

**VIKRAMA SIMHAPURI UNIVERSITY  
DEPARTMENT OF TOURISM MANAGEMENT  
NELLORE – 524 320**

**M.B.A (DUAL SPECIALISATION)  
ACADEMIC REGULATIONS 2017**

**(For Regular students studying MBA (Dual Specialisation) in the  
Department of Tourism Management, V. S. University)**

**(w.e.f. 2017 – 18)**

## **1. GENERAL INFORMATION**

### **1. GENERAL INFORMATION::**

**(i) Program-Course:**

The program consists of a number of courses

A course is a paper of the program

A course may involve lecture/tutorials/lab work/seminar/Case Studies /Group discussion/Role playing/project/practical training.

A course length is usually 16 lecture weeks each week has 24 teaching hours .

Each course is given a code.

**(ii) Classification of Courses:**

The courses offered to students are two types-

(a) **Core course:** These are knowledge based one, which is essential for students who registered in this program. These courses are mandatory.

(b) **Elective Course:** An elective allows students to gain knowledge in areas where the concerned subject has given in the curriculum.

(c) **The Uniqueness of this course is the students of this programme will have an exposure to both Functional Areas of Management (Financial Management / Human Resource Management / Marketing Management) and One Sectoral Areas of Management ( Tourism Management)**

(iii) **Semesters:** An academic year is constituted into two semesters. Odd semesters are conducted from **August to December**, with sixteen lecture weeks. Even semester are conducted from **January to April** with sixteen lecture weeks. No propagator holidays for semester-end examinations. Semester-end examinations are conducted every working day without gap between two examinations.

### **For VSU College**

- ‘Credit’ is concerned with the quantum of syllabus and workload assigned to a Particular course
- one credit = one lecture hour / week

Choice based credit system provides an opportunity to students to learn subject at their own pace registering for more or less than the desired number of courses to secure post graduation degree. It allows to experience inter disciplinary approach in learning.

### **SCOPE AND COVERAGE:**

The students admitted in the course will be studying Management basic courses in the First year of the course. In continuation, in the second year of the course, there will be compulsory courses from Management Sectoral Area viz. Tourism Management as well as Management Functional Area (Marketing Management / Financial Management / Human Resource Management).

**Dual Specialisation** means the covering the courses from two streams viz. from Management Sectoral Area Electives and Management Functional Areas Electives. This is to enhance the knowledge levels as well as employment opportunities to students in the fields of of Tourism & Travel Management with Management Functional Areas Knowledge. Hence, the degree of **MBA (Dual Specialization)** shall be conferred on a candidate .

## **ACADEMIC REGULATIONS & SYLLABUS OF M.B.A ( DUAL SPECIALIZATION)**

### **2. ELIGIBILITY FOR ADMISSION INTO TWO YEAR MBA (DUAL SPECIALISTION) PROGRAM:**

The candidate seeking admission into the MBA (DUAL SPECIALISTION) program should have passed the Bachelor Degree examination of a minimum of three years duration of the university or an examination recognized by the university as equivalent thereto and besides to have passed in the prescribed entrance examination, and fulfill any other conditions as in vogue for admission into the MBA program.

Generally the admissions to this program are conducted through the Integrated Common Entrance Test conducted by Andhra Pradesh State Council of Higher Education. The course will be listed as MBA (Dual Specialisation) . VSU College Principal is authorized to make SPOT admissions, for left over seats in the ICET counselling process.

### **3. ATTENDANCE**

1. A candidate shall be deemed to have eligibility to write end semester examinations if he has put in at least 75% of attendance on cumulative basis of all subjects/courses in the semester and 50% of minimum attendance should be maintained in each subject.
2. Condonation of shortage of attendance up to 10% i.e., from 65% and above and less than 75% may be given by the college on the recommendation of the Principal.
3. Condonation of shortage of attendance shall be granted only on genuine and valid reasons on representation by the candidate with supporting evidence.
4. If the candidate does not satisfy the attendance requirement, he is detained for want of attendance and shall reregister for that semester. He / she shall not be promoted to the next semester.

### **4. AWARD OF DEGREE AND CLASS:**

A candidate shall be eligible for the award of the respective degree if he satisfies the minimum academic requirements in every subject including case studies, seminar and project work. Based on overall percentage of marks obtained the following class is awarded.

- First class with Distinction: 70% or more
- First class below 70% but not less than 60%
- Second class below 60% but not less than 50%

However while awarding the degree, rounding of percentages permitted to the extent of 0.5% to effect change of class from Pass class to Second class, Second class to First class, First class to First class with Distinction for all the courses being offered or to be offered by the university without adding any marks to the original marks secured by the students.

### **5. Medium of instruction is English Only.**

### **6. Scheme of Examination:**

There shall be four semester-end examinations spread over two academic years. Each course carries a maximum of 100 marks including 30 marks for sessionals. Duration of the semester-end examination is 3 hours for each paper of 70 marks. The sessional marks will be assigned on the basis of tests, quizzes, seminars, carry home assignments, etc., by the concerned teacher.

### **7. Attendance:**

7.1 Regular course of study, in a semester, means a minimum average attendance of 75% in all the papers computed by totalling the number of periods of lectures, tutorials, practical and project as the case may be, held in every paper as the denominator and the total number of periods attended by the student in all papers, as the numerator.

7.2 However, a student has to put in a minimum attendance of 50% in each subject, in addition to the condition laid down in clause 7.1.

## ACADEMIC REGULATIONS & SYLLABUS OF M.B.A ( DUAL SPECIALIZATION)

7.3 No consideration whatsoever in attendance will be shown to any student for late admission due to any reason.

7.4 Condonation of shortage of attendance may be recommended provided a student puts in at least 62.5% attendance, in all the papers put together as calculated in clause 7.1 above, along with a minimum of 50% attendance in each subject as stated in clause 7.2, and provided the Principal is satisfied with the reason for shortage of attendance.

7.5 A student who could not satisfy these requirements of attendance as given in clauses above, in any semester, shall have to repeat that semester.

7.6 A certificate of satisfactory attendance must be submitted by the student from the organization where he/she undertakes Project Work.

7.7 Further, a student is required to complete the course of study satisfying the attendance requirements in all the four Semesters, within a period of first Eight Semesters from the time of admission, failing which he/she shall forfeit his /her seat.

7.8 A student, who has satisfied the minimum attendance requirements in any semester, may repeat that semester after obtaining written permission from the Principal and cancelling the previous record of attendance and sessional marks of that semester. However, this facility may be availed by any student not more than twice during the entire course of study and the entire course of study shall be within the first Eight Semesters as stipulated in clause 7.7.

### 8. **Promotion:**

A candidate who has put in the required minimum attendance as stipulated in Clause No.7 and has registered for the semester-end University examination by paying the required examination fee is eligible for promotion to next semester. There shall be no detention of failed candidates or candidates who are absent for the semester-end University examination.

### 9. **Valuation:**

There shall be two valuations consisting of both Internal and External examiners for the semester-end examinations, including Project Report. The expert from other than VSU will be External Valuator and the concerned faculty who have taught the subject will be the Internal Valuator.

### 10. **Qualifying Marks for Pass**

- a) A candidate appearing for the first time for the Examination of any Semester, has to register for the whole examinations of that Semester. A candidate shall be declared to have passed the whole or a part of the whole examination if he/she secures not less than 40% of marks in each theory paper/practical/project report in Semester-end University Examination and not less than 40% marks in Internal Assessment and Semester-end Examination put together.
- b) A candidate who fails to get pass marks for the Project report should submit the revised report along with the next batch of students.
- c) A candidate, who fails and wish to appear for whole of theory examination of any semester may do so after cancelling the previous results of the theory examination of that semester. It is applicable only for semester -end examination.
- (d) There shall be no supplementary examinations. The failed candidate shall be required to appear again for the examinations along with the regular candidates of next batch.

### 11. **Classification of successful candidates:**

The classification will be on the basis of the total grade points obtained by the candidate in all the semesters put together and will be classified as follows:

#### **Marks and Grading:**

(1) Weighted Average Marks:

$$WAM = \frac{\sum_{i=1}^n m_i}{\sum_{i=1}^n i}$$

## ACADEMIC REGULATIONS & SYLLABUS OF M.B.A ( DUAL SPECIALIZATION)

$n_i$  : Number of credits for  $i^{\text{th}}$  course  $m_i$  :

Marks obtained in the  $i^{\text{th}}$  course.

(2) Grade point average:  $\text{GPA} = 10^{-1} \text{WAM}$

The percentage of marks obtained by a student in a course will be indicated by a grade point and a letter grade.

Marks	Grade Point	Letter	Class
70-100	7.0 – 10.0	O	Outstanding
65-69	6.5 – 6.9	A+	First
60-64	6.0 - 6.4	A	First
55-59	5.5 - 5.9	B+	Second
50-54	5.0 - 5.4	B	Second
40-49	4.0 - 4.9	C	Third
00-39	0.0 - 3.9	F	Fail

3) **Overall weighted percentage of Marks (OWPM):**

$$\text{OWPM} = \frac{\sum_i \sum_k n_{ik} m_{ik}}{\sum_i \sum_k n_{ik}} ; m_{ik} = \text{marks obtained in } i^{\text{th}} \text{ course of } k^{\text{th}} \text{ semester}$$

4) **Cumulative grade point average (CGPA) :  $\text{CGPA} = 10^{-1} \text{OWPM}$**

- i) A candidate who secures 70% and above in the total aggregate marks, will be placed in OUTSTANDING (O).
- ii) A candidate who secures 65% and above but less than 70% of marks in the total aggregate, will be placed in FIRST (A<sup>+</sup>).
- iii) A candidate who secures 60% and above but less than 65% of total aggregate will be placed in FIRST (A).
- iv) A candidate who secures 55% and above but less than 60% of total aggregate will be placed in SECOND (B<sup>+</sup>).
- v) A candidate who secures 50% and above but less than 55% of total aggregate will be placed in SECOND (B).
- vi) A candidate who secures 40% of marks in each Course with an overall aggregate of 40% or above and above but less than 50% of total aggregate will be placed in THIRD (C).

NOTE: Marks and Gradation Certificates shall be issued by the Controller of Examinations as prescribed in these Regulations for each Semester.

### 12. CONDUCT OF PROJECT WORK:

Every candidate shall be required to submit thesis or dissertation after taking up a topic approved by the college/ institute.

1. Registration of Project work: A candidate is permitted to register for the project work after satisfying the attendance requirement of all the courses (theory and practical courses of I and II).
2. An Internal Departmental Committee (I.D.C) consisting of HOD, Supervisor and one internal senior expert shall monitor the progress of the project work.
3. The topic and area of research will be decided by I.D.C with an interest of the student.
4. The area and topic should be as general as the present content and it should related to the present issues of the industry.
5. The work on the project shall be initiated at the end of II semester and continued in the III semester. The candidate can submit Project thesis with the approval of I.D.C. at the end of

## **ACADEMIC REGULATIONS & SYLLABUS OF M.B.A ( DUAL SPECIALIZATION)**

the III semester Instruction as per the schedule. Extension of time within the total permissible limit for completing the programme is to be obtained from the Head of the Institution.

6. The student must submit status report at least in two different phases during the project work period. These reports must be approved by the I.D.C before submission of the Project Report.
7. The content of the Report should be on the bases of the principles of the Report and Presentation. A report may contain 40-55 pages ( A4 size paper with 12 point Times New Roman)
8. The viva-voce examination may be conducted for all the candidates as per the III semester examination schedule.
9. Three copies of the Thesis / Dissertation certified in the prescribed form by the supervisor & HOD shall be presented to the H.OD. One copy is to be forwarded to the University and one copy to be sent to the examiner.

**Educational Tours** Two educational tours: One short tour of 1-3 days duration in the first / second semester preferably within the district / state; and one long tour of 4-10 days duration in the third / fourth semester, may be planned to give first hand learning experience out of the exposure to students. Both the tours will be organized with the approval from the appropriate authorities of the University. It is also resolved that at least two teachers of the department by rotation will accompany the students. The students have to submit a comprehensive report on their first hand learning experience out of the exposure gained from the tours.

The Education Tour report could be on a particular Destination/ Product/ Experience /Adequacy or Inadequacies (a critical Analysis) usually encountered by a tourist at a particular destination/ product. The evaluation of the report will be done the Departmental Committee (Head of the Department as Chairman and Tour Co-ordinators as members), at the end of 4<sup>th</sup> Semester of the course.

### **13. PROJECT REPORT EVALUATION AND VIVA VOCE:**

The project report will be submitted to the University by the students before the commencement of the MBA III semester examination. The Project Viva Voce will be conducted by the Board comprising of one Expert from the Department and One from the other than VSU. The project reports will be evaluated by the Board. The expert from other than VSU will be External Valuator and the faculty from the Department will be the Internal Valuator. They will submit the marks list for Project Report Evaluation and Viva Voce marks jointly. The minimum percentage of marks required is 40%.

### **14. EVALUATION:**

1. The performance of the candidate in each semester shall be evaluated subject wise, with a maximum of 100 marks on the basis of Internal Evaluation and End Semester Examination.
2. For the theory subjects 70% of the marks will be for the External End Examination and 30% of the marks will be for Internal Evaluation.
3. There shall be five units in each of the theory subjects.
4. Two midterm Examinations shall be held during the semester. First midterm examination shall be conducted for I,II & half of III unit syllabus and second midterm examination shall be conducted for the remaining syllabus. In each mid examination a student shall answer all three questions in 2 hours of time without seeking any choice.
5. The evaluated internal answer scripts should be submitted to the University at the end of the semester along with consolidated marks statement.s
6. Final internal marks for a total of 30 marks shall be arrived at by considering the marks secured by the students best mid examination .
7. The Following pattern shall be followed to the end examination

## ACADEMIC REGULATIONS & SYLLABUS OF M.B.A ( DUAL SPECIALIZATION)

- Part-A will consist of five short questions, one from each of the five units.
  - Part-B shall be set from each of the five units with either/or type
  - Part – C shall be the case study.
  - All the questions have to be answered compulsorily.
8. Each question may consist of one, two or more bits.
  9. Out of a total of 100 marks for the project work, 30 marks shall be for Internal Evaluation and 70 marks for the End Semester Examination. The End Semester Examination (viva-voce) shall be conducted by an examiners nominated by the university. The evaluation of project work shall be conducted at the end of the III semester. The Internal Evaluation shall be made by the departmental committee, on the basis of two seminars given by each student on the topic of his project.
  10. In case the candidate does not secure the minimum academic requirement in any subject he has to reappear for the Semester Examination either supplementary or regular in that subject, or repeat the course when next offered or do any other specified subject as may be required.

### 15. COMPREHENSIVE VIVA:

The comprehensive Viva-voce at the end of MBA II semester will be on the different subjects studied during the I and II semester, the Viva Voce will conducted by the Board comprising the one Expert from the Department and the other from other than VSU. The minimum percentage of marks required is 40%.

### 16. WITH – HOLDING OF RESULTS:

If the candidate has not paid dues to the university or if any case of in-discipline is pending against him, the result of the candidate shall be withheld and he will not be allowed/ promoted into the next higher semester. The issue of degree is liable to be withheld in such cases.

### 17. Award of Ranks:

Candidates who passed the examinations of all the Four Semesters for the degree at the first appearance in all Four Semesters shall be ranked in order of merit. The candidates who have taken supplementary examinations shall also be eligible for classification but they shall not be considered for the award of rank. Ranks shall be awarded for the top three students or 10% of the total strength of the students appeared for the Four Semester end examinations.

### 18. Improvement:

The candidates are permitted to improve their marks/class by taking Semester-end examinations in one or more papers after two years of their regular study as per the existing regulations and syllabi.

**Note:** The candidates shall be permitted to improve their marks within a period of **four years** from the date of admission into First Semester.

### 19. Transitory Provision:

a). For candidates who studied the M.B.A. Degree Course under previous regulations and syllabus, and who could not pass some or all the courses (papers) shall be permitted to take examinations under old regulations and syllabus for three more times after the last regular examinations of the concerned subject (s).

b) Candidates who satisfied the minimum attendance requirements in any semester under Old Regulations, but who are yet to pass some papers even after three chances as stated in 14(a), shall appear for the equivalent papers under Revised Regulations, as specified by the Chairman of the Board of Studies.

### 20. GENERAL:

1. The academic regulations should be read as a whole for purpose of any interpretation.
2. Disciplinary action for Malpractice/improper conduct in examinations is appended.
3. There shall be no places transfer within the constituent colleges and affiliated colleges of Vikrama Simhapuri University, Nellore.
4. Where the words “he”, “him”, “his”, occur in the regulations, they include “she”, “her”, “hers”.

## **ACADEMIC REGULATIONS & SYLLABUS OF M.B.A ( DUAL SPECIALIZATION)**

5. In the case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Vice-Chancellor is final.
6. The University may change or amend the academic regulations or syllabi at any time and the changes or amendments shall be made applicable to all the students on rolls with effect from the dates notified by the University.
7. The university shall have the right to amend or modify or revise any of the above regulations whenever necessary.

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**ACADEMIC REGULATIONS & SYLLABUS OF M.B.A ( DUAL SPECIALIZATION)**

**UNDER CHOICE BASED CREDIT SYSTEM (CBCS)**  
**(For Regular students studying M.B.A ( DUAL SPECIALISATION)**  
**in Dept. of Tourism Management, V.S.University)**  
**(With effect from the academic year 2017-18)**

**SCHEME OF EXAMINATION****MBA (Dual Specialisation) Semester - I**

<b>Code No.</b>	<b>Title of the Paper</b>	<b>No of credits</b>	<b>Sessional Marks</b>	<b>Sem End Marks</b>	<b>Exam Duration</b>
<b>MBA D11</b>	Management and Organizational Behaviour	4	30	70	100
<b>MBA D12</b>	Managerial Economics	4	30	70	100
<b>MBA D13</b>	Managerial Communication	4	30	70	100
<b>MBA D14</b>	Accounting for Managers	4	30	70	100
<b>MBA D15</b>	Business Statistics	4	30	70	100
<b>MBA D16</b>	Business Environment & Law	4	30	70	100
<b>MBA D17</b>	ICT for Managers	4	30	70	100
<b>MBA D18</b>	Human Values and Professional Ethics I	4	30	70	100
	<b>Total</b>	<b>32</b>	<b>240</b>	<b>560</b>	<b>800</b>

**MBA (Dual Specialisation) Semester - II**

<b>Code No.</b>	<b>Title of the Paper</b>	<b>No of credits</b>	<b>Sessional Marks</b>	<b>Sem End Marks</b>	<b>Exam Duration</b>
<b>MBA D21</b>	Operations Research	4	30	70	100
<b>MBA D22</b>	Business Research Methods	4	30	70	100
<b>MBA D23</b>	Marketing Management	4	30	70	100
<b>MBA D24</b>	Financial Management	4	30	70	100
<b>MBA D25</b>	Human Resources Management	4	30	70	100
<b>MBA D26</b>	Production Management	4	30	70	100
<b>MBA D27</b>	Human Values and Professional Ethics II / Leadership Values	4	30	70	100
<b>MBA D28</b>	ICT Lab & Comprehensive Viva	4	30	70	100
	Total	32	240	560	800

**MBA (Dual Specialisation) Semester - III**

<b>Code No.</b>	<b>Title of the Paper</b>	<b>No of credits</b>	<b>Sessional Marks</b>	<b>Sem End Marks</b>	<b>Exam Duration</b>	<b>Max. Marks</b>
<b>MBA D31</b>	Tourism Principles, Policies & Practices	4	30	70	3 Hrs	100
<b>MBA D32</b>	Tourism Planning & Development	4	30	70	3 Hrs	100
<b>MBA D33</b>	Tourism Marketing and Destination Development	4	30	70	3 Hrs	100
<b>MBA D34</b>	Resource, Attraction and Product in Tourism	4	30	70	3 Hrs	100
<b>MBA D35</b>	<b>Functional Area Elective I</b> Risk Management and Insurance / Consumer Behaviour / Human Resource planning	4	30	70	3 Hrs	100
<b>MBA D36</b>	<b>Functional Area Elective II</b> Financial Markets and Services / Advertising & Sales Management / Training and Development	4	30	70	3 Hrs	100
<b>MBA D37</b>	<b>Functional Area Elective III</b> Investment & Portfolio Management / Sales & Distribution Management / Performance Management	4	30	70	3 Hrs	100
<b>MBA D38</b>	Project Report, Evaluation& Viva-voce	4	30+0	70+100	---	100
	Total	32	240	660		900

**MBA (Dual Specialisation) Semester – IV**

<b>Code No.</b>	<b>Title of the Paper</b>	<b>No of credits</b>	<b>Sessional Marks</b>	<b>Sem End Marks</b>	<b>Exam Duration</b>	<b>Max. Marks</b>
<b>MBA D41</b>	<b>Travel Agency &amp; Tour Operations Management</b>	4	30	70	3 Hrs	100
<b>MBA D42</b>	<b>Hospitality Management</b>	4	30	70	3 Hrs	100
<b>MBA D43</b>	<b>Travel Media &amp; Journalism in Electronic Age</b>	4	30	70	3 Hrs	100
<b>MBA D44</b>	<b>Management of Tourist Transport</b>	4	30	70	3 Hrs	100
<b>MBA D45</b>	<b>Functional Area Elective IV</b> Financial Derivatives/ Services Marketing/ Organization Development	4	30	70	3 Hrs	100
<b>MBA D46</b>	<b>Functional Area Elective V</b> International Financial Management/ Brand Management/ Global Human Resource Management	4	30	70	3 Hrs	100
<b>MBA D47</b>	<b>Functional Area Elective VI</b> Tax planning and management/ Retail marketing/ Change management	4	30	70	3 Hrs	100
<b>MBA D48</b>	Field Visit Report	4	50	50	3 Hrs	100
		32	240	560		800

**MBA D11 : : MANAGEMENT AND ORGANISATIONAL BEHAVIOUR**

Objective of the course is to give a basic perspective of Management theories and Practices. This will form foundation to study other functional areas of management and to provide the students with the conceptual framework and the theories underlying Organisational Behaviour.

**UNIT – I**

Introduction to Management – Schools of Management Thought - Fundamentals of Planning, Organising Staffing, Leading, and Controlling – Decision Making

**UNIT – II**

Introduction to Organisational Behaviour – Foundations of Individual Behaviour – Personality Theories and Personal Effectiveness – Perceptual Process – Learning Process and Theories – Values and Attitudes

**UNIT – III**

Motivation Process and Theories – Managing Motivation at Work – Effective Groups and Teams – Leadership Theories and Styles – Conflict Management – Sources, Types and Management Styles of Conflict – Resolving Conflict through Negotiation

**UNIT – IV**

Organisational Culture and Climate – Organisational Ethos – Functionality and Dysfunctionality of Culture – Power and Politics – Organisational Change – Process and Implementation of Change – Managing Resistance to Change

**UNIT – V**

Organisational Development – Phases and Interventions of OD – Coping with Frustration, Stress, and Burnout – Transactional Analyses and Managerial Interpersonal Styles – Communication in Organisations

**(Minimum 5 cases are to be dealt from each unit)**

**REFERENCES:**

1. Sushama Khanna : “Udai Pareek’s Understanding Organisational Behaviour” (Oxford)
2. Ramesh B Rudani : “Management and Organisational Behaviour” (Mc Graw Hill)
3. Steven L McShane, Mary ANN Von Glinow and Radha R Sharma: “Organisational Behaviour” (Tata McGraw Hill)
4. Robbins, Judge and Vohra : “Organisational Behaviour” (Pearson)
5. Fred Luthans: Organisational Behaviour (McGraw Hill)
6. Dipak Kumar Bhattacharyya : “Organisational Behaviour – Concepts and Applications” (Oxford)

**NOTE TO THE PAPER SETTER:**

- **Questions shall be preferably application oriented / problems / Cases.**
- The questions shall cover all the units of the syllabus.
- With regard to Part-A of the question paper, one question from each unit of the syllabus shall be set.
- In regard to Part – B of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- For Part – C of the question paper, the CASE shall be not less than 500 words.

**MBA D12 : : MANAGERIAL ECONOMICS**

Objective of this course is to understand the relevance of economics in business management. This will enable the students to study functional areas of management such as Marketing, Production and Costing from a broader perspective.

**UNIT- 1: Introduction to Managerial Economics:** Definition, Nature and Scope, significance - The role of managerial economist. Objectives of the firm: Managerial theories of firm. Fundamental concepts

**UNIT-2: Theory of Demand:** Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for forecasting, forecasting techniques. Supply Analysis – Supply function, the Law of Supply.

**UNIT-3: Production Analysis:** Production function, Isoquants and Isocosts, Production function with one/two variables, Returns to Scale and Returns to Factors, Economies of scale- Innovations and global competitiveness.

**UNIT- 4: Cost Analysis:** Cost theory and estimation: Cost concepts, determinants of cost, cost-output relationship in the short run and long run, short run vs. long run costs, average cost curves, BEP analysis.

**UNIT-5: Market Structure and Pricing practices:** Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly. Pricing philosophy – Pricing methods in practice: Price discrimination. Pricing strategies: skimming pricing, penetration pricing, Loss Leader pricing.

**(Minimum 5 cases are to be dealt from each unit)**

**References:**

1. Managerial Economics, Gupta, TMH.
2. Managerial Economics, Concepts and applications, Thomas Maurice:TMH .
3. Managerial Economics Analysis, Problems, Cases, Mehta,P.L., Sultan Chand & Sons.
4. Managerial Economics, Pearson Education, James L.Pappas and Engene F.Brigham.
5. Managerial Economics, Suma Damodaran, Oxford.
6. Macro Economics by MN Jhingan-Oxford
7. Managerial Economics- Dr.DM.Mithani-Himalaya Publishers
8. Managerial Economics-Dr.H.L Ahuja-S.Chand and Com pvt ltd, NewDelhi
9. Managerial Economics by Dominick Salvatore, Ravikesh Srivastava- Oxford University press.
10. Managerial Economics by Hirschey- Cengage Learning.

**NOTE TO THE PAPER SETTER:**

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- The questions shall cover all the units of the syllabus.
- With regard to Part-A of the question paper, one question from each unit of the syllabus shall be set.
- In regard to Part – B of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- For Part – C of the question paper, the CASE shall be not less than 500 words.

MBA D13:: MANAGERIAL COMMUNICATION

The objective of this Course is to understand the communication concepts and to develop the students' competence in communication at an advanced level. Assuming that the students are fairly proficient in the basic communication skills of listening, speaking, reading and writing in English the course aims to train them in communicating efficiently in the workplace and professional contexts.

- 1. Concept of Communication** – Significance, Scope and functions of Business Communication – Process and dimensions of communication – Essentials of good communication – Channels of communication – Formal, informal communication – Upward, Downward, Horizontal communication – Grapevine Phenomenon.- Scientific method and its relationship to technical communication - Essence of technical communication- Ethics in Communication -Ethics in education and research
- 2. Types of communication: Verbal – Oral Communication:** Advantages and limitations of oral communication, written communication – Characteristics, significance, advantages & Limitations of written communication, **Non verbal Communication:** Sign language – Body language – Kinesics – Proxemics -Time language and Haptics: Touch language.- Oral and Presentation skills -Elevator pitch-Slides for presentation-Oral presentation - Group discussions- Interview skills
- 3. Interpersonal communication** – Communication models: Johari window – Transactional analysis, Communication styles, Managing Motivation to Influence Interpersonal communication – Role of emotion in inter personal communication.
- 4. Barriers to communication:** Types of barriers – Technological – Socio-Psychological barriers – Overcoming barriers, Types of listening – Tips for effective listening.- Listening and Reading Skills -Note taking, Mind maps - Surveying literature -Three pass approach to reading papers
- 5. Report writing** – Formal reports – The elements of clear writing – Writing effective letters – different layouts of business letters – Informal reports – Writing good news and bad news – Meetings and oral presentations, Interview techniques – Communication etiquettes. Copyrights and plagiarism –Authorship - Gender and diversity

(Minimum 5 cases are to be dealt from each unit)

**References:**

- Business communication, Shalini Varma, Vikas.
- Business Communication, Meenakshi Raman, Oxford University Press.
- Business Communication, Raymond V.Lesikar, Neeraja Pandit et al.,TMH
- English for Business Communication, Dr.T.M Farhatulla, Prism books Pvt. Ltd.
- Business Communications, Hudson, Jaico Publications
- Business communication for managers, Penrose, Raspbery, Myers, Cengage
- The Skills of Communication, Bills Scot, Gower publishing company Limited, London.
- Effective Communication, Harward Business School, Harward Business Review No.1214.
- Business Communication, C.S.Rayudu, HPH.
- Essentials of Business Communication, Rajendra Pal, JS.Korlahhi, S.Chand

**NOTE TO THE PAPER SETTER:**

- **Questions shall be preferably application oriented / problems / Cases.**
- The questions shall cover all the units of the syllabus.
- With regard to Part-A of the question paper, one question from each unit of the syllabus shall be set.
- In regard to Part – B of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- For Part – C of the question paper, the CASE shall be not less than 500 words.



**MBA D14 : : ACCOUNTING FOR MANAGERS**

The Objective of the course is to provide the basic knowledge of book keeping and accounting and enable the students to understand the Financial Statements and make analysis financial accounts of a company.

**\* Standard discounting and statistical tables to be allowed in the examinations.**

**UNIT – I**

Accounting principles: Concepts functions, book keeping, Double entry system, accounting standards, functions of accounting standards, journal, ledger, posting, rules regarding posting, trail balance, final accounts – Trading accounts, profit and loss accounts, balance sheet, adjustments. (Problems & Cases)

**UNIT – II**

Depreciation Accounting: concept of depreciation, causes of depreciation, depreciation accounting, fixation of depreciation amount, methods of depreciation – depletion method, machine hour-rate method, written down value method, accelerated method, sinking fund method. (Problems & Cases)

**UNIT – III**

Budgets and Budgeting control: Objectives, characteristics and essentials of budgetary control, classification of budgets – production budget, sales budget, cash budget, flexible budget, and master budget. (Problems & Cases)

**UNIT- IV**

Computer applications in business: Role of computer in accounting, accounting information systems, software package for accounting, tally. (Theory and Lab) (No Problem)

**UNIT – V**

Emerging concepts in accounting: Human resource accounting, inflation accounting, responsibility accounting and government accounting. IFRS. (No Problem)

**References:**

1. S.N. Maheswari: **“Financial Accounting”** (Vikas)
2. Jelsy Joseph Kuppapally, **“Accounting for Managers”** (PHI)
3. Ambrish Guptha, **“Financial Accounting for Management”**, (Pearson)
4. Jawaharlal :**Accounting for Managers** (Himalaya)
5. Namrata Agrawal: **Financial Accounting on Computers** (Dreamtech)
6. Shashi K. Guptha, **“Accounting for Managerial Devision”** (Kalyani Publishers)

**NOTE TO THE PAPER SETTER:**

- **Questions shall be preferably application oriented / problems / Cases.**
- The questions shall cover all the units of the syllabus.
- With regard to Part-A of the question paper, one question from each unit of the syllabus shall be set.
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- For Part – C of the question paper, the CASE shall be not less than 500 words.



**MBA D15: :BUSINESS STATISTICS**

The objective of this course is to familiarize the students with the statistical techniques popularly used in managerial decision making. It also aims at developing the computational skill of the students relevant for statistical analysis.

**UNIT- 1:Introduction of statistics** - Measures of Central Tendency- Arithmetic – Weighted mean – Median, Mode – Geometric mean and Harmonic mean – Measures of Dispersion, range, quartile deviation, mean deviation, standard deviation, coefficient of variation – Application of measures of central tendency and dispersion for business decision making.

**UNIT-2: Correlation:** Introduction, Significance and types of correlation – Methods of correlation – Co-efficiency of correlation. Regression analysis – Meaning and utility of regression analysis – Comparison between correlation and regression – Interpretation of regression coefficients.

**UNIT-3: Probability** – Meaning and definition of probability – Significance of probability in business application – Theories of probability –Addition and multiplication – Conditional laws of probability – Binominal – Poisson – Uniform – Normal and exponential distribution.

**UNIT- 4: Testing of Hypothesis-** Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way – Design of experiments.

**UNIT-5: Non-Parametric Methods:** Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit - Sign test for paired data.  
**(Minimum 5 cases are to be dealt from each unit)**

**References:**

1. Statistics for Management, Richard I Levin, David S.Rubin, Pearson,
2. Business Statistics, Gupta S.C & Indra Gupta, Himalaya Publishing House, Mumbai.
3. Business Statistics, J.K.Sharma, Vikas house publications house Pvt Ltd
4. Complete Business Statistics, Amir D. Aezel, Jayavel, TMH,
5. Statistics for Management, P.N.Arora, S.Arora, S.Chand
6. Statistics for Management, Lerin, Pearson Company, New Delhi.
7. Business Statistics for Contemporary decision making, Black Ken, New Age publishers.
8. Statistical Methods, Gupta S.P., S.Chand.

**NOTE TO THE PAPER SETTER:**

- **Questions shall be preferably application oriented / problems / Cases.**
- The questions shall cover all the units of the syllabus.
- With regard to Part-A of the question paper, one question from each unit of the syllabus shall be set.
- In regard to Part – B of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- For Part – C of the question paper, the CASE shall be not less than 500 words.

**MBA D16: BUSINESS ENVIRONMENT & LAW**

The objective of this course is

To acquaint students with the issues of domestic and global environment in which business has to operate &

To relate the impact of environment on business in an integrated manner, and

To give an exposure to important commercial and industrial laws

**Unit – I**

Dynamics Of Business And Its Environment – Technological, Political, Social And Cultural Environment - Corporate Governance And Social Responsibility - Ethics In Business - Economic Systems And Management Structure - Family Management To Professionalism - Resource Base Of The Economy - Land, Forest, Water, Fisheries, Minerals - Environmental Issues.

**Unit - II**

Infrastructure - Economic- Social, Demographic Issues, Political Context - Productivity Factors, Human Elements And Issues For Improvement - Global Trends In Business And Management - MNCs - Foreign Capital And Collaboration - Trends In Indian Industry - The Capital Market Scenario.

**Unit - III**

Law Of Contract - Agreement - Offer - Acceptance - Consideration - Capacity Of Contract Contingent Contract - Quasi Contract - Performance - Discharge - Remedies To Breach Of Contract - Partnership - Sale Of Goods - Law Of Insurance - Negotiable Instruments - Notes, Bills, Cheques - Crossing - Endorsement - Holder In Due Course - Holder In Value - Contract Of Agency

**Unit - IV**

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

**Unit - V**

Factory Act – Licensing And Registration Of Factories, Health, Safety And Welfare Measures - Industrial Disputes Act – Objects And Scope Of The Act, Effects Of Industrial Dispute, Administration Under The Act- Minimum Wages Act - Workmen Compensation Act.

**References**

1. Pathak, LEGAL ASPECTS OF BUSINESS, Tata Mcgraw- Hill Publishing Company Limited, New Delhi, 2010.
2. Keith-davis & William Frederick, BUSINESS AND SOCIETY, McgrawHill, Tokyo.
3. M.M. Sulphay & Az-Har Basheer, LAWS FOR BUSINESS, Phi Learning Pvt. Ltd. Delhi, 2011
4. Maheswari & Maheswari, MERCANTILE LAW, Himalaya Publishing House. Mumbai
5. Rudder dutt & Sundaram, INDIAN ECONOMY, Vikas Publishing House, New Delhi.
6. Veena Keshav Pailwar, ECONOMIC ENVIRONMENT OF BUSINESS, PHI Learning Pvt. Ltd, New Delhi, 2010

**NOTE TO THE PAPER SETTER:**

- **Questions shall be preferably application oriented / problems / Cases.**
- The questions shall cover all the units of the syllabus.
- With regard to Part-A of the question paper, one question from each unit of the syllabus shall be set.
- In regard to Part – B of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- For Part – C of the question paper, the CASE shall be not less than 500 words.

**MBA D17:: INFORMATION & COMMUNICATION TECHNOLOGY FOR MANAGERS**

The main objective of this course is to make the student familiarize in information technology and their applications to business processes.

- 1. Fundamentals of Computer & Internet Technologies:-** CPU, Computer Memory and Mass storage devices, Computer Hierarchy, Input Technologies, Output Technologies, Network technologies, Technology and applications of: Internet, Intranet, Host, Server, Client, E Mail Account Creation, WWW, http
- 2. Computer Software:** Application and System Software, Programming Languages and their Classification, Assemblers, Compilers and Interpreters, Process of Software Development, Operating Systems- Functions of Operating Systems, Types of Operating Systems (Batch Processing, Multitasking, Multiprogramming and Real time Systems) Database Management Systems Concepts, Types of Data Models.
- 3. MS-Word-**Creation of Document- Format Document-Text editing and saving-Organising information with tables and outlines-Mail merge-Publishing documents on Web.
- 4. MS Excel-**Creating and editing worksheets-Cell formatting-Creating and using formulas and functions-Use of Macros –Sorting and querying data-Working with graphs and charts.
- 5. MS Power Point-**Creation of slides-Use of templates and slide designs for creating power point slides- use of drawings and graphics. Developing a Professional presentation on Business Plans, Institutions, Products, People etc

**(Minimum 5 cases are to be dealt from each unit)**

**References:**

- Foundations of IT, Dhiraj Sharma, Excel books.
- Basics of Computer Sciences, Behrouz Forouzan, Firoz Mosharraf, Cengage.
- Foundation of Information Technology, Alexis Leon, Mathews Leon, Leon Vikas.
- Information Technology for Management, Ramesh Behi, Mc Graw Hill.
- Introduction to Computers and Communications, Peter Norton-Sixth Edition-Tata McGraw Hill.
- V.Rajaraman-Introduction to Information Technology, Prentice Hall India.
- Information Technology and theory Aksoy, Cengage Learnings..
- Cox et all- 2007 Microsoft Office System Step-by- Step, First Edition, PHI.
- David Whigam-Business Data Analysis Using Excel, First Edition, Oxford University Press.
- Alexisleon ,TMH, 2008 ,Enterprise resource planning.
- The Oxford Hand Book of Internet studies, William.H.Dulton, Oxford.

**NOTE TO THE PAPER SETTER:**

- **Questions shall be preferably application oriented / problems / Cases.**
- The questions shall cover all the units of the syllabus.
- With regard to Part-A of the question paper, one question from each unit of the syllabus shall be set. **(5 x 2 =10 Marks)**
- In regard to Part – B of the question paper, one question with internal choice from each unit of the syllabus shall be set. **(5 x 12 =60 Marks)**
-

MBA D18 :: HUMAN VALUES AND PROFESSIONAL ETHICS

**UNIT –I**

Definition and Nature of Ethics- Its relation to Religion, Politics, Business, Law, Medicine and Environment. Need and Importance of Professional Ethics - Goals - Ethical Values in various Professions (Theory only)

**UNIT –II**

Nature of Values- Good and Bad, Ends and Means, Actual and potential Values, Objective and Subjective Values, Analysis of basic moral concepts- right, ought, duty, obligation, justice, responsibility and freedom, Good behavior and respect for elders, character and conduct (Theory only)

**UNIT –III**

Individual and Society: Ahimsa (Non-Violence), Satya (Truth), Brahmacharya (Celibacy), Asteya (Non Possession) and Aparigraha (Non-stealing). Purusharthas (Cardinal virtues) - Dharma (Righteousness), Artha (Wealth), Kama (Fulfillment Bodily Desires), Moksha (Liberation) (Theory only)

**UNIT –IV**

Bhagavd Gita – (a) Niskama Karma, (b) Buddhism – The Four Nobel Truths – Arya astanga marga, (c) Jainism - Mahavratas and Anuvratas. Values Embedded in Various Religions, Religious Tolarence, Gandhian Ethics. (Theory only)

**UNIT –V**

Crime and Theories of Punishment – (a) Reformative, Retributive and Deterrent, (b) Views on Manu and Yajnavalkya (Theory only)

**References:**

1. Johns S Mackenjie: A Manual of ethics
2. “The Ethics of Management” by Larue Tone Hosmer, Richard D. Irwin Inc.
3. Management Ethics – Integrity at work by Joseph A. Petrick and John F. Quinn, Response Books, New Delhi.
4. “Ethics in Management” by S.A. Shelekar, Himalaya Publishing House.
5. Harold H. Titus: Ethics for Today
6. Maitra, S.K: Hindu Ethics
7. William Lilly: Introduction to Ethics
8. Sinha: A Manual of Ethics
9. Manu: Manava Dharma Sastra or the Institute of Manu: Comprising the Indian System of Duties: Religious and Civil (ed) G.C. Haughton.
10. Sasruta Samhita: Tr. KavirajKunjanlal, KunjanlalBrishagratha, Chowkamba Sanskrit Series, Vol I,II and III, Varanasi, Vol I PP, 16-20, 21-32 and 74-77 only.
11. Charaka Samhita: Tr. Dr. Ram Karan Sarma and Vaidya Bhagavan Dash, Chowkambha Sanskrit Series Office. Varanasi I, II, III Vol I PP 183-191.
12. Ethics, Theory and Contemporary Issues. Barbara Mackinnon, Wadsworth/Thomson Learning, 2001.
13. Analyzing Moral Issues, Judith A. Boss, Mayfield Publishing Company, 1999.

**NOTE TO THE PAPER SETTER:**

- **Questions shall be preferably application oriented / problems / Cases.**
- The questions shall cover all the units of the syllabus.
- With regard to Part-A of the question paper, one question from each unit of the syllabus shall be set. **(5 x 2 =10 Marks)**
- In regard to Part – B of the question paper, one question with internal choice from each unit of the syllabus shall be set. **(5 x 12 =60 Marks)**



**MBAD 21 : : ORERATIONS RESEARCH**

The objective of the course is to provide the basic tools of Operations Research in solving the management problems through modeling and using mathematical approach.

**UNIT- 1: Quantitative analysis:** Nature and scope – Quantitative analysis as a frame wok for managerial decisions – Analyzing and defining the problem, developing a model, selecting the inputs, coming up with a solution, quantifying the model and the solution, putting the model to work, Relationship between the quantitative specialist and the manager, Typical applications of Operations Research.

The Linear Programming Problem – Introduction, formulation of Linear Programming problem, Limitations of L.P, Graphical solution to L.P.P, Simplex Method, Artificial variable techniques, two phase Method, Variants of the Simplex Method.

**UNIT-2: Transportation Problem:** Introduction, Transportation Model, finding initial basic feasible solutions, moving towards optimality, Unbalanced Transportation problems, Transportation problems with maximization, degeneracy.

**Assignment Problem** – Introduction, Mathematical formulation of the problem, Solution of an Assignment problem, Hungarian Algorithm, Multiple Solution, Unbalanced Assignment problems, Maximization in Assignment Model.

**UNIT-3: Sequencing** – Job sequencing, Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, n jobs through m machines, Two jobs and m Machines Problems. **Game Theory:** Concepts, Definitions and Terminology, Two Person Zero Sum Games, Pure Strategy Games (with Saddle Point), Principal of Dominance, Mixed Strategy Games (Game without Saddle Point), Significance of Game Theory in Managerial Application.

**UNIT- 4: Waiting Lines:** Introduction – Characteristics– poison arrivals – exponential service times – Types of waiting lines models - Single channel and multichannel problems.

**UNIT-5: Project Management:** Rules for drawing the network diagram, Application of CPM and PERT techniques in project planning and control; Crashing and resource leveling of operations.

**(Minimum 5 cases are to be dealt from each unit)**

**References:-**

1. Operations Research / S.D.Sharma-Kedarnath
2. Introduction to O.R/Hiller & Libermann (TMH).
3. Operations Research /A.M.Natarajan,P.Balasubramani,A. Tamilarasi/Pearson Education.
4. Operations Research: Methods & Problems / Maurice Saseini, Arhur Yaspan & Lawrence Friedman. Pearson
5. Quantitative Analysis For Management/ Barry Render, Ralph M. Stair, Jr and Michael E. Hanna/
6. Operations Research / R.Pannerselvam,PHI Publications.
7. Operations Research / Wagner/ PHI Publications.

**NOTE TO THE PAPER SETTER:**

- **Questions shall be preferably application oriented / problems / Cases.**
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**MBA D22: : BUSINESS RESEARCH METHODS**

Objective of the course is to have a general understanding of statistics as applicable to business and its use in areas of management research. The Course addresses the methods of research with an emphasis on various stages that are necessary to obtain and process information to enable well informed decision-making.

**\*Standard Statistical tables shall be allowed in the examination**

**Unit I**

Introduction Business Research: Definition-Types of Business Research. Scientific Investigation: The Language of Research: Concepts, Constructs, Definitions, Variables, Propositions and Hypotheses, Theory and Models. Information needs of Business – Technologies used in Business Research: The Internet, E-mail, Browsers and Websites. Role of Business Research in Managerial Decisions. Ethics in Business Research.

**Unit II**

The Research Process: Problem Identification: Broad Problem Area-Preliminary Data Gathering. Literature Survey - Online Data Bases Useful for Business Research - Hypothesis Development - Statement of Hypothesis- Procedure for Testing of Hypothesis. The Research Design: Types of Research Designs: Exploratory, Descriptive, Experimental Designs and Case Study -Measurement of Variables- Operational Definitions and Scales-Nominal and Ordinal Scales- Rating Scales- Ranking Scales- Reliability and Validity.

**Unit III**

Collection and Analysis of Data Sources of Data-Primary Sources of Data- Secondary Sources of Data - Data Collection Methods- Interviews: Structured Interviews and Unstructured Interviews-Face to face and Telephone Interviews. Observational Surveys: Questionnaire Construction: Organizing Questions- Structured and Unstructured Questionnaires – Guidelines for Construction of Questionnaires.

**Unit IV**

Data Analysis: An overview of Descriptive, Associational and Inferential- Statistical Measures.

**Unit V**

The Research Report: Research Reports-Components-The Title Page-Table of Contents-The Executive Summary-The Introductory Section-The Body of the Report-The Final Part of the Report-Acknowledgements – References-Appendix - Guidelines for Preparing a Good Research report Oral Presentation- Deciding on the Content-Visual Aids-The Presenter-The Presentation and Handling Questions

**(Minimum 5 cases are to be dealt from each unit)**

**References:**

- Research Methods for Business–A Skill Building Approach, Uma Sekaran, John Wiley & Sons (Asia) Pte.Ltd, Singapore.
- Business Research Methods, Donald R Cooper and Pamela S Schindler,9/e,Tata McGraw-Hill Publishing Company Limited.
- Business Research Methods 8e, Zikmund- Babin-Carr- Adhikari-Griffin-Cengage learning.
- Methodology and Techniques of Social Science Research, Wilkinson & Bhandarkar, Himalaya Publishing House.
- Research Methodology – methods & Techniques, C.R. Kothari, Vishwa prakashan.
- An Introduction to Management for Business Analysis, Speegal, M.R., McGraw Hill
- Research Methodology in Management , Michael, V.P., Himalaya Publshing House.
- Research Methodology, Dipak Kumar.Bhattacharya,Excel Books.
- Research Methodology(Concepts and cases) Deepak Chawla Neena Sondhi-Vikas publishing.
- Business Research Methods- Alan Broman, Emma Bell 3e, Oxford nuiversity

**NOTE TO THE PAPER SETTER:**

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**MBA D23 :: MARKETING MANAGEMENT**

Objective of the Course: the objective of the course is to cover the marketing which is one of the important areas of functional managements. This is pre-requisite to taking of the any elective in this III and IV semesters.

**UNIT – I**

Definition, importance and scope of Marketing - Company orientation towards Marketing - Core Concepts of marketing – Marketing Management Tasks – Indian Marketing Environment: Demographic, Economic, Socio-Cultural, Politico-Legal and Technological Environment – Marketing and Customer Value - Corporate Strategic Planning – Marketing Research Process – Forecasting and Demand Measurement – Consumer Behavior – Market Segmentation – Market Targeting – Brand Positioning.

**UNIT – II**

Product strategy: - product concept – product characteristics and classifications –differentiation – Product and brand relationships – packaging, labelling, warranties and guarantees.- product life cycle and marketing strategies- new product development process– branding- brand equity - trademark.- significance of marketing of services.

**UNIT- III**

**Pricing Strategy:** objectives of pricing – pricing methods- selecting the final price, adopting price, initiating the price cuts, initiating price increases – responding to competitor’s price changes.

**Marketing Communications:** the communication process – communication mix – managing adverting sales promotion –public relations and direct marketing – sales force objectives – sales force structure and size – sales force compensation.

**UNIT – IV**

Sales and Distribution managements –sales and distribution functions – channel management and decision –types of Retailers –trend in retailing – growth and trend in Wholesalers –sales force and sales agents – advantages and disadvantages.

**UNIT - V**

Introducing New Market Offerings - Managing a holistic marketing organization – marketing implementation, evaluation and control- marketing audit.

**References:**

1. Philip kotler, Kevin Lane Keller, Abraham Koshy & Mithileswar Jha Marketing :**Management – A South Asian Perspective**( Pearson Education)
2. Philip Kotler, Gary Armstrong, Prafulla Y. Agnihotri & Ehsan ul Haque: **Marketing Management – A South Asian Perspective** (Pearson Education)
3. William D. Perreault, Jr. E. Jerome McCarthy : **Basic Marketing – A Global Management Approach** (Tata McGraw Hill)
4. John A. Quelch & V. Kasturi Rangan: **Marketing Management – Text and Cases** (Tata McGraw Hill)
5. P.K. Agarwal : **Marketing Management – An Indian perspective** (Pragati Prakasham)
6. S.S. Sherlekar: **Marketing Management** (Himalaya )
7. MC Carthy , Perrault, Quester: **Basic Marketing – A Managerial Approach** ( IRWIN)

**NOTE TO THE PAPER SETTER:**

- **Questions shall be preferably application oriented / problems / Cases.**
- The questions shall cover all the units of the syllabus.
- With regard to Part-A of the question paper, one question from each unit of the syllabus shall be set.
- In regard to Part – B of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- For Part – C of the question paper, the CASE shall be not less than 500 words.



**MBA D24: FINANCIAL MANAGEMENT**

The objective of the course is to provide the necessary basic tools for the students so as to manage the finance function. The students should be able to understand the management of the financing of working capital needs and the long term capital needs of the business organization

**\* Standard Discounting Table and Annuity tables shall be allowed in the examination**

**UNIT – I**

Goal of Financial Management – Fundamental Principles – Time value of money – Discounting, compounding - Risk-return trade off- Finance Function-Financial Decisions. Financial markets - intermediaries.

**UNIT – II**

Financial Statement Analysis (Numerical Problems): Analysis of Balance Sheet; Profit & Loss Account, Ratio analysis (Numerical Problems), common size analysis, cash flow statement, operating, financial, and combined leverage.

**UNIT – III**

Cost of debt (Numerical Problems), cost of equity (Numerical Problems) – dividend capitalization, CAPM, cost of preference shares (Numerical Problems), weighted average and multiple costs of capital (Numerical Problems) – valuation of bonds and shares. Capital structure planning – EBIT – EPS analysis (Numerical Problems), risks of financial leverage – margin of safety, interest and debt service. Long term sources of Finance: venture capital.

**UNIT – IV**

Capital budgeting (Numerical Problems): Cash flows - traditional methods, discounted cash flow methods, risk analysis, real options leasing.

**UNIT – V**

Dividend decisions, influencing factors, forms and special dividends. Walter, Gordon and MM models (Numerical Problems) Linter's model dividend practices in India. Buy back of shares, taxation of dividends and capital gains. Working capital Management (Numerical Problems): Operating cycle estimation (Numerical Problems), cash, inventory and receivables management (Numerical Problems).

**References:**

1. Srivastava R, Anil A: **Financial Management ( Oxford )**
2. I.M.pandey: **Financial Management** (Vikas )
3. Prasanna Chandra: **Financial Management – Theory and Practice** (Tata McGraw Hill)
4. Pandey & Bhat: **Cases in Financial Management** (Tata McGraw Hill)
5. Khan & Jain: **Financial Management** (Tata McGraw Hill)
6. Brealey Myers: **Principles of Corporate Finance** (Tata McGraw Hill)

**NOTE TO THE PAPER SETTER:**

- **Questions shall be preferably application oriented / problems / Cases.**
- The questions shall cover all the units of the syllabus.
- With regard to Part-A of the question paper, one question from each unit of the syllabus shall be set.
- In regard to Part – B of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- For Part – C of the question paper, the CASE shall be not less than 500 words.

**MBA D 25: : HUMAN RESOURCES MANAGEMENT**

The objective of the course is to provide basic knowledge of functional area of Human Resource Management. This will be the prerequisite for enabling students to take any HRM stream electives offered in third and fourth semesters.

**Unit I**

Introduction: Evolution and growth-Personnel Management-HRM- concepts & Significance of HRM, functions of HRM, Principles and objectives, policies and practices, Strategies of HRM.

**Unit II**

Designing and Developing HR systems: Human Resource Planning, Job Analysis, Job Evaluation, Job Design, Job Enlargement, Job Rotation, Job Enrichment, Recruitment, Selection, Placement, Induction, Transfer and Promotion, Separation.

**Unit III**

Compensation Management: Introduction, objectives, influencing factors, different forms of employee compensation.

**Unit IV**

Human Resource Development: Concepts, Different Techniques, Development function, Training and Development, Performance Appraisal & career Development.

**Unit V**

Industrial Relations: Outsourcing, Introduction and Essentials of work life, Productivity concepts in context to HRM, Total Quality Management, Kaizen, Quality circles.

**References**

- Human Resource Management, Aswathappa, 4th Edition, TMH 2006
- Human Resource Management, Noe A.Raymond, John Hollenbeck, Barry Gerhart and Patrick Wright, Tata McGraw Hill.
- Human Resource Mangement, Ian Beardwell & Len Holden-Macmillan India Ltd.
- Personnal and Human Resource Management – Text and cases, Subbarao, Himalaya.
- Managinig Human Resources: Productivity, quality of work life, profits- Wayne F. Cascio TMH.
- Strategies HRM by Rajeev Lochan Dhar, Excel Books.
- Human Resource Management, Text and Cases, VSP Rao, Excel Books 2006.

**NOTE TO THE PAPER SETTER:**

- **Questions shall be preferably application oriented / problems / Cases.**
- The questions shall cover all the units of the syllabus.
- With regard to Part-A of the question paper, one question from each unit of the syllabus shall be set.
- In regard to Part – B of the question paper, one question with internal choice from each unit of the syllabus shall be set.
- For Part – C of the question paper, the CASE shall be not less than 500 words.

**MBA D 26: PRODUCTION & OPERATIONS MANAGEMENT**

The Objective of the course is to enable students to understand the production Planning and Controlling aspects of a typical production and operations organization. To study understand the concepts of work study and Quality management.

**UNIT- 1: Introduction:** Overview of Production and Operations Management (POM) Function, Historical Development of POM, POM scenario Today. Product and Process Design - Product and Process Development, Manufacturing Process Technology, CAD/CAM analysis

**UNIT-2: Facilities Management &Aggregate Planning:** Location of Facilities, Layout of Facilities, Optimization of Product/Process Layout, Flexible Manufacturing and Group Technology : Aggregate planning - Preparation of aggregate demand Forecast, Specification of Organisational Policies For Smoothing Capacity Utilization, Determination of feasible Production Alternatives

**UNIT-3: Scheduling :** Scheduling In Job, Shop Type Production, Shop- Loading, Assignment and Sequencing, Scheduling In Mass, Line of Balance, Methods of Production Control ,World class production

**UNIT- 4: Work Study & quality management :** Method Study, Work measurement, Work Design, Job Design, Work Sampling, Industrial Engineering Techniques. Economics of Quality Assurance Inspection and Quality Control, Acceptance Sampling, Theory of control charts, control charts for variables and control charts for attributes -Total Quality Management - ISO 9000 series standards, Six Sigma.

**UNIT-5: Productivity:** Basic Concepts, Productivity Cycle, Productivity Engineering and Management, Total Productivity Model.

**(Minimum 5 cases are to be dealt from each unit)**

**References:**

1. Operations Management and control, Biswajit Banerjee-S.Chand.
2. Operations Management, James R.Evans and David A.Collier, Cengage.
3. Production and Operations Management, R. Panneerselvam: PHI Learning Private Ltd.
4. Production Management , Martand T Telsang-S.Chand
5. Operations Management for Competitive Advantage, Chase, Aquilano, Jacobs: Tata McGraw Hill.
6. Modern Production/Operations Management, Elwood S.Buffa and Rakesh K.Sarin,Wiley
7. Production and Operation Management, Aswathappa K Himalaya Publishing House.
8. Production and Operations Management, SN Chary, Tata McGraw Hill, New Delhi.
9. Operations Management, Mahadevan, Pearson Education, New Delhi.
10. Production and Operations Management-Text and Cases, Upendra Kachru, Excel Books.

**NOTE TO THE PAPER SETTER:**

- **Questions shall be preferably application oriented / problems / Cases.**
- The questions shall cover all the units of the syllabus.
- With regard to Part-A of the question paper, one question from each unit of the syllabus shall be set.
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- For Part – C of the question paper, the CASE shall be not less than 500 words.

**MBA D27:: Human Values and Professional Ethics – II**

**UNIT I:** Value Education – Definition – Relevance to present day – Concept of human values - Self introspection – Self esteem. Family values-Components, Structure and responsibilities of family- Neutralization of anger – Adjustability – Threats of family life – Status of women in family and society – Caring for needy and elderly – Time allotment for sharing ideas and concerns.(Theory only)

**UNIT II:** Medical Ethics – Views of Charaka, Sushruta and Hippocrates on moral responsibility of medical practitioners. Code of ethics for medical and healthcare professionals. Euthanasia, Ethical obligation to animals, Ethical issues in relation to health care professionals and patients. Social justice in health care, human cloning, problem of abortion. Ethical issues in genetic engineering and Ethical issues raised by new biological technology or knowledge. (Theory only)

**UNIT III:** Business Ethics – Ethical standards of business – Immoral and illegal practices and their solutions. Characteristics of ethical problems in management, Ethical theories, causes of unethical behavior, Ethical abuses and work ethics. (Theory only)

**UNIT IV:** Environmental Ethics – Ethical theory, man and nature - Ecological crisis, Pest control, Pollution and waste, Climate change, Energy and pollution, Justice and environmental health. (Theory only)

**UNIT V:** Social ethics – Organ trade, Human trafficking, Human rights violation and social disparities, Feminist ethics, Surrogacy/pregnancy. Ethics of media – Impact of Newspapers, Television, Movies and Internet (Theory only)

**References:**

1. Johns S Mackenjie: A Manual of ethics
2. “The Ethics of Management” by Larue Tone Hosmer, Richard D. Irwin Inc.
3. Management Ethics – Integrity at work by Joseph A. Petrick and John F. Quinn, Response Books, New Delhi.
4. “Ethics in Management” by S.A. Shelekar, Himalaya Publishing House.
5. Harold H. Titus: Ethics for Today
6. Maitra, S.K: Hindu Ethics
7. William Lilly: Introduction to Ethics
8. Sinha: A Manual of Ethics
9. Manu: Manava Dharma Sastra or the Institute of Manu: Comprising the Indian System of Duties: Religious and Civil (ed) G.C. Haughton.

**NOTE TO THE PAPER SETTER:**

- **Questions shall be preferably application oriented / problems / Cases.**
- The questions shall cover all the units of the syllabus.
- With regard to Part-A of the question paper, one question from each unit of the syllabus shall be set. **(5 x 2 =10 Marks)**
- In regard to Part – B of the question paper, one question with internal choice from each unit of the syllabus shall be set. **(5 x 12 =60 Marks)**

**MBA D28 : ICT Lab & Comprehensive Viva**

ICT Lab Attendance & Record	: 15 Marks
ICT Lab Assignments (10 No.s)	: 15 Marks
Semester End Lab Exam	: 20 Marks
Comprehensive Viva-Voce	: 50 Marks
Total	: <b>100 Marks</b>

**MBA D31 – TOURISM PRINCIPLES, POLICIES AND PRACTICES**

Objectives:

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

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

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

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

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

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

**REFERNCE BOOKS:**

1. Charles R. Goeldner & Brent Ritchie, J.R. (2006), Tourism, Principles, Practices, Philosophies, John Wiley and Sons, New Jersey.
2. Bhatia A.K. (2001), International Tourism Management, Sterling Publishers, New Delhi.
3. Page J. Stephen & Brunt Paul (2007), Tourism- A Modern Synthesis, Thomson Publishers, London.
4. Chuck Y. Gee, James C. Makens & Dexter J. L. Choy (1989), The Travel Industry, Van Nostrand Reinhold, New York.
5. Ray Youell (1998), Tourism-an introduction, Addison Wesley Longman, Essex.
6. Michael M. Coltman (1989), Introduction to Travel and Tourism- An International Approach, Van Nostrand Reinhold, New York.
7. Burkart A.J., Medlik S. (1974), Tourism - Past, Present and Future, Heinemann, London.
8. Sunetra Roday, et al (2009), Tourism Operations and Management, Oxford University Press.
9. Ghosh Bishwanath (2000), Tourism and Travel Management, Vikas Publishing House, New Delhi.

**NOTE TO THE PAPER SETTER:**

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- The questions shall cover all the units of the syllabus.
- With regard to Part-A of the question paper, one question from each unit of the syllabus shall be set.
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- For Part – C of the question paper, the CASE shall be not less than 500 words.

MBA D32- TOURISM PLANNING AND DEVELOPMENT

**Objectives:**

- To develop an understanding of the basic concepts of tourism planning for public and private sector community and regional tourism development, with an emphasis on ecotourism and nature-based tourism.
- To explore the interrelationships between resource management and tourism planning and development.
- To understand the tourism policy initiative taken in India.

**Unit – I:** Tourism Planning: Origin, Concept and approaches. Levels and types of tourism planning- Sectoral, Spatial, Integrated, Complex, Centralized and Decentralized. Product life cycle theories and their applicability in tourism planning, Urban and rural tourism planning.

**Unit – II:** Tourism planning and policy perspectives; planning at national, state and regional levels. India's tourism policies

**Unit-III:** Tourism Planning Process: Objective setting, Background analysis, Detailed research and analysis, Synthesis, Goal setting and Plan formulation, Evaluation of tourism project-Project feasibility study; Plan implementation, Development and monitoring. Tourism master plan. Tourism impacts and need for sustainable tourism planning: Socio-cultural, Economic and physical, Tourism carrying capacity and environmental impact analysis (EIA).

**Unit – IV :** Business ethics and laws-their relevance and applicability in Travel and Tourism industry. Law and legislation relating to tourist entry, Stay, Departure, Passport, Visa and Health.

**Unit – V:** Tourist safety and security, Preservation and conservation of heritage environment, Archaeological sites and wildlife.

**Reference Books:**

1. *Indian Tourism Beyond the Millennium - Bezbaruah M.P. (New Delhi)*
  2. *Tourism: Past Present & Future : Burkart A.J. and Medlik (London, Heinemann)*
  3. *Essays on Tourism : Chib, Som Nath (New Delhi, Cross Section Publication)*
- Tourism*

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**MBA D33 – TOURISM MARKETING AND DESTINATION DEVELOPMENT**

**Objectives**

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

**Unit-I :** Tourism marketing: Service characteristics of tourism. Unique features of tourist demand and tourism product/Tourism marketing mix -Marketing of Tourism & Related Activities - Trends in Tourism Marketing – Marketing of Destinations, Airlines, Hotels, Resorts, Travel Agencies, Events and other Tourism sub – sectors and products. Developing Marketing Skills for Tourism - Self Motivation – Team Building – Personality Development - Creativity & Innovation– Innovative Products in Tourism International Perspective and Contemporary Trends.

**Unit-II :** Destination Development - Types of destinations, Characteristics of destinations - Destinations and products - Destination Management Systems - Destination planning guidelines - Destination Selection Process - The Values of Tourism. Destination Planning Process and Analysis - National and Regional Tourism Planning and Development - Assessment of tourism potential - Planning for Sustainable Tourism Development - Contingency Planning - Economic, Social, Cultural and Environmental considerations - Demand and supply match - Design and innovations.

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

**Unit-IV:** Destination Promotion and Publicity - Six ‘A’s framework for tourism destinations - The dynamic wheel of tourism stakeholders - Destination Marketing Mix - Destination Competitiveness – Distribution Channels- Marketing Communication and Strategies.

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

**REFERENCES**

1. C.Gunn (2002), Tourism Planning: Basic, Concepts and Cases, Cognizant Publication.
2. Manjula Chaudhary (2010), Tourism Marketing, Oxford University Press, New Delhi
3. Nigel Morgan, Annette Pritchard & Roger Pride (2001), Destination branding: Creating the Unique Proposition, Butterworth and Heinemann.
4. Richard W.Butler (2006), the Tourism Area Life Cycle: Applications and Modifications, Channel View Publications.
5. Claire, Haven Tang & Eleri Ellis Jones (2005), Tourism SMEs, Service Quality and Destination Competitiveness, CABI Publishing.
6. Shalini Singh, Dallen J.Timothy & Ross Kingston Dowling (2003), Tourism in Destination Communities, CABI Publishing.
7. Geoffrey Ian Crouch, J.R. Brent Ritchie & Horst-Herbert G. Kossatz (2003), the Competitive Destination: a Sustainable Tourism Perspective, CABI Publishing.

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**MBA D34 – RESOURCE, ATTRACTION AND PRODUCT IN TOURISM**

**Objectives :**

The course is very imperative as it shall orient the student with the basic understanding about India, its culture, fairs & festivals etc. which shall update his destination knowledge about the country. Various inputs are provided on tourism products ranging from Indian Architecture to golf tourism which shall enhance & brush up their knowledge on the myriad of products available in India. In addition to the above an overview and understanding of the significance of ecotourism is also included.

**Unit – I:** Concept of resource, Attraction and product in tourism. Tourism products: Typology and unique features. Natural Tourism Resources in India: Existing use patterns vis-a-vis potential with relation to varied landforms (mountains, deserts, beaches, coastal areas and Islands), Water bodies and biotic wealth (flora-fauna).

**Unit – II:** Popular tourist destination for land based (soft/hard trekking, ice skiing, mountaineering, desert safaris, car rallies, etc.), water based (rafting, kayaking, canoeing, surfing, water skiing, scuba/snuba diving) and air based (para-sailing, para-gliding, ballooning, hand-gliding and microlighting, etc) tourist activities. Wildlife-Tourism and conservation related issues-Occurrence and distribution of popular wildlife species in India. Tourism in National parks, Wildlife sanctuaries and biosphere reserves (case of Dachigham Corbett / Dudhwa/ Kaziranga/ Kanha/ Gir/ Ranthambor/ Mudumalai/ Sunderbans/ Shivpuri/ Manas/ Nanda Devi/ Valley of flowers reserves). Tourism and nature conservation-Conflicts, Symbiosis and Synergy.

**Unit – III:** Cultural Tourism Resources in India: Indian Culture and society. Indian History-Ancient, Medieval and Modern.

Traditions, Customs and costumes: Life style and settlement patterns. Food habits and cuisine. Music, Musical instruments and Dance forms; Drawing and painting; Craftsmanship.

Religion/religious observances and important pilgrim destinations.

Architectural Heritage-Forts/palaces/other architectural marvels-Location and unique features.

**Unit – IV:** Sustainable Tourism: Meaning, Definition, Global Significance of Sustainable Tourism-Sustainable Tourism Planning; Principles of STP-Basic concepts in Sustainable Design: Climate analysis, Locality analysis and Site analysis - Design for Environment, Socio economic conditions, Culture and Experimental values. Case studies of sustainable tourism planning (Raghurajpur In Odisha , Kuger National Park Southafrica ) Standardization and Certification for tourism sustainability; ISO 14000 – Role of WTTC, UN-WTO, PATA, UNEP, IUCN in sustainable tourism development need and importance of tourism sustainability.

**Unit – V:** Approaches in sustainable tourism: Ecotourism; Global initiative under Quebec City and Oslo conventions- Responsible Tourism; Concept and Global responses; Cape Town and Kerala Declaration-Community based and Pro poor tourism including STEP. Eco-friendly Practices and Energy waste Management. benefits of sustainable tourism development.

**References:**

- Tourism Products of India : Dixit Manoj & Charu Sheela, New Royal Publishers (2006) Lucknow
- A Cultural History of India : A.L. Basham
- The Wonder that was India : A.L. Basham
- Cultural Tourism in India : S.P. Gupta, Krishna Lal and Mahua Bhattacharya
- India – Plan your own holiday: S. Jagannathan
- Travellers Indian : H.K. Kaul
- Museums of India : S. Punja
- The Art of Ancient India : S. Huntington
- *Sustainable Tourism, Salah Wahab and John J. Pigram,*
- *Sustainable Development – Economic and Policy, P.K. Rao*

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# ACADEMIC REGULATIONS & SYLLABUS OF M.B.A ( DUAL SPECIALIZATION)

## MBA D35 (F) : RISK MANAGEMENT AND INSURANCE

The Objective of this course is to give students a deeper insight into the concepts and strategies of Risk Management and Insurance.

**Unit – I Introduction to Risk:** Types of Risks facing Business and Individuals, Risk Management Process, Risk Management Methods, Risk Management Techniques. Insurance as a Risk Management: Techniques Principles of Insurance

**Unit – II Requirements of an Insurance Contract:** Distinguishes Characteristics of Insurance Contracts, Role of Agents and Brokers. Risk Aversion and Risk Management: by Individuals & Corporations, Loss Control, Types of Loss Control, Optional Loss Control when Costs and Benefits are known.

**Unit – III Indian Insurance Industry:** Life Insurance, General Insurance – Growth, Development Role of Insurance in the economy, Regulation of Indian Insurance Business.

**Unit – IV Risk Management and Shareholders Wealth:** Risk Retention / Reduction Decision, Alternative risk Management, Analysis of insurance coverage: legal aspects of insurance contracts – insurance contract analysis – property and liability coverage.

**Unit – V Benefit Programs:** Health care financing and health insurance – employee benefit plans– designing issues in employee benefit plan.

### References:

- Principles of risk Management & Insurance, George E. Rejda: 9<sup>th</sup> Edition, Pearson Education.
- Risk Management, (Edited), Prof.K. Ramakrishna Reddy and Prof.P. Murali Krishna, Discovery Publishing house.
- Principles of Insurance Management, Gulati: Excel.
- Risk Management & Insurance, Scott E. Harringam Gregory R. Nichaus: TMH.
- Insurance and Risk Management P.K.Gupta:, Himalaya.
- Risk management and insurance, Trieschmann, Cengage.
- Risk Management Insurance and Derivatives, G. Koteswar: Himalaya.
- Introduction to Risk Management and Insurance, Dorfman: 8/e, Pearson.

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- .

**MBA D35(M) :CONSUMER BEHAVIOUR**

The Objective of this course is to give students a deeper insight into the concepts and importance of consumer behavior in enhancing business.

**Unit – I : Introduction to Consumer Behavior:** Consumer Behaviour and marketing strategy, understanding consumer and market segments. Evaluation of consumer Behaviour, Consumer analysis and business strategy.

**Unit – II Psychological Foundations of Consumer Behaviour:** Consumer Motivation, Consumer Perception, Personality and Consumer Behaviour, Learning and Behaviour Modification, Information Processing, Memory Organization and Function, Attitude formation and attitude change.

**Unit – III Social and Cultural Environment:** Economic, Demographic, Cross Cultural and Socio-Cultural Influences, social stratification, Reference Group and Family influence, Personal influence.

**Unit – IV Model of Buyer Behaviour and Communications and Consumer Behaviour:** Howard Model, Howard-Sheth Model, EKB Model, Webster and Wind Model and Sheth Industrial Buyer Behaviour Model. Components of communication process, designing persuasive communications and diffusion of innovations.

**Unit – V Consumer Decision Processes and Consumerism:** High and low involvement, pre purchase processes, purchase, post purchase processes, consumption and evaluation, brand loyalty and Repeat Purchase behavior. **Consumerism** – the roots of consumerism, consumer safety consumer information, environmental concerns, consumer privacy, legislative response.

**References:**

1. Schiffman & Kanuk: **Consumer Behaviour** (Prentice Hall of India)
2. Satish K Bhat Shrikazmi: **Consumer Behaviour** (Excel)
3. Blackwell, Miniard & Engel: **Consumer Behaviour** (Thomson)
4. Leon G. Schiffman & Leslie L. Kanak: **Consumer Behaviour** (Prentice Hall of India)
5. Jay D Lindquist and M. Joseph Sirgy, Shopper, Buyer and Consumer Behaviour., Biztantra, New Delhi, 2007
6. Ramesh Kumar: **Consumer Behaviour** (Pearson Education)
7. Suja R.Nair: **Consumer Behaviour in Indian Perspective** (Himalaya)

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- For Part – C of the question paper, the CASE shall be not less than 500 words.
- .

**MBA D35 (H) :HUMAN RESOURCE PLANNING**

The objective of the course is to provide the students with the conceptual framework of Human Resource Planning.

**Unit – I Introduction** - Macro and Micro Level Manpower Planning – Significance – Process – Factors Influencing.

**Unit – II Systems Approach to Human Resource Planning** – Manpower Inventorying – Methods – Manpower Forecasting – Models and Techniques.

**Unit – III Recruitment** – Sources – Evaluation and Selection – Procedures – Techniques – Factors Influencing Recruitment and Selection , Placement – Induction – Training – Strategies for Orienting New Employees – Career Planning

**Unit – IV Manpower Utilization** – Indices and Techniques - Factors Affecting Performance, Employee retention – Human resource recruitment – Transfer – Promotion – Job redesign techniques – Job rotation – Job enrichment – Job enlargement.

**Unit – V Staffing Policy** - Downsizing – Retrenchment, Retirement, Redeployment, and Exit Strategy, Human Resource Information System -Human Resource Accounting – Human Resource Auditing – Human Resource Audit Report for Business Improvement.

**References:**

- Human Resource Planning, DK Bhattacharya,Excel.
- Human Resource System,Udaiprakesh and T.V. Rao,Oxford.
- Manpower Planning and Development of Human Resources, Thomes H. Patters: John Wiley.
- Organisation and Manpower Planning, Garden, Me Beath, Business Books
- Human Resource Planning Srivarsava MP,Institute of Royal Resource
- Stratrgic Human Resource Management,Monical Belcont-Kenneth J.Mcbey, Cengage.

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- .

**MBA D36 (F) : FINANCIAL MARKETS AND SERVICES**

The objective of the course is to provide to students an understanding of Financial Markets, the major institutions involved and the services offered within this framework.

**Unit – I Introduction to Financial system** : Elements of financial system and economic development, Regulatory and Promotional Institutions - Function and Role of RBI, Monetary Policy and techniques of RBI,

**Unit – II The Banking and Non-banking Institutions:** The public and the private sectors – structure and comparative performance, Bank capital and Banking Innovations, Commercial and Co-operative banks. The Non-banking financial Institutions - Mutual Funds, Growth of Indian Mutual funds and its Regulation. The Role of AMFI, Insurance Companies- Role of IRDA.

**Unit – III Financial and securities Markets:** Primary and Secondary Markets, Structure and functions of Money Market, -Call call money market ,Government Securities Market – T-bills market, Commercial Bills market, Commercial paper and certificate of deposits. Securities markets:- Organization and structure, listing trading and settlement of securities market, , The role and functions of SEBI

**Unit – IV Fund based services** - lease and hire purchase consumer credit and Factoring - Definition, Functions, Advantages, Evaluation, venture capital financing,Housing Finance.

**Unit – V Fee-based services** - Stock broking, credit rating Merchant Banking ,portfolio services. Underwriting, Depository services, Challenges faced by investment bankers.

**(minimum 5 cases to be dealt each from each unit so that all units will be covered)**

**References:**

- Management of Financial Services ,C.Rama Gopal ,Vikas.
- Financial Services and markets, Dr.Punithavathy Pandian, Vikas
- Financial Markets and services, Appannaiah, Reddy and Sharma, HPH
- Indian Financial System, Ramachandra and others, HPH
- Financial Institutions and Markets, L. M. Bhole, 4/e Tata McGraw Hill.
- Financial services, Gorden & Natarajan, Himalaya publishers.
- Investment Institutions and Markets, Jeff Madura, Cengage, 1<sup>st</sup> Edition.
- Financial services, Thirpati, PHI.
- Financial Markets & Services, Vasanth desai, Himalaya.  
Financial Institutions and Markets, Gupta Agarwal, Kalyani publishers.

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- .

**MBA D36 (M) : ADVERTISING AND SALES PROMOTION**

The objective of the course is to provide students with detailed knowledge of some of the marketing mixes such as advertising and Promotion.

**Unit – I Advertising:** Changing concept, role of advertising in a developing economy, a critical appraisal, types of advertisement consumer, industrial, institutional, retail, trade and professional, advertisement in marketing mix, Advertising department and advertisement manager .

**Unit – II Organising for Advertising:** objectives and functions - Role of advertisement agencies functioning of advertisement agencies. Advertising agency skills and service, client agency relationship. Visual layout, art work, production traffic copy, effective use of words, devices to get greater readership interrelation.

**Unit – III Advertisement budgets and effectiveness:** Types, determining optimal expenditure, decision models, sales response and decay, communication, state, competitive share, Pre-testing, post testing, experimental designs.

**Unit – IV Sales Promotion:** Importance and scope; Need and objectives of sales promotion; Consumer promotion; channel promotion; Timing of sales promotion; Measurement of impact of sales promotion; sales promotion budgeting.

**Unit – V Publicity and public relations:** Relevance, scope and importance. Methods of publicity. different types of publics and their role in marketing; Managing publics; Methods of publicity; Publicity materials; Public relations officer- role and functions; Personal selling strategy- importance and role; Scope of personal selling

**References:**

- Integrated Advertising, Promotion and Marketing Communications, Clow, Baack, Pearson.
- Integrated Advertising, Promotion and Marketing Communications, Kruti shah, Alon D'Souza, TMH.
- Advertising and Promotion- An Integrated Marketing Communication approach, Shimp, Cengage.
- Advertising & Sales Promotion ,SHH Kazmi, Satish Batra, Excel.
- Advertising Management with integrated Brand Promotion, O'Guinn, Allen, Semenik, Cengage.
- Advertising Management, Jethwaney, Jain, Oxford.
- Contemporary Advertising, Arens, TMH.
- Advertising, Sales and Promotion Management, S.A.Chunawalla, Himalaya.
- Sengupta, Subroto: Brand Positioning, Strategies for Competitive Advantages, Tata McGraw Hill

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- .

**MBA D36 (H) :: TRAINING AND DEVELOPMENT**

The objective of the course is to provide an overview of Training and Development in the organization. The prerequisite for the course is knowledge of HRM.

**Unit – I Training concepts: Introduction** - Concept - Training Process- Significance- Models of Training- Systematic Model- Transitional Model- Systems approach to training.

**Unit – II Training function:**HR and the Training function - Training and corporate strategy - Organization and Management of Training Function

**Unit – III T&D Organizations and policies :** Training Centers in organisations- Role of external agency in T&D- Training as consultancy. - Evolving Training Policy- Training budget and schedules/calendar, Training needs assessment: Training Needs Assessment - Definition and purposes - Components of Needs assessment- Advantages- Competency modeling - Organization Analysis - Team Work for Conducting Training Needs Analysis- selection of Trainees.

**Unit – IV Design of training programme :**Course content design – Trainer skill development - Facilities design- Trainee design -Resistance in Training- Motivation of Trainee: Goal setting- Pre-training communication –Use of ice breakers to stimulate interest.

**Unit – V Training methods :**Indoor training methods: *On-the-job Training - Off –the –job methods*- Behavior Modeling- Audio Visual Enhancements to Training- Outdoor *training methods*, E-learning and Evaluation of T & D programme :*E-learning methods*- Computer-Based Training-programmed Instruction- Intelligent Tutoring Systems- Interactive Multimedia- Virtual Reality Monitoring and evaluation of training programme- Conceptual model of training - Effectiveness -Evaluation criteria-Kirkpatrick model.

**References:**

- Employee Training and Development, Raymond A.Noel, TMH .
- Effective Human Resource Training and development Strategy, B.Rathan Reddy, Himalaya.
- Donald L. Kirkpatrick and James D.Kirkpatrick, Evaluating Training programs, Tata McGraw Hill.
- Rolf P.Lynton and Udai Pareek, Training for development, Sage publications.
- Human Resource Development, Halder,Oxford.
- Human Resource Development, R.Krishnaveni,Excel.
- Effective Training, Banchand, Thacker, Pearson.
- Training- Theory and Practice, Aparna Raj, Kalyani

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- For Part – C of the question paper, the CASE shall be not less than 500 words.

**MBA D37 (F) :: INVESTMENT AND PORTFOLIO MANAGEMENT**

The objective of the course is to provide students an understanding of working of capital markets and management of portfolios of stocks. The pre-requisite for the course is Financial Accounting and Analysis and Financial Management.

**\* Standard discounting and statistical tables to be allowed in the examinations.**

**Unit – I Investment:** Objectives, Process of Investment, Investment and speculation.

**Unit – II Fundamental Analysis & Technical Analysis:** Economy, Industry - Company analysis, Technical Analysis: Fundamental Analysis Vs Technical Analysis - Dow Theory, Relative Strength Index (RSI), Moving Average.

**Unit – III Measurement of Risk and Return:** Revenue Return and Capital appreciation, holding period –Calculation of expected return, Risk factors, risk classification – systematic risk – unsystematic risk – standard deviation – variance – correlation coefficient – Beta – calculating expected return and risk.

**Unit – IV Measurement of RiskValuation of Securities:** approaches of valuation – Bond valuation – Preference share Valuation – Common stock Valuation.

**Unit – V Portfolio Management:** Process of Portfolio Management, Diversification – Modern Portfolio – Portfolio models – Markowitz model – Sharpe single index model, Capital Asset Pricing Models.

**(minimum 5 cases to be dealt each from each unit so that all units will be covered)**

**References:**

- Investment Management, V.K.Balla, S.Chand Company Ltd.
- Investment Analysis and portfolio management, Chandra, Tata McGraw Hill .
- Security Analysis and Portfolio Management ,Punithavathy Pandian, Vikas
- Security Analysis Portfolio Management, Ranganatham & Madhumathi, Pearson Education.
- Security Analysis and Portfolio Management, Sudhindra Bhat, excel.
- Security analysis and portfolio management, Avadani, Himalaya publishers.
- Investment analysis portfolio management, Frank Reilly & Brown, Cengage.
- Investment Management, Preethi Singh, Himalaya Publishing House, Mumbai..
- Investment, Bodie, McGraw Hill Book Company.
- Investment Management ,Hiriyappa ,New Age Publications

**NOTE TO THE PAPER SETTER:**

- **Questions shall be preferably application oriented / problems / Cases.**
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**MBA D37 (M): SALES AND DISTRIBUTION MANAGEMENT**

The objective of this course is to provide students an opportunity of learning the basics and concepts of Sales Management and Distribution Management.

**Unit – I Introduction:** Evolution of Sales Management- Nature and importance of Sales Management- Roles, Types and Skills of Sales Managers- Sales Objectives

**Unit – II Management of Sales :** Concepts of Sales Organisation- Types of Sales organization structures- Specialization within sales organization- Sizing and Staffing the Sales force.

**Unit – III Distribution Management:** Definition- Need for Distribution Management- Need for Distribution Channels – Value addition of Distribution Management- Marketing Channels- Channel Formats- Relationship of flows to service levels – Channel levels – Service Channels

**Unit – IV Designing Channel Systems:** Channel Design factor – Channel planning process – Ideal Channel structure – Training, Motivating & Evaluating Channel members- Channel Design Comparison – Implementation

**Unit – V Managing the International Channels of Distribution:** Introduction- Differences in customer-expectations across countries-international orientation of companies –model of entry decision – implications of entry modes.

**References:**

- Sales Management John F Tanner Jr, Earl D Honeycutt Jr & Robert C Erffmeyer: Pearson Education.
- Sales and Distribution Management, Krishna K Havaldar & Vasant M Cavale TMH.
- Advertising, Sales and promotion Management, ChunawalaHimalaya.
- Sales and Distribution Management, Tapan K.Panda, Sunil Sahadev,Oxford.
- Sales and distribution Management, S L Gupta,Excel.
- Strategic Marketing and Channel Management,Donald J. Bowersox & M. Bixby Cooper,TMH.
- Selling and Sales management, Jobber,7/e Pearson Education.
- Successful Sales Promotion, Pran Choudhury, Ricky Elliott & Alan Toop, Orient Longman Limited.

**NOTE TO THE PAPER SETTER:**

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**MBA D37 (H) : PERFORMANCE MANAGEMENT**

The objective of the course is to provide an outline of performance management of individuals in the organization. The prerequisite for the course is knowledge of HRM.

**Unit – I Introduction to Performance management :** Concept -Performance management vs performance appraisal--Performance management vs Human resource management- Purposes- Significance

**Unit – II Mentoring and monitoring :** Concept of mentoring - Benefits of mentoring - Characteristics of mentor- Mentoring process-Group mentoring -Benefits -Types of Group Mentoring – Pitfalls Monitoring performance - Performance reviews: Objectives, Frequency of Review, Conducting review meetings, Problems in conducting meetings-Guidelines for conducting meetings.

**Unit – III Coaching and counselling :** Coaching for performance improvement -. Concept - Tips for effective coaching Counselling -Functions of counselling- Steps in counselling process

**Unit – IV Annual Stock taking:** Stock taking of performance -Uses –Appraisal system design : Process and approaches - Appraisal methods - MBO and Assessment centre -360 degree appraisal - Balanced score card. Stock taking of potential- Appraisal for reward - Appraisal for recognition

**Unit – V Learning organisation :** Concept of learning organisation- Learning approaches- Learning sources - Importance of learning-. Characteristics of learning organisation- Reward and compensation Management -Concept and types of compensation- Objectives - Competitive compensation design - Fringe benefits- Objectives -Factors influencing fringe benefits - Types of fringe benefits

**(Minimum 5 cases to be dealt each from each unit so that all units will be covered)**

**References**

- Performance Management, Bagchi, Cengage Learnings.
- Performance Appraisal and Management, Sharma, Davinder, HPH
- Performance Management, Herman,Aguinis, Pearson Education.
- Performance Appraisal and compensation Management, Goel, PHI Learnings.
- Performance Management and Appraisal Systems, T.V.Rao, Response.
- Performance management, Kandula, PHI.
- 360 Degree Feedback and Assessment and Development Centres, T.V.Rao, Excel.
- Performance Management, Michael Armstrong, Kogan Page.
- Performance Management, A.S.Kohli, T.Deb,Oxford.
- Performance Management, Dinesh k.Srivatsava, Excel.

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**MBA D38 –PROJECT WORK**

Each candidate is expected to carry out project work in a particular organisation/industry for a period of 6-10 weeks. Candidate has to carry the project work under the guidance of a faculty member in the department and an executive guide in the concerned organisation. The candidate has to maintain a field diary and present synopsis and IPC Seminars during the course of third semester. The project report should be submitted to the department before the commencement of the third semester – end examinations.

Every candidate shall be required to submit thesis or dissertation after taking up a topic approved by the college/ institute. Registration of Project work: A candidate is permitted to register for the project work after satisfying the attendance requirement of all the courses (theory and practical courses of I and II). An Internal Departmental Committee (I.D.C) consisting of HOD, Supervisor and one internal senior expert shall monitor the progress of the project work.

The topic and area of research will be decided by I.D.C with an interest of the student. The area and topic should be as general as the present content and it should related to the present issues of the industry. The work on the project shall be initiated at the end of II semester and continued in the III semester. The candidate can submit Project thesis with the approval of I.D.C. at the end of the III semester Instruction as per the schedule. Extension of time within the total permissible limit for completing the programme is to be obtained from the Head of the Institution. The student must submit status report at least in two different phases during the project work period. These reports must be approved by the I.D.C before submission of the Project Report. The content of the Report should be on the bases of the principles of the Report and Presentation. A report may contain 40-55 pages ( A4 size paper with 12 point Times New Roman) The viva-voce examination may be conducted for all the candidates as per the III semester examination schedule. Three copies of the Thesis / Dissertation certified in the prescribed form by the supervisor & HOD shall be presented to the H.OD. One copy is to be forwarded to the University and one copy to be sent to the examiner.

**References:**

- Business Essentials: *Research Project*, Viva.
- Paul Oliver: *Writing Your Thesis*, Sage.
- M.K.Rampal & S.L.Gupta: *Project Report Writing*, Paragon International.
- Michael Jay Polonsky: *David S Waller: Designing and Managing a Research Project*, Sage.
- Surendra Kumar: *An Aid to Project Work*, Paragon International

**MBA D38 (A) – PROJECT VIVA VOCE**

A comprehensive Viva Voce Examination shall be held as part of the semester end examination covering all the courses of the semester.

**MBA D41 – TRAVEL AGENCY AND TOUR OPERATIONS**

**Objectives**

Students will be able to:

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

**UNIT-I:** Travel Agency and Tour Operations Business: Origin, Growth and development; Definition, Differentiation and linkages; Organisation and functions-Travel information counselling, Itinerary preparation, Reservation, Tour costing/pricing. Marketing of tour packages.Income sources.- Planning and development of Tourism in different climatic regions

**UNIT-II :** Airlines Ticketing: Operational perspectives of ticketing-ABC codes, Flight schedules, Flying time and MPM/TPM calculation, TIM (Travel Information Manual) consultation. Routine and itinerary preparation, Types of fare, Fare calculation and rounding-up. Currency conversion and payment modes, Issuance of ticket.

**UNIT-III :** Cargo Handling: Baggage allowance, Free access baggage. Weight and piece concept. Accountability of lost baggage, Dangerous goods; Cargo rates and valuation charges, Automation and airport procedures.

**UNIT-IV:**Requirements for setting-up travel agency and tour operations business, Approval from organisation and institutions concerned. Incentives available in Indian context. Constraints and limitations

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

**REFERENCES**

- Chand, M. (2002), Travel Agency Management: An Introductory Text, Anmol Publications Pvt. Ltd., New Delhi.
- Negi. J (2005), Travel Agency Operations: Concepts and Principles, Kanishka, New Delhi.
- Holloway, J.C. (2002), The Business of Tourism, Prentice Hall, London, pp.220-279.
- Roday. S, Biwal. A & Joshi. V. (2009), Tourism Operations and Management, Oxford University Press, New Delhi, pp-164-296.
- Goeldner, R & Ritchie. B (2010), Tourism, Principles, Practices and Philosophies, John Wiley & Sons, London.

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**MBA D42 – HOSPITALITY MANAGEMENT**

The purpose of this course is to acquire an indepth knowledge about the the potential of MICE and Event Tourism; and to become familiar with the techniques and approaches for successful MICE Management.

**UNIT – I:** Accommodation: Concept, Types and Typologies, Linkages and Significance with relation to tourism. Emerging dimensions of accommodation industry-Heritage hotels, Motels and resort properties. Time share establishments.

Hotel and Hoteliering: Origin, Growth and diversification. Classification, registration and gradation of hotels. Organisational structure, Functions and responsibilities of the various departments of a standard hotel/other catering outlets, viz. bars, restaurants, fast food centres. In flight catering.

**UNIT – II:** Leading multinational Hotel chains operating in India. Public sector in Hoteliering business-Role, Contribution and Performance.

HRD perspective with special reference to India-Requirements, Training facilities, Constraints and Scope.

Fiscal and non-fiscal incentive available to hotel industry in India. Ethical, Legal and regulatory aspects.

**UNIT – III:** Introduction to MICE & EVENT Industry - History and structure of Industry , Growth of Industry , Types of MICE & of Industry on stakeholders, latest trend in Industry , case study of major events.Event planning & team Management -Aim of Event , develop a mission, establishing objectives, preparing event proposal, use of Planning tools, protocols ,Dress codes, staging, staffing, Pre , On and post event & MICE requirements.

**UNIT – IV:** Event Marketing & Advertising Nature of event/Mice marketing, Process of Marketing, Marketing Mix, sponsorship,Image branding, advertising tools, publicity and public relations.

Event costing and Laws: Budget preparation, breakeven point, cash flow analysis, panic payments, relevant legislations , licensing, trade act, stake holder & other official bodies.

**UNIT – V:** Security issues, crowd Management, Major risk , emergency planning, incident reporting & emergency procedures.

**References:**

- *Montgomery, R.J. 1994, "Meeting, Conventions and Expositions : VNR, New York*
- *Hoyle, L.H., TJA Jones (1995) "Managing Conventions and Group Business", Educational Institute of AM & MA*
- *International Society of Meeting Planner (1997), The Complete Book of International Meeting" Todd Publishing, Arizona.*
- Leonard H. Hoyle (2002), Event Marketing, John Wiley and Sons, New York.
- Anton Shone & Bryn Parry (2002), Successful Event Management, Cengage Learning.
- Bhatia A.K. (2001), Event Management, Sterling Publishers, New Delhi.
- David C. Watt (1998), Event Management in Leisure and Tourism, Pearson, UK.
- Joe Gold Blatt (1997), Special Events- Best Practices in Modern Event Management, John Wiley and Sons, New York.
- Avrich Barry (1994), Event and Entertainment Marketing, Vikas, New Delhi.
- Panwar J.S. (1998), Marketing in the New Era, Sage, New Delhi.

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# ACADEMIC REGULATIONS & SYLLABUS OF M.B.A ( DUAL SPECIALIZATION)

## MBA D43 –TRAVEL MEDIA & JOURNALISM IN ELECTRONIC AGE

### Objectives:

Students will be able to:

- To understand emerging business models in tourism and travel industry;
- To study the impact of Information Technology on tourism and travel sector; and
- To explore the scope of entrepreneurship in the emerging e-tourism business.
- To provide basic understanding about travel journalism and its role in tourism promotion; and
- To equip the students with the practical know-how on travel writing and the dynamics of making travelogues.

**Unit – I:** Travel Writing: Articles and Short Pieces of Travel Writing, Magazines, Travel Newsletters, Short Pieces for Books - The Internet - Researching and Approaching Markets - Travel Books - Guide Books - Accommodation Guides - Business Travel - Coffee Table Books, Autobiographical Tales - Anthologies.

**Unit – II:** Electronic Media in documenting destinations, travel and transport, hospitality and tourism resources - Nature of media coverage: webcast and telecast - Script writing for travel programs - Identifying points for visual support - Conducting interviews - Virtual tourism.

**Unit-III:** Research Topics: Sources of Information - Research on the Internet - Researching on the spot - Organizing research material.

**Unit-IV :** Developing Ideas for Travel Articles - Journey Pieces - Activity Pieces - Special Interest Pieces - Side-trips – Reviews - Ideas from own travel experiences - Ideas from other sources.

**Unit-V :** How to portray the experiences: Practical tips- Choosing the right words - Verbs, Adjectives and Clichés, Illustrations - The Practicality of taking photographs, Non-photographic illustrations.

### References:

Janet Macdonald (2000), Travel Writing, Robert Hale, London. 1. Brunt.P. (1997), Market Research in Travel and Tourism, Butterworth and Heinemann, UK.

Clark, Riley,M., Wood,R.C. (1998), Researching and Writing Dissertations in Hospitality and Tourism, UK.

Neilson C. (2001), Tourism and the Media: Tourist Decision Making, Information and Communication, Hospitality Press, Melbourne.

Arvaham E. & Ketter E. (2008), Media Strategies for Marketing Places in Crisis, Elsevier, UK.

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- .

**MBA D44 –MANAGEMENT OF TOURIST TRANSPORT**

The purpose of this course is to acquire an in-depth knowledge about the transport management and to become familiar with the techniques and approaches for successful management of tourist transport business.

**UNIT – I:** Transportation: Dynamically Changing needs and means. Landmarks in the development of transport sector and the consequent socio-economic, Cultural and environmental implications. Tourism transport system.

Landmarks in the development of transport sector and the consequent socio-economic, Cultural and environmental implications. Tourism transport system.

**UNIT – II:** Airlines Transportation: The Airlines Industry-Origin and Growth. Organisation of Air Transport Industry in International context. Scheduled and non-scheduled Airlines services; Air taxis. Multinational Air Transport Regulations-Nature, Significance and Limitations. Role of LATA, ICAO and other agencies. Bermuda Convention.

Air Transport Industry in India-DGCA and other key players; Regulatory Framework; Air Corporation Act, Indian carriers-Operations, management and performance. Marketing strategies of Air India.

**UNIT – III:** Significance of Road Transport in Tourism: Growth and Development of road transport system in India; State of existing infrastructure; Public and Private Sector involvement; Role of Regional Transport Authority. Approved Travel Agencies, Tour/Transport Operators, Car hire/Rental companies.

State and inter-state bus and coach network, Insurance provision road taxes and fitness certificate.

**UNIT – IV:** Rail Transport Network-Major Railway Systems of World-British Rail, Euro Rail and Amtrak.

Types of special package offered by Indian Railways to tourists-Indrail pass, Palace on Wheels and Royal Orient.

**UNIT – V:** Reservation procedures. GSAs abroad. Water Transport System in India-Historical past, Cruise ships, Ferries, Hovercraft, River and canal boats, Fly cruise. Future prospects.

**References:**

1. Travel Industry : Chunk Y. Gee
2. Transport for Tourism : Stephen Page
3. Tourism System : Mill, R.C. and Morrison
4. Successful Tourism Management : P.N. Seth
5. Ministry of Tourism/Railways/Civil Aviation : Annual Report
6. Motor Vehicle Act

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**MBA D45 (F) : FINANCIAL DERIVATIVES**

The objective of this course is to make students efficient in the area of Financial Derivatives, giving them the knowledge of basics in Financial Derivatives, Future Markets, Option Strategies, etc.

**\* Standard discounting and statistical tables to be allowed in the examinations.**

**Unit – I Introduction to Derivatives :** Development and Growth of Derivative Markets, Types of Derivatives, Uses of Derivatives, Financial and Derivative markets -Fundamental linkages between spot & Derivative Markets, The Role of Derivatives Market, Uses & Misuses of derivatives.

**Unit – II Future and Forward Market:** structure of forward and Future Markets, Mechanics of future markets, Hedging Strategies, Using futures. Determination of forward and future prices - Interest rate futures, Currency futures and Forwards

**Unit – III Options:** Distinguish between Options and Futures, Structure of Options Market, Principles of Option Pricing, Option Pricing Models: The Binomial Model, The Black – Scholes Merton Model.

**Unit – IV Basic Option Strategies:** Advanced Option Strategies, Trading with Options, Hedging with Options, Currency Options.

**Unit – V Swaps:** Concept and Nature, Evolution of Swap Market, Features of Swaps, Major types of Swaps - Interest Rate Swaps, Currency Swaps, Commodity Swaps, Equity Index Swaps, Credit Risk in Swaps, using Swaps to Manage Risk, Pricing and Valuing Swaps.

**References:**

- Financial Derivatives and Risk Management, OP Agarwal, HPH
- Commodities and Financial Derivatives, Kevin, PHI
- Fundamentals of Financial Derivatives, Swain.P.K, HPH
- Financial Derivatives, Mishra: Excel.
- Risk Management & Derivatives, Stulz, Cengage.
- Derivatives and Risk Management, Jayanth Rama Varma: TMH.
- Financial Derivatives, Gupta, 1<sup>st</sup> Edition, PHI .
- Fundamentals of futures and options market, John C Hull: Pearson Education.
- Risk Management Insurance and Derivatives, G. Koteswar: Himalaya.

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**MBA D45 (M) : SERVICES MARKETING**

The objective of the course is to provide a deeper insight into the marketing management of companies offering services as product.

**Unit – I Understanding services marketing & CRM:** Introduction, services in the modern economy, Classification of services, marketing services Vs. Physical services, services as a system -Customer Relationship Marketing: Relationship Marketing, the nature of service consumption, understanding customer needs and expectations, Strategic responses to the intangibility of service performances.

**Unit – II Services market segmentations:** The process of market segmentation, selecting the appropriate customer portfolio, creating and maintaining valued relations, customer loyalty. Creating value in a competitive market: Positioning a service in the market, value addition to the service product, planning and branding service products, new service development.

**Unit – III Pricing & Promotion strategies for services:** Service pricing, establishing monetary pricing objectives, foundations of pricing objectives, pricing and demand, putting service pricing strategies into practice. Service promotion: The role of marketing communication. Implication for communication strategies, setting communication objectives, marketing communication mix.

**Unit – IV Planning and managing service delivery:** Creating delivery systems in price, cyberspace and time. The physical evidence of the service space. The role of intermediaries, enhancing value by improving quality and productivity.

**Unit – V Marketing plans for services:** The marketing planning process, strategic context, situation review marketing strategy formulation, resource allocations and monitoring marketing planning and services.

**References:**

- Services Marketing People, Technology, Strategy, Christopher Lovelock, Wirtz, Chatterjee, Pearson.
- Services Marketing—Integrating Customer Focus Across the Firm, Valarie A. Zeithaml & Mary Jo-Bitner: TMH.
- Services Marketing – Concepts planning and implementation, Bhattacharjee, excel, 2009
- Services Marketing, Srinivasan, PHI.
- Services – Marketing, Operations and Management, Jauhari, Dutta, Oxford.
- Services Marketing – Text and Cases, Rajendra Nargundkar, TMH.
- Marketing of Services, Hoffman, Bateson, Cengage.
- Service sector Management, C. Bhattacharjee, Jaico.
- Services Marketing, K V S N Jawahar Babu & SEV Subramanyam, Students Helpline

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**MBA D45 (H): ORGANIZATION DEVELOPMENT**

The objective of the course is to provide the students with the conceptual framework and the theories underlying Organizational Development.

**Unit – I Organization Development** –Definition – Characteristics - Contributory Stems, Values, Assumptions, Beliefs in OD - Values in Transition – Ethical issues in OD.

**Unit – II Foundations of OD-** Systems Outlook- Third Wave Management and Organization Transformation.

**Unit – III Diagnostic Process and Areas of Diagnosis** –Action Research- As a Process and Approach- OD

**Unit – IV Interventions classification** – Team Interventions – Intergroup Interventions- Third party peace making intervention, Structural Interventions- Comprehensive Interventions and Training Experience, Other Interventions- T- Groups, Behaviour Modelling, Life and Career Planning.

**Unit – V Consultant Issues** – System Ramifications – Power politics in OD – Future of OD.

**References:**

- Organisation Development and Transformation, French, Bell & Zawacki, TMH
- Organization Development, French & Bell, Pearson.
- Organisation Change and Development, Kavita Singh: Excel.
- Organization Development, Daniel Robey & Steven Actman, Macmillan.
- Organisation Development Change, Cummins & Worley, Thomson/Cengage.
- Organisation Development Interventions & Strategies, S. Ramnarayan, T.v Rao & kuldeep singh, Response.
- Organisation Development, Daniel Robey & Steven Actman, Macmillan.

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**MBA D46 (F):: INTERNATIONAL FINANCIAL MANAGEMENT**

The objective of the course is to provide the basic concepts international financial management scenario.

**Unit – I Foreign exchange market :** Demand and supply of foreign exchange – Spot rate and forward rate –Fixed exchange rate and floating exchange rate – Implications of depreciation/ devaluation and appreciation / revaluation of currency.

**Unit – II International parity:** Purchasing power parity – Interest rate parity – Covered interest arbitrage – Forward rate parity – Fisher effect – Interrelationship of parity conditions.

**Unit – III Management of foreign exchange exposure and risk:** Economic exposure – Transaction exposure – Operating exposure – Translation exposure – Currency options – Currency futures/forwards – Currency swaps.

**Unit – IV Cross – border investments:** Cash flows of foreign projects – Cost of capital – Approaches to project evaluation – Adjusted present value method – Risks in foreign Projects – Financing foreign projects- Foreign direct investments.

**Unit – V Eurocurrency market:** Growth of Eurocurrency market – Euro issues – External commercial – borrowings – International bond market – Indian Euro issues. RBI guidelines on ECBs, and foreign investments.

**References:**

1. PG Apte : **International Financial Management** (Tata McGraw Hill)
2. Marrison D Levi : **International Finance** (McGraw Hill)
3. Alan C. Shapiro : **Multinational Financial Management** (Wiley India)
4. Jeff Madura : **International Corporate Finance** (Thomson)
5. Cheols Eun and Bruce G Resnick : **International Financial Management** (McGraw Hill)
6. Ephraim Clark : **International Finance** (Thomson)
7. Mihir A.Desai : **International Finance** (Wiley India)
8. K V S N Jawahar Babu et.al , **International Financial Management**

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**MBA D46 (M):: BRAND MANAGEMENT**

**Unit – I Brand & Brand Management:** Commodities Vs Brands, The role of brands, The brand equity concept, Brand Equity Models – Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance. Building Brand Equity, Brand Identity and Brand image.

**Unit – II Brand Leveraging & Brand Performance:** Establishing brand equity management system, measuring sources of brand equity and consumer mindset, Co-branding, celebrity endorsement

**Unit – III Brand Positioning & Brand Building:** Brand knowledge, Brand portfolios and market segmentation, Steps of brand building, Identifying and establishing brand positioning, Defining and establishing brand values.

**Unit – IV Designing & Sustaining Branding Strategies:** Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing brand over time.

**Unit – V Measuring Brand Equity:** Brand Value chain, Brand Audits, Brand Tracking, Brand Valuation. Managing Brand Equity: Brand Reinforcement, Brand Revitalization, Brand Crisis.

**REFERENCES:**

1. Product management - Donal R. Lehmann, Russel S. Winer
2. Strategic Brand Management - Kevin Lane Keller
3. Branding Concepts & Process - Debashish Pati
4. Marketing Management - Philip Kotler
5. Successful Branding - Pran K Choudhary
6. Brand Positioning Strategies for Competitive Advantage -Subrato Sen Gupta
7. Strategic Brand Management –Caperer
8. Behind Powerful Brands – Jones
9. Managing Indian Brands -S. Ramesh Kumar (407A)

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**MBA D46 (H):: GLOBAL HUMAN RESOURCES MANAGEMENT**

The objective of the course is to provide an outline of Global Human Resource management of MNC'S.

**Unit – I International Human Resource Management concept**, expanding role – Global issues and challenges, Differences between Domestic HRM and GHRM.

**Unit – II Human and Cultural Variables in Global Organizations** – Cross Cultural Differences – Cross – Cultural Research Methodologies – Hofetede's Hermes Study, Managerial Implications.

**Unit – III International staffing and Compensation Practices** – Nature, Sources, Policies – Human Resource Planning – Recruitment and Selection for International Assignment-Training Expatriation –Repatriation. -Designing Compensation Programme, Approaches to International Compensation, Differentiating PCN`S and TCN`S.

**Unit – IV Appraisal and Training and development in the Global Perspective-** Programmes and Agencies - Evaluation of Global HRM Practices-Need, cross cultural training, learning – Performance management and HR process – Competency appraisal – Cultural Issues.

**Unit – V International Industrial Relations and People Management** – Trade Unions, Collective Negotiations, Disputes/Conflicts, Quality Circles and Participative Management.- USA – European Countries, Asian Countries and Middle East.

**References:**

- International Human Resource Management,Aswathappa,TMH.
- International Human Resource Management, Tony Edwards & Chris Rees, Pearson.
- Internal Human Resource Management, Rao P.L, Excel.
- International Human Resource Management, Subba Rao P, Himalaya.
- International Dimensions of Organizational Behaviour, Adler N.J, Kent
- International Dimension of Human Resource Management, Dowling P.J, Thomson/Cengage.

**NOTE TO THE PAPER SETTER:**

- **Questions shall be preferably application oriented / problems / Cases.**
- The questions shall cover all the units of the syllabus.
- With regard to Part-A of the question paper, one question from each unit of the syllabus shall be set.
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- For Part – C of the question paper, the CASE shall be not less than 500 words.

MBA D47 (F):: TAX PLANNING AND MANAGEMENT

**Objective:**

The aim of this course is to familiarize the student with major latest provisions of the Indian tax laws and related judicial pronouncements pertaining to corporate enterprises having implications for various aspects of Corporate Planning with a view to derive maximum possible tax benefits admissible under the law.

**UNIT-1: Introduction:** Meaning of Tax Planning and Management, Tax avoidance and Tax evasion – Tax Planning for new Business – Tax Planning with reference to location of Business – Form of Organization.

**UNIT-II: Tax Planning and Financial Management Decisions:** Tax Planning relating to Capital structure decisions – Dividend Policy – Bonus Shares – Tax planning for Amalgamations (or) de – merger of companies.

**UNIT-III: Tax Planning and Managerial Decisions:** Tax Planning in respect of own funds or borrowed capital – Lease Vs Purchase – Purchase by installment Vs hire – Make or buy decisions – Repairs , replacements, renewals or renovations – Sale of assets used for scientific research – Shutting Down or Continuing Operations.

**UNIT-IV: Tax Provisions:** Tax Provisions relating to free Trade Zones – Infrastructure Sector and backward areas – Tax incentives for exporters.

**UNIT-V: Tax Payment:** Tax deduction at source – Tax collections at source – Advance payment of Tax.

**Reference:**

1. V.S.Sundaram, Commentaries on the Law of Income – Tax in India, Law Publishers, Allahabad.
2. A.C. Sampath Iyengar, Law of Income Tax, Bharat Publishing House, Allahabad.
3. Taxman, The Tax and Corporate Law weekly.
4. Ahuja G.K. and Ravi Gupta: Systematic Approach to Income Tax and Central Sales Tax, Bharat Law House, New Delhi.
5. Lakhotia R. N: Corporate Tax Planning, Vision Publications, Delhi.
6. Singhanian, V. K. Direct Taxes: Law and Practice, Taxman's Publications Delhi.
7. Singhanian, V.K. Direct Taxes Planning and Management, Taxman's Publications Delhi.
8. Melhotra, MC and Goyal, S.P: Income Tax Law and Accounts including tax planning, sahitya Bhavan Publication, Agra.

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**MBA D47 (M): RETAIL MARKETING**

The objective of the course is to enable students to have an insight into the working of Retailing Sector.

**Unit – I Introduction to Retailing and Retailing Strategy:** advent of retailing –function of retailing – types of retailing – customer buying behavior- target market and retail format- growth strategies – strategic retail planning process – factors to be consider for retail planning- Retail locations strategies.

**Unit – II Human Resource & Administrative Strategy:** designing the organizational structure for retail firm – Retail organization structures. Information Technology in Retailing Business.

**Unit – III Merchandize and Store management:** Merchandize planning – Sources of merchandize – category management – Buying systems to stores- allocation of merchandise- objectives of a good store design – store design – store layout- space planning- merchandize presentation techniques and atmospherics.

**Unit – IV Pricing and Communication Strategies in Retailing:** Retail pricing strategies- approaches for setting pricing- pricing adjustments – Using price to stimulate retail sales – promoting the merchandise – implementing an advertising plan.

**Unit – V Retailing in India:** the present Indian retail scenario – Factors affecting retailing in India – Region wise analysis of Indian retailing- Retailing opportunities in Indian

References:

1. AJ Lamba “ The Art of Retaailing, TMH, 2008
2. Chatan Bajaj Rajnish Tuli and srivatsva Retail Management (Oxford)
3. Barry berman & Joel R evans Retail Management A strategy approach (Pearson)
4. Levy Weiz retailing management (TataMcgraw Hill)
5. Suja R Nair Retail Management (Himalaya)

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**MBA D47 (H): CHANGE MANAGEMENT**

The objective of the course to understand the basic aspects of the change management and organizational development over the changes occurs.

**Unit – I Basics of Change Management:** Meaning, nature and Types of Change - change programmes - change levers - change as growth - change as transformation - change as turnaround - value-based change.

**Unit – II Mapping change** The role of diagramming in system investigation - A review of basic flow diagramming techniques -systems relationships - systems diagramming and mapping, influence charts, multiple cause diagrams- a multidisciplinary approach.

**Unit – III Learning organization** The relevance of a learning organization -- kindling learning processes in organizations- strategies to build a learning organization

**Unit – IV Organisation Development (OD)** Meaning, Nature and scope of OD - Dynamics of planned change - Person-focussed and role-focussed OD interventions

**Unit – V Systems approach to change** systems autonomy and behaviour - the intervention strategy model - cases in intervention - total project management model (TPMM)

References:

- Mirza S.Saiyadan, Organisational Behaviour, TMH, 2003, New Delhi.
- Robert A Paton and James McCalman, Change Management: A Guide to Effective Implementation 2/e. Response Books, New Delhi, 2000.
- Sethi : Organisational Transformation Through Business Process Reengineering Pearson Education.
- Art Horn: Gifts of Leadership: Team Building through Focus and Empathy, Macmillan India, 1998.
- C.S.Venkataratnam: Negotiated Change -Collective Bargaining, Liberalisation and Restructuring in India, Response Books, New Delhi, 2003.
- V.Nilakant and S.Ramnarayan: Managing Organisational Change, Response Books, New Delhi, 2003
- S.Ramnarayan, TV Rao and Kuldeep Singh(Ed.): Organization Development, Response Books, New Delhi 2003.
- Joseph W. Weiss: Organisational Behaviour and Change-- Managing Diversity, cross cultural dynamics and Ethics. Thomson Learning 2/e, New Delhi, 2001.
- R.S.Dwivedi: Human Relations and Organisational Behaviour: A Global Perspective 5/e, Macmillan, New Delhi, 2001.

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**MBA D48: FIELD VISIT REPORT**

**Educational Tours** Two educational tours: One short tour of 1-3 days duration in the first / second semester preferably within the district / state; and one long tour of 4-10 days duration in the third / fourth semester, may be planned to give first hand learning experience out of the exposure to students. Both the tours will be organized with the approval from the appropriate authorities of the University. It is also resolved that at least two teachers of the department by rotation will accompany the students. The students have to submit a comprehensive report on their first hand learning experience out of the exposure gained from the tours.

The Education Tour report could be on a particular Destination/ Product/ Experience /Adequacy or Inadequacies (a critical Analysis) usually encountered by a tourist at a particular destination/ product. The evaluation of the report and viva will be done by the internal examiners by the Departmental Committee (Head of the Department as Chairman and Tour Co-ordinators as members), at the end of 4<sup>th</sup> Semester of the course.

Distribution of Marks for FIELD VISIT REPORT & VIVA is as follows:

Attending the Tour 1:	10 Marks
Attending the Tour 2:	20 Marks
Submission of Field Visit Report:	20 Marks
Viva-Voce :	50 Marks
<b>Total:</b>	<b>100 Marks</b>

ANNEXURE – II

QUESTION PAPER STRUCTURE SEMESTER END – EXAMINATIONS

- Each Course examination shall have a maximum of 70 Marks and the examination shall be of 3 Hrs duration.
- The question paper shall have THREE parts viz. Part- A, Part –B and Part-C.

PART-A (5X2 =10 Marks)

Short Answer Questions

1. a  
b  
c  
d  
e

PART- B ( 5X 9 = 45 Marks)

Descriptive Type questions, each question carries 9 Marks.

2. (a)  
Or  
(b)
3. (a)  
Or  
(b)
4. (a)  
Or  
(b)
5. (a)  
Or  
(b)
6. (a)  
Or  
(b)

PART-B (15 Marks)

7. Case Analysis

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