



**Goa University**

**P.O. Goa University, Taleigao Plateau, Goa 403 206, India**

**Bachelors of Business Administration (Travel and Tourism)**

**Implemented from the Academic Year 2010-2011**

**Purpose**

With the objective of building competency in students to effectively undertake entry-level managerial jobs in travel and tourism related organization, Goa University has started offering a professional course Bachelor of Business Administration (Travel and Tourism) from the academic year 2010-2011.

**Prerequisites**

A candidate who has passed XII standard examination or equivalent is eligible for admission to BBA. Admission to a particular batch will be made based on an admission test, generally UGAT conducted by AIMA (All India Management Association) and other criteria decided by an admission committee.

**Minimum Credit Requirements for Programs are as below**

**Minimum Number of Credits for Specializations**

Sr. No.	Program	Core Courses other than from the Area of Specialization and common core courses	Core Courses from the Area of Specialization	Optional Courses from the Area of Specialization
1.	BBA	25	25	13

Category	Courses	BBA
Core Courses	Core Business Courses	47
	Core Soft Skill Courses	9
Optional Courses (Decided by the Institution offering the programme)	Optional Business Courses (BC)	13
	Optional Non Business Courses (NBC)	45
Internship	Internships in Organizations and Reports	16
	Internship Seminars	6
Total minimum Credits for the Program excluding Internships in Organisations and reports		120
Total Minimum Credits for the Program		136

**Number of semesters.**

The institute may opt for a semester or trimester system while ensuring that a student taking all courses offered has an opportunity to complete the minimum required credits as mentioned above. The exact structure will be decided by the Institute offering the programme.

**List of Core Courses:**

<b>Code</b>	<b>Title</b>	<b>Credits</b>	<b>Specialization / Common to All Specializations</b>	<b>Core Business Course / Core Soft Skill</b>	<b>Page no-</b>
C 0-001.1 C 0-001.2	Strategic Management	2 each	Common	Business Course	6,7
C 0-002	Management Process	2	Common	Business Course	8
C 0-003.1 C 0-003.2	Marketing Management	2 each	Common / Marketing	Business Course	9,10
C 0-004.1 C 0-004.2	Financial Statement Analysis	2 each	Common / Finance	Business Course	11
C 0-005.1 C 0-005.2	Production Operations Management	2 each	Common / Operations	Business Course	12,13
C 0-006.1 C 0-006.2	Human Resource Management	2 each	Common / Human Resources	Business Course	14,15
C 0-007.1 C 0-007.2	Business Economics	2 each	Common	Business Course	16,17
C 0-008.1 C 0-008.2	IT Skills	2 each	Common / Systems	Business Course	18,19
C 0-009.1 C 0-009.2	Organizational Behavior	2 each	Common / Human Resources	Business Course	20,21
C 0-013.1 C 0-013.2	Financial Management	2 each	Common / Finance	Business Course	22,23
C 0-014.1 C 0-014.2	Management Accounting (Cost Accounting)	2 each	Common / Finance	Business Course	24,25
C 0-015.1 C 0-015.2	Macroeconomic Analysis for Management	2 each	Common	Business Course	26
C 0-017.1 C 0-017.2	Business Environment	2 each	Common	Business Course	27,28
C 0-018.1 C 0-018.2	Business Research Methods	2 each	Common	Business Course	29
C 0-019.1 C 0-019.2	Legal Aspects of Business	2 each	Common	Business Course	30,31
C 0-020.1 C 0-020.2	Business Mathematics	2 each	Common	Business Course	32,33
C 0-021.1 C 0-021.2	Business Statistics	2 each	Common	Business Course	34,35
C 0-022.1 C 0-022.2	Operations Research	2 each	Common	Business Course	36,37
C 0-023.1	Business Ethics	2 each	Common	Business	38,39

C 0-023.2				Course	
C 0-024.1 C 0-024.2	Environmental Management	2 each	Common	Business Course	40,41
C 0-025.1 C 0-025.2	Management Information Systems	2 each	Common / Systems	Business Course	42,43
C 0-029.1 C 0-029.2	Comprehensive Case Analysis	1 each	Common	Business Course	44
C 0-030.1 C 0-030.2	Comprehensive Case Analysis	1 each	Common	Business Course	45
C 0-031.1 C 0-031.2	Case Writing and Analysis	1 each	Common	Business Course	46
C 0-032.1 C 0-032.2	Learning Management through Executive Interaction	1 each	Common	Business Course	47
C 0-033.1 C 0-033.2	Learning Management through Executive Interaction	1 each	Common	Business Course	48
C 0-034.1 C 0-034.2	Seminars on Contemporary Issues	1 each	Common	Business Course	49
C 0-035.1 C 0-035.2	Seminars on Contemporary Issues	1 each	Common	Business Course	50
C 0-037.1 C 0-037.2	Learning Management from Contemporary Articles	1 each	Common	Business Course	51
C 0-038.1 C 0-038.2	Live Project in Management	1 each	Common	Business Course	52
C 0-043.1 C 0-043.2	Entrepreneurship	1 each	Common	Business Course	53
C 0-101.1 C 0-101.2	Oral Communication Skills	1 each	Common	Soft Skills	54
C 0-101.1 C 0-101.2	Written Communication Skills	1 each	Common	Soft Skills	55
C 0-103.1 C 0-103.2	Presentation Skills	1 each	Common	Soft Skills	56
C 0-105.1 C 0-105.2	Group Discussion Skills	1 each	Common	Soft Skills	57
C 0-106.1 C 0-106.2	Negotiation Skills	1 each	Common	Soft Skills	58
C 0-107.1 C 0-107.2	Interview Facing Skills	1 each	Common	Soft Skills	59
C 0-109.1 C 0-109.2	Report Writing Skills	1 each	Common	Soft Skills	60
C 0-110.1 C 0-110.2	Etiquettes	1 each	Common	Soft Skills	61
C 0-111.1 C 0-111.2	Career Planning	1 each	Common	Soft Skills	62
C 0-112.1 C 0-112.2	Event Management Skills	1 each	Common	Soft Skills	54

C 0-113.1 C 0-113.2	Public Speaking Skills	1 each	Common	Soft Skills	54
C 0-114.1 C 0-114.2	Mock Interviews by Executives (Prerequisite: C 0-107.1 C 0-107.2)	1 each	Common	Soft Skills	55
C 0-115.1 C 0-115.2	Mock Interviews by Executives (Prerequisite: C 0-107.1 C 0-107.2)	1 each	Common	Soft Skills	56

### List of Courses in the area of Travel & Tourism

Code	Title	Credits	Specialization	Core Business Course / Core Soft Skill	Page no-
T01	Tourism Concept	2	Travel & Tourism	Business Course	58
T02	Hospitality Management	2	Travel & Tourism	Business Course	59
T03	Tour Operation Management	1	Travel & Tourism	Business Course	60
T04	Economics of Tourism - I	2	Travel & Tourism	Business Course	61
T05	Marketing of Tourism & Hospitality	4	Travel & Tourism	Business Course	62
T06	Travel Agency Management	1	Travel & Tourism	Business Course	63
T08	Economics of Tourism - II	2	Travel & Tourism	Business Course	64
T09	Tourism Planning and Policies	2	Travel & Tourism	Business Course	65
T10	Tourist and Tourism	2	Travel & Tourism	Business Course	66
T11	IT in Tourism	1	Travel & Tourism	Business Course	67
T12	Tourism Industry 1	1	Travel & Tourism	Business Course	68
T12	Tourism Industry 2	2	Travel & Tourism	Business	68

				Course	
T13	Management of Transport Operation	2	Travel & Tourism	Business Course	69
T14	Advertising Management in Tourism	2	Travel & Tourism	Business Course	70
T15	Tourism product of India	2	Travel & Tourism	Business Course	71
T16	International Tourism	1	Travel & Tourism	Business Course	72
T21	Emerging Trend in Tourism	2	Travel & Tourism	Business Course	73
T22	Sustainable Tourism	2	Travel & Tourism	Business Course	74

## **BBA Syllabus**

### **Core Business Courses.**

**Course Code : C 0-001.1**

**Course Name : Strategic Management**

**Credits : 2 Credits**

Objectives : At the end of the subject, the student will have the competencies to

1. Analyse the structure of any industry,
2. indicate sustainable strategies for firms for competitive advantage,

Contents : Industry structure analysis, strategy as positioning, resource based strategies.

Pedagogy

**Cases and literature based projects as pedagogy. Quizzes, presentations and projects as tools of evaluation.**

### **References/Readings**

1. **Bowman, Cliff: ‘The Essence of Strategic Management’; Prentice Hall of India Private Ltd; New Delhi; Latest Edition.**
2. Faulkner, David and Cliff Bowman; ‘The Essence of Competitive Strategy’; Prentice Hall of India Private Ltd; New Delhi; Latest Edition.
3. Industry notes and business stories from popular business periodicals.

**Course Code : C 0-001.2**

**Course Name : Strategic Management**

**Credits : 2 Credits**

Objectives : At the end of the subject, the student will have the competencies to

1. Indicate organisational designs to support the strategies and
2. Shape the role of a junior executive to support and contribute to the strategies.

Contents

Organisational designs. Vertical and horizontal integration, mergers and acquisitions, conglomerates and multinationals.

Pedagogy

**Cases and literature based projects as pedagogy. Quizzes, presentations and projects as tools of evaluation.**

**References/Readings**

1. **Bowman, Cliff: ‘The Essence of Strategic Management’; Prentice Hall of India Private Ltd; New Delhi; Latest Edition.**
2. Faulkner, David and Cliff Bowman; ‘The Essence of Competitive Strategy’; Prentice Hall of India Private Ltd; New Delhi; Latest Edition.
3. Industry notes and business stories from popular business periodicals.

**Course Code : C 0-002**

**Course Name : Management Process**

**Credits : 2 Credits**

Objective: At the end of the subject, the student should have the ability to understand managerial / organizational situations in terms of the processes viz. planning, organizing, staffing, leading and controlling. The student should demonstrate this ability through reframing his / her tasks in the educational institution itself in terms of these processes by using these processes to actual situations.

Contents: Planning, organizing, staffing, leading and controlling. Certain amount of overlap between the two subjects Organizational Behaviour and Management Process is possible. Instead of avoiding it at the content level, the different orientations should be brought out through case studies. In Organizational Behaviour, understanding behavior in terms of causality should be emphasized. In Management Process, the decision-action–design perspective should be emphasized.

Pedagogy: Case studies, experiential exercises and industry based assignments.

References/Readings

1. Weihrich, Heinz and Harold Koontz; ‘Essentials of Management: An International Perspective’; McGraw–Hill, Inc.; Latest edition.
2. Robbins, Stephen and Mary Coulter; ‘Fundamentals of Management’; Prentice Hall of India Pvt. Ltd.; New Delhi; Latest edition.
3. Selected articles from Harvard Business Review, Indian Management, etc.



**Course Code : C 0-003.1**

**Course Name : Marketing Management**

**Credits : 2 Credits**

Objective: At the end of the course, the students should be equipped with the following;

Skills: Skills to analyze markets and marketing environment, forecasting skills, and segmentation skills.

Content: Marketing Orientation, Marketing Environment and Information Analysis, Consumer and Industrial Buyer Behaviour, Forecasting Market Demand, Segmentation, Product Life Cycle, Concepts of Value, Differentiating & Positioning of Products and Launching New Products.

Pedagogy: Discussions, Case Studies, Presentations and Industry based Assignments.

References/Readings

1. **Kotler, Philip., 'Marketing Management: Analysis, Planning, Implementation and Control'; Prentice Hall of India Limited; New Delhi;. Latest edition.**
2. Brand Equity of Economic Times

**Course Code : C 0-003.2**

**Course Name : Marketing Management**

**Credits : 2 Credits**

Objective: At the end of the course, the students would have the skills in analyzing and developing different alternatives in marketing situations.

Content: Product and Brand Management, Services Marketing, Pricing Policies, Advertising and Communications Management, Sales Force and Distribution Management.

Pedagogy: Discussions, Case Studies, Presentations and Industry based Assignments.

References/Readings

1. **Kotler, Philip., 'Marketing Management: Analysis, Planning, Implementation and Control'; Prentice Hall of India Limited; New Delhi;. Latest edition.**
2. Brand Equity of Economic Times

**Course Code : C 0-004.1**

**Course Name : Finance Management/Financial statement Analysis**

**Credits : 2 Credits**

Objective: At the end of the course, the students would have competence in analyzing the value and financial strength of a firm.

Content: Financial Statement Analysis of Balance Sheets, Profit and Loss Accounts, Cash Flow and Funds Flow Statements; Elements of Valuation.

Pedagogy: Problems, Case Studies, Presentations, Industry based Assignments and Computer based Assignments. Analysis of an Annual Report of a Company.

References/Readings

1. **Chandra, Prasanna; 'Finance Sense'; Tata McGraw-Hill; Latest edition.**
2. Atrill, Peter and Eddie McLaney; 'Accounting and Finance for Non-Specialists'; Prentice-Hall of India; Latest edition.
3. Myddelton, D.R.; 'The Essence of Financial Management'; Prentice-Hall of India; Latest edition.
4. Economic Times, etc.

**Course Code : C 0-004.2**

**Course Name : Finance Management/Financial statement Analysis**

**Credits : 2 Credits**

Objective: At the end of the subject, the student should understand how figures in financial statements have been arrived at, the use of the information generated by the financial statements and the limitations of the information. Exposure to at least one computer based accounting package is a must.

The subject is not intended for preparing the students as accountants. Understanding of concepts, principles and techniques and their logic would be given more importance in comparison to number crunching ability.

Content: Balance sheets and profit and loss account. Accounting mechanics. Accounting Records and Systems. Understanding published accounts of companies. Use of software in accounting.

Pedagogy: Cases, problems, analysis of published accounts of companies, computer based exercises and understanding of recording systems of real life organizations.

#### References/Readings

1. Bhattacharyya, S. K. And John Dearden; 'Accounting for Management'; Vikas Publishing House Pvt. Ltd.; New Delhi; Latest edition
2. Chadwick, Leslie; 'The Essence of Financial Accounting'; Prentice-Hall of India Private Limited, New Delhi; Latest edition.
3. 'How to Read a Balance Sheet'; ILO Programmed Book; Oxford & IBH Publishing Co. Pvt. Ltd.; New Delhi; Latest edition.
4. Chandra Prasanna; 'Managers' Guide to Finance and Accounting'; Tata McGraw-Hill Publishing Company Limited; New Delhi; Latest edition.
5. Anthony, Robert, et al.; 'Accounting: Text and Cases'; Tata McGraw-Hill Publishing Company Limited; New Delhi; Latest edition.
6. Narayanaswamy, R.; 'Financial Accounting: A Managerial Perspective'; Prentice-Hall of India Private Limited, New Delhi; Latest edition.
7. Bhattacharya, Ashish K.; Financial Accounting for Business Managers'; Prentice-Hall of India Private Limited, New Delhi; Latest edition.

**Course Code : C 0-005.1**

**Course Name : Production Operations Management**

**Credits : 2 Credits**

Objective: At the end of the subject, the student will have understanding of designing, organizing and scheduling of production / operations of organizations. He / she will also be able to understand implications of production / operations functions to other functions and vice-versa. The student will demonstrate this ability in situations within the institution.

Content: Designing and organizing the production / operations function.

Pedagogy: Cases, problems, production / operations tours in organizations, practical assignments in the institution and computer based assignments.

References/Readings

1. Krajewski, Lee J. and Larry P. Ritzman; 'Operations Management: Strategy and Analysis'; Pearson Education India; Latest Edition.
2. Schmenner, Roger W.; 'Plant and Service Tours in Operations Management'; Pearson Education India; Latest Edition.
3. Hill, Terry; 'The Essence of Operations Management'; Prentice Hall of India Private Ltd., New Delhi, Latest edition.
4. Krishnaswamy, K. N. 'Cases in production / Operations Management'; Prentice Hall of India Private Ltd., New Delhi, Latest edition.
5. Selected articles from Journal of Operations Management, Productivity, Udyog Pragati, etc.

**Course Code : C 0-005.2**

**Course Name : Production Operations Management**

**Credits : 2 Credits**

Objective: At the end of the subject, the student will have understanding of control systems for production / operations of organizations. He / she will also be able to understand implications of production / operations functions to other functions and vice-versa. The student will demonstrate this ability in situations within the institution.

Content: Controlling of the production / operations function. Emerging trends from academic literature and practices.

Pedagogy: Cases, problems, production / operations tours in organizations, practical assignments in the institution and computer based assignments.

#### References/Readings

1. Krajewski, Lee J. and Larry P. Ritzman; 'Operations Management: Strategy and Analysis'; Pearson Education India; Latest Edition.
2. Schmenner, Roger W.; 'Plant and Service Tours in Operations Management'; Pearson Education India; Latest Edition.
3. Hill, Terry; 'The Essence of Operations Management'; Prentice Hall of India Private Ltd., New Delhi, Latest edition.
4. Krishnaswamy, K. N. 'Cases in production / Operations Management'; Prentice Hall of India Private Ltd., New Delhi, Latest edition.
5. Selected articles from Journal of Operations Management, Productivity, Udyog Pragati, etc.

**Course Code : C 0-006.1**

**Course Name :Human Resource Management**

**Credits : 2 Credits**

Objective: At the end of the subject, the student will have an understanding of Human Resource Management (HRM) function within an organization and the implications of the HRM function to other functions and vice-versa.

Content: Organizational strategy, structure, culture and change; and their implications for HRM. Employee sourcing, recruitment and selection.

Pedagogy: Discussions, case studies, experiential exercises and industry based assignments.

References/Readings

1. **McKenna, Eugene and Nic Beech; ‘The Essence of Human Resource Management’; Prentice–Hall of India Private Limited; New Delhi, 1995 or later editions.**
2. **Cowling, Alan and Philip James; ‘The Essence of Personnel Management and Industrial Relations’; Prentice Hall of India Private Limited; New Delhi; 1994 or later editions.**
3. **Articles from popular Indian business periodicals.**
4. **Dessler, Gary; ‘A Framework for Human Resource Management’; Pearson Education India; Latest Edition.**
5. **Saiyadain, Mirza S; ‘Human Resource Management’; Tata McGraw-Hill Publishing Company Limited; New Delhi; Latest edition.**

**Course Code : C 0-006.2**

**Course Name :Human Resource Management**

**Credits : 2 Credits**

Objective: At the end of the subject, the student will have understanding of Human Resource Management (HRM) functions within organizations and the implications of the HRM function to other functions and vice-versa.

Content: Performance management, reward management, training and development and employee relations. Emerging areas in academic literature and practice.

Pedagogy: Discussions, case studies, experiential exercises and industry based assignments.

References/Readings

(Sr. Nos. 1 or 4 and 2 or 3)

1. McKenna, Eugene and Nic Beech; 'The Essence of Human Resource Management'; Prentice-Hall of India Private Limited; New Delhi, Latest edition.
2. Beardswell, Ian and Len Holden; 'Human Resource Management'; Macmillan India Ltd.; Latest edition.
3. Monappa, Arun and Mirza S. Saiyadain; 'Personnel Management'; Tata McGraw-Hill Publishing Company Limited; New Delhi; Latest edition.
4. Cowling, Alan and Philip James; 'The Essence of Personnel Management and Industrial Relations'; Prentice Hall of India Private Limited; New Delhi; Latest edition.
5. Selected articles from Indian and foreign journals.

**Course Code : C 0-007.1**

**Course Name : Business Economics**

**Credits : 2 Credits**

Objective: The student will be able to apply micro economic theory to examine how a firm can achieve its objectives, subject to some constraints, most efficiently.

Content: Demand theory, estimation and forecasting. Production theory. Cost theory.

Pedagogy: More graphical and numerical in analysis than mathematical. Cases, exercises and problems from business situations.

References/Readings

1. Samuelson, Paul A. and William D. Nordhaus; 'Economics'; Tata McGraw–Hill, New Delhi; Latest edition.
2. Nellis, Joseph G. and David Parker; 'The Essence of Business Economics'; Prentice–Hall of India Private Limited; New Delhi. Latest edition.
3. Selected articles from periodicals such as Economic Times, Economist, etc.



**Course Code : C 0-007.2**

**Course Name : Business Economics**

**Credits : 2 Credits**

Objective: The student will be able to apply micro economic theory to examine how a firm can achieve its objectives, subject to some constraints, most efficiently.

Content: Market Structure, Theory of Firms, Industrial Organization Theory

Pedagogy: More graphical and numerical in analysis than mathematical. Cases, exercises and problems from business situations.

References/Readings

1. Samuelson, Paul A. and William D. Nordhaus; 'Economics'; Tata McGraw–Hill, New Delhi; Latest edition.
2. Nellis, Joseph G. and David Parker; 'The Essence of Business Economics'; Prentice–Hall of India Private Limited; New Delhi. Latest edition.
3. Selected articles from periodicals such as Economic Times, Economist, etc.

**Course Code : C 0-008.1**

**Course Name : IT Skills**

**Credits : 2 Credits**

Objective: At the end of the subject, the student would have ability in using

1. Spread sheets,
2. Data base management systems for managerial tasks.

Content: Spreadsheet applications and database management systems.

Pedagogy: There will be very few classroom sessions. Most of the sessions will be through hands on training. There will be assignments based on tasks in the educational institution itself so that the student is able to demonstrate his / her learning value addition.

References/Readings

**Published books similar to manuals of packages mentioned under Contents.**

**Course Code : C 0-008.2**

**Course Name : IT Skills**

**Credits : 2 Credits**

Objective: At the end of the subject, the student would have ability in using  
Word processor,  
Elements of a programming language  
Web based applications, etc. for managerial tasks.

Content: An elementary programming language to understand what is programming, word processing and web based skills.

Pedagogy: There will be very few classroom sessions. Most of the sessions will be through hands on training. There will be assignments based on tasks in the educational institution itself so that the student is able to demonstrate his / her learning value addition.

References/Readings

Published books similar to manuals of packages mentioned under Contents.

**Course Code : C 0-009.1**

**Course Name : Organisational Behaviour**

**Credits : 2 Credits**

Objectives: At the end of the subject, the student will have the ability to understand and demonstrate the ability to tackle various real life situations within the educational institution itself which involve:

1. Individual behavior in organizations
2. Interpersonal behavior in organizations
3. Group behavior in organizations and
4. Leadership in organizations

Content: Perception, personality, attitudes, motivation, learning, interpersonal behavior, group dynamics, conflicts, stress, power and politics, leadership and communication. New trends in organizational behavior from academic literature and practice.

Pedagogy: The objectives will be met through a series of case studies, experiential exercises and industry-based assignments rather than through mere lectures.

References/Readings

(Sr. Nos 1 and 4 and either 2 or 3).

1. Tyson, Shaun and Tony Jackson; 'The Essence of Organizational Behavior'; Prentice–Hall of India Private Ltd., New Delhi, Latest edition.
2. Luthans, Fred; 'Organizational Behavior'; McGraw–Hill, Inc, Latest edition.
3. Robbins, Stephen P; 'Essentials of Organizational Behavior'; Prentice–Hall of India Private Limited; New Delhi; 8<sup>th</sup> Edition or later editions.
4. Ramnarayan. S and Ram Mohan Rao; 'Managerial Dilemmas'; Tata–McGraw Hill Publishing Company Limited, New Delhi, 1996 or later editions.
5. Selected articles from journals such as Harvard Business Review, Vikalpa, etc.

**Course Code : C 0-009.2**

**Course Name : Organisational Behaviour**

**Credits : 2 Credits**

Objectives: At the end of the subject, the student will have the ability to understand the organization in its totality and the organizational change processes.

Content: Organisational structure : dimensions, determinants and consequences. Organisational design options. Organisational evolution, culture , conflict environment. Organisational change processes. New trends in organizational theory from academic literature and practice including critical perspectives.

Pedagogy: The objectives will be met through a series of case studies, experiential exercises and industry-based assignments rather than through mere lectures.

References/Readings

(Sr. Nos 1 and 4 and either 2 or 3).

1. Tyson, Shaun and Tony Jackson; 'The Essence of Organizational Behavior'; Prentice–Hall of India Private Ltd., New Delhi, Latest edition.
2. Luthans, Fred; 'Organizational Behavior'; McGraw–Hill, Inc, Latest edition.
3. Robbins, Stephen P; 'Essentials of Organizational Behavior'; Prentice–Hall of India Private Limited; New Delhi; 8<sup>th</sup> Edition or later editions.
4. Ramnarayan. S and Ram Mohan Rao; 'Managerial Dilemmas'; Tata–McGraw Hill Publishing Company Limited, New Delhi, 1996 or later editions.
5. Selected articles from journals such as Harvard Business Review, Vikalpa, etc.

**Course Code : C 0-013.1**

**Course Name : Financial Management**

**Credits : 2 Credits**

Objective: At the end of the course, the students would have competence in taking long term and short term corporate financial decisions while taking into consideration the behavior of the capital market.

Content: Valuation, Capital Budgeting, Risk and Return,

Pedagogy: Problems, Case Studies, Presentations and Computer / Industry and Capital Market data based Assignments.

References/Readings

1. Ross, Stephen. A., Westerfield, Randolph W. and Bradford D. Jordan; 'Fundamentals of Corporate Finance'; Tata McGraw-Hill; Latest edition.
2. Chandra, Prasanna; 'Financial Management: Theory and Practice; Tata McGraw-Hill; Latest edition.
3. Pandey, I.M. and Ramesh Bhat; 'Cases in Financial Management'; Tata McGraw-Hill; Latest edition.
4. Popular business periodicals such as "Capital Market"

**Course Code : C 0-013.2**

**Course Name : Financial Management**

**Credits : 2 Credits**

Objective: At the end of the course, the students would have competence in taking long term and short term corporate financial decisions while taking into consideration the behavior of the capital market.

Content: Risk and Return, Long Term and Short Term Financial Planning, Financial Engineering.

Pedagogy: Problems, Case Studies, Presentations and Computer / Industry and Capital Market data based Assignments.

References/Readings

1. 1.Ross, Stephen. A., Westerfield, Randolph W. and Bradford D. Jordan; ‘Fundamentals of Corporate Finance’; Tata McGraw-Hill; Latest edition.
2. 2.Chandra, Prasanna; ‘Financial Management: Theory and Practice; Tata McGraw-Hill; Latest edition.
3. 3.Pandey, I.M. and Ramesh Bhat; ‘Cases in Financial Management’; Tata McGraw-Hill; Latest edition.
4. 4.Popular business periodicals such as “Capital Market”

**Course Code : C 0-014.1**

**Course Name : Management Accounting (Cost Accounting)**

**Credits : 2 Credits**

Objective: At the end of the subject, the student would be able to use cost data and management accounting reports for taking effective decisions.

The subject is not meant for preparing the students as cost accountants. Understanding of concepts, principles and techniques and their logic would be given more importance in comparison to mere number crunching ability. Preferably, the problem solving should be based on computer software.

Content: Basic cost concepts,, cost classification, allocation and absorption of costs, Cost centers etc.; Cost analysis for managerial decisions – Direct costs, Break Even Analysis, Relevant costs etc.;

Pedagogy: Cases, problems, analysis of published accounts of companies, computer based exercises and understanding of recording systems of real life organizations.

#### References/Readings

1. Horngren Charles T et al.; ‘Cost Accounting: A Managerial Emphasis’; Pearson Education India; Latest Edition.
2. Atkinson, et al. ‘Management Accounting’; Pearson Education India; Latest Edition.
3. Atrill, Peter and Eddie McLaney; ‘Management Accounting for Non-Specialists’; Prentice-Hall of India; Latest Edition.
4. Williamson, Duncan; ‘Cost and Management Accounting’; Prentice-Hall of India; Latest Edition.
5. Anthony, Robert and David Hawkins; ‘Accounting’; Tata McGraw-Hill; Latest Edition.
6. Chadwick, Leslie; ‘The Essence of Management Accounting’; Prentice-Hall of India; Latest Edition.



**Course Code : C 0-014.2**

**Course Name : Management Accounting (Cost Accounting)**

**Credits : 2 Credits**

Objective: At the end of the subject, the student would be able to use cost data and management accounting reports for taking effective decisions.

The subject is not meant for preparing the students as cost accountants. Understanding of concepts, principles and techniques and their logic would be given more importance in comparison to mere number crunching ability. Preferably, the problem solving should be based on computer software.

Content: Pricing – Joint costs, Make or buy, relevant fixed costs, sunk costs etc.; Cost analysis and control, standard costing, variance analysis, unit and output costing, budgeting and control.

Pedagogy: Cases, problems, analysis of published accounts of companies, computer based exercises and understanding of recording systems of real life organizations.

References/Readings

1. Horngren Charles T et al.; 'Cost Accounting: A Managerial Emphasis'; Pearson Education India; Latest Edition.
2. Atkinson, et al. 'Management Accounting'; Pearson Education India; Latest Edition.
3. Atrill, Peter and Eddie McLaney; 'Management Accounting for Non-Specialists'; Prentice-Hall of India; Latest Edition.
4. Williamson, Duncan; 'Cost and Management Accounting'; Prentice-Hall of India; Latest Edition.
5. Anthony, Robert and David Hawkins; 'Accounting'; Tata McGraw-Hill; Latest Edition.
6. Chadwick, Leslie; 'The Essence of Management Accounting'; Prentice-Hall of India; Latest Edition.

**Course Code : C 0-015.1**

**Course Name : Macroeconomic Analysis for Management.**

**Credits : 2 Credits**

Objective: At the end of the subject, the student will be able to take managerial decisions considering the impact of macroeconomic trends.

Content: National income, consumption and investment, aggregate demand and multiplier models, fiscal policy, monetary policy.

Pedagogy: Discussions, exercises, problems, case studies on implications of macroeconomic environment to decision making in organizations, discussions on current macroeconomic issues based on economic dailies and periodicals.

References/Readings

1. Sammuelson, Paul A. and William D. Nordhaus; 'Economics'; McGraw– Hill, Inc. New York; Latest edition. (Equivalent to Chapters 8 onwards of 1995 edition).
2. Nellis, Joseph G. and David Parker; "The Essence of the Economy"; Prentice – Hall of India Pvt. Ltd., New Delhi, Latest Edition.
3. Buckley, Adrian; "The Essence of International Money"; Prentice – Hall of India Pvt. Ltd.; New Delhi, Latest edition.
4. Selected articles from Economic and Political Weekly, Economic Times, Economist, etc.

**Course Code : C 0-015.2**

**Course Name : Macroeconomic Analysis for Management.**

**Credits : 2 Credits**

Objective: At the end of the subject, the student will be able to take managerial decisions considering the impact of macroeconomic trends.

Content: Supply side economics, international trade and exchange rate policy. Current macroeconomic environment and implications for the industry.

Pedagogy: Discussions, exercises, problems, case studies on implications of macroeconomic environment to decision making in organizations, discussions on current macroeconomic issues based on economic dailies and periodicals.

References/Readings

1. Sammuelson, Paul A. and William D. Nordhaus; 'Economics'; McGraw– Hill, Inc. New York; Latest edition. (Equivalent to Chapters 8 onwards of 1995 edition).
2. Nellis, Joseph G. and David Parker; "The Essence of the Economy"; Prentice – Hall of India Pvt. Ltd., New Delhi, Latest Edition.
3. Buckley, Adrian; "The Essence of International Money"; Prentice – Hall of India Pvt. Ltd.; New Delhi, Latest edition.
4. Selected articles from Economic and Political Weekly, Economic Times, Economist, etc.

**Course Code : C 0-017.1**

**Course Name : Business Environment**

**Credits : 2 Credits**

Objective: At the end of the subject, the student will have the ability to understand and take into account the implications of the Indian economic environment on business decisions.

Content: Detailed discussions on selected critical sectors such as agriculture, industries, infrastructure, services, banking and finance.

Pedagogy: Assignments and presentations on selected industries/ services/ Sectors. Open discussions on recent national and international economic developments and their implications to business.

References/Readings

1. Cherunilam, Francis “ Business Environment, Text and Cases” Himalaya Publishing House, Latest edition.
2. Articles from Economic Times, Economic and Political Weekly, Economist, etc.

**Course Code : C 0-017.2**

**Course Name : Business Environment**

**Credits : 2 Credits**

Objective: At the end of the subject, the student will have the ability to understand and take into account the implications of the Indian as well as international economic environment on business decisions.

Content: Indian and International business environment and their implications on business decisions.

Pedagogy: Assignments and presentations on selected industries/ services/ Sectors. Open discussions on recent national and international economic developments and their implications to business.

References/Readings

1. Cherunilam, Francis “ Business Environment, Text and Cases” Himalaya Publishing House, Latest edition.
2. Articles from Economic Times, Economic and Political Weekly, Economist, etc.

**Course Code : C 0-018.1/ C 0-018.2**  
**Course Name : Business Research Methods**  
**Credits : 2 Credits each**

Objective: The course would develop competence in having consistency between decision problem, research problem, research design, conclusions, recommendations and implementation of research results. It would also develop the ability to differentiate between those parts of decisions based on research and those parts based on assumptions.

Content: Survey method starting from problem definition and research designs to analysis, recommendations and report writing.

Pedagogy: A combination of project work, classroom exercises and presentation by the students.

References/Readings

1. Cooper D R and Schindler, "Business Research Methods", Tata McGraw-Hill, New Delhi, Latest Edition
2. Zikmund W G, "Business Research Methods"; Thomson Learning, Indian Reprint, Latest Edition.

**Course Code : C 0-019.1**

**Course Name : Legal Aspects Of Business**

**Credits : 2 Credits**

**Objective :** To develop competence in considering legal aspects while taking business decisions. The objective is not to make them experts in law; the objective is limited to enable potential executives to meaningfully interact with legal experts whenever required.

**Content :** Indian Legal system, structure and processes, basics of court room and legal procedures such as jurisdiction, writ, civil, criminal courts, appeal, power of attorney, registration of documents, Stamp duty, contract act, companies act, sale of goods act and other important acts concerning business .

**Pedagogy :** Discussions on actual cases, judgments and the logic behind the judgments.

**References/Readings**

1. 'Nabhi's Business Law'; Jain Book Agency (Latest Edition)
2. Singh, Avatar; 'Company Law'; Eastern Book Co. (Latest Edition)
3. Singh, Avtar; 'Mercantile Law'; Eastern Book Co. (Latest Edition)
4. Malik, P.L; 'Labour and Industrial Law'; Eastern Book Co. (Latest Edition)

**Course Code : C 0-019.2**

**Course Name : Legal Aspects Of Business**

**Credits : 2 Credits**

**Objective:** To develop competence in considering legal aspects while taking business decisions. The objective is not to make them experts in law; the objective is limited to enable potential executives to meaningfully interact with legal experts whenever required.

**Content :** Negotiable instrument act, industrial disputes act, industrial employment act, trade unions act, factories act, payment of wages act, payment of bonus act, minimum wages act and other important acts concerning labor.

**Pedagogy :** Discussions on actual cases, judgments and the logic behind the judgments.

**References/Readings**

- 1. Nabhi's Business Law'; Jain Book Agency (Latest Edition)**
- 2. Singh, Avatar; 'Company Law'; Eastern Book Co. (Latest Edition)**
- 3. Singh, Avtar; 'Mercantile Law'; Eastern Book Co. (Latest Edition)**
- 4. Malik, P.L; 'Labour and Industrial Law'; Eastern Book Co. (Latest Edition)**

**Course Code : C 0-020.1**  
**Course Name : Business Mathematics**  
**Credits : 2 Credits**

Objective: At the end of the subject, the student will have the ability in

- 1. Identifying managerial situations requiring elementary mathematical formulations**
2. Formulating such situations using elementary mathematics
3. Solving them using a computer (spreadsheets), and
4. Understanding the larger organisational implications of those solutions.

One of the important objectives is also to help students overcome the fear of mathematics.

Contents: Elementary algebra, sets, functions, solutions of equations, inequalities, series, permutations & combinations

Pedagogy: Exercises in mathematical formulation of managerial problems, solving them manually or preferably by a computer and discussions on implications of the solutions to organisations. To the extent possible, mathematical exercises per-se which are independent of managerial problems, will be avoided.

References/Readings

1. Spooner, H.A. and D.A.L. Wilson; 'The Essence of Mathematics for Business'; Prentice–Hall of India Private Limited; New Delhi; 1991 or later editions.
2. Raghavachari, M; 'Mathematics for Management'; Tata McGraw–Hill Publishing Company Ltd., New Delhi, 1980 or later editions.



**Course Code : C 0-020.2**

**Course Name : Business Mathematics**

**Credits : 2 Credits**

Objective: At the end of the subject, the student will have the ability in

- 1. Identifying managerial situations requiring elementary mathematical formulations**
2. Formulating such situations using elementary mathematics
3. Solving them using a computer (spreadsheets), and
4. Understanding the larger organisational implications of those solutions.

One of the important objectives is also to help students overcome the fear of mathematics.

Contents: Logarithms and exponentials, matrices, differentiation and integration.

Pedagogy: Exercises in mathematical formulation of managerial problems, solving them manually or preferably by a computer and discussions on implications of the solutions to organisations. To the extent possible, mathematical exercises per-se which are independent of managerial problems, will be avoided.

References/Readings

1. Spooner, H.A. and D.A.L. Wilson; 'The Essence of Mathematics for Business'; Prentice–Hall of India Private Limited; New Delhi; 1991 or later editions.
2. Raghavachari, M; 'Mathematics for Management'; Tata McGraw–Hill Publishing Company Ltd., New Delhi, 1980 or later editions.

**Course Code : C 0-021.1**

**Course Name : Business Statistics**

**Credits : 2 Credits**

Objective: At the end of the subject, the student will have the ability to identify business research situations requiring statistical analysis, will be able to design and solve using computers wherever possible such statistical analysis problems and also use the results for arriving at conclusions and making decisions.

Content: Statistics, probability distributions, sampling and sampling distributions, estimation, testing of hypotheses.

Pedagogy: Cases, problems, computer based exercises, industry based projects, secondary data based projects, etc.

References/Readings

1. Fleming, Michael C. and Joseph G. Nellis; “The Essence of Statistics for Business”; Prentice Hall of India Private Ltd., New Delhi; Latest edition.
2. Aczel, Amir, et al.; ‘Complete Business Statistics’; Tata McGraw–Hill Publishing Company Limited; New Delhi; Latest edition.
3. Levine, David M.; ‘Statistics for Managers’; Prentice Hall of India Private Ltd., New Delhi; Latest edition.
4. Anderson, David R.; ‘Statistics for Business and Economics’; Thomson Learning, India; Latest Edition.

**Course Code : C 0-021.2**  
**Course Name : Business Statistics**  
**Credits : 2 Credits**

Objective: At the end of the subject, the student will have the ability to identify business research situations requiring statistical analysis, will be able to design and solve using computers such statistical analysis problems and also use the results for arriving at conclusions and making decisions.

Content: Testing of hypotheses, chi-square test, analysis of variance, simple regression and time series analysis.

Pedagogy: Cases, problems, computer based exercises, industry based projects, secondary data based projects, etc.

References/Readings

1. Fleming, Michael C. and Joseph G. Nellis; “The Essence of Statistics for Business”; Prentice Hall of India Private Ltd., New Delhi; Latest edition.
2. Aczel, Amir, et al.; ‘Complete Business Statistics’; Tata McGraw–Hill Publishing Company Limited; New Delhi; Latest edition.
3. Levine, David M.; ‘Statistics for Managers’; Prentice Hall of India Private Ltd., New Delhi; Latest edition.
4. Anderson, David R.; ‘Statistics for Business and Economics’; Thomson Learning, India; Latest Edition.

**Course Code : C 0-022.1**

**Course Name : Operations Research**

**Credits : 2 Credits**

Objective : At the end of the course, the student would be able to

- Model real life business problems using chosen mathematical /operations research models
- Solve them using Excel / other packages
- Have an intuitive feel of the logic behind the solution methods and
- Implement solutions in real life

Content :Deterministic models such as Linear Programming, transportation problem, assignment models, sequencing & scheduling etc.

Pedagogy

**Exercises in formulation of real life problems, use of software for solving, discussions on intuitive interpretations of logic behind solution methods, discussions on managerial implications of implementation of solutions, real life case discussions published in journals such as Interfaces, a mini-project in modeling, etc.**

References/Readings

1. Winston, Wayne L. and S. Christian Albright, “Practical Management Science”, Thomson Learning-India, 2002 or later editions.
2. Winston, Wayne L. and S. Christian Albright, “Operations Research”, Thomson Learning-India, 2004 or later editions.
3. Lawrence Jr. John A. and Barry A. Pasternack, “Applied Management Science”, Wiley, 2003 or later editions.
4. Anderson, David R., Dennis J. Sweeney and Thomas A. Williams, “An Introduction to Management Science”, Thomson Learning-India, 2002 or later editions.
5. Anderson, David R., Dennis J. Sweeney and Thomas A. Williams, “Quantitative Methods for Business”, Thomson Learning-India, 2002 or later editions.
6. Hillier, Frederick and Mark Hillier, “Introduction to Management

**Course Code : C 0-022.2**

**Course Name : Operations Research**

**Credits : 2 Credits**

Objective : At the end of the course, the student would be able to

- Model real life business problems using chosen mathematical /operations research models
- Solve them using Excel / other packages
- Have an intuitive feel of the logic behind the solution methods and
- Implement solutions in real life

Content : Probabilistic models such as Decision Trees, Queuing, Simulation, Markov chains etc.

Pedagogy

**Exercises in formulation of real life problems, use of software for solving, discussions on intuitive interpretations of logic behind solution methods, discussions on managerial implications of implementation of solutions, real life case discussions published in journals such as Interfaces, a mini-project in modeling, etc.**

References/Readings

1. Winston, Wayne L. and S. Christian Albright, "Practical Management Science", Thomson Learning-India, 2002 or later editions.
2. Winston, Wayne L. and S. Christian Albright, "Operations Research", Thomson Learning-India, 2004 or later editions.
3. Lawrence Jr. John A. and Barry A. Pasternack, "Applied Management Science", Wiley, 2003 or later editions.
4. Anderson, David R., Dennis J. Sweeney and Thomas A. Williams, "An Introduction to Management Science", Thomson Learning-India, 2002 or later editions.
5. Anderson, David R., Dennis J. Sweeney and Thomas A. Williams, "Quantitative Methods for Business", Thomson Learning-India, 2002 or later editions.
6. Hillier, Frederick and Mark Hillier, "Introduction to Management

**Course Code : C 0-023.1**

**Course Name : Business Ethics**

**Credits : 2 Credits**

Objective:

1. To equip students with ethical concepts that are relevant to resolving moral issues in business
2. To help them identify the moral issues involved in the management of specific problem areas in business

Content : Basic ethical principles in business; ethics in the market place; ethics in the external exchanges of business: ethics and the environment.

Pedagogy : Case discussions and discussions of contemporary business stories involving ethical issues.

References/Readings

1. Peter, Pratley; "The Essence of Business Ethics"; Prentice Hall of India Pvt. Ltd.; Latest Edition.
2. Velasquez, Manuel G.; "Business Ethics"; Pearson Education Asia; Latest Edition.
3. Chakraborty, S.K; "Ethics in Management"; Oxford India Paperback; Latest Edition

**Course Code : C 0-023.1**

**Course Name : Business Ethics**

**Credits : 2 Credits**

Objective:

1. To help the students to examine the social and natural environments within which moral issues in business arise.
2. Help them develop the reasoning and analytical skills needed to apply ethical concepts to business decisions

Content : Ethics and the environment, ethics and the consumer, ethics in production and marketing; ethics in exchanges with internal constituencies, the employees.

Pedagogy :Case discussions and discussions of contemporary business stories involving ethical issues.

References/Readings

1. Peter, Pratley; “The Essence of Business Ethics”; Prentice Hall of India Pvt. Ltd.; Latest Edition.
2. Velasquez, Manuel G.; “Business Ethics”; Pearson Education Asia; Latest Edition.
3. Chakraborty, S.K; “Ethics in Management”; Oxford India Paperback; Latest Edition

**Course Code : C 0-024.1**  
**Course Name : Environment Management**  
**Credits : 2 Credits**

Objective :

1. Understanding the nature of the problem related to environment, and to find solution with proper care and conservation of resources.
2. Provide students with strategic and operational approaches to environmental management and to effectively integrate environmental issues into their business.

Content : Analyse different aspects of nature and their inter-relatedness with humans. Understands the benefits of an Environment Impact Assessment (EIA) done basically for all upcoming developmental projects its problems and concerns. Discussion on issues involved in enforcement of environmental legislation, regulatory policies and technological advances in environmental management.

Pedagogy :Case discussions and discussions of contemporary issues involving environmental concerns

References/Readings

1. Bharucha, Ercha, "Text book of Environmental Studies for undergraduate courses"; Universities Press (India) Private Limited, 2005 or later edition
2. Balakrishnamoorthy, "Environmental Management, Text & cases ", PHI learning private limited, 2009, second edition
3. Anjaneyulu, y, "Introduction to environmental science", BS publications, 2008.
4. \_Contemporary articles on environment



**Course Code : C 0-024.2**  
**Course Name : Environment Management**  
**Credits : 2 Credits**

Objective :

1. Examine the impact of operations carried on by organizations on our environment from management perspective with a focus on how environmental concerns create threats opportunities and affect organizational strategic management.
2. Introduce students to the concept of environmental management systems and to ISO14000, the international environmental management system standards

Content : With special emphasis given to public perceptions of environmental issues and its effects on business strategy. Study the urban problems related to energy, resource consumption patterns and the need for equitable utilization in accordance to environmental ethics.

Pedagogy :Case discussions and discussions of contemporary issues involving environmental concerns

References/Readings

1. Bharucha, Ercha, "Text book of Environmental Studies for undergraduate courses"; Universities Press (India) Private Limited, 2005 or later edition
2. Balakrishnamoorthy, "Environmental Management, Text & cases ", PHI learning private limited, 2009. second edition
3. Anjaneyulu, y, "Introduction to environmental science", BS publications, 2008.
4. \_Contemporary articles on environment

**Course Code : C 0-025.1**

**Course Name : Management Information System**

**Credits : 2 Credits**

Objective : At the end of the subject, the students will be able to design and implement technology based information systems for facilitating business decision-making.

Content : Role of IS and IT, operational and strategic. Hardware and software for IS, types of IS.

Pedagogy : Cases, Industry based projects, secondary data based projects, presentations.

**References/Readings**

1. **Laudon, Kenneth C. and Jane P. Laudon, 'Management formation Systems'; Prentice Hall of India, Latest edition.**
2. O'Brien, James, et al.; 'Management Information Systems'; Tata McGraw-Hill Publishing Company Limited; New Delhi; Latest edition.

**Course Code : C 0-025.2**

**Course Name : Management Information System**

**Credits : 2 Credits**

Objective : At the end of the subject, the students will be able to design and implement technology based information systems for facilitating business decision-making.

Content : Types of IS. Communication and networking, Internet, ERP, etc. Implementation issues.

Pedagogy : Cases, Industry based projects, secondary data based projects, presentations.

**References/Readings**

3. **Laudon, Kenneth C. and Laudon, Jane P. 'Management formation Systems'; Prentice Hall of India, Latest edition.**
4. O'Brien, James, et al.; 'Management Information Systems'; Tata McGraw–Hill Publishing Company Limited; New Delhi; Latest edition.

**Course Code : C 0-029.1/ C 0-029.2/ C 0-030.1/ C 0-030.2**

**Course Name : Comprehensive Case Analysis**

**Credits : 1 Credit each for four modules**

Objective: At the end of the subject, the student will be able to

- Use robust frameworks for dealing with short term and long term organizational situations.

Content: Case studies and fieldwork relevant to the topics discussed in each term.

Pedagogy: Case discussions, written and oral presentations, etc.

**Course Code : C 0-031.1/ C 0-031.2**

**Course Name : Case writing and analysis**

**Credits : 1 Credit each for two modules**

Objective: At the end of the subject, the student will be able to Document real life organizational situations in case format, analyse and suggest solutions for the problems documented in the real life case.

Content: Case studies and fieldwork relevant to the topics discussed in each term.

Pedagogy: Case discussions, written and oral presentations, etc.

**Course Code : C 0-032.1/ C 0-032.2/ C 0-033.1 / C 0-033.2**

**Course Name : Learning Management through executive interaction**

**Credits : 1 Credit each for four modules**

Objective : To develop managerial / organizational reality orientation

Content : Experience narration by executives or first person narration of live/ real life cases

Pedagogy : Interaction sessions with executives from industry. Critical reflection on the experience of the executive.

**Course Code : C 0-034.1/ C 0-034.2/ C 0-035.1 / C 0-035.2**

**Course Name : Seminars on contemporary issues**

**Credits : 1 Credit each for four modules**

Objective : To develop the competence to analyze contemporary and non contemporary economic, political, social , cultural and science and technology trends to arrive at implications for managers in the firm.

Content : Contemporary and non contemporary economic, political, social , cultural and science and technology issues.

Pedagogy : Small group presentations on contemporary and non contemporary economic, political, social , cultural and science and technology issues.

Reference/Reading : Appropriate reading specific to each presentation to be chosen by the students.

**Course Code : C 0-037.1/ C 0-037.2**

**Course Name : Learning management from contemporary articles**

**Credits : 1 Credit each for two modules**

Objective : To develop the competence to analyze contemporary economic, political, social , cultural and science and technology articles from different sources

Content : Contemporary economic, political, social , cultural and science and technology issues.

Pedagogy : Small group presentations on contemporary economic, political, social , cultural and science and technology articles selected by student/facilitator

Reference/Reading : Appropriate reading specific to each presentation to be chosen by the students.



**Course Code : C 0-038.1/ C 0-038.2**  
**Course Name : Live project in Management**  
**Credits : 1 Credit each for two modules**

Objective : To develop the competence to collect , analyze the data collected from various sources with a defined objective . Derive meaningful conclusions and arrive at recommendations.

Content : Secondary/ primary data collection through various sources like library, other sources and field based data collection.

Pedagogy : Library work , field work, guidance, presentations and discussions.

Reference/Reading : Appropriate reading specifically related to the objective of the study.

**Course Code : C 0-043.1/ C 0-043.2**

**Course Name : Entrepreneurship**

**Credits : 2 Credits each for two modules**

Objective : At the end of the subject, the student will have the ability to prepare a proposal for a new entrepreneurial project.

Content : The student (or students in small groups) will work on a product / service idea, work through technical, marketing and financial feasibilities and arrive at a proposal to be submitted to funding agencies. The scale will be limited to tiny small or medium.

Pedagogy : Apart from the guidance by faculty, the project will involve periodic presentations by the students, fieldwork to collect data and sessions by role model entrepreneurs and executives from government bodies and funding agencies. Regular presentations on progress reviews and the final project report will be considered as two modules.

Reference/Reading : Appropriate reading specifically related to the objective of the study.

### **Soft Skills**

**Course Code : C 0-101.1/ C 0-101.2**  
**Course Name : Oral Communication skills**  
**Credits : 1 Credit each for two modules**

Objective : At the end of the subject the student will be able to orally communicate effectively with confidence and facilitate interpersonal communication.

Content : Interpersonal and group communication, communication through telephone, facing and conducting interviews for employment as well as other purpose, public speaking

Pedagogy : Experiential exercises, video and audio feedback. More stress to be given on language more than the psychological process.

**Course Code : C 0-102.1/ C 0-102.2**  
**Course Name : Written communication skills**  
**Credits : 1 Credit each for two modules**

Objective : At the end of the subject the student will be able to communicate in writing effectively.

Content : Comprehension, letter writing – formal and informal, report writing, creative writing.

Pedagogy : Experiential exercises, in basket exercises. More stress to be given on language more than the psychological process.

**Course Code : C 0-103.1/ C 0-103.2**  
**Course Name : Presentation skills**  
**Credits : 1 Credit each for two modules**

Objective : At the end of the subject the student will be able present effectively.

Content : Presentation design and layout , presentation delivery

Pedagogy : Experiential exercises and in- class discussions

**Course Code : C 0-105.1/ C 0-105.2**

**Course Name : Group discussion skills**

**Credits : 1 Credit each for two modules**

Objective : At the end of the subject the student will be able to effectively participate and lead group discussions and tasks.

Content : Planning and preparation for group discussions, how to summarize and guide the direction of a discussion , group discussion etiquettes

Pedagogy : Role plays, demonstrations, in-class discussions

**Course Code : C 0-106.1/ C 0-106.2**

**Course Name : Negotiation skills**

**Credits : 1 Credit each for two modules**

Objective : At the end of the subject the student will be able to effectively negotiate in various situations.

Content : Competitive versus collaborative decision making, types of negotiation, barriers in effective negotiation, interests versus positions in negotiation

Pedagogy : Role plays, demonstrations, in-class discussions

**Course Code : C 0-107.1/ C 0-107.2**

**Course Name : Interview facing skills**

**Credits : 1 Credit each for two modules**

Objective : The student will also be equipped with the requisite skills to face entry level selection processes of organizations

Content : Cover letter and resume writing , interview handling

Pedagogy : Role plays, simulations, demonstrations, in-class discussions

**Course Code : C 0-109.1/ C 0-109.2**

**Course Name : Report writing skills**

**Credits : 1 Credit each for two modules**

Objective : At the end of the subject the student will be able to write reports effectively

Content : Structure and content of various types of reports, how to provide references and written data presentations

Pedagogy : Presentations, in class exercises and discussions.

**Course Code : C 0-110.1/ C 0-110.2**

**Course Name : Etiquettes**

**Credits : 1 Credit each for two modules**

Objective : At the end of the subject the student will be able to understand etiquette and behave in social situations appropriately.

Content : Various socio cultural situations requiring particular etiquette and behavior to be followed.

Pedagogy : Role plays, demonstrations, field visits etc.

**Course Code : C 0-111.1/ C 0-111.2**

**Course Name : Career planning**

**Credits : 1 Credit each for two modules**

Objective : At the end of the subject the student will be able to analyze career alternatives and make decisions about choosing the same.

Content : Information on educational employment and entrepreneurial opportunities.

Pedagogy : In- class discussions and presentations. Talks by subject experts

**Course Code : C 0-112.1/ C 0-112.2**

**Course Name : Event Management skills**

**Credits : 1 Credit each for two modules**

Objective : At the end of the subject the student will develop the skill of organizing an event.

Content : Planning an event, Schedule development, fund management , handling legal compliances staffing and running the event

Pedagogy : In- class discussions and presentations. Talks by subject experts practical exercise.

**Course Code : C 0-113.1/ C 0-113.2**

**Course Name : Public speaking skills**

**Credits : 1 Credit each for two modules**

Objective : At the end of the subject the student will be able to be a good public speaker

Content : various stages of preparation for delivering a speech – selection of topic, relevant data collection, draft preparation etc. Listening to famous speeches.

Pedagogy : Role plays, listening to famous speeches, video and audio feedback.

**Course Code : C 0-114.1/ C 0-114.2 / C 0-115.1/ C 0-115.2**

**Course Name : Mock interviews by executives**

**Credits : 1 Credit each for four modules**

Objective : To enable students to obtain feedback every term from industry / employers on the extent of competence development they had, their strengths, their weaknesses, etc. judged from the point of their employability in the industry.

Content : Mock interviews by executives from the industry to assess conceptual clarity, domain knowledge, soft skills, perspectives held, etc.

Pedagogy : Mock interviews by executives from the industry

## **Internships**

**Internship Reports :**



**Credits : 16 credits**

Objective : At the end of the internships students will be able to:

- 1) Understand how industry works.
- 2) Contribute to industry through a project/ assignment / regular work in organizations by arriving at actionable suggestions.

Contents : Industry practices

Pedagogy : Internship in/ field projects in various departments of a firm. Report based on the internship/ field project

Reading : Secondary materials on the firm in which internship/ field project is undertaken

**Internship Seminars :**

**Credits : 6 credits**

Objective : To enable students to learn from each other on how industry works in order to enhance learning from real life case studies.

Content : Industry practices

Pedagogy : Seminars by students followed by discussions on the internship they had in various departments of the firm.

Reading : Secondary materials on the firm in which internship/ field project is undertaken

Note:- Internships may be spread over the duration of the course as necessary.

## **Syllabus of Core Courses in Travel and Tourism**

**T01      Tourism Concepts      2 credits    minimum contact hrs 30**

### **Objective:**

At the end of the subject, the student will deal with tourism as a system rather than as a set of disparate entities or processes. The student will deal with tourism reality as well as others tourism subject that follow this subject in this manner

### **Contents:**

Overview of tourism, Organization of tourism, travel behavior, tourism supply, demand policy, planning and development, tourism research, tourism marketing and future of tourism.

### **Pedagogy:**

The system thinking will be developed through comprehensive case studies and industry based assignment.

### **Minimum depth of coverage will be at level of the following books.**

1. Goeldner, Charles R. and J.R Brent Ritchie, ‘Tourism: principle , practices, philosophies’  
9th edition, Wiley, 2002 or late edition

**T02      Hospitality Management    2 credits minimum contact hrs 30**

**Objective:**

At the end of the subject, the student will have the ability to deal with management problem using the management processes in the specific context of hospitality.

**Contents:**

The hotel business development and classification ,room division operation, food and beverage ,recreation and leisure, entertainment industry, meetings, conventions, and expositions, marketing ,human resource ,leadership ,planning , organizing ,communication and emerging areas in hospitality technology and emerging areas in hospitality management.

**Pedagogy:**

The subject will be handling synergistically with Management processes and skills in handling management processes in the hospitality context will be developed thorough hospitality case and industry based assignment.

**Minimum depth of coverage will be at level of the following books.**

1. Walkers, John R. ‘introduction to hospitality management’, Prentice Hall , 2003 or later editions.

**T03 Tour operation management 1 credit minimum contact hrs 15****Objective:**

At the end of the subject, the student will have the ability to effectively design and implement tour programmes for inbound and outbound tourist

**Contents:**

Designing package Holidays, Marketing Holiday, Distributing Holidays, dealing with airlines, Accommodation, travel agencies, local operation firm, information technology in tour operation and future of operation industry.

**Pedagogy:**

The subject will be handled through tour operation case studies, industry based assignment and by making the student design an innovative prototype package tour in Goa

**Minimum depth of coverage will be level of the following books.**

1. Laws , Erick, 'Managing Packaged tourism', Thomson business press, Uk,1997
2. Godfry, Kerry ad Jackie Clarke, 'The Tourism Development Handbook', continuum ,London 2000

**T04 Economics of Tourism I. 2 credits minimum contact hrs 30**

**Objective:**

At the end of course, the student will have competence in

- Explaining through economics the growth and development of tourism in particular contexts
- Explaining economics behavior of firm involved in tourism
- Predicating behavior of firm and tourism in a particular context to some extent and in suggesting policy and firm level interventions

**Contents:**

- Tourism demand
- Tourism supply and costs
- Tourism market structure
- Structure, performance and conduct of tourism firms
- Five forces analysis in understanding competitive advantage for firms
- Impact of new economy
- Generic strategies for firm

**Pedagogy:**

The subject will be handled through exercise in economically interpreting contemporary tourism news items as well as article on tourism industry in different parts of the world. Students will be required to make industry and firm level analysis of the firm in which they work or attached for internship.

**Minimum depth of coverage will be at the level of the following books.**

1. Lundberg, Donald E. M. Krishnamoorthy and Mink H. Stavenga, 'Tourism Economics,' John Wiley & Sons, Inc, New York, 1995
2. Sinclair M. Thea and Mike Stabler, 'The Economics of Tourism,' Rutledge, London, 1997
3. Tribe, John, 'Economics of Leisure and Tourism' Butterworth Heinemann, Oxford, 1999
4. Cullen, Peter, 'Economics for Hospitality Management,' Thomson Business Press UK, 1997 (Cengage)
5. Journals such as the Annals of Tourism Research, Journal of Travel Research, etc. and material from newspaper, popular magazine and the internet

**T05 Marketing Tourism and Hospitality. 4 credits minimum contact hrs 60.**

**Objective:** At the end of the subject, the students will have the ability to Identify consumers' needs of tourist

- Segment tourist
- Design the marketing strategic and
- Build long term relationship between the firm and tourist

**Contents:**

Service Characteristics of Hospitality and Tourism Marketing in Strategic Planning Marketing Environment , Marketing Information System and Marketing Research , consumer Market and Consumers Buying Behavior, organizational Buyer Behavior of Group Market, Market Segmentation, Targeting, and positioning , Designing and Managing products and service, internal Marketing, building customers loyalty, pricing Distribution Channels, promoting Products and Service, Electronic Marketing, Professional Sales, Destinations Marketing and Emerging Trends in Marketing Tourism and Hospitality

**Pedagogy:**

The subject will be handled through hospitality case studies and industry based assignment

**Minimum depth of coverage will be at the level of the following books.**

1. Kotler, Philip, John R. and James C. Makens, ' Marketing for Hospitality and Tourism', prentice hall,2003

**T06 Travel Agency Management 1 credit minimum contact hrs 15.**

**Objective:**

At the end of the subject, the student will have ability to use Management processes to effectively manage a travel agency.

- Identify consumption needs of tourist
- Segment tourist
- Design the marketing Ps to meet the needs
- Implement marketing strategies and the tourist

**Contents:**

Travel Agency Management involving aspect such as marketing, sales, personal, financial, legal, impact of automation, etc. Role of travel agency in the industry, recent development, future issues.

**Pedagogy:**

The subject will be handled through travel agency case studies and industry based assignments.

**Minimum depth of coverage will be at the level of the following books.**

1. Gee. Chuck Y, 'Professional Travel Agency Management ,' Prentice Hall, 1990
2. Gregory, Aryear, 'Travel Agent, The Dealer in Dreams,' prentice Hall, 1993

**T08      Economics of Tourism II. 2 credits minimum contact hrs 30.**

**Objective:**

At the end of the course, the student will have competence in

- Explaining through economics the growth and development of tourism in particular contexts
- Explaining economics behavior of firm involved in tourism
- Predicating behavior of firm and tourism in a particular context to some extent and in suggesting policy and firm level interventions

**Contents:**

- Macroeconomic environment of tourism
- Tourism: income, employment and inflation
- Tourism and economics environment of tourism
- Tourism and externalities: environment, sustainability
- Emerging areas in economics of tourism

**Pedagogy:**

The subject will be handled through exercise in economically interpreting content tourism news items as well as articles on tourism industry in different parts of the world. Students will be required to make industry and firm level analysis of the firm in which they work or attached for internship

**Minimum depth of coverage will be at the level of the following books.**

1. Lundberg, Donald E, M.Krishanmoorthy and Mink H, Stavenga, 'TOURISM Economics, John Wiley & sons, Inc. New York, 1995
2. Sinclair M Thea and Mike Stabler, 'the economics of tourism, 'Routledge London, 1997
3. Tribe, John, 'Economics of Leisure and tourism.' Butterworth Heinemann, Oxford, 1999
4. Cullen, Peter, 'economics for hospitality management, 'Thomson business press, UK, 1997
5. Journal such as the annals of tourism research, journal of travel research, etc. and material from newspaper, popular and the internet.



**T09 Tourism planning and policies 2 Credits 30 Hours**

**Objective:**

On completion, the students will be able to develop tourism policy and policy instruments considering

1. The institutional framework within which policy is formulated
2. The advantage and difficulties associated with various forms of tourism development in relation to their impact upon the destination communities (i.e. economics, social and environmental considerations)
3. The problem that unplanned or badly planned tourism can create for host communities and

Developed the ability to apply tourism planning theory to mitigate the impact of these problems and devise appropriate strategies for the inclusion of stakeholders and local communities' within tourism plans.

**content**

The use of political economy perspectives in assessing the equity and effectiveness of tourism policy. The role of the public, private and voluntary sector within tourism. Planning to enhance the positive impact of tourism on economics, and the various policy instruments that can be applied to successfully include local communities in the benefits of tourism

**pedagogy**

Discussion of case studies of successful and unsuccessful planning and policy innovation, project on policy development, etc.

**Readings indicating Minimum Depth of coverage**

Gunn, A (2002) *Tourism Planning, basics, concepts, cases*. 1st Edn. London: Routledge

Hall C.M (2000) *Tourism planning : policy, processes and relationship*, Longman

Harris R, Griffin T and Williams, P(200) (eds) *Sustainable Tourism: A global perspective*, Butterworth-Heinemann, Oxford

Harrison, D(ed) (2001) *Tourism and the less developed countries: issues and case studies*, Cognizant

Inskeep E (1997) *Tourism planning: An integrated and sustainable Development Approach*. Wiley

Mason, P (2003) *Tourism impacts, planning and management*, London: Butterworth-Heinemann

Mowforth, M&I Munt (1998) *Tourism and sustainability : New tourism in the third world* . London: Routledge

Sharpley, R&D. Telfer (eds) (2002) *Tourism and development: concepts and issues*. Cleveland, UK: Channel View publication

WTO(2002) *Tourism and poverty Alleviation*, Madrid: WTO

WTO(1994) *National and regional tourism planning: methodologies and case studies*. London: Routledge

**T10 Tourist and Tourism 2 Credits 30 Hours**

**Objective:**

On completion the students will be able to use a richer sociological and anthropological understanding of tourism while planning tourism products and services

**Contents**

Tourism and tourist theories, tourist gaze, quest for the other, representation in tourist authenticity etc.

**Pedagogy:**

Discussion of articles, case studies etc.

**Reading indicating minimum depth of coverage**

1. Chambers, Erve, Native Tours: The Anthropology of Travel and Tourism, Latest Ed.
2. Lofgren, Orvar; "On Holiday: A History of Vacationing", Latest Edition
3. Urry, J. "The Tourist Gaze", Boston, Elsevier Butterworth\_Heinemann, Latest Ed.

## **Objective**

At the end of the course, student will be able to

- Plan the use of internet for tourism firms
- Plan the use of various internet communication platforms
- Plan the use of e-commerce and e-marketing
- Plan for effective newsletters and / or websites
- Use mechanisms like Google Ad-words to advertise
- Take advantage of changing trends in tourism information technology such as CRM, ERP, etc.

## **content**

Internet, E-commerce e-marketing, website Creation, CRM, ERP, MIS involving guest history, inventory control, etc. property management system involving back office, yield management, reservation, etc.

## **pedagogy**

Discussion of case studies of use of IT in tourism, mini project on IT for tourism etc.

## **Reading indicating minimum depth of coverage**

1. Zhou. Zongqing (2004) e- commerce and information technology in hospitality and tourism New York: Delmar learning.
2. Braham B, 'computer system in hotel & Catering industry ,' casesell,1998
3. Sheldon P (1997) tourism information technology. Oxford: CAB

**T12 Tourism industry 4 credits minimum contact hrs 60**

**Objective:**

To develop competence in analyzing the structure of the components of global and Indian tourism industry to enable the students to take decision consistency with the lecture.

**Content:**

Structure of different sectors of the tourism industry and issues involved; accommodation, transport, attraction, tourism service, tour operation and travel retail sectors: public. Private and voluntary sector, technological development, political environment, social trends and economics trends.

**Pedagogy**

Case studies, discussion of articles from the popular press and an assignment on least one sector of the tourism industry for their first assignment.

**Minimum depth of coverage will be at the level of the following books.**

1. Beech, J and Chadwick, S.(2005) the business of tourism management, New York: financial times/prentice Hall
2. Cooper C Fletcher, J Gilbert, D S shepherd, R & Whanhill, S,(2005) tourism principles and practice, 3rd edition, Harlow: Longmann
3. Evans, N, Campbell, D and storehouse, G (2003) Strategic Management for travel and tourism, Oxford: Butterworth- Heinemann
4. Holloway J. (2002) the business of tourism (6th ed.), Longman: Harlow

**T13 Management of transport operation 2 Credits Minimum Contact Hours 30  
objective**

At the end of the course will be able to:

## **Content**

Understanding tourist transport: concepts and method of analysis; approaches to the analysis of tourist transport: Multidisciplinary perspective; the role of government policy and tourist transport regulation; analyzing the demand for tourist transport: transport provision; Managing tourist infrastructure; the role of the airport; the human and environmental impact of tourist travel: towards sustainability

## **pedagogy**

Discussion of case studies of transport in tourism, mini project on transport in tourism, etc.

## **Reading indicating minimum depth of coverage**

Pender, Lesley, 'travel trade and transport- an introduction, continuum international publishing Group, New York, 2001 page, Stephen; transport and tourism: global perspective; Pearson education, latest edition

**T14    Adverting Management in tourism            2 Credits            Minimum Contact Hrs 30**

**objective**

At the end of the course, student will be able to plan advertising campaigns for tourism products.

**content**

Communication objective, creative strategy and tactics, media management and selection sales promotion advertisement research and assignment etc.

**pedagogy**

Discussion of case studies ,mini projects on campaign creation ,etc.

**Readings indicating minimum depth of coverage**

1. Belch ,George and Michael Belch;’ Advertisement and Promotion McGraw-Hill latest Edition
2. Kotler ,P ,Bowen ,J and Makens, J , ‘Marketing for Hospitality and tourism , Prentice – Hall ,latest Edition

**T15 Tourism product of India****2 Credits****Minimum Contact Hours 30****objective**

At the end of the course, students will be able to assess why certain Indian products/ destination are international / domestic tourism attractions.

**content**

Natural Resources such as Wildlife Sanctuaries, National park, hills station, beaches and island, etc. heritage product such as Delhi, Agra etc. pilgrimage Destination such as Kashi, Gaya, Lubini, Ajanta, Sharavanbelgola, Ajmer Sharif, Fatehpur sikri, Amritsar, old Goa, etc. fair and festival: kumbha Mela, Pushkar, Holi, Onam, Diwili, Id-ul-Fitr, Christmas, Carnivals (Goa) etc. Handicraft and handlooms, classical Dance style, Indian Classical Dance style, Indian classical music etc.

**pedagogy**

Discussion of destination case studies, case studies on package, etc.

**Reading indicating Minimum Depth of coverage**

- Gupta, SP, Lal, K, Bhattacharya, M. 'culture tourism in India, DK print, latest edition
- Dixit, M and sheela, C 'tourism product, New Royal Book, Latest Edition

**T16 International Tourism 1 credits minimum contact hrs 15**

**Objective:**

To enable the student to take decision and action with an understanding of the economics and sociology of international tourism.

**Content:**

Explanation of the depth phenomenon of international tourism using theories from economics and sociology

**Minimum depth of coverage will be at the level of the following books;**

1. International tourism: A global perspective; WTO, Latest edition
2. Lanfant, marine-Francoise et al (ed) 'international travel and tourism: identify and change; sage, latest edition
3. Lundeberg D.E et, al 'international travel & tourism: Wiley, latest edition
4. Jack, G & a. Phipps, tourism and intercultural exchange: why tourism matters,' Tonawanda, NY: channel view publication. Latest edition
5. Urry, J 'the tourist Gaza' Boston: Elsevier butterworth-heinemann; latest edition
6. Horner, S & J. SWARBROOKE, International case in tourism management, Boston , Elsevier Butterworth Heinemann, latest edition

**T21 Emerging Trends in Tourism 2 Credits Minimum Contact Hrs 30**



**Objective:**

At the end of the course the students will be able to assess the emerging trends in tourism and incorporate them while planning for new/modified tourism products.

**Contents:**

Emerging trends such as space tourism, use of virtual reality etc.

**Pedagogy:**

Discussion of case studies, articles, brainstorming etc.

**Reading indicating minimum depth of coverage:**

Articles from academic and popular journals on tourism and related industries

**T22 Sustainable tourism 2 Credits Minimum Contact Hours 30**

**Objective**

At the end of the course, student will be able to assess the impact of tourism and plan tourism while ensuring sustainable development

**Content**

The tourism industry and natural resource  
Sustainable tourism and the destination environment  
Tourism development policy and the destination  
Sustainable tourism, ecotourism and the developing world

**pedagogy**

Discussion of destination case studies, impact case studies, etc.

**Reading indicating minimum depth of coverage**

Aaronson L (latest edition) 'the development of sustainable tourism, 'continuum  
Harries. R. Griffin, T, and Williams, P. (latest edition) ' sustainable tourism,' A global perspective, butterworth-heinemann  
Holden. A(latest edition) 'environment and tourism, ' Rutledge,  
Wearing S and Neal's(latest edition) 'ecotourism, impact, potentials and possibilities, Butterworth-Heinemann