

# ASSAM UNIVERSITY: SILCHAR

## COURSE STRUCTURE OF MBA (HOSPITALITY & TOURISM)

### FIRST YEAR:

Paper Code	Name of the Paper	Credit	Remarks
<b>Semester-I</b>			
CP-101	Management Process and Principles	4	40% weight to Case Studies
CP-102	Managerial Economics	4	
CP-103	Accounting & Financial Analysis	4	
CP-104	Organizational Behaviour	4	40% weight to Case Studies
CP-105	Environment Management & Corporate Social Responsibility	3	40% weight to Case Studies
CP-106	Statistical Methods for Decision Making	4	
CP-107	Business Communication & Soft Skills	4	<b>50% Practical</b>
CP-108	Indian Cultural Heritage & Business History	3	
<b>Semester-I Total</b>		<b>30</b>	
<b>Semester-II</b>			
CP-201	Management Information System	4	
CP-202 (A)	Management Accounting & Control	4	
	OR		
CP-202 (B)	Hospitality & Tourism Management	4	
CP-203	Internet Technology	6	
CP-204	Information Technology Management	6	
CP-205	Human Resource Management	4	40% weight to Case Studies
CP-206	Operations Management	4	do
CP-207	Research methods in Management	3	
CP-208	Financial Management	4	
CP-209	Marketing Management	4	
<b>Semester-II Total</b>		<b>39</b>	
<b>MBA-CBCS-I</b>	<b>Industrial Engineering and Management</b> (to be offered by the Department for students of other Departments within the framework of the CBCS scheme)	6	
<b>MBA-CBCS-II</b>	<b>Information Systems Management</b> (to be offered by the Department for students of other Departments within the framework of the CBCS scheme)	6	

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**SECOND YEAR:**

Paper Code	Name of the Paper	Credit	Remarks
<b>Semester-III</b>			
CP-301	Analysis of Business Environment - Indian & Global	3	40% weight to Case Studies
CP-302	Legal Environment of Business	3	do
CP-303	International Tourism	3	do
CP-304	Summer Internship & Report	4	<b>Internship based</b>
HTM-I	Marketing Tourism and Hospitality	4	**
HTM-II	Consumer Behaviour	4	**
HTM-III	Hotel Operations Management	4	**
HTM-IV	Management of Tour Operations & Travel Agency	4	**
<b>Semester-III Total</b>		<b>29</b>	
<b>Semester-IV</b>			
CP-401	Strategic Management	4	40% weight to Case Studies
CP-402	Dissertation & Viva-voce	4	<b>Project-study based</b>
HTM-V	Service Marketing	4	**
HTM-VI	Front Office Operations	4	**
HTM-VII	Food & Beverage Management	3	**
HTM-VIII	Accommodation Operation	3	**
<b>Semester-IV Total</b>		<b>22</b>	
<b>GRAND TOTAL</b>		<b>120</b>	

\*\* 33% of total weight in HTM I to HTM VIII papers will have to be assigned to practical contents / case studies.

## **1. MBA CBCS Courses:**

Within the framework of the Assam University Regulations, MBA students will have to compulsorily pursue one course to be offered by other Department (s) under the CBCS Scheme.

The Department of Business Administration will offer the following courses under the CBCS scheme which can be pursued by 2<sup>nd</sup> Semester students of other Departments in the University:

- (i) **Industrial Engineering and Management** (6 Credits)
- (ii) **Information Systems Management** (6 Credits)

## **2. Summer Internship:**

All MBA (Hospitality & Tourism) students, after their 2<sup>nd</sup> End-Semester Examination is over and before the commencement of the third semester in the second year, will have to undergo summer internship of preferably of eight weeks duration. On completion of his/her internship, every MBA (Hospitality & Tourism) student will submit to the department an Internship-completion certificate issued by the organization where he/she underwent the internship. A report highlighting his/her activities/findings/experience during the internship shall be submitted by the concerned student within four weeks from the date of commencement of the third semester. The Internship Project will carry a total of 4 credits. 70% of the total weight in of it will be assigned to satisfactory completion of the Summer Internship as evidenced from the Project report and 30% on due completion of all formalities, timely submission and presentation of the Report. The submitted report and the presentation will be evaluated by an Expert Committee consisting normally of One Professor of the School, One Associate professor, Two External Experts and the Dean/HOD as Chairperson.

## **3. Dissertation:**

Within six weeks of commencement of the 3<sup>rd</sup> Semester classes, the Department will notify the names of the Faculty assigning thereby the supervision-responsibility for students' project-study. Every student within 30 days of the said notification will finalise in consultation with his/her supervisor his/her topic for the Project Work and shall submit a brief research proposal in writing. The department immediately thereafter will arrange a Seminar where every student will have to specify his/her objectives of enquiry and the methodology of investigation. Necessary improvements in proposals will have to be made as per opinions of the Experts/Faculty present during the presentation.

Project Work/Field study pertaining to the approved project-proposal will have to be completed during the six weeks immediately following the completion of the 3<sup>rd</sup> Semester Examination. These six weeks will be reserved exclusively for students' Project Work/Field study when no teaching session for other papers will be provided in the Departmental Routine. On completion of the Field Study, every student will

have to submit to the department a Field-Study Completion certificate from his/her respective Supervisor, based on which the name of the student will be enlisted for presentation. Non-submission of the Field-study Completion certificate in due time will be treated as a breach of discipline and will disqualify a student for submission of his/her dissertation.

The schedule for submission of dissertation and presentation will be notified by the Department. The process will have to be completed preferably within 10 weeks from the date of completion of the 3<sup>rd</sup> semester Examination, i.e., well before the commencement of the process of Mid-term review in the 4<sup>th</sup> semester.

The Project Study and Dissertation will carry a total of 4 credits. 70% of the total weight of it will be assigned to satisfactory completion of the Study as evidenced from the Dissertation and 30% of it on due completion of all formalities and on presentation.

Evaluation of the submitted Dissertation and the viva-voce (forming a part of the evaluation process) will be conducted by an Expert Committee consisting normally of One Professor of the School, One Associate Professor, Two External Experts and the Dean/HOD as Chairperson.

#### 4. Evaluation Scheme:

The distribution of marks in each of the Compulsory and Elective Papers between Sessional Evaluation and End-Semester Examination will be as follows:

Element of Evaluation	Marks
<b>I. Sessional Assessment:</b>	
<b>A. Mid-Semester Evaluation:</b>	
(a) Mid-semester Test (one)	10
(b) Assignment-paper& Viva-Voce (one time in mid-semester)	10
<b>B. Overall Assessment</b> (to be done by the concerned teacher as per framework to be notified by the School based on Classroom Attendance [5 marks] and Participation in case studies/ discussion, seminars, group activities/events and MLQ [5 marks])	10
<b>Sessional Assessment: Total</b>	30
<b>II. End-Semester Examination</b>	70
<b>Grand Total</b>	100

## CP 101: Management Process and Principles (4 credits)

*The objective of this course is to develop an understanding of the Principles and processes of management covering the basic management functions and challenges in the emerging perspective.*

### Course Contents:

Introduction: Concept, Nature, Process and Significance of Management; Managerial Roles (Mintzberg); An Overview of Functional areas of Management- Marketing, Finance, Production, HRM, IT, R&D; Development of Management Thought- Classical, Neo -classical, Behavioural and Management Science Approach, System and Contingency Approaches.

Planning and Control: Concept, Process and Types; Planning Tools- Forecasting and Scheduling; Decision -making concept and process; Bounded rationality; Management by objectives; Corporate Planning- Environment analysis and Diagnosis, Strategy Formulations; Managerial Control- Concept and process; Designing an Effective Control System; Techniques - Traditional and Modern (PERT and CPM). Organising: Concept, nature, process and significance; Authority and Responsibility relationships Delegation, Decentralisation; Departmentation basis and formats (Project and Matrix); Formal and Informal Organisation; Changing patterns in Organisation structures in the Knowledge economy. Directing- Motivating and Leading People at work- basic concepts; Communication- nature, process, networks and barriers; Effective Communication. International Management Practices: Managing in Global Arena- Multinational Corporation, Complexities of managing multinational corporation, workforce in multinational corporation, management functions in multinational corporations, organising multinational corporations, influencing people in multinational corporation, Transnational corporation; Comparative management A comparative study of management practices in India, Japan, USA and China with particular reference to Planning, Organising, Directing, Staffing and Controlling; Recent developments in the field of Management in a global perspective.

**Note: 40% of the total weight in the Course will be devoted to Case Studies.**

### Suggested Readings:

1. Joseph L. Massie :*Essentials of Management* .PHI, New Delhi; 2009.
2. James F.Stoner :*Management*. Pearsons Education, Delhi ; 2010.
3. Harold Koontz, Heinz Weihrich: *Management*. Tata McGraw Hill Pub. Co., Delhi;2011.
4. AmitaiEtzioni :*Modern Organizations*. PHI, New Delhi; 2012.
5. Jones, Gareth R. and Jennifer M. George: *Contemporary Management*. Tata McGraw Hill.
6. Charles Hill, W.L. and Steven L.McShane: *Principles of Management*. Tata McGraw Hill.
7. Samuel C. Certo: *Modern Management*. Prentice Hall, New Jersey.
8. Ivancevich, John M., J. H, Donnelly (Jr.), and J. L. Gibson: *Management: Principles and Functions*. AITBS, Delhi.

## CP 102: Managerial Economics (4 credits)

*The course designed to equip the students with knowledge of business and managerial economics. The content of the course will enable the students to apply knowledge of Economics to business decisions.*

### Course Contents:

Introduction to economics- The Schools of Thoughts on Economics- Thoughts on Macro Economics, Thoughts on Micro-Economics; Various Applied Economics- Business and Managerial Economics, Development Economics, Economics of Human Resources, Industrial Economics, Competitive Economics, International Economics, Social and Relational Economics, Economics of Information and Network Economics. Introduction to Managerial Economics- Role of Firm and House Holds (Circular Flow of Economics); Decision Making in the Household- Consumer Choice, Indifference Curve; Demand Determinants, Estimation, Forecasting; Decision Making in Firm- Production Decision through Production Functions at Long and Short Term, Cost Analysis and Cost Decision- Through Cost Function in Short and Long Runs, ISO Cost and Cost Engineering: Budget Analysis; Supply Functions, Supply Analysis. Equilibrium in Different Market Structure- Competitive Market, Monopoly and Monopolistic, Oligopoly-Strategic Interaction and Game Theory; Markets for Factors Inputs, Market Failure and Externalities; Structure of Markets- Measurement & Determinant; Firm Boundaries- Horizontal Verticals; Concentration in Markets- Buyers and Sellers; Product Differentiation, Condition of Entry and Price Leadership; Conduct- Competition- Via Commitment, Dynamic Pricing, Entry and Exit Strategies, Strategic Positioning; Market Structure and Performance of Market, Overall Appraisal. Macro-Economics: Keynesian Multiplier, IS-LM Model; Monetary and Fiscal Policy in Closed and Open Economy; Aggregate Demand and Aggregate Supply-Long Average Supply and Growth, Indian Experience with overall and Sectoral Growth; Inter-sectorallinakage; FDI in Indian Economy; Balance of Payment; Exchange Rate Determination; India's Experience with exchange rate; Impact of fluctuation of exchange Rate on export and import, and growth of domestic Industries; Inflation, Unemployment and the Labour Market.

### Suggested Readings:

1. Dominick, S.: *Managerial Economics a Global Economy*. McGraw Hill Inc., Princeton.
2. Dornbusch, R., and Stanley Fisher: *Macroeconomics*. McGraw Hill, New York.
3. Koutsoyiannis, A: *Modern Micro Economics*. Macmillian Press Ltd.
4. Paul A Samuelson: William D Nordhaus. *Economics*, (Indian adaptation by Sudip Chaudhuri and Anindya Sen).Tata McGraw Hill.
5. P. L Mehta: *Managerial Economics*. S Chand and Sons, Delhi

## **CP 103: Accounting and Financial Analysis**

**(4 credits)**

*The objective of the Course is to impart the students the fundamental concepts and process of accounting along with techniques of financial analysis.*

### **Course Contents:**

Financial accounting-Concept, importance and scope, accounting principles, accounting standards, Preparation of Financial Statements. Measurement of Business Income, Preparation and analysis of Balance Sheet. Problems in measurement of business income ; Inventory valuation and depreciation .

Financial statement analysis: Ratio Analysis and Cash and Fund Flow Analysis. Pricing decision including transfer pricing. Inflation Accounting. Responsibility Accounting and Segmental Reporting.

### **Suggested Readings:**

1. Horngren, Charles : *Principles of Financial and Management Accounting* . Englewood Cliffs, New Jersey , Prentice hall , Inc. (Latest Edition).
2. Heitger , L . E and Matulich, Serge: *Financial Accounting*. New York, McGrawHill , (Latest Edition).
3. Ambrish Gupta: *Financial Accounting for Management-An Analytical Perspective*. Pearson Education, New Delhi.
4. Bhattacharya S K and Dearden J: *Accounting for Management: Text and Cases*. New Delhi, Vikas, (Latest Edition).
5. NarayanaSwamy: *Financial Accounting: A Managerial Perspective*. Prentice Hall, India, (Latest Edition).
6. Asish K. Bhattacharyya: *Financial Accounting for Business Managers*. Prentice Hall of India, New Delhi. New Edition.
7. D. Mukhopadhyay: *Financial Accounting: A Managerial Perspective*. Asian Books Pvt. Ltd. Delhi; 2009.
8. S. Vasudeva: *Accounting for Business Managers*. Himalaya Publishing House, Indore; 2009.
9. The Chartered Accountant (Journal)
10. The Management Accountant (Journal)

## CP 104: Organizational Behaviour (4 credits)

*The Objective of the Course is to acquaint the student with the intricacies of intra -individual, inter-personnel and inter-group behaviour in organisational setting and to equip them with behavioural skills in managing people at work.*

### Course Contents:

Organisational Behaviour- Concept and Emergence of OB Concept; Nature and Theoretical frameworks; Disciplines contributing to the field of OB; Historical Background- Hawthorne Studies, Psychological foundations; Models of Organisational Behaviour, Challenges and Opportunities for Organisational Behavior; Ethics and Organisational Behaviour. Individual Behaviour: Personality, Learning, Values and Attitudes, Perception, Learning Behaviourist, cognitive and social learning; Stress at work. Management's assumptions about people- McGregor's Theory X and Theory Y; Chris Argyris Behaviour Patterns. Motivation - Maslow's Need Hierarchy, Herzberg's Two Factors Theory, Vroom's Expectancy Theory; Theory of Intrinsic Motivation by Ken Thomas; Work –Designing for creating motivating Jobs; OB Mod. Inter-personal Behaviour: Interpersonal communication and Feedback, Feedback utilisation; Transactional Analysis (TA); Johari Window. Managing misbehaviour and incivility at work- Sexual abuse, Substance abuse, cyber slacking, Aggression, and Violence. Group Behaviour: Group Dynamics, Cohesiveness and Productivity; Management of Dysfunctional groups; Group Decision Making; Organisational Politics. Leadership- Concept and Styles; Fielder's Contingency Model; House's Path -Goal Theory; Leadership Effectiveness; Sources, patterns, levels, and types of conflict; Traditional and modern approaches to conflict; Functional and dysfunctional conflicts; Resolution of conflict. Organisational Processes: Organisational Climate- Concept, Determinants, and OCTAPACE model; Organisation Culture- Concept, Forming, Sustaining, and Changing a Culture, Organisational effectiveness- concept and measurement; Organisational change- resistance and management.

**Note: 40% of the total weight in the Course will be devoted to Case Studies.**

### Suggested Readings:

1. Robbins, Stephen P. and Timothy A. Judge: *Organisational Behaviour*. Prentice - Hall, New Delhi.
2. Aswathappa, K: *Organisation Behaviour*. Himalaya Publishing House, New Delhi.
3. Singh, K: *Organizational Behaviour: Text and Cases*. Pearson.
4. Pareek, U. and Khanna, S: *Understanding Organizational Behaviour*. Oxford University Press.
5. Sharma, R. A: *Organisational Theory and Behaviour*. Tata McGraw -Hill Publishing Co. Ltd.
6. Sekaran, Uma: *Organisational Behaviour: Text and Cases*. Tata McGraw-Hill Publishing Co. Ltd.
7. Singh, B. P. and T. N. Chhabra: *Organisation Theory and Behaviour*. Dhanpat Rai and Co. P. Ltd., New Delhi; 2000.



# CP 105: Environmental Management & Corporate Social Responsibility

(3 credits)

*The objective of the Course is to help students develop as sensible managers with a strong environmental and social commitment.*

## Course Contents:

Ecosystem: Concept; Eco system interdependencies and chain reaction; Implications of population growth & resource-intensive development, Carrying capacity, Climate Change and related environmental threats; Major issues & challenges at micro/corporate level; Environment Protection Act 1986; Global environmental initiatives; Environmental activism; Environmental Management System (EMS); EMS Standards, ISO 14000 series; Environmental Auditing; Green Marketing; Environmental Reporting practices in India; Triple Bottom Line. Pollution & Waste management: Air, Water & Land Pollution: Causes, Magnitude & Effects ; Ozone Depletion; Greenhouse gas; Clean Development Mechanism & Carbon trading; Solid waste management; sustainable consumption of energy, water& other natural resources; Water conservation; Recycling of wastes; Classical Indian values concerning ecological balance.

Disaster management: Environmental Disasters. Principles, priorities and steps in disaster management; Disaster-preparedness.

Corporate Social Responsibility (CSR) - meaning, relevance, and evolution; Corporations as a social platforms: the different stakeholders of a firm; Corporate Social Responsibility as means for balancing of stakeholders' claims; Gandhiji's Trusteeship model: concept & relevance; CSR practices in India; Beyond Corporate Social Responsibility to Corporate Social Engagement.

**Note: 40% of the total weight in the Course will be devoted to Case Studies.**

## Suggested Readings:

1. Robert Staib: *Environmental Management and Decision Making for Business*. Palgrave Macmillan, 2005
2. **Michael V. Russo**: *Environmental Management - Readings and Cases*. SAGE Publications: 2008
3. **BhaskarNath**: *Environmental Management in Practice: Instruments for Environmental Management*. Routledge 1998
4. Robert Audi: *Business Ethics and Ethical Business*. Oxford University Press, 2008
5. Andrew Crane: *Marketing, Morality and the Natural Environment*. Routledge: 2007
6. Shaw William H: *Ethics at Work: Basic Readings in Business Ethics*. Oxford University Press, 2008
7. Elizabeth Vallance: *Business Ethics at Work*. Cambridge University Press: 1995.
8. **Jon Burchell**: *The Corporate Social Responsibility Reader*. Routledge: 2008
9. David Crowther&Guler Aras: *Introduction to Corporate Social Responsibility*. Ventus publishing; 2008.
10. Philip Kotler& Nancy Lee: *Corporate Social Responsibility*. Wiley India; 2004.

## CP 106: Statistical Methods for Decision Making (4 credits)

*The objective of the Course is to make the students familiar with the basic statistical and operations research techniques. The paper will enable the students to apply relevant quantitative tools in business decision making and to develop suitable business models.*

### Course Contents:

Introduction to Quantitative Methods in Business, Descriptive Statistics, Measure of Central Tendency, Measure of Dispersion, Fundamentals of Probability, Probability Distributions, Correlation and Regression Analysis, Test of Significance and its Designing, Tests of Variables and Proportions, Analysis of Time Series, Importance of Index Numbers in business studies, Decision Theory, Introduction to Operation Research, Introduction to Linear Programming, Transportation problems, Assignment Problem, Construction of a Network Diagram, Game Theory, Markov Chains, Waiting Line, Replacement, Recent developments.

### Suggested Readings:

1. Levin R I & Rubin D.S :*Statistics for Management*. PHI, New Delhi; 2013.
2. Sharma J.K :*Business Statistics*. Pearson Education, New Delhi ;2014.
3. Beri G.C :*Statistics for Management*. McGraw Hill Education (India) Private Limited;2013.
4. Gupta S.P. & Gupta M.P: *Business Statistics*. S Chand & Sons, New Delhi:2014.
5. Taha H. A.:*Operations Research an Introduction*. Pearson Education,New Delhi;2014.
6. Rajagopal:*Operations Research*. Prentice Hall of India Pvt. Lts., New Delhi;2013.
7. Pai:*Operations Research*. OXFORD UNIVERSITY PRESS, New Delhi ; 2014.
8. Sharma J.K: *Operations Research*. PHI, New Delhi ;2013.

## CP 107: Business Communication & Soft Skills (4 credits)

*The objective of the Course is to help students develop Manager-like Qualities (MLQ) in terms of self-development and acquisition of effective communication skill.*

### Course Contents:

The Primacy and priority of managing 'self'; Indian classical thought-currents on "knowing and managing oneself". Self-Awareness; Self-Assessment; Self Development, Perception, Attitudes and Values; Image-building & image management; the significance of Etiquette and Ethics in image-management; Personality; How to impress others; impact of attires, voice, body language. Self-Esteem, Building Self-Confidence.

Components of communication, Communication barriers, Listening and observation skills; Effective verbal Communication, Organizing talking points in advance, Delivery, Feedback; Essentials of Public speaking, Group Discussion, Oral Presentation, Interview. Written Communication, Writing–Technical Reports, Brochures, Newsletters; Official/Business Correspondence, letters, Memos, Progress report, Minutes of meeting, Event reporting, Use of style, Grammar and Vocabulary for effective written communication. Presentation Excellence; Use of Presentation graphics, Presentation aids. Email etiquettes, Telephone Etiquettes; maintaining etiquette to women; Sensible reponse; Civic Sense.

Other Skills: Managing time; Meditation, Improving Personal Memory, Rapid reading, Note-taking, the importance and ways of maintaining one's steadiness and composure in turbulent situations.

**Note: 50 % of the total weight in the subject will be assigned to training sessions and practicals.**

### Suggested Readings:

1. Elizabeth B. Hurlock: *Personality Development*. Tata McGraw-Hill Education; 1976
2. R. C. Sharma, Krishna Mohan: *Business Correspondence & Report Writing*. Tata McGraw-Hill Education; 2002
3. Lee LeFever: *The Art of Explanation*. John Wiley & Sons; 2013.
4. M.K. Gandhi: *The Story of My Experiments with Truth*. Beacon Press; 1957

## CP 108: India's Cultural Heritage & Business History (3 credits)

*The objective of the Course is to help students develop an understanding of his/her cultural past and the legacy of trade and business in this country. Students will also be given an idea of how the mutually supportive roles of trade and culture could generate for this country in the past an unique dynamics paving the way for globalization of Indian businesses.*

### Course Contents:

Culture : Definition and Characteristics; Indian Culture through the Ages; Synthesis of Cultures; Salient features of today's Indian Culture; Unity in Diversity; Languages and Literature; Indian Philosophical Thought; Visual & Performing Arts; Architecture; Science and Technology; Education; Important centres of learning in ancient India; Social Structure; Indian value system- concepts of 'Purushartha' and 'Rin' – the 4 Ashramas- Classical Indian Thought Currents on ecological balance; Ayurveda and Yoga; Spread of Indian Culture Abroad – Indian Culture in South-East Asia.

History of trade and business in ancient & medieval India – Overland and maritime trade in the ancient period; trade routes & trading partners – Indo-Roman trade: Rise and decline; major trade items; the silk route; trade with East and South-east Asia – The mutually supportive roles of trade, religion and State power; Asokan period to the period of Palas in Bengal; Indian Colonies abroad. The merchants' guild in ancient and medieval India; Ports and the major trading centres; East India Company & thereafter; rise of Indian entrepreneurs; the case of Sir Jamshetji Tata.

### Suggested Readings:

1. R.S. Sharma: *India's Ancient Past*. Oxford; 2006
2. Upinder Singh: *A History of Ancient and Early Medieval India*. Pearson Longman; 2009.
3. R.C. Majumdar: *Ancient India*. Motilal Banarsidass Publications, 1987.
4. Amiya Kumar Bagchi: *Money and Credit in Indian History: From Early Medieval Times*. Tulika Book; 3/e 2012.
5. Kabir, H, *The Indian Heritage*. 3rd Edn. Asia Publishing House, Bombay, 1955
6. A.L. Basham: *Studies in Indian History and Culture*. Sambodhi Publications Pvt. Ltd., Calcutta, 1964
7. Romila Thapar: *Cultural Pasts: Essays in Early Indian History*. Oxford; 2003.
8. Tapan Raychaudhuri and Irfan Habib: *The Cambridge Economic History of India; Volume 1: c.1200-c.1750*. Cambridge University Press; 1982.

## **CP 201: Management Information System**

**(4 credits)**

*The objective of the Course is to help the students to understand the concepts of Management Information System, designing decision support system and appropriate applications of information management, strategic advantages, and effective decision making with data and people in global and complex business organizations.*

### **Course Contents:**

Introduction to MIS, MIS and Information System Concepts, Decision and Management, MIS and Decision Support Systems, MIS and Information Resource Management, Role of MIS - Strategic advantage with MIS; Systems approach to problem solving; Business Process Reengineering (BPR); Internet worked enterprise in MIS; Internet, Intranet, Extranet; Enterprise communication and Collaboration. Decision Support Systems, MIS support for decision making; Decision Support Systems; Components of DSS ; Tools of business support systems; what if analysis, sensitivity analysis; goal seek analysis, optimization analysis, data mining for decision support, DBMS. Developing MIS Systems-System Development Life Cycle;Investigation Phase; System Analysis; System Design, (DFD and ER diagrams); System Implementation. Applications-Cross-functional MIS; ERP; CRM; SCM; Transaction processing; Artificial intelligent technologies in business; Neural Network; Fuzzy logic, Genetic algorithm, Virtual reality; Executive Information System; Expert Support Systems; Security and Ethical Challenges.

### **Suggested Readings:**

1. Laudon K C &Laudon J P :*Management Information Systems: Managing the Digital Firm*. PHI, New Delhi;2014.
2. O'Brien J :*Management Information Systems*. McGraw Hill Education (India) Private Limited;2013.
3. Oz E :*Management Information Systems*. Vikas Pub ; 2014.
4. Jawedkar W S :*Management Information Systems*. McGraw Hill Education (India) Private Limited ; 2014.
5. Mudrick R G :*An information system for modern management*. Pearson Education, New Delhi ; 2013.
6. C.S.V Murthy :*Management Information Systems*. Himalaya Publishing House, New Delhi; 2012.

## CP 201: Management Information System (4 credits)

*The objective of the Course is to help the students to understand the concepts of Management Information System, designing decision support system and appropriate applications of information management, strategic advantages, and effective decision making with data and people in global and complex business organizations.*

### Course Contents:

Introduction to MIS, MIS and Information System Concepts, Decision and Management, MIS and Decision Support Systems, MIS and Information Resource Management, Role of MIS - Strategic advantage with MIS; Systems approach to problem solving; Business Process Reengineering (BPR); Internet worked enterprise in MIS; Internet, Intranet, Extranet; Enterprise communication and Collaboration. Decision Support Systems, MIS support for decision making; Decision Support Systems; Components of DSS ; Tools of business support systems; what if analysis, sensitivity analysis; goal seek analysis, optimization analysis, data mining for decision support, DBMS. Developing MIS Systems-System Development Life Cycle;Investigation Phase; System Analysis; System Design, (DFD and ER diagrams); System Implementation. Applications-Cross-functional MIS; ERP; CRM; SCM; Transaction processing; Artificial intelligent technologies in business; Neural Network; Fuzzy logic, Genetic algorithm, Virtual reality; Executive Information System; Expert Support Systems; Security and Ethical Challenges.

### Suggested Readings:

7. Laudon K C &Laudon J P :*Management Information Systems: Managing the Digital Firm*. PHI, New Delhi;2014.
8. O'Brien J :*Management Information Systems*. McGraw Hill Education (India) Private Limited;2013.
9. Oz E :*Management Information Systems*. VikasPub ; 2014.
10. Jawedkar W S :*Management Information Systems*. McGraw Hill Education (India) Private Limited ; 2014.
11. Mudrick R G :*An information system for modern management*. PearsonEducation,New Delhi ; 2013.
12. C.S.V Murthy :*Management Information Systems*. Himalaya Publishing House, New Delhi; 2012.

## CP 202 (A): Management Accounting and Control (4 credits)

*The objective of the course is to enable the students to develop an insight into the ways and means for utilizing the management and cost accounting information and techniques for planning, control and decision making.*

### Course Contents:

Management Accounting : Concepts, scope, objective , importance , limitations of management accounting. Cost Accounting : Introduction to Basic Cost Concepts , Cost Classification , Cost Centre, Cost Unit , overhead , types of overhead , preparation of Cost Sheet. Cost ledger and control accounts. Reconciliation and Integration between financial and cost accounts. Managerial cost and control, labour cost and control, overhead cost and control. Job, Batch and Contract costing. Process costing. By Products and joint product cost.

Budget and Budgetary Control, flexible budget, cash budget ,sales budget, Performance Budgeting, Zero- Base Budgeting. Costing for Decision-making: Standard Costing and Variance Analysis, Concept, need, importance and limitations of standard costing. Calculation of variances. Absorption Costing, Marginal Costing: contribution, P/V Ratio, Break even analysis, margin of safety, make or buy decisions, repair or replacement decisions, own or lease decisions.

### Suggested Readings:

1. Bhattacharya S K and Dearden J: *Accounting for Management: Text and Cases*. New Delhi, Vikas; (Latest Edition).
2. Horngren, Charles T, and Sundem: *Introduction to Management Accounting* . Englewood Cliffs, New Jersey , Prentice hall , Inc; (Latest Edition).
3. Horngren, Charles, T , and Foster: *Cost Accounting A Managerial Emphasis*. Englewood Cliffs, New Jersey , Prentice hall , Inc; (Latest Edition).
4. Khan , MY and Jain, PK: *Management Accounting*. New Delhi. Tata McGraw Hill ; (Latest Edition).
5. J.G Louderback & J. S Halmen: *Managerial Accounting*, Thomson Publication, (South Western).

The Management Accountant (Journal).

## CP-202 (B): HOSPITALITY & TOURISM MANAGEMENT

(4 credits)

*The objective of the course will enable the student to understand and conceptualize the fundamentals of tourism and hospitality management. The course will enable the students to understand the flow of activities and functions in today's tourism and lodging operation and also to highlight the importance of front office and housekeeping and its role in the hospitality industry.*

### Course Contents:

Classification of Hotel; Classification on the basis of size, Location, Clientele, Duration of stay, level of Service ; Classification on the basis of ownership ; Hotel Tariff Plans ; Types of Guest Rooms, Sections and Layout; Room tariffs and calculation of rates; Check out and settlement; Front office accounting; Night auditing; safety and security; Room availability; Sales technique; Handling Guest Complaints Budgetary control. Importance of Housekeeping; Organizational structure layout; Coordination with other departments - Duties and responsibilities; Hotel guestrooms – contents and cleaning; public areas Housekeeping control desk; Housekeeping expenses – controlling expenses; use of textiles – Linen and uniform room; Laundry – Equipment, agents and process; Sewing room – ergonomics in housekeeping - pest control and waste disposal.

Definitions and Historical development of tourism, Types of tourist-Visitor-Excursionist Types and Forms of Tourism; Tourism system: Nature, characteristic, Components of tourism and its characteristics. Domestic tourism; features, pattern of growth, profile. International tourism; Generating and Destination regions; Pattern of growth and Profile.

Introduction to Tourism Demand; Determinants of tourism demands; Motivation and tourism demand; Measuring the tourism demand; Tourism Statistics (National and International); Emerging Trends and new thrust areas of Indian tourism; Introduction to tourism supply; Elements of tourist destination.

### Suggested Readings:

1. Medlik, S: *Understanding tourism*, Butterworth-Hinemann, Oxford; 1997
2. Pearce D.G and Batler R: *Contemporary issues in Tourism Development*, Routledge, New York; 1999
3. Gray and Ligouri: *Hotel and Motel Management and Operations*, PHI, New Delhi; 2000
4. Jatashankar R Tewari: *Hotel front office operations and Management*, Oxford publication New Delhi; 2009
5. Dixit Saurab: *Introduction to Tourism and Hospitality Management* ; APH Publishing; 2011



## **CP 203: Internet Technology**

(6 credits)

The paper will be offered by the Department of Computer Science, Assam University under CBCS structure

## **CP 204: Information Technology Management**

(6 credits)

*The objective of the Course is to help the students to understand the concepts of Information Technology and its use in management with the emphasis on effective decision making with data and people in global and complex business organizations.*

### **Course Contents:**

Information technology, IT infrastructure, Computing Infrastructure-Hardware & software, Networking Infrastructure, Cabling Infrastructure, Wireless Infrastructure, Storage, Security Infrastructure, Office tools, MS EXCEL Programming Techniques-C Programming Basics, Data Management Tools, DBMS, MS ACCESS, Web tools, Internet and Network Protocols, E Business, IT applications- Business System, Connected world and E Commerce, Knowledge Management and Intelligent System, Decision Support System, ERP, Latest Development.

### **Suggested Readings:**

13. O'Brien J :*Management Information Systems*. McGraw Hill Education (India) Private Limited;2013.
14. Jawedkar W S :*Management Information Systems*. McGraw Hill Education (India) Private Limited ; 2014.
15. Mudrick R G :*An information system for modern management*. Pearson Education, New Delhi ; 2013.
16. C.S.V Murthy :*Management Information Systems*. Himalaya Publishing House, New Delhi; 2012.
17. Leon, E : *Information Technology*, Pearson Education, New Delhi ; 2013.
18. ITL-ESL: *Information Technology*, Pearson Education, New Delhi ; 2013.

## CP 205: Human Resource Management

(4 credits)

*The objective of the course is to enable the students acquire understandings of the principles, processes and practices of managing people at workplaces. This understanding is considered essential for all managers regardless of the actual functional area of his operation.*

### Course Contents:

Concept of HRM, Challenges of HRM, HRM environment; Strategic HRM, characteristics of good HR Manager; Human Resource Policy- characteristics of good HR Policy, HR Procedures and Systems; Human Resource Planning- HR Demand Analysis, People Resourcing Practice, Retention Management, and Flexibility Planning; Job Analysis, Job Description, Specification, And Design; Human Resource Acquisition- Placement- Problems in placement, Orientation; Promotions, transfers and separations, Lay-off, resignation, dismissal or discharge, retrenchment and VRS; Training and Development; Performance Appraisal- Meaning and Definition & Objectives, Performance Appraisal and Competitive Advantage; Job Evaluation- Methods of Job Evaluation, Pitfalls of Job Evaluation; Employee remuneration, ideal remuneration system, Remuneration plans, grade and pay structure, contingent pay and business strategy; Wage policy in India, Incentive payments: Types of Incentives System; significance, administration and future of employee benefits and services, Innovation of Incentives, rewarding special groups- reward for sales people, paying manual workers; Managing reward systems- Employee Welfare and Wellbeing- Meaning and Definition, Welfare Measures Inside and Outside the Work Place, Welfare Facilities by the Government and Trade Unions, Statutory Provisions, Non-statutory Benefits; Ethical issues in HRM, HR Audit; nature, benefit, scope and approaches to HR Audit, HR Accounting; Balance Scorecard –Factors that led to thinking about scorecard approach, idea underlying BSC, Research by Kaplan and Norton Introducing BSC- step By- Step, case studies project work Innovations in HRM-Case Studies and Brain storming for HR Innovation; Human Resource Information System (HRIS); Practical Contents of HRM: HR Manual-Contents and Design, Practice on Job Design, Payroll accounting, Selection Environment; Training Manual, Performance Management, Template of HRIS

**Note: 40% of the total weight in the Course will be devoted to Case Studies.**

### Suggested Readings:

1. K Aswathapa: *Human Resource Management*. Himalaya Publishing House.
2. Michael Armstrong: *Armstrong's Handbook of Human Resource Management*. Kogan Page, UK/USA.
3. John W. Boudreau, and Peter M. Ramstad: *BEYOND HR: THE NEW SCIENCE OF HUMAN CAPITAL*. Harvard Business School Press, USA.

## CP 206: Operations Management (4 credits)

*This course intends to develop linkages with the concepts of production systems, their constraints and links with the overall strategic perspectives. The main focus is on designing the process, analysis and improvement, operating the system and making product and preparing for success and sustainability.*

### Course Contents:

Nature, evolution and scope of Production and Operations management, Operations as a competitive strategy, Productivity, Process Configuration Strategies, Factors Governing the Location of a Plant, Materials Management in the Supply Chain, Operations Planning and Control, Management of quality, statistical process control, process capability analysis and six sigma approach, Concept and Framework of a TQM System, Maintenance Management, Inventory Management, Lean processing and operations, Cellular manufacturing, (Re-) design of work systems, work measurement, Arrow Diagramming and Network Analysis, Environment, Ethics, Technology and Contingency Planning. Recent trends in Operations Management.

**Note: 40% of the total weight in the Course will be devoted to Case Studies.**

### Suggested Readings:

1. Buffa Elwood S & Sarin Rakesh K : *Modern Production / Operations Management*. John Wiley & Sons, Singapore; 2013.
2. Krajewski, L. J., Ritzman, L. P., & Malhotra, M. K : *Operations management*. Pearson Education, New Delhi; 2013.
3. Martinich, J. S: *Production and Operations Management*. John Wiley & Sons, India; 2012.
4. Russell, R. S., & Taylor III, B. W: *Operations management*. Pearson Education, New Delhi; 2013.
5. Mahadevan B : *Operations Management; Theory and Practices*. Pearson Education, New Delhi; 2012.
6. Heizer, J. & Render, B: *Operations management*. PHI, New Delhi; 2014.
7. Stevenson, W. J: *Operations management*. McGraw Hill Education (India) Private Limited; 2013.

## CP 207: Research Methods in Management (3 credits)

*The objective of this course is to impart research skills to the students for investigating the business problems with a view to arrive at objective, findings, interpretation of data and conclusions of their investigation in the form of systematic reports.*

### Course Contents:

Introduction to Business Research, Different Approaches to Research, Types of Business Research; the Research Process, Ethics in Business Research, Research Problem and Design-Formulation and Definition of Business Research Problem; Formulation of Research Hypotheses, Business Research Design, Sampling Design and Measurement Techniques, Size of Sample; Sampling Errors; Concept of Measurement and Scaling, Data Collection Tools and Data Processing, Questionnaire Design Process; Collecting Primary Data through – Observations, Semi-structured Interviews, In-depth Interviews and Questionnaire; Processing of Research Data – Editing, Coding, Classification and Tabulation, Analysis of Data-Exploring, Displaying and Examining Data; Basic Data Analysis – Descriptive Statistics; Univariate Statistics Hypotheses Testing; Bivariate Analysis – Test of Differences and Measures of Association; Multivariate Analysis. Business Research Report-Importance of the Report & Presentation; Business Report Format; Report Writing; Oral Presentation; Research Follow-up.

### Suggested Readings:

1. Tull&Hawkins :*MarketingResearch*.PHI, New Delhi;2010.
2. BeriG.C :*Marketing Research*. McGraw Hill Education (India) Private Limited;2013.
3. Saunders, Lewis &Thornhill: *Research Methods for Business Students*. Pearson Education, New Delhi;2014.
4. Cooper and Schindler: *Business Research Methods*. McGraw Hill Education (India) Private Limited;2010.
5. Saunders, Lewis &Thornhill :*Research Methods for Business Students*. Pearson Education, New Delhi; 2012.
6. PanneerSelvam :*ResearchMethodology*.PHI, New Delhi; 2012.

## CP 208: Financial Management

(4 credits)

*The purpose of the course is to familiarize the students with the broad framework of financial decision making in business.*

### Course Contents:

Introduction: Financial Management and financial accounting. Nature & Scope, Role and function of Financial Management, , Financial decision of the firm, Financial objectives of firm, concept of EVA, Agency cost, corporate governance, Financial objectives and organizational strategy. Basis of time value, Finding future value, Discounting & present value, Equated monthly installments (EMI), Financial modeling, Financial control : C.V. P analysis. Working Capital Management: Meaning; Concept, scope, need; liquidity & profitability, Factors affecting, Estimation, Cash Management :Concept, objective and Motives of Holding cash, Factors determining cash needs, Cash collection and disbursement, Determining cash needs- Bowmol Model , Miller-orr Model, Orgler's model, Ratios and Implications-solvency and liquidity ratio. Receivables Management : Meaning, Objective , Credit Policies and implications , Credit terms, Collection policies, Ratio analysis and implications – receivables turnover ratio. Inventory Management : Concept , objective ; Techniques of inventory management – ABC analysis, EOQ , VED Analysis. Ratio analysis and implications- Inventory Ratios Short term financing investment; Investment of surplus cash marketable securities, Financing of WC; trade creditor, Over draft etc.

Investment decision : Features of capital. budgeting decisions; Techniques: Cash flow & discount rate, Capital rationing, Sensitivity analysis, Risk analysis methods. Merger & acquisition: Concept, terminology and synergy, Types & rationale, Accounting, M & A deal, M & A in India; Leasing and Hire purchase. Financing decision: Cost of Capital: Calculating Cost of Specific Funds, Calculating Weighted Average Cost of Capital, Capital Structure Decision: Modigliani-Miller proposition I and II, Capital structure theories, Donaldson's pecking order , Signalling ; Designing capital structure: EBIT-ROE-EPS analysis, Leverage, optimal capital Structure and Interface with cost of capital. Dividend decision: Dividend Decision; Relevance-Model: MM theory of irrelevance; Dividend policy; passive and residual. Factors affecting Dividend policy bonus share, stock split, buyback; Internal financing.

### Suggested Readings:

1. Jain, P K, Khan M Y : *Financial Management*. Tata McGraw Hill.
2. Chandra P: *Financial Management*. Tata McGraw Hill.
3. Pandey I M: *Financial Management*. Vikash.
4. Kishore R M: *Financial Management*. Taxmann.
5. Van Horne, J: *Essentials of Financial Management*. PHI ,New Delhi.

## CP 209: Marketing Management

(4 credits)

*The course has been designed to enable the students to learn basic knowledge of marketing and its practical application.*

### Course Contents:

Conceptual framework of marketing, definition, nature, scope, importance and evolution, Core concepts of marketing, Marketing Philosophies, Marketing Myopia, Recent changes in marketing practices. Analysis of marketing environment: macro and micro components and their impact on marketing decisions, macro environment – PEST Analysis, micro environment – industry & competitor analysis, developing strategies.

Identifying and selecting markets: consumer buying process, market segmentation, targeting and positioning, market and marketing research and marketing information system. Product mix strategies: product, planning and development, product life cycle, new product development, brands, packaging and labelling. Developing pricing strategies: setting price, price determination. Channels of distribution: types, designing distribution channels, managing conflicts and controls in Channels, retailing, and wholesaling. Marketing communication mix: Role of promotion in marketing, integrated marketing communication, promotional mix components- advertising, sales promotion, public relations, personal selling and direct marketing, online marketing. Emerging issues in marketing, ethical issues, green marketing, consumerism, CSR in marketing.

**Note: 40% of the total weight in the Course will be devoted to Case Studies.**

### Suggested Readings:

1. Kotler, P., Keller, K., Koshy, L., & Jha, M: *Marketing Management: a south Asian perspective*. Pearson Education, New Delhi ; 2009.
2. Ramaswamy, V. S., & Namakumari, S: *Marketing Management: global perspective Indian context*. Laxmi Narayan Publication, New Delhi; 2009.
3. Saxena, R : *Marketing Management*. Tata McGrawHill, New Delhi; 2009.
4. Stanton : *Fundamentals of Marketing*, McGraw Hill; 2010.
5. S. Jayachandran : *Marketing Management*, Tata McGraw Hill; 2011.

## **MBA CBCS-I: Industrial Engineering and Management**

**(6 credits)**

*The basic objective of the course is to familiarize the Engineering Students with the concepts of Industrial Management.*

### **Course Contents:**

Introduction to Industrial Engineering, Management Concept, Productivity, Organization, Supervisory-Leadership, Work-Study, Method Study, Work Measurement, Value Engineering, Plant Location, Plant Layout, Material Handling, Job Evaluation and Merit Rating, Wages and Incentives, Ergonomics, Production System, New Product Design, Demand Forecasting, Production Planning and Control, Capacity Planning, Material Requirement Planning (MRP) Process Planning, Project Scheduling with CPM and PERT, Production Control, Inventory Control, Production Cost Concepts and Break-even Analysis, Maintenance Management, Make or Buy Decisions, Planning and Control of Batch Production, Introduction to Operations Research, Management Information System, Business Process engineering, Group Technology, Just in Time (JIT) Manufacturing, Operations Strategy, Materials Management, Project Management, Service Management, Product and Service Reliability, Theory of Constraints (Toc), Advanced Manufacturing Technologies and Systems.

### **Suggested Readings:**

1. Taha H. A: Operations Research an Introduction. Prentice Hall of India Pvt. Lts., New Delhi; 2014.
2. Russell, R. S., & Taylor III, B. W: *Operations management*. New Delhi: Pearson Education;2013.
3. Mertand. T Telsang: *Industrial Engineering and Production Management*.S. Chand, New Delhi;2014.

## **MBA CBCS-II: Information Systems Management**

**(6 credits)**

*The basic objective of the course is to familiarize the MSc Computer Science Students with the concepts of Information System Management.*

### **Course Contents:**

Introduction to IS, Decision and Management, IS and Decision Support Systems, IS and Information Resource Management, Role of IS - Strategic advantage with IS; Systems approach to problem solving; Business Process Reengineering (BPR); Internet worked enterprise in IS; Internet, Intranet, Extranet; Enterprise communication and Collaboration. Decision Support Systems, IS support for decision making; Decision Support Systems; Components of DSS ; Tools of business support systems; what if analysis, sensitivity analysis; goal seek analysis, optimization analysis, data mining for decision support, DBMS. Developing IS Systems-System Development Life Cycle;Investigation Phase; System Analysis; System Design, (DFD and ER diagrams); System Implementation. Applications- Cross-functional IS; ERP; CRM; SCM; Transaction processing; Artificial intelligent technologies in business; Neural Network; Fuzzy logic, Genetic algorithm, Virtual reality; Executive Information System; Expert Support Systems; Security and Ethical Challenges.

### **Suggested Readings:**

1. Laudon K C & Laudon J P : *Management Information Systems: Managing the Digital Firm*. PHI, New Delhi; 2014.
2. O'Brien J : *Management Information Systems*. McGraw Hill Education (India) Private Limited; 2013.
3. Oz E : *Management Information Systems*. VikasPub ; 2014.
4. Jawedkar W S : *Management Information Systems*. McGraw Hill Education (India) Private Limited ; 2014.
5. Mudrick R G : *An information system for modern management*. Pearson Education, New Delhi ; 2013.
6. C.S.V Murthy : *Management Information Systems*. Himalaya Publishing House, New Delhi; 2012.



## CP 301: Analysis of Business Environment – Indian & Global (3 credits)

*The objective of the Course is to help students understand the environment-business interface and equip them with skills of analyzing business environment for strategic business decision making*

### Course Contents:

Significance of Environment Analysis for strategic business decisions; Elements of Business Environment; the PEST Frame-work; Relevant Variables & Crucial Variables in PEST Analysis; Application of PEST framework for identification of Opportunities and Threats and the most viable option; Sources of information and data for PEST Analysis – sources within the nation & global sources – WEB sources -International Rating Agencies – Case Studies for illustrating the PEST Framework.

Economic Environment in India; the Macro Fundamentals; Trends and Sectoral Composition of Growth; Trends, Composition and Direction of India's Foreign Trade; Globalisation and Trade Openness; Regulatory Framework; Liberalisation; Current Monetary & Fiscal Policies; Latest Economic Survey & Union Budget; Savings & Investment Trends; Foreign Direct and portfolio Investment; FDI to and from India; Constraints of doing business in India; Social landscape – Human development & Urbanisation; Cultural specificities; Status of Governance and Corruption.

Globalisation of Indian Businesses; Indian MNCs; Decision to go global – Why, when, where & How? Application of PEST Framework in the global context; Process and sources of data for estimation of market-size in a specific country for company's product/service; Global economic growth scenario; Dealing with Volatility, Shocks, Cultural Diversity, Political Risks & Technological obsolescence; Trends of global trade in goods and Services - Modes of investing abroad –FDI, Equity Mode and Non-equity Mode of Investment (NEM); Mergers and Acquisitions; International Outsourcing & BPO; Rating of Countries in terms Ease of Doing Business, Development Status, HDI, Governance, Corruption & Political Risk; Select Country Studies.

**Note: 40% of the total weight in the Course will be devoted to Case Studies for illustration of the impact of environment on business decisions.**

### Suggested Readings

1. Porter, Michael P.: *Competitive Strategy: Techniques for Analysing Industries and Competitions*; The Free Press 1980.
2. Steiner, George A. & John F. Steiner: B001HD0RNO *Business, Government and Society: A Managerial Perspective*; McGraw-Hill Education; 13th ed 2011
3. Hill, Charles W.L.: *International Business: Competing in the Global Marketplace*. Tata McGraw-Hill; 2014.
4. Govt. of India: *Economic Survey* (relevant issues).
5. Reserve Bank of India: *Report on Currency and Finance*(relevant issues).
6. World Bank: *World Development Report* (relevant/ latest issues)
7. IMF: *World Economic Outlook*(relevant/ latest issues)
8. World Trade Organisation: *International Trade Statistics* (relevant/ latest issues)
9. UNCTAD: *World Investment Reports* (relevant/ latest issues)
10. UNDP: *Human Development Report* (relevant/ latest issues)

## **CP 302: Legal Environment of Business**

**(3 credits)**

*The basic objective of the course aims at familiarizing the students with various legal aspects of business.*

### **Course Contents:**

Law of Contract-The Indian Contract Act, 1872; Nature and kinds of contracts, Essential elements of a valid contract, offer and acceptance, consideration, capacity to contract, free consent, legality and object, Types of Contracts, contingent contracts, performance of contract, discharge of contract, quasi contract, remedies for breach of contract, indemnity and guarantee, bailment and pledge, law of agency. Law of sales of goods, Law of Partnership, Company Law, Law of Negotiable Instrument, Laws of Insurance, Insolvency, Carriage of Goods and Arbitration, Miscellaneous Laws-The essential Commodities Act, 1955, The Consumer Protection Act, 1986, The Co-operative Societies Act, 1912, The Multi-State Co-operative Societies Act, 1984, The Foreign Exchange Management Act, 1999, The MRTP Act, The Information Technology Act, 2000.

**Note: 40% of the total weight in the Course will be devoted to Case Studies.**

### **Suggested Readings:**

1. Kumar , A: *Industrial Law*. Atlantic Publishers & Dist
2. Robert W : *Business Law* . Emersion, Barron's Educational Series
3. Jeffrey F. Beatty, Susan S. Samuelson : *Introduction to business law*. Cengage Learning
4. Adams , A: *Law for Business Students*. Pearson Education, Limited.

## CP-303: INTERNATIONAL TOURISM

(3 credits)

*The objective of the course is to enable the students to take decisions and actions with an understanding of the economics and sociology of international tourism. The course shall emphasize on various destinations of the world.*

### Course Contents:

Latitude, longitude, international date time, Times zone, Time differences, GMT variations. Major landforms as tourist resources, Elements of weather and climate, Climatic regions of the world in brief, Impact of weather and climate on tourists and destinations, Map Reading and Practical Exercise Leiper's elements of Tourism, Factors affecting global and regional tourist movements; demand and origin factors, destinations and resource factors, Contemporary trends in international tourist movements

IATA Traffic conferences, important tourist circuits and popular Itineraries of selected countries from Middle East, Far East, Asia Pacific and Europe. Popular tourist places and Case studies of selected countries like China, Singapore, Malaysia, Thailand, France and USA. Important Tourist Circuits of selected Indian states like Rajasthan, Kerala, Goa, Madhya Pradesh, Orissa and North Eastern region.

**Note: 40% of the total weight in the Course will be devoted to Case Studies.**

### Suggested Readings:

1. Ronbinson, HA : *A Geography of Tourism* ; Macdonald and Evans; 2006
2. Burton, Rosemary: *The Geography of Travel and Tourism*; Prentice Hall; 2 edition; 1995
3. Pierre Benckendorff and Dagmar Lund-Durlacher: *International Cases in Sustainable Travel & Tourism*; Goodfellow Publishers May 31, 2013

## **CP 304: Summer Internship and Report**

**(6 credits)**

All MBA (Tourism & Hospitality) students, after their 2<sup>nd</sup> End-Semester Examination is over and before the commencement of the third semester in the second year, will have to undergo summer internship of preferably of eight weeks duration. On completion of his/her internship, every MBA (Tourism & Hospitality) student will submit to the department a Internship-completion certificate issued by the organization where he/she underwent the internship. A report highlighting his/her activities/findings/experience during the internship shall be submitted by the concerned student within four weeks from the date of commencement of the third semester. The Internship Project will carry a total of 6 credits. 70% of the total weight in of it will be assigned to satisfactory completion of the Summer Internship as evidenced from the Project report and 30% on due completion of all formalities, timely submission and presentation of the Report. The submitted report and the presentation will be evaluated by an Expert Committee consisting normally of One Professor of the School, One Associate professor, Two External Experts and the Dean/HOD as Chairperson.

# HTM-I : Marketing Tourism & Hospitality

(4 credits)

*The objective of the course is to familiarize the students on the concepts and components of marketing to acquaint with tourism and hospitality specific marketing skills; and to familiarize them with the contemporary marketing practices.*

## Course Contents:

Marketing for Tourism ;The Tourism Product ; Features of Tourism Marketing ; Marketing Functions ; Market Research ; Tourism Marketing Mix. Marketing Environment; Consumer Behaviour ;Buyer Decision Process ; Demand Forecasting; Market Segmentation ; Targeting ; Market Positioning. Product Designing ; Branding and Packaging ; New Product Development ; Tourism area Life Cycle: Price: Strategies and Approaches; Place: Channels of Distribution, Promotion: Advertising ; Sales Promotion ; Publicity ; Personal Selling; Other P's: People, Physical Evidence and Process.

Trends in Tourism Marketing ; Marketing of Destinations, Airlines, Hotels, Resorts, Travel Agencies, Events and other Tourism sub – sectors and products. Customer Loyalty, Pricing, Distribution Channels, Promoting, Products and Services, Electronic Marketing, Self Motivation – Team Building – Personality Development - Creativity & Innovation– Innovative Products in Tourism- International Perspective and Contemporary Trends.

**Note: 33% of the total weight in the Course will be devoted to Case Studies.**

## Suggested Readings:

1. Kotler Philip: *Marketing Management*, PHI, Delhi. 2006
2. Stanton William. J: *Fundamentals of Marketing*, McGraw Hill, New York; 1999
3. Neelamegham. S: *Marketing in India: Cases & Readings*, Vikas, New Delhi; 1998
4. Ramasamy VS & Namakumar: *Marketing Management: Planning & Control*, Macmillan, New Delhi.;1990
5. Manjula Chaudhary : *Tourism Marketing*, Oxford University Press, New Delhi; 2010

## HTM-II : Consumer Behaviour

(4 credits)

*This course is designed to provide insight into consumer behaviour /psychology with special focus on how consumers think, feel and act about marketing stimuli that marketers develop.*

*The objective of this paper is also to present a comprehensive coverage of the subject with examples from the Indian Scenario. The course will be based on real life case-studies from Indian industries.*

### Course Contents:

Understanding Consumer Behavior-Introduction to Consumer Behavior; Consumer Behavior and the Marketing Concepts; Factors influencing Consumer Behavior.Consumer Decision making process-Concept of Consumer Decision; Levels of Consumer Decision Making; A Model of Consumer Decision Making.Consumer Motivation-The concepts of motivation; Maslow's Theory of Motivation; Role of Motives in Guiding Behavior; Involvement of Consumer.Consumer Learning and Experience-Introductions to Consumer Learning; Learning Theories; Brand Equity and Brand Loyalty.

Group Influence on Consumption-Role of reference groups; Effect of reference groups on consumer decision making; Examples of endorsement by celebrities Influence of Culture on Consumer Behavior-Concept of Culture; The measurement of Culture; Indian Core Values; Cultural aspects of emerging markets Values, Lifestyles, and Psychographics-Impact of Values, Lifestyles and Psychographics on buying behaviour; Demographics, Lifestyles and Psychographics; Values and Value Systems.Organizational Buying Behavior-Difference between Consumer and organizational buying; Characteristics of Organizational Buying; Factors affecting Organizational Buying.e-Consumer Behavior- e-Business; Applications to Consumer Behavior; The Computer Age. Changing Indian Consumer Behavior-Drivers of Change; Changing Consumer Trends; Rural Consumer Behavior; New Consumption Patrons.

**Note: 33% of the total weight in the Course will be devoted to Case Studies.**

### Suggested Readings:

1. Schiffman, L. G., & Kanuk, L. L : *Consumer behaviour*. New Delhi: Prentice Hall;2007.
2. R. Majumdar: *Consumer Behavior: Insights from Indian Market*, PHI Learning Private Limited.
3. Sheth, J. N., & Mittal, B: *Consumer behaviour: A managerial perspective*. Singapore: Thomson Asia; 2003.
4. Hawkins, Del. I., Best, R. J., Coney, K. A., & Mookerjee, A: *Consumer behaviour: building marketing strategy*. New Delhi: McGraw Hill;2006.

# HTM-III : Hotel Operations Management

(4 credits)

*The objective of the paper is to acquaint the student on the flow of activities and functions in today's lodging operation and to establish the importance of front office and housekeeping and its role in the hospitality industry.*

## Course Contents:

Hotel industry ; Classification of Hotels and other types of Lodging ; Hotel Tariff plans ; Types of guest rooms and annex ; Major departments of a hotel ; Organization structure ; Duties and responsibilities of Front office personnel ; Inter-department coordination; Sections and Layout; Room tariffs and calculation of rates ; reservation ; registration ; Guest services ; Check out and settlement ; Front office accounting ; Night auditing ; safety and security.

Evaluating Hotel performance –Revenue per available room – Market share index – Evaluation of hotels by guests; - Yield management – forecasting – Room availability – Sales techniques – Budgetary control. Importance of Housekeeping ; Organizational structure ; Layout ; Coordination with other departments - Duties and responsibilities ; Hotel guestrooms – contents and cleaning; – public areas – Housekeeping control desk; Housekeeping expenses ; controlling expenses ; use of textiles ; Linen and uniform room ;Laundry ;Equipment, agents and process; Sewing room ; ergonomics in housekeeping - pest control and waste disposal – changing trends in hospitality

**Note: 33% of the total weight in the Course will be devoted to Case Studies/ practical contents**

## Suggested Readings

1. Anutosh Bhakta; *Professional Hotel Front Office Management*. Tata McGraw Hill; 2012
2. Casado, M: *Housekeeping Management*. John Wiley and Sons, Inc., 2nd edition; 2011.
3. Ahmed Ismail: *Front Office Operations and Management*. Cengage Learning; 2008
4. Jatashankar R. Tewari: *Hotel Front Office Operations and Management*. Oxford; 2009
5. G.Raghubalan and Smritee Raghubalan. *Hotel Housekeeping Operations and Management*; Second Edition. Oxford, 2nd edition, 2011

## HTM-IV : Management of Tour Operations & Travel Agency

(4 credits)

*The objective of the course is to understand the conceptual meaning and differentiation between travel agency and Tour operation. The course will enable the students to know the current trends and practices in the tourism and travel trade sector; and develop adequate knowledge and skills applicable to travel industry.*

### Course Contents:

Historical Perspectives - Emergence of Thomas Cook and American Express Company ; Types of Tour Operators ; Wholesale and Retail Travel Agency business ; Linkages and Integration with the Principal Service Providers - the Changing Scenario of Travel Trade. Functions of Travel Agency; Setting up a full-fledged Travel Agency ; Sources of Income of a travel agency; Diversification of Business - Travel Insurance, Forex, Cargo & MICE; IATA Accreditation and Recognition from Government.

Meaning, definition, functions of Tour operator; features-types of tour operation-overseas, domestic, specialist-incoming tour operator's main types of tour packages; independent-Two centre or multi centre holidays; self drive package-campsite holidays; adventure and overland holidays; honeymoon package, luxury arias package; pilgrim package. Importance of Tour Packaging ; Classifications of Tour Packages ; Components of Package Tours ; Concept of costing ; Types of costs ; Components of tour cost ; Preparation of cost sheet ; Tour pricing ; Calculation of tour price ; Pricing strategies ; Tour packages of Thomas Cook, SOTC, Cox & Kings and TCI.

Objectives - Roles and functions of UFTAA, PATA, ASTA, TAAI, IATO, ATAIOI, ADTOI, IAAI, FIYTO, TAFI.

**Note: 33% of the total weight in the Course will be devoted to Case Studies/ practical contents**

### Suggested Readings

1. Roday. S, Biwal. A & Joshi. V: *Tourism Operations and Management*, Oxford University Press, New Delhi; (2009),
2. Holloway, J.C: *The Business of Tourism*, Prentice Hall, London; 2002
3. Negi. J : *Travel Agency Operations: Concepts and Principles*, Kanishka, New Delhi; 2002
4. Mohinder Chand: *Travel Agency Management-An Introductory Text*. Anmol Publication. New Delhi; 2010



# CP 401: Strategic Management

(4 credits)

*The objective of the Course is to acquaint the students with the process, techniques and practices of strategic management.*

## Course Contents:

Strategic Management: Concept & Significance; Strategy vs. Plan; Strategies at Different levels; the Stakeholders of a firm & the need for balancing of stakeholders' claims; Vision, Mission & organisational Objectives, Impact of values and culture; Analysis of external environment of a firm; PEST Analysis & the identification of opportunities & threats; Industry Life Cycle Analysis; Competition & market-share analysis; Porters' 5-Forces model; Analysis of a firm's Internal Strength and Weaknesses; SWOT framework; Value Chain Analysis; Setting strategic goals; Core Competency dimension; Achieving superior efficiency – Economies of Scale, Experience Curve, Just-in-Time, Six-Sigma; Business Level & Cost Leadership; developing strategy-alternatives; Integration, Diversification, Acquisition, Mergers; strategic alliance; Joint Venture; Differentiation & Focus Strategies, Growth Strategies; Short Term Corporate Strategies – Dealing with shocks & volatility of markets; Retrenchment, & Turnaround. Portfolio and other Analytical Models-BCG Matrix, GE/McKinsy Matrix, Corporate Parenting, CIT & CASCADE; Strategy Implementation & Evaluation; Management of change; Overcoming resistance to change; Role of leadership, organizational architecture & culture in change-management.

**Note: 40% of the total weight in the Course will be assigned to Case Studies.**

## Suggested Readings:

1. Adrian Haberberg & Alison Rieple: *Strategic Management: Theory and Application*. Oxford University Press; 2008 .
2. Anthony Henry: *Understanding Strategic Management*. OUP; 2011.
3. David & David: *Strategic Management: A Competitive Advantage Approach, Concepts & Cases*. Prentice Hall; 2014.
4. Gregory Dess et al: *Strategic Management: Text and Cases*. McGraw-Hill/Irwin; 2013
5. Michael E. Porter: *Competitive Advantage: Creating and Sustaining Superior Performance*. NY: Free Press, 1985.
6. Fred R. David: *Strategic Management: Concept & Cases*. Pearson Education; 2009.

## **CP 402: Dissertation and Viva-voce**

(6 credits)

Within six weeks of commencement of the 3<sup>rd</sup> Semester classes, the Department will notify the names of the Faculty assigning thereby the supervision-responsibility for students' project-study. Every student within 30 days of the said notification will finalise in consultation with his/her supervisor his/her topic for the Project Work and shall submit a brief research proposal in writing. The department immediately thereafter will arrange a Seminar where every student will have to specify his/her objectives of enquiry and the methodology of investigation. Necessary improvements in proposals will have to be made as per opinions of the Experts/Faculty present during the presentation.

Project Work/Field study pertaining to the approved project-proposal will have to be completed during the six weeks immediately following the completion of the 3<sup>rd</sup> Semester Examination. These six weeks will be reserved exclusively for students' Project Work/Field study when no teaching session for other papers will be provided in the Departmental Routine. On completion of the Field Study, every student will have to submit to the department a Field-Study Completion certificate from his/her respective Supervisor, based on which the name of the student will be enlisted for presentation. Non-submission of the Field-study Completion certificate in due time will be treated as a breach of discipline and will disqualify a student for submission of his/her dissertation.

The schedule for submission of dissertation and presentation will be notified by the Department. The process will have to be completed preferably within 10 weeks from the date of completion of the 3<sup>rd</sup> semester Examination, i.e., well before the commencement of the process of Mid-term review in the 4<sup>th</sup> semester.

The Project Study and Dissertation will carry a total of 6 credits. 70% of the total weight of it will be assigned to satisfactory completion of the Study as evidenced from the Dissertation and 30% of it on due completion of all formalities and on presentation.

Evaluation of the submitted Dissertation and the viva-voce (forming a part of the evaluation process) will be conducted by an Expert Committee consisting normally of One Professor of the School, One Associate Professor, Two External Experts and the Dean/HOD as Chairperson.

## HTM-V: Services Marketing

(4 credits)

*The objective of this course is to develop insights into emerging trends in the service sector in a developing economy like India. Further, the course in Services Marketing is intended to broaden students' view of marketing to give an understanding of how marketing practices in service organizations.*

### Course Contents:

Introduction to Services Marketing-Emergence of Services Economy; Nature and Definitions of Services; Classification of Different, Types of Services; Differences in Goods versus Services Marketing; Services Marketing Mix; Trends in Services Marketing

Understanding Consumers' Behavior for Services-Consumer Purchase Behavior in services; Consumer Decision Making Process; Meaning and Types of Service Expectations; Services Encounters and Consumer Satisfaction; Segmenting, Targeting and Positioning of Services.

Services Marketing Mix-New Service Development and Blueprint; Services Product Strategies; Approaches to Pricing Services and Pricing Strategies; Designing the Service Communication Mix; Branding of Services; Distributing Services – Context and Options; Physical Evidence of a Service.

Effective Service Delivery Process-Understanding Capacity Constraints and Demand Patterns; Strategies for Matching Capacity and Demand; Waiting Line Strategies; Designing and Managing Service Processes; Employees' and Customers' Role in Service Delivery. Implementing Service Marketing-Service Quality Measurement and Improvement of Service Quality; Consumer Complaint Behavior; Consumer Response to Effective Service Recovery; Principles of Service Recovery; CRM in Services. Contemporary Issues in Services Marketing.

**Note: 33% of the total weight in the Course will be devoted to Case Studies.**

### Suggested Readings:

1. Zeithaml, V., Gremler, D., Bitner, M. J., & Pandit, A : *Services marketing: integrating customer focus across the firm*. New Delhi: McGraw Hill; 2009.
2. Lovelock, C., & Chatterjee, J : *Service marketing: people technology and strategy*. New Delhi: Pearson Education; 2006.
3. Shanker, R: *Services marketing: The Indian perspective*. New Delhi: Excel Books; 2002.
4. Verma, H. V: *Services marketing: text and cases*. New Delhi: Pearson Education; 2007.

## **HTM-VI: Front Office Operation**

**(4 credits)**

*The course aims to establish the importance of Front Office and its role in hotel industry. It also prepares the students to acquire basic knowledge and skills necessary for different tasks and aspects of Front Office department of a hotel.*

### **Course Contents:**

Definition and brief history of hospitality industry – past and present hotels and supplementary accommodations ; classifying hotels – size, target markets, location & facilities - accommodation classification. Types of plans:- continental plan – European plan - American plan – modified American plan – Bermuda plan Major hotel chains of India. Guide lines for setting up a hotel – hotel organization – major functional departments- Front Office – House Keeping – F & B Service –Food Production, Engineering, Security, Accounts, and Personnel. – Organization chart of the small, medium and large hotels.

Front Office personnel – job descriptions of Front Office staffs – inter departmental relationship between FO and other departments – F&B production – F&B sales – Security - Purchase – Human Resource – qualities of FO staff, types of rooms- types of room rates; Types of reservation – guaranteed reservation – non guaranteed reservation – travel agents reservation – corporate reservation – group reservation- Source of reservation – importance of reservation – methods of reservation – basic reservation activities-reservation records and documents – reservation charts – computerized reservation system- rights and liabilities of hotels and travel agencies in room reservations – commission terms – hotel tariff terms – reservation terms – cancellation terms – terms of payment – miscellaneous.

Registration activities - Pre-arrival registration - room assignment and room rate - Checking the methods of payments - Maintenance of registration records- Flow of guest information between Front office and other departments. Room change -issue of room keys - Walk-in guests - Guest with non guaranteed reservation – Guest with guaranteed reservation; Types of accounts - The FO accounting Cycle - Creation of an account - Maintenance of an account - Settlement of accounts - methods of handling guest accounts - Manually - computerized accounting - types of settlement - Cash settlement, credit settlement - calculation of room position.

**Note: 33% of the total weight in the Course will be devoted to Case Studies/ practical contents**

### **Suggested Readings**

1. Bruce Braham: *Hotel front office*; Nelson Thornes; 2 Sub edition;2003
2. Dennis L. Foster : *Front office operation and administration*; Glencoe/Mcgraw-Hill; 2001
3. Peter Renner : *Hotel Front Office Procedures*; Wiley; 3 edition; 2003

## HTM-VII: Food & Beverage Management

(3 credits)

*The course focuses on the empirical foundations and develop a professional orientation toward the practice of food and beverage management as it applies to business, culinary arts and hospitality. The students will understand the fundamental principles of food preparation, cooking techniques, material handling, heat transfer and professionalism.*

### Course Contents:

Job description – Hierarchy, Attitude and behavior; - Food premises - Kitchen planning – Basic Preparation and operations – Basic principles of food production - Equipments – Fuels - coordination with other departments. Types of menu – menu planning – Beverage menu - Menu designing – menu merchandising – menu balancing – wine and food pairing. Purchasing procedure – price and quality performance – Purchase specification – Receiving – storing and issuing – stock taking – methods of storage.

Food production methods – Beverage production methods – F & B Service areas - Food and beverage service methods – Specializes services. Types of catering – fast-food and popular catering – hotels and quality restaurants – industrial catering, hospital catering – basic policies – financial marketing and catering – control and performance management

**Note: 33% of the total weight in the Course will be devoted to Case Studies/ practical contents**

### Suggested Readings

1. Denney G. Rutherford and Michael J. O'Fallon: *Hotel and Management Operations*. Fourth edition. John Wiley & Sons, Inc. 2010
2. Krishna Arora: *Theory of Cooking*. Frank Bros. & Co. 2010.
3. Bernard Davis: *Andrew Lockwood and Sally Stone. Food and Beverage Management*. Third Edition. Elsevier. 2012
4. John A. Cousins, David Foscett, Cailein Gillespie: *Food and Beverage Management*. Prentice Hall. 2011.

## HTM-VIII: Accommodation Operation

(3 credits)

*The course emphasis on the flow of activities and functions in today's lodging operation and to establish the importance of front office and housekeeping and its role in the hospitality industry.*

### Course Contents:

Hotel industry ; Classification of Hotels and other types of Lodging ; Hotel Tariff plans ; Types of guest rooms and annex ; Major departments of a hotel ; Organization structure ; Duties and responsibilities of Front office personnel ; Inter-department coordination. Sections and Layout; Room tariffs and calculation of rates ; reservation ; registration ; Guest services ; Check out and settlement ; Front office accounting ; Night auditing ; safety and security.

Evaluating Hotel performance –Revenue per available room – Market share index – Evaluation of hotels by guests; - Yield management – forecasting – Room availability – Sales techniques – Budgetary control. Importance of Housekeeping ; Organizational structure ; Layout ; Coordination with other departments - Duties and responsibilities ; Hotel guestrooms – contents and cleaning; – public areas – Housekeeping control desk

Housekeeping expenses ; controlling expenses ; use of textiles ; Linen and uniform room ; Laundry ; Equipment, agents and process; Sewing room ; ergonomics in housekeeping - pest control and waste disposal – changing trends in hospitality.

**Note: 33% of the total weight in the Course will be devoted to Case Studies/ practical contents**

### Suggested Readings

1. Anutosh Bhakta: *Professional Hotel Front Office Management*. Tata McGraw Hill 2012
2. Casado, M: *Housekeeping Management*. John Wiley and Sons, Inc., 2nd edition, 2011.
3. Ahmed Ismail: *Front Office Operations and Management*. Cengage Learning. 2008
4. Jatashankar R. Tewari: *Hotel Front Office Operations and Management*. Oxford 2009
5. G.Raghubalan and Smritee Raghubalan: *Hotel Housekeeping Operations and Management*; Second Edition. Oxford, 2nd edition, 2011