actual capacity.
4. What is the use of ERP?
5. Present a Scatter diagram using hypothetical data. **(5×3=15 marks)**

SECTION B

Answer any **three** questions. Each question carries **10** marks

6. Discuss the new product development practices in passenger car industry in India.
7. As a consultant, suggest suitable inventory control techniques for a super market.
8. Compare and contrast the use of layout design in a retail store and a furniture production unit.
9. (a) Distinguish between conformance orientation and, target orientation in quality management.
(b) Based on the data given below, find out appropriate location for an annual production of 2500 units. Also present the range of annual production appropriate for each location, with graphical representation.

Location	Fixed cost (Rs)	Variable Cost/unit (Rs)
Kochi	12,00,000	600
Kollam	15,50,000	450
Wayanad	11,00,500	700

10. Discuss the various applications of Computer Integrated Manufacturing in construction industry.

(3×10=30 marks)

SECTION C

Compulsory question carries **15** marks

11. Maritime sector in India has been the backbone of the country's trade and has grown manifold over the years. To harness India's 7,500 km long coastline, 14,500 km of potentially navigable waterways and strategic location on key international maritime trade routes, the Government of India has embarked on the ambitious Sagarmala Program which aims to

promote port-led development in the country. Vision of the Sagarmala Program is to reduce logistics cost for EXIM and domestic trade with minimal infrastructure investment. Since about more than 90% of India's trade by volume is conducted via the country's maritime route, there is a continuous need to develop India's ports and trade related infrastructure to accelerate growth in the manufacturing industry and to assist the 'Make in India' initiative. India has 12 major ports and approximately 200 non-major ports administered by Central and State Governments respectively.

Approximately 18 percent of India's population lives in the 72 coastal districts that comprise 12 percent of India's mainland. Development of coastal communities through Marine sector related activities like fisheries, maritime tourism and corresponding skill development is an essential objective of the Sagarmala Program. Development of cruise tourism and lighthouse tourism are other activities which are being actively considered under Sagarmala Program. Vision of the Sagarmala Program is to reduce logistics cost and time for the movement of EXIM and domestic cargo. Development of port-proximate industrial capacities near the coast, in future, is a step in this direction. In this regard, the concepts of Coastal Economic Zones (CEZs), Coastal Economic Units (CEUs), Port-Linked Industrial & Maritime Clusters and Smart Industrial Port Cities have been introduced. Connectivity is one of the critical enablers for ports and the end-to-end effectiveness of the logistics system drives competitiveness for the maritime industry as well. With infusion of new technology and capacity building, the cumulative/ total capacity available at ports can match demand but will not be able to handle additional traffic if the evacuation to and from the port is restricted. It is, therefore, important that connectivity of major ports with the hinterland is augmented not only to ensure smooth flow of traffic at the present level but also to meet the requirements of projected increase in traffic. Despite having an extensive network of inland waterways in the form of rivers, canals, backwaters and creeks freight transportation by waterways is highly under-utilized. Waterways currently contribute around 6% to India's transportation modal mix, which is significantly less than that in developed economies and some of the developing economies as well.

A. Identify the potential benefits of the project.

B. Discuss the implications of the program on the drivers of supply chain performance.

(1x15 marks)

Annexure - IV

Reg No.....

Name.....

First Semester MBA CSS (General, Travel and Tourism Shipping and Logistics)
Degree Examination, February 2024

MGT-CC-514: QUANTITATIVE TECHNIQUE

Time: 3 Hours

Max Marks: 60

PART -A

Write all **five** questions. Each question carries **3 marks**.

1. When and why would you use the combined mean? Provide a step-by-step explanation of how to calculate it?
2. Define correlation and explain its significance in statistics.
3. What are positional averages explain with an example.
4. For a frequency distribution Median=130.2, Mode=141.3 find mean.
5. Explain mutually exclusive events with an example.

(5x3=15marks)

PART –B

Answer **all five** questions. **Each** question carries **9 marks**

6. (a) For a set of 12 observations on temperature (X) and ice cream sales (Y), the following data were obtained $\sum X=180$, $\sum Y= 280$, $\sum X^2 =2800$, $\sum Y^2 =6000$ and $\sum XY=4200$. Frame two regression equations and estimate ice cream sales when the temperature is 25 degrees Celsius

OR

(b) A manufacturing company operates in two different locations, and the production output (in units) is recorded for each month. In Location A, the mean production is 350 units with a standard deviation of 20 units, and in Location B, the mean production is 400 units with a standard deviation of 30 units. The company decides to combine the production data from both locations to calculate an overall mean. Calculate the combined mean production

7. (a) Calculate Spearman's rank correlation coefficient and comment.

Marks in Accounting	35	30	60	56	40	45	54	39	52	44
Marks in Law	36	24	42	47	32	33	43	20	57	41

OR

(b) Define non-probability sampling and discuss its applications in research.

8. (a) Calculate standard deviation and coefficient of variation from the following data

Marks	0-2	2-4	4-6	6-8	8-10	10-12
Frequency	3	4	5	2	6	8

OR

(b) Distinguish between large sample and small sample tests illustrating with suitable examples

9. (a) Calculate Karl Pearson's coefficient of skewness for the following frequency distribution

Size	7	12	18	24	30	36	44
Frequency	4	8	9	18	8	10	5

OR

(b) Price index number of wheat(X) and cereals (Y) at 12 successive seasons are given below. Suggest what will be the value of Y when X is expected to be 120.

X	84	88	102	101	84	72	84	83	87	97	100
Y	79	83	97	90	82	84	88	100	88	80	102

10. (a) A car manufacturer claims that the average fuel efficiency of its latest model is 30 miles per gallon. A random sample of 50 cars of the same model is taken, and the average fuel efficiency is found to be 28 miles per gallon with a standard deviation of 4 miles per gallon. Test the manufacturer's claim at a significance level of 0.05.

OR

(b) Find median and mode from the following data

Marks	15-25	25-35	35-45	45-55	55-65	65-75	75-85
No. of students	4	6	9	18	7	6	3

(5x9=45marks)

Annexure - V

Reg No:

Name.....

Third Semester MBA CSS Degree Examination, February 2024

(Generic Course)

MGT-GC-531 ECOTOURISM

Time: 2 Hrs.

Max.marks:60

PART A

(Answer all questions. Each question carries 2 marks)

1. List out the five biosphere reserves in India.
2. Differentiate between food chains and food webs.
3. Describe the concept of environmental impact assessment.
4. Differentiate between the biotic and abiotic components of the ecosystem.
5. Write a short note on Rio Summit 1992.

(5x2=10 Marks)

PART B

(Answer any 3 questions. Each question carries 10 marks)

6. Discuss the measures that can be implemented to control pollution in tourist areas. How sustainable tourism practices help mitigate pollution?
7. Describe the 17 goals of sustainable development of the United Nations.
8. Define biodiversity and discuss its importance for ecosystem functioning and human well-being.
9. Explain the concept of community-based eco-tourism and its benefits for both communities and the environment.
10. Discuss the role of ecotourism policies in promoting sustainable development and environmental conservation.

(10x3=30 Marks)

PART C

(Compulsory Question)

11. A groundbreaking study, considered the largest of its kind, has revealed a staggering toll of 5 million lives lost annually worldwide due to air pollution from fossil fuel usage. This number significantly surpasses previous estimations, shedding light on the urgent need for action. Published in The BMJ, the study emphasizes the critical role of transitioning to clean, renewable energy sources in saving lives and combating climate change.

Conducted by an international team of researchers from the UK, US, Germany, Spain, and Cyprus, the study utilized advanced modeling techniques to analyze the impact of fossil fuel emissions on global health. Their findings indicate that air pollution from fossil fuels, encompassing industrial processes, power generation, and transportation, contributes to

approximately 5.1 million avoidable deaths each year globally. This alarming figure constitutes 61% of the total estimated 8.3 million deaths attributed to outdoor air pollution from all sources in 2019.

The Global Burden of Disease 2019 study, Nasa satellite observations of fine particulate matter, population demographics, and atmospheric modelling. By employing these comprehensive approaches, the researchers aimed to provide more accurate estimates of mortality linked to fossil fuel-related pollution. The results underscore the profound impact of fossil fuel emissions on public health, positioning ambient air pollution as the leading environmental risk factor for illness and premature death. Furthermore, the study highlights the variability in previous estimations of mortality attributable to air pollution sources, emphasizing the need for standardized methodologies in such assessments.

The study offers hope by suggesting that transitioning away from fossil fuels towards renewable energy sources could yield substantial health benefits. By implementing policies to reduce fossil fuel usage, societies worldwide stand to mitigate the devastating toll of air pollution on human health and well-being.

- a) What are the common sources of air pollution apart from fossil fuel usage?
- b) How does the burning of fossil fuels contribute to air pollution?
- c) What measures the individuals can take to reduce their exposure to air pollution in their daily lives?

(1x20=20 Marks)