

### **MBA Course Objectives**

- To create and sustain an environment of excellence in education
- To enable our students of management to become globally competitive
- To use the modern methods of teaching learning and research to instill professional competence
- To empower the students with managerial skills that will enable them to cope up with real-world requirements through meaningful interaction with corporate organizations, mentoring, project work, industrial tours and other input
- To instil a sense of social responsibility and promote environmental consciousness among the students

### **On successfully completing the program the student will be able to:**

1. Demonstrate the knowledge of management science to solve complex corporate problems using limited resources
2. Research literature and identify and analyze management research problems.
3. Identify business opportunities, design and implement innovations in work space.
4. Apply reasoning informed by the contextual knowledge to assess societal, health, safety, legal, and cultural issues and the consequent responsibilities relevant to management practice.
5. Apply ethical principles for making judicious managerial decisions.
6. Function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings.
7. Communicate effectively with various stakeholders
8. Engage in independent and life-long learning.

**Department of Business Management**  
**TELANGANA UNIVERSITY**  
**Choice Based Credit System (CBCS) w.e.f. the Academic Year 2023-24**  
**MBA Course Structure & Syllabus (to be approved)**

**Semester Wise Structure of MBA Course**

**1<sup>st</sup> Semester:**

Subject Code	Subject Title	Nature of the Course	No. of Teaching Hours per week	Max. Marks (IA + UE)	No. of Credits
1.1	Management Theory & Practice (MTP)	Core Discipline	04	30+70=100	04
1.2	Financial Reporting and Analysis (FRA)	Core Discipline	05	30+70=100	05
1.3	Business Statistics & Analytics (BSA)	Core Discipline	05	30+70=100	05
1.4	Business Communications (BC)	Skill Enhancement course	05	30+70=100	05
1.5	Information Technology for Managers (ITFM)	Ability Enhancement Course	03	30+50=80	05
	1.5.1 ITFM (Lab)		02	20	
*1.6	Open Elective: 1. Business Economics and Environment (BEE)	Open Elective	04	30+70=100	04
	2. Start Ups		04	30+70=100	04
	3. Introduction to Retail Management (IRM)		04	30+70=100	04
	4. Tourism and Hospitality Management (TQM)		04	30+70=100	04
<b>Total</b>			<b>28</b>	<b>600</b>	<b>28</b>

Note: \*Students have to opt only one subject out of four subjects in the case of Open Elective.

1: Maximum total number of marks = 600

2: The total number of credits at the end of the first semester = 28

**2<sup>nd</sup> Semester:**

Subject Code	Subject Title	Nature of the Course	No. of Teaching Hours per week	Max. Marks (IA + UE)	No. of Credits
2.1	Human Resource Management (HRM)	Core Discipline	04	30+70=100	04
2.2	Marketing Management (MM)	Core Discipline	04	30+70=100	04
2.3	Financial Management (FM)	Core Discipline	05	30+70=100	05
2.4	Business Research Methodology (BRM)	Ability Enhancement-Course	05	30+70=100	05
2.5	Entrepreneur Development (EO)	Skill Enhancement course	04	30+70=100	04
*2.6	Open Elective 1 .Business Law & Ethics(BLE)	Open Elective	04	30+70=100	04
	M.S.M.E ( Micro, Small and Medium Enterprises)		04	30+70=100	04
	Global Business Strategies(GBS)		04	30+70=100	04
	Project Management (PM)		04	30+70=100	04
	Total		26	600	26

Note: \*Students have to opt only one subject out of four subjects in the case of Open Elective.

1: Maximum total number of marks in II semester = 600

2: The total number of credits in II semester = 26

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1. Maximum total number of marks in FIRST year= 600+600 = 1200
2. The total number of credits in FIRST year = 28+26 = 54

**3<sup>rd</sup> Semester:**

Subject Code	Subject Title	Nature of the Course	No. of Teaching Hours per week	Max. Marks (IA + UE)	No. of Credits
3.1	Organizational Behavior (OB )	Core Discipline	04	30+70=100	04
3.2	Operations Research (OR)	Core Discipline	05	30+70=100	05
3.3	Operations Management (OM)	Core Discipline	05	30+70=100	05
3.4	Sustainable Management (Sust.M)	Core Discipline	04	30+70=100	04
3.5	Elective I: a) Human Resource b) Marketing c) Finance d) Business Analytics e) Agri-Business Management f) Tourism & Hospitality Management	Specialization	04	30+70=100	04
3.6	Elective II: a) Human Resource b) Marketing c) Finance d) Business Analytics e) Agri-Business Management f) Tourism & Hospitality Management	Specialization	04	30+70=100	04

Note: \*Students have to opt only one Elective (Major – Specialization) out of SIX electives offered and in III and IV semester respective and subjects under the specialization area are automatically allotted. There are FOUR papers in each specialization.

1. Maximum total number of marks in Third semester= 600
2. The Total number of credits in Third semester = 26

**4th Semester:**

Subject Code	Subject Title	Nature of the Course	No. of Teaching Hours per week	Max. Marks (IA + UE)	No. of Credits
4.1	Strategic Management (Str.M)	Core Discipline	04	30+70=100	04
4.2	Management Accounting (MA)	Core Discipline	05	30+70=100	05
4.3	Disaster Management (Dis.M)	Core Discipline	04	30+70=100	04
4.4	Elective III: a) Human Resource b) Marketing c) Finance d) Business Analytics e) Agri-Business Management f) Tourism & Hospitality Management	Specialization	04	30+50=80	04
4.5	Elective IV: a) Human Resource b) Marketing c) Finance d) Business Analytics e) Agri-Business Management f) Tourism & Hospitality Management	Specializations	04	30+50=80	04
4.6	Project Work (PW)	Core Discipline	05	30+50=80	05

1. Maximum total number of marks in IV Semester = 600
2. The total number of credits IV Semester = 26

1. Maximum total number of marks in SECOND year = 600+600 = 1200
2. The total number of credits in SECOND year = 26+26 = 52

1. Total marks in the course = 600+600+600+600 = 2400
2. Total credits in the course = 28+26+26+26 = 106

## SEMESTER - I

### 1.1 MANAGEMENT THEORY AND PRACTICE (MTP)

#### **UNIT-I: Introduction to Management**

Management:- Nature – Importance – Functions – Levels of Management and Skills of Management. Tasks of a Professional Manager – Henry Fayol's Principles of Management - Social Responsibilities of Business Manager.

#### **UNIT-II: Significance of Planning**

Planning:- Importance - Steps in Planning Process - Short Range and Long Range Planning - Characteristics of Sound Plan - Limitations. Decision Making: Importance of Decision Making and process of Decision Making.

#### **UNIT-III: Significance of Directing, Controlling and Staffing**

An Overview of Controlling Directing and Staffing: Controlling significance - Process and Prerequisites of Control - Directing significance. Staffing - Recruitment process - Steps in Selection Process.

#### **UNIT-IV: Delegation of Authority**

Organizing: Delegation of Authority – Factors effecting delegation of authority – Making delegation effective – Centralization – Reasons for Centralization – Types of Centralization – Decentralization – Reasons for Decentralization – Types of Decentralization – Formal vs Informal Organizations.

#### **UNIT-V: Management Styles**

Comparative Management Styles and approaches: American Management Practices - Japanese Management Practices - Characteristics of effective Leaders – Bench marking – Current trends in Managing Diversity.

**NOTE:** At least one Case Study is to be discussed per unit in the class.

#### **Suggested Books:**

1. Pearson Education, New Delhi, 3rd Edn. 2001.
2. Tim Hannagan, "Management concepts and Practices", Mac Millan India Ltd.1997.
3. Sarah cook, Practical Bench Marking: A manager's guide to creating competitive advantage, London, Kogan Page 1995
4. Peters. T and Waterman, R. "In search of excellence, Random House, New York 1982
5. Hamel G. and Prahlad C.K., "Competing for future" Cambridge, Mass: Havard
6. Business school press, 1994.
7. Heracleous.L and Devoge, S., "Bridging the gap the of relevance: strategic management and organizational development, Long Range planning 31(5), 1998
8. Bateman Snell, "Management: Competing in the new era", McGraw Hill Irwin, 2002.
9. Thite, M. "Managing People in the New economy", Sage publications, New Delhi. 2004.
10. Koontz & amp; Weirich, "Essentials of Management: An International perspective", 8th
11. Edn. Tata McGraw-Hill, New Delhi, 2009.

## 1.2 FINANCIAL REPORTING AND ANALYSIS (FRA)

### UNIT-I: Introduction

Meaning and Definition of Accounting-Scope of Accounting; Accounting Principles - Double Entry System of Recording Business Transactions - Classification of Accounts - Accounting Process and Accounting Cycle - Accounting Equation - Journalizing Transactions (Problems) - Ledger - Parties interested in Accounting Information

### UNIT-II : Financial Statements

Preparation and Reporting of Financial Statements- Preparation of Trial Balance - Preparation of Trading and Profit and Loss Account - Preparation of Balance Sheet (Problems with simple adjustments).

### UNIT-III : Financial Statement Analysis

Financial Statement Analysis - Meaning - Importance -Types - Techniques of Financial Statements Analysis - Comparative Statement Analysis - Common Size Statement Analysis (Problems) - Concept of Fund Flow Statement and Cash Flow Statement – Concept – Importance - Proforma (Theory).

### UNIT-IV: Ratio analysis

Ratio analysis - Utility of ratio analysis - Classification of Ratios - Calculation and Interpretation of Ratios - Profitability Ratios - Liquidity Ratios - Activity Ratios - Leverage Ratios (Simple Problems).

### UNIT-V: Emerging Trends in Accounting

Technology, Automation and AI - Block Chain Technology - Accounting Software's - Data Analytics - Green Accounting - HRA Accounting - Computerized Accounting - Cloud Accounting - Data Security - Digital Currency.

**NOTE:** At least one Case Study is to be discussed per unit in the class.

### Suggested Books:

1. Shukla & Grewal, Advanced Accounts, Vikas Publishers
2. Shashi K. Gupta & R.K Sharma, Management Accounting Principals
3. Ramchandran, Ramkumar Kakani, Financial Accounting for Management, Tata Mc Graw Hill Publishing, Pvt,Ltd.
4. Shah Pares, Basic Financial Accounting for Business Managers, Oxford University, Press
5. Bhattacharyya Asish K, Financial Accounting for Business Managers, PHI
6. Ambarish Gupta, Financial Accounting for Management - An Analytical Perspective, Pearson education
7. Earl K. Stice and James .D. Stice, Financial Accounting – Reporting and Analysis, South Western, Cengage Learning.
8. Jawaharlal and Seema Srivastava, “Financial Accounting: Principles and Practice,”, S.Chand
9. Maheshwari, Basic Accounting, S. Chand Publication, New Delhi
10. Financial Accounting & Analysis, Narender L. Ahuja & Varun Dawar, Taxmann, 1/e
11. Essentials of Financial Accounting, Asish K. Bhattacharya, PHI, Latest Edition
12. Financial Accounting for Management, N Ramchandran and Ram Kumar Kakani, Tata McGraw Hill, Latest Edition

13. Financial Accounting, C.T. Horngren, G. L. Sundem, J.A. Elliott, and D. Philbrick, Pearson Prentice Hall, Latest Edition
14. Management accounting, Khan, M. Y., & Jain, P. K. New Delhi, Tata McGraw Hill, Latest Edition
15. Financial Accounting for Business Managers, Bhattacharya A.K., Prentice-Hall, New Delhi, Latest Edition



## 1.3 BUSINESS STATISTICS AND ANALYTICS

### UNIT-I: Introduction to Statistics

Meaning - Salient Features of Statistics- Classification -Tabulation- Diagrammatic & Graphic Presentation - Statistical Techniques- Measures of Central Tendency(Mean-Median-Mode) - Role of Statistical Techniques in Management Decision Making.

### UNIT-II: Sampling Theory and Tests of Significance

**Sampling:** Concept of Sampling - Types of Samples - Estimation - Hypothesis Testing - Type I and Type-II Errors.

**Large Sample Tests:** Mean Test - Difference between Two Means- Difference between Two Standard Deviations.

**Small Sample Tests:** Mean Test - Difference between Means of Two Independent Samples - Difference between Two Dependent Samples or Paired Observations.

### UNIT-III: Parametric Tests & Business Forecasting Techniques:

Meaning- Advantages, and Limitations of Parametric Tests --T-test and ANOVA - Chi Square Test for Goodness of fit

Techniques of Business Forecasting: Correlation Analysis and Regression Analysis (with two variables) - Time Series Analysis – Trend Analysis – Moving Averages – Least Squares Method.

### UNIT-IV: Introduction to Business Analytics

Business Analytics - Big Data – meaning – scope –significance – applications- Types of data - Integrating Analytics with business - Business Analytics for Competitive Advantage - Descriptive - Predictive and Prescriptive Analytics – Dashboards - Data Mining - Data Visualization.

### UNIT-V: Emerging Statistical Analysis Tools

Statistical Package for the social sciences (SPSS), R Foundation for Statistical Computing, Matlab (The MathWorks), Microsoft Excel, Statistical Analysis Software (SAS), GraphPad Prism Minitab, Stat Graphics, XLSTAT, Qlik Sense, Origin Pro, Wolfram Mathematica, Phocas Software, Birst, SAS Business Intelligence, Sigma Plot, Matomo Analytics.

**NOTE:** At least one Case Study is to be discussed per unit in the class

### Suggested Books:

1. U. Dinesh Kumar,(207)Business Analytics, A Science of Data Driven Decision Making, Wiley India Pvt. Ltd
2. Richard I. Levin & David S. Rubin, Statistics for Management, PHI.1999, New Delhi
3. Kishor S. Trivedi, Probability and Statistics with Reliability, Queuing and Computer Science Applications, John Wiley & Sons, Singapore, 2002
4. Powell, S. G., & Baker, K. R. (2017). Business analytics: The art of modeling with spreadsheets. Wiley.
5. Levin R.I., Rubin S. David, “Statistics for Management”, Pearson.
6. Gupta S.C, “Fundamentals of Statistics”, HPH.
7. Keller, G, “Statistics for Management”, Cengage Learning.
8. Amir D. Aczel and Jayavel Sounder pandian, “Complete Business Statistics”, TMH,
9. John C Lee, “Business and Financial Statistics Using MS-Excel”, Cambridge.
10. J.K Sharma, “Business Statistics”, Pearson.
11. Arora PN & others, “Complete Statistical methods”, S. Chand.

12. Beri, GC, "Business Statistics", TMH.
13. Black Ken, "Business Statistics for Contemporary Decision Making", Wiley.
14. Levine, David M and other, "Statistics for managers using MS. Excel", PHI.

## 1.4 BUSINESS COMMUNICATION

### **UNIT-I: Introduction to Business Communication**

Business Communication - Definition – Objectives – Significance - Types of communication - Process of Communication - Barriers to Communication.

LISTENING: Definition—Process— Principles of Active Listening—Barriers of Listening.

### **UNIT-II: Oral Communication and \presentation Skills**

Definition - Essentials of Effective Oral Communication.

PRESENTATION SKILLS – Definition - principles of effective presentation – Stages of Presentation – 4 P's Planning - preparation—Practice and Perform - Rehearsal for presentation - Non Verbal Dimension of Presentation - Etiquettes of presentation - Effective Presentation Strategies – Persuasive Speaking - Question and Answer session.

### **UNIT-III: Written Communication**

Definition -Advantages - Limitations—Essentials of effective written communication – Business Letters - Characteristics - Lay out - Model business letters - Paragraph writing - Definition -Structure - Essentials of an effective paragraph - Email writing - Principles - Email etiquette - Blogging with examples.

### **UNIT-IV: Employment Communication**

Job application letter - Essentials of effective job application – Examples - Curriculum Vitae –Definition – Structure - Essentials of an effective C.V - Job Interview – Definition – Importance - Interview Etiquettes ( before, during and after the interview) - Mock Interviews for corporate jobs.

### **UNIT-V: Emerging Trends in Business Communication**

Role of technology in business communication - Video Conferencing – Definition – Tools - ZOOM, GMEET, MICROSOFT TEAMS, SKYPE etc. - Advantages – Disadvantages.

**NOTE:** At least one Case Study is to be discussed per unit in the class.

**NOTE:** Every student has to submit Business Communication Record with CV, Business Letters, Do's and Don'ts in group discussions, Interview preparation techniques and email etiquettes.

### **Suggested Books:**

1. Business Communication : Concepts, Cases And Applications-Chaturvedi P. D, & Mukesh
2. Chaturvedi ,2/e, Pearson Education,2011
3. M.K. Sehgal & V. Khetrapal - Business Communication (Excel Books).
4. Lesikar RV & Pettit Jr. JD-Basic Business Communication: Theory & Application (Tata McGraw Hill, 10thEdition).
5. Tayler Shinley-Communication for Business (Pearson Education, 4th Edition)
6. Sharma R.C., Mohan Krishna-Business : Correspondence and Report Writing (Tata McGraw Hill, 3rd Edition).
7. Rajendra Pal - Business Communication (Sultanchand & Sons Publication).

## 1.5 – INFORMATION TECHNOLOGY FOR MANAGERS

### **Unit–I: Basics of Information Technology**

Introduction to IT and its development - - Data – Information - Elements of Information Technology – Hardware - Software – Input and Output Devices - Memory - Impact and Future of IT in Business.

### **Unit–II Computer Networking, Internet and Applications**

**Computer Networking:** Network advantages LAN, MAN, WAN, Network Topology. Networking infrastructure: Repeater, Bridge, Hub, Switch, Router, Firewall, Gateway, NIC, Cables, MODEM.

**Applications of Internet:** www, mail, news, Chat, social networking, Google Forms: Meaning, Need and Process of creating Google Forms with Examples.

### **Unit-III:**

**MS Word 2016:** Word basics, formatting text and documents, working with headers, footers and footnotes, tabs, tables and sorting, working with graphics, templates, wizards and sample documents, introduction to mail merge and macros.

**MS PowerPoint 2016:** PowerPoint basics, creating presentation, graphics in power point.

### **Unit–IV:**

**MS Excel 2016:** Excel basics, excel formatting tips and techniques, introduction to functions, Excel’s chart features, working with graphics, using worksheet as databases, automating “what-if” projects.

**MS Access:** Features - Data Base Creation – Table Creation – Business Applications

### **Unit-V: Emerging Trends in Information Technology**

Artificial Intelligence (AI) – Machine Learning - Virtual Reality, Augmented Reality – Robotics - Big Data - Data Analytics - Internet of Things (IoT) – Cloud Computing - Cyber Security and ChatGPT (only concepts).

**NOTE:** At least one Case Study is to be discussed per unit in the class.

### **Suggested Books:**

1. Lucas, Henry C. Jr. “Information Technology for Management”, McGraw Hill Education.
2. Efraim Turban, Linda Volonino, Gregory R. Wood, “Information Technology for Management - Advancing Sustainable, Profitable Business Growth”, Wiley
3. Anita Goel, “Computer Fundamentals”, Pearson Publishing
4. B. Muthukumar, “Information Technology for Management”, Oxford
5. Westerman, George, et al.,” Leading Digital: Turning Technology into Business Transformation”, Harvard Business Publishing.
6. Williams, B. K., & Sawyer, S. C., “Using information technology: A practical Introduction to Computers & Communications”, McGraw Hill Education.

### **1.5.1 IT - LAB**

**MS-Word:** Creation of Document - Format Document -Text editing and saving - Organising information with tables and outlines - Mail merge - Publishing documents on Web.

**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. Data Analysis with Statistical Tools - Use of Financial Tools - Use of other functions in Excel for data analysis.

**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.,

**MS Access:** Create Databases – Tables - Relationships - Create forms to enter data-filter data - use of queries in data manipulation - Generating reports.

**Google Forms:** Creating Google forms for Collecting data and conduct of any Survey with Examples.

## 1.6.2 STARTUPS

### **Unit-I: Start-up opportunities**

The New Industrial Revolution – The Big Idea- Generate Ideas with Brainstorming- Business Start-up - Ideation- Venture Choices - The Rise of The startup Economy - The Six Forces of Change- The Start-up Equation – The Entrepreneurial Ecosystem – Entrepreneurship in India - Government Initiatives.

### **Unit-II: Start-up Capital Requirements and Legal Environment**

Identifying Start-up capital Resource requirements - estimating Startup cash requirements - Develop financial assumptions Constructing a Process Map - Positioning the venture in the value chain - Launch strategy to reduce risks - The Legal Environment- Approval for New Ventures.

### **Unit-III: Startup Financial Issues**

Feasibility Analysis - The process of raising capital – Unique funding issues of a high-tech ventures - Funding with Equity – Financing with Debt- Funding startups with bootstrapping- crowd funding- strategic alliances.

### **Unit-IV: Start-up Survival and Growth**

Stages of growth in a new venture - Venture life patterns- Reasons for new venture failures - Scaling Ventures – Preparing for change - Support for growth and sustainability of the venture.

### **Unit-V: Planning for Harvest and Exit**

Dealing with Failure: Bankruptcy, Exit Strategies – Meaning & Types.

**NOTE:** At least one Case Study is to be discussed per unit in the class.

### **Suggested Books:**

1. Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, CengageLearning, 2016.
2. AnjanRaichaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International, 2010.
3. S. R. Bhowmik& M. Bhowmik, Entrepreneurship, New Age International, 2007.
4. Steven Fisher, Ja-nae' Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016.
5. Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2e, Routledge, 2017.
6. Vijay Sathe, Corporate Entrepreneurship, 1e, Cambridge, 2009

### 1.6.3 RETAIL MANAGEMENT

#### **UNIT-I: Introduction to Retail Marketing Management**

Definition and Concept of Retailing - Retailer's role in distribution channel – Functions of Retailing – Socio Economic significance of retailing - Theories Retailing Formats of retailing – Recent trends in retailing - organized and un organized retailing – Role of technology in retailing – E-retailing.

#### **UNIT-II: Retail Merchandising and Pricing**

Types of Merchandise - Merchandise assortments – Merchandise procurement – Process – Sales Forecasting – Merchandise Planning – Merchandise buying systems - Retail Pricing – Factors influencing Retail Pricing – Setting Retail Prices – Different approaches of Retail Pricing.

#### **UNIT-III: Retail Communication and Distribution**

Need and importance of promotion mix in retailing - Communication programmes to develop brand images and customer loyalty – Methods of communication – Retail Promotion Budgets – Retail Logistics – Supply Chain Management – Transportation & Warehousing – Inventory Management.

#### **UNIT-IV: Retail Store Location and Store Management**

Retail Locations – Store layout design – Store Design - Objectives – Space management – Visual Merchandising – Fixtures – Atmospherics – human Resource Management in Retailing - Recruitment, Selection Motivation, Compensation and Control of Store employees.

#### **UNIT-V: Retail Customer Behaviour and Customer Service**

The buying Process – Types of Buying Decisions – Factors influencing buying process – Factors influencing customer loyalty – Customer Service Strategies- Setting Service standards – Improving retail service quality - Service recovery.

**NOTE:** At least one Case Study is to be discussed per unit in the class.

#### **Suggested Books:**

1. Swapna Pradhan : Retail Marketing Management: Tata McGraw Hills.
2. Levy, Weitz and Pandit: Retailing Management:Tata McGraw Hills.
3. Managing Retailing – P.K. Sinha, D P Uniyal: Oxford University.
4. SujaNair : Retail Management: Himalaya
5. Barry Berman and Joel R Evans: Retail Management - A Strategic Approach :PearsonEdn
6. Lamba: Art of Retailing : Tata McGraw Hill
7. KVS Madan : Fundamentals of Retailing:Tata McGraw Hill
8. A Shiva Kumar : Retail Marketing: Excel Books
9. Gipson G Vedamani: Retail Management, JAICO publishing house.

## 1.6.4 TOURISM AND HOSPITALITY MANAGEMENT

### **UNI I: Introduction**

Tourism: Definition, Meaning, Nature and Scope; Tourist, Traveller, Visitor and Excursionist - Definition and differentiation; Leisure, Recreation and Tourism interrelationship; Typology and forms of tourism – International, Inbound, Outbound, Inter regional, Intra regional, Domestic, International.

### **UNIT–II: Tourism an Overview**

Tourism - Components (5A's Attraction, Accessibility, Accommodation, Amenities and Activities), Tourism system and Elements of tourism (Leiper's Model) – Characteristics of Tourism (Intangibility, Perishability, Variability, Inseparability, Heterogeneous, Multitude of industry, Pricing competitiveness/Flexibility, Interrelationship of elements.

### **UNIT–III: Tourism Industry**

Introduction to tourism industry – Travel agency – History – Operation/Functions – Types of Tour Operators – Functions – Types Accommodation Industry-Types – Classification – Supplementary – Souvenir Industry & Shopping.

### **UNIT–IV: Introduction to Hospitality Management**

Definitions: Hospitality and Hotel. - Link between Hospitality and Travel and Tourism industry: Travelers at rest, Home away from Home - Hospitality culture, AthithidevoBhavah, Expectations of the guest

### **UNIT-V: Classification & Categorization of Hotels**

Hotel Ownership. - A brief account of Commercial Hotels - Residential Hotels - Resort Hotels - Airport hotels - Bed & Breakfast Hotels -Convention hotels - Casino Hotels – Motels - Emerging trends in Accommodation - Time-share – Condominium - Home Stays - Tree Huts - Houseboats - Capsule hotel- . Major Hotel chains in India. – FHRAI.

**NOTE:** At least one Case Study is to be discussed per unit in the class.

### **Suggested Books:**

1. P.N Seth: Successful tourism Management (Vol. 1 & 2) , Sterling Publishers,New Delhi
2. A.K Bhatia: International Tourism Management, Sterling Publishers
3. A.K Bhatia: Tourism Development: Principles and Practices, Sterling Publishers,
4. Christopher.J. Hollway; Longman ; The Business of Tourism
5. Cooper, Fletcher et al, (1993), Tourism Principles and Practices, Pitman.
6. A.K Bhatia:The Business of Tourism concept and strategies , Sterling Publishers
7. John R Walker - Introduction to Hospitality Management – Pearson Education India
8. Mohammed Zulfiker – Introduction to Tourism and Hotel Industry ,UBS Pub, New Delhi
9. Dennis . L. Foster – VIP and Introduction to Hospitality ,McGraw Hill, New Delhi
10. M. L. Ksavana and R. M. Brooks – Front Office procedures ,Educational Institute. A.H.M.A
11. Sudhir Andrews –Hotel front Office Management. Mc.Graw Hill, New Delhi
12. Puspinder. S. Gill – Dynamics of Tourism –Vol.4 –Tourism and Hotel Management,
13. Anmol P



## OPEN ELECTIVES

### 1.6.1 BUSINESS ECONOMICS AND ENVIRONMENT

#### **UNIT-I: Introduction to Business Economics**

Definition - Scope - Role of economics in business decision making – Micro and Macro economics – Marginalism – Equi-marginalism – Opportunity cost principle – Discounting principle – Risk and uncertainty – Econometrics – Role of Economist – Relation with other disciplines – Business cycles.

#### **UNIT-II:**

**Demand and Supply Analysis:** Demand – Supply - Law of demand and supply - Elasticity of demand and supply.

**Production and Cost Analysis:** Production function – Types of costs and Break-even Analysis (simple problems) - Market Structures: Perfect competition – Monopoly - Monopolistic competition – Oligopoly - Pricing Strategies - Price discrimination - Pricing policies.

#### **Unit-III: Introduction to Business Environment**

Concept - Significance of Business environment - External and Internal environment - Economic Environment - Political and Legal Environment - Socio cultural Environment - Demographic Environment - Natural Environment - Technological Environment - Global Environment.

#### **Unit-IV: Business Environment**

Business Environment Scanning and Forecasting: Techniques for environmental scanning. Business Environment and Strategic Planning: SWOT Analysis - Strategic flexibility and adaptation - Business Environmental Sustainability: Recent Environmental issues and sustainability challenges- Green marketing - Corporate sustainability practices, Sustainable business models.

#### **Unit-V: Emerging Economic Trends**

Current economic issues and trends affecting businesses - Technological disruptions and innovation - Business Economics and Policy: Government regulations and their impact on business, Public-private partnerships - Global Economic Challenges.

**NOTE:** At least one Case Study is to be discussed per unit in the class.

#### **Suggested Books:**

1. D.M.Mithani, Managerial Economics, Himalaya Publishing House,9e, 2022
2. Satya P.Das& J.K Goyal, Managerial Economics,Sage Publications,2e, 2022
3. HL Ahuja, Business Economics,S. Chand & CO, 13e,2019
4. Geetika, PiyaliGhosh,Purba Roy choudhary, Managerial Economics, Tata Mc Graw-Hill,3e 2018
5. R.L.Varshney, K.L.Maheshwari, Managerial Economics, Sultanchand&Sons Publications,2014
6. P.L.Mehta, Managerial Economics, Sultanchand&Sons Publications, 2013
7. P.N.Chopra, Managerial Economics,Kalyani Publishers,1e,2018
8. Francis Cherunilum, Business Environment Text & Cases, Himalaya Publications,13e, 2022
9. Ravinder Kumar, Legal Aspects of Business,Cengage Learning,5e, 2021
10. AkhilshwarPatha, Legal Aspects of Business,TMH,7e,2019
11. Rajdeep Banerjee, Joyeeta Banerjee, Legal Aspects of Business,Sage Publications,1e, 2022

12. MC Kuchhal, VivekKuchhal, Business Legislation for Management, Vikas Publishing House.
13. K.Ashwathappa, Essentials of Business Environment, Himalaya Publications, 2014

## SEMESTER - II

### 2.1 HUMAN RESOURCE MANAGEMENT (HRM)

#### UNIT - I

Introduction to HRM - Definition - Nature of HRM - Scope of HRM - Objectives of HRM - Importance of HRM - Managerial and Operative functions of Human Resource Management - Emerging roles of Human Resource Manager - Challenges of HR Professionals.

#### UNIT - II

Human Resource Planning - Concept - Objectives and Process - Current trends in Growing importance of Human Resource Planning - Job Analysis - Concepts - Process and methods of job Analysis - Job Description - Job Specification - Uses of Job Analysis - Modern Management Techniques of Job Design.

#### UNIT - III

Recruitment: Concept - Process - Sources of Recruitment - Internal and External - Factors affecting recruitment - E-Recruitment sources - Advantages and disadvantages of e-Recruitment - Selection - Concept - Steps in selection process - Selection Tests - Application Form - Ethical issues in application form design. Interviews - Planning the interview - Process of Interview - Types of interviews Ethics of Interviews. Placement - Socialization process of new employees (Induction and Orientation of new employee).

#### UNIT - IV

Job Evaluation - Objectives - Process - Training - Purpose of training new employee - Areas of training - Performance Appraisal - Needs - Significance - Objectives - Employee benefits and Objectives of employee benefits - Employee Grievance - Causes of Grievance - Grievance Redressal procedure - Modern Management Techniques of Performance Appraisal.

#### UNIT - V

Disciplinary Action - Objectives of discipline - Principles of managing discipline - Types of disciplinary action - Disciplinary procedure followed in Indian Organizations. Absenteeism - Reasons for employee absenteeism - Employee Retention Strategies followed in organizations. Stress – Causes - Stress Management techniques personal and professional techniques followed by organizations in current scenario.

NOTE: - At least one Case Study is to be discussed per unit in the class.

#### Suggested Books:

1. Aswathappa K - Human Resource and Personnel Management (Tata McGraw Hill, 5th Ed.).
2. Rao VSP-Human Resource Management, Text and Cases (Excel Books, 2nd Ed.),
3. Ivansevich-Human Resource Management (Tata McGraw Hill, 10th Ed.)
4. Dessler-Human Resource Management (Prentice Hall, 10th Ed.)
5. Bernardi-Human Resource Management (Tata McGraw Hill, 4th Ed.)
6. Human Resources Management- Gary Dessler
7. Personnel Management-C.B Mamoria
8. Managing Human Resources - R.S. Dwiwedi
9. Human Resources Management-V.P.Michael
10. Human Resources Management-Dr.P.C.Pardeshi
11. Human Resource Management, text and Cases 2<sup>nd</sup> edition –V S P Rao.

## 2.2 MARKETING MANAGEMENT (MM)

### UNIT - I

Introduction - Definition of marketing - Philosophies of marketing - Consumer markets - Industrial markets - Government markets - Micro and macro environment of marketing - Marketing Mix - Market segmentation - Target marketing - Product positioning.

### UNIT - II

Product decisions – Product / Service - New Product development - Product Life cycle - Product line decisions - Basics of branding - Packaging - Labelling Pricing Decisions - Definition - Factors influencing pricing - Pricing strategies.

### UNIT - III

Distribution channel - Definition - Functions - Levels - Channel design - Channel conflict - Basics of E-Commerce.

Promotion decisions - Definition - Importance - Promotion mix - Advertising - Publicity - Personal selling - Sales Promotion.

### UNIT - IV

Market Research - Basic concepts - Definition - Objectives of Market Research - Process of market research - Role of market research in Marketing management - Marketing Research as a profession.

### UNIT - V

Emerging issues in marketing - Green marketing - Meaning - Concepts - Types - Importance - Digital marketing - Meaning - Concepts - Tools - Importance - Traditional vs digital marketing - Social Marketing - Meaning - Marketing mix in social marketing - Difference between Commercial and social marketing - Ethics in Marketing.

### Suggested Books:

1. Kotler Philip, Garyarmstrong, Prafullay. Agnihotri, EU Haque, “Principles of Marketing”, 2010, 13th Ed, Pearson Education Prentice Hall of Indi.
2. Paul Baines, Chris fill, Kelly page, “Marketing Management”, 2009, 1st Ed. Oxford University Press.
3. Roger j. best, “Market- Based Management”, 2009, 1st Ed. PHI Learning Pvt. Ltd.
4. Kurtz & Boone, “Principles of Marketing”, 2010, 12th Ed. Cengage Publications.
5. Tapan k panda, “Marketing Management”. 2010, 1st Ed. Excel books.
6. Ramaswamy V.S. Namakumari S, “Marketing Management”, 2009, The Global perspective-Indian Context Macmillan India Ltd.
7. Rajan Saxena, “Marketing Management”, 2009, 4th Ed. Tata McGraw Hill1.
8. Principles of Marketing 12th Edition - Philip Kotler and Gary Armstrong
9. Marketing Management - V.S.Ramaswamy and S.Namakumari
10. Analysis for Marketing Planning-Donald Lehmann & Rusell Winer, 6th ed.

## 2.3 FINANCIAL MANAGEMENT (FM)

### UNIT - I

**Financial Management:** Meaning - Concept - Scope - Functions of Financial Management - Objectives of Financial Management - Profit Maximization Vs Wealth Maximization vs Value Maximization - Role of Finance Manager - Time value of money - Future Value - Present Value (Theory)

### UNIT - II

**Investment Decision:** Capital Budgeting Process and Techniques - Payback period - Accounting rate of return - NPV - IRR - MIRR - Profitability index - Discounted payback period (Problems)

**Cost of Capital:** Meaning and Concept - Components of cost of capital - Calculation of Specific Costs and WACC - Book Value and Market Value Weights (Problems)

### UNIT - III

**Financing Decision:** Capital Structure Theories - Net income approach - Net operating income approach - Traditional approach - Modigliani Miller model - Pecking Order Theory (Theory)

Leverage and EBIT-EPS Analysis: Concept of leverage - Types of leverage - Operating leverage - Financial leverage - Combined leverage - EBIT-EPS Analysis (Problems)

### UNIT - IV

Dividend Decisions: Factors determining Dividend Policy - Forms of Dividends - Cash Dividend, Bonus shares - Stock split - Theories of Dividend and Valuation - Gordon model - Walter model - MM Hypothesis (Problems)

### UNIT - V

Current Assets Management - Working Capital Management - Need and Determinants of Working capital - Estimation of Net Working Capital (Problems) - Meaning - Concept - Objectives and Benefits of Cash management - Receivables management - Inventory management - Credit management (Theory)

NOTE: - At least one Case Study is to be discussed per unit in the class.

### Suggested Books:

1. Khan and Jain : Financial Management TMH
2. IM Pandey : Financial Management, Vikas Publications
3. James C vanhorne : Financial Management and Policy (PHI)
4. Prasanna Chandra : Fundamentals of Financial Management (TMH)
5. SN. Maheswari: Financial Management: Principles and Practice, Sultan Chand Publications
6. John J. Hampton : Financial Decision Making (PHI)
7. Lawrence J. Gilma: Principle of Managerial Finance, Addisa W
8. Ravi M Kirhsore, Financial Management, Taxman Publications

## 2.4 BUSINESS RESEARCH METHODOLOGY (BRM)

### UNIT - I

**Research:** Meaning - Objectives of Research - Scope of Research - Types of Research - Research Methods vs Methodology - Research and Scientific Methods - Problem Formulation and Statement of Research Objectives - Research Problem - Techniques involved in defining a problem - Research Process - Review of Literature - Concepts - Theories - Previous Research findings.

### UNIT - II

**Hypothesis:** Basic Concepts - Procedure for Hypothesis testing - Formulation of Hypotheses with Business applications - **Measurement and Scaling:** Measurement in Research - Errors in Measurement - Techniques of developing measurement tools – **Scaling:** Types of Scale - Scale classification bases - Scale construction techniques - Rating Scales - Arbitrary Scale - Differential Scale - Likert Scale - Cumulative Scale - **Research Design:** Need for Research Design - Types of Research Designs - Sampling Design - Steps in sampling design - Types of Sample designs - Probability Sampling - Non Probability Sampling.

### UNIT - III

**Data collection:** Methods of Data Collection - Primary Data - Tools - Questionnaire - Observation - Interview - Collection of Secondary Data - **Non-Parametric Tests:** The Sign Tests - One Sample Sign Test - The Two Sample Sign Test - The Runs Tests - One Sample Runs Test - The Mann Whitney U Test - The Kruskal Wallis Test - The Wilcoxon Signed Rank Test

### UNIT - IV

**Data Processing and Preparation:** Data Analysis - Interpretation and Presentation - Research Reports - Structure and Components of Research Report - Types of Reports - Characteristics of Good Research Report - Norms of preparing Tables - Charts and Graphs for Presentation- Appendix - Bibliography.

### UNIT - V

**Analysis of Data:** Use of MS-Excel and SPSS for Statistical Analysis of Data - Analysis of Case Study on Primary data using MS-Excel and SPSS - Entering of data - Preparing Tables for Univariate, Bivariate and Multivariate data - Graphical presentation of Data using One dimensional - Two dimensional and Three dimensional Diagrams and Graphs - Correlation - Partial Correlation - Multiple Correlation - Regression - Ethics in Research.

NOTE: - At least one Case Study is to be discussed per unit in the class.

### Suggested Books:

1. Cooper Donald R. and Schindler Parmela., Business Research Methods, McGraw Hill International Editions, Ninth Edition.
2. Naval Bajpai, Business Research Methods, Pearson Education, New Delhi
3. Malhotra Naresh K, Marketing Research - An Applied Orientation, Pearson Education Asia, New Edition.
4. Kothari CR, Research Methodology-Methods And Techniques, New Wiley Eastern Ltd., New Edition, Delhi,
5. Panneerselvam, R., Research Methodology, Prentice hall of India, New Delhi.
6. Uma Sekaran, Research Methods for Business, Wiley Publications.
7. Srivatsava TN. And Shailaja Rega., Business Research Methods, PHI
8. Rao K.V., Research methods for Management and Commerce - Sterling

## 2.5 ENTREPRENEUR DEVELOPMENT (ED)

### UNIT - I

Introduction – Meaning - Factors effecting entrepreneurship - Entrepreneur - Functions of entrepreneur - Characteristics of successful entrepreneurs - Advantages of entrepreneurship - Barriers of entrepreneurship.

### UNIT - II

Entrepreneurial motivation: Definition - Theories of entrepreneurial motivation - Motives for starting business enterprises - Achievement Motivation - Entrepreneurial competencies - Meaning - Major entrepreneurial competencies - How to develop entrepreneurial competencies.

### UNIT - III

Opportunity identification and selection - Need - Identification of business opportunities - Business idea - Sources - Business Plan - Meaning - Contents - Importance - Formulation of Business Plan.

### UNIT - IV

Sources of finance: Bootstrapping - Commercial banks - Crowd funding - Angel investors - Business incubators - Microfinance - Venture capital - Government support to entrepreneurship in India - Start up India scheme - Atal Innovation Mission - Stand up India - Pradhan Mantri Mudra Yojana.

### UNIT - V

Emerging issues in entrepreneurship: Social entrepreneurship - Definition - Characteristics of social entrepreneurs - Examples of social enterprises - Gig economy - Definition - Benefits - Factors contributing to Gig economy - Agri-entrepreneurship - Definition - Scope and importance - Opportunities in agri business - Skills required for argipreneurs.

NOTE: - At least one Case Study is to be discussed per unit in the class.

### Suggested Books:

1. Vijay Sathe, “Corporate Entrepreneurship” 1st edition, 2009, Cambridge
2. S.S. Khanka, “Entrepreneurial Development”, 2007, S. Chand & Co. Ltd.
3. Vasanth Desai, “Dynamics of Entrepreneurial Development and Management”, 2007, HPH,
4. Dr. Vasant Desai, “Small Scale Industries and Entrepreneurship”, 2006, HPH.
5. P. Narayana Reddy, “Entrepreneurship-Text and Cases”, 2010, 1st Ed. Cengage Learning.
6. S. R. Bhowmik and M. Bhowmik, “Entrepreneurship”, 2007, New Age International.
7. David H. Hott, “Entrepreneurship New Venture Creation”, 2004, PHI.
8. A. Sahay and A. Nirjar, “Entrepreneurship”, 2006, Excel Books.
9. Poornima. M Charantimath, “Entrepreneurial Development and Small Business Enterprises”, 2006, Pearson Education.
10. Morse.E.A., Mitchell.R.K., “Cases in Entrepreneurship”, 2006, Sage Publications.
11. T. Satyanarayana Chary-venture Capital : Concepts & Application-Laxmi Publication.

## OPEN ELECTIVES

### 2.6.1 BUSINESS LAW & ETHICS (BLE)

#### UNIT - 1

Law of Contracts: Definition of Contract and Agreement - Classification of Contracts - Essential elements of a valid Contract - Performance of Contract - Modes of Discharge of Contract - Remedies for breach of Contract - Concept of E-Contract & Legal Issues in formation and discharge of E-Contract.

#### UNIT - II

Law of Agency: Concept - Modes of creation and termination of Agency - Rights & Duties of Principal and Agent.

Consumer Protection Law: Introduction to consumer protection law in India - Consumer councils - Redressal machinery - Rights of consumers.

Cyber Laws – Introduction - Need for cyber laws (Indian Context) - Information Technology Act 2000 - Challenges to Indian Law and cyber crime scenario in India.

#### UNIT - III

Companies Act: Definition of company - Characteristics - Classification of Companies - Formation of Company Procedure - Memorandum and Articles of Association – Prospectus - Share holders meetings - Board meetings - Proceedings - Winding up of a Company.

#### UNIT - IV

The Sales of Goods Act - Contract of Sale – Essentials of contract of sale - Distinction between Sale and Agreement to sell - Distinguish between Sale and Hire Purchase Agreement - Conditions & Warranties - Concept - Implied Conditions & Warranties - Concept of Doctrine of Caveat Emptor and its Exceptions - Unpaid Seller - Concept - Rights of an unpaid seller - Remedies for Breach of contract of Sale - Concept of Auction sale.

#### UNIT - V

Business Ethics: The Changing Environment and Business Ethics - Levels of Business Ethics - Five Myths about Business Ethics - Stages of Moral development Kohlberg's study - Carol Gilligan's Theory - Principles of Ethics and Role of Ethics in Business.

NOTE:- At least one case study is to be discussed per unit in the class.

#### Suggested Books:

1. N.D. Kapoor, "Elements of Mercantile Law", 2007, Sultan Chand & Co.
2. Akhileshwar Pathak, "Legal Aspects of Business", 2007, 3rd Ed. Tata McGraw Hill.
3. K.R. Bulchandani, "Business Law for Management", 2009, HPH.
4. PPS Gogna, "A Text Book of Company Law", 2006, S. Chand
5. V. Ramakrishna Raju, "Business Laws and Economic Legislations", 2005, HPH.
6. S.S Gulshan, Business laws, 2010, Excel Books.
7. Steiner and Steiner – Business Ethics – Mc-Graw Hill
8. V.K.Agarwal, "Consumer Protection in India", Deep and Deep Publications
9. S. K. Chakraborty, "Values and Ethics in Organisation", OUP
10. Nina Godbole & Sunit Belapure, Cyber Security, Wiley India, 2012.



## 2.6.2 M.S.M.E (MICRO SMALL & MEDIUM ENTERPRISES)

### UNIT - I

Micro, Small, Medium Scale Enterprises - Definition of Small Industry - Characteristics of Small Scale Industry - Objectives – Scope of Small & Micro Industries - Opportunities for entrepreneurial growth in MSMEs - Role of MSMEs in Economic development - MSMEs problems.

### Unit – II

Management of MSME - Management of Product Line - Communication with Clients - Credit Monitoring System - Management of NPAs – Restructuring - Revival and Rehabilitation of MSME - Problems of Entrepreneurs - Sickness in MSME - Reasons and Remedies - Evaluating Entrepreneurial Performance.

### UNIT - III

Policy Support Mechanism - Reservation of Items for Small Scale Industries - Rationale - Procedures - Criticism - De-reservation - Removal of Quantity Restrictions - Government's Purchase Preferences Policy for Small Industries Products - Price Preference Policy for SSI products - Schemes for Women Entrepreneurs.

### Unit – V

Institutional Support for MSMEs - Forms of Financial Support - Long-term and Short-term Financial Support - Sources of Financial Support - Dealing with Failure - Bankruptcy - Exit Strategies - Selling the Business - Crashing-out but Staying in-being Acquired - Going Public (IPO) and Liquidation.

### Unit – V

District Industries Centers (DIC) - Small Industries Service Institute (SISI) - Entrepreneurship Development Institute of India (EDII) - National Institute of Entrepreneurship & Small Business Development (NIESBUD) - National Entrepreneurship Development Board (NEDB) - Technology Bureau for Small Enterprises - Export Processing Zones (EPZs) - Special Economic Zones (SEZ).

NOTE: - At least one Case Study is to be discussed per unit in the class.

### Suggested Books:

1. Bruce R. Barringer, R. Duane Ireland, Entrepreneurship successfully, launching new ventures, Pearson, 2019.
2. Personal Finance by Jack R. Kapoor, Les R. Dlabay and Robert J. Hughes, Tata McGraw Hill Publishing Company Ltd. New Delhi.
3. Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2e, Routledge, 2017.
4. Personal Finance columns in The Economic Times, The Business Line and Financial Express Daily News Papers
5. Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning, 2016.
6. Steven Fisher, Ja-nae' Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016.
7. Sick Industries Companies Act'
8. Internet Sources: BSE, NSE, SEBI, RBI, IRDA, AMFI etc

## 2.6.3 EVENT MANAGEMENT (EM)

### UNIT – I

**Introduction to Event** - Event - Meaning of event - Need for Event Management - Analysis of Event - Scope of Event - Decision Makers - Event Manager - Technical Staff - Establishing of Policies and Procedure Developing Record Keeping Systems.

### UNIT - II

**Event Management Procedure** - Principles for holding an Event - General Details - Permissions - Policies - Government and Local Authorities - Phonographic Performance License - Utilities - Fire brigade - Ambulance – Catering - Electricity - Water Taxes Applicable.

### UNIT - III

**Conduct of an Event** - Preparing a Planning Schedule - Organizing Tables - Assigning Responsibilities - Communication and Budget of Event - Checklist - Computer aided Event Management - Roles & Responsibilities of Event Managers for Different Events.

### UNIT - IV

**Public Relations** - Introductions to Public Relations - Concept - Nature - Importance - Limitations - Media - Types of Media - Media Management - Public Relation Strategy & Planning - Brain Storming for idea generation - Writings for Public Relations.

### UNIT - V

**Corporate Events** - Planning of Corporate Event - Job Responsibility of Corporate Events Organizer - Arrangements - Budgeting - Safety of Guests and Participants - Creating Blue Print - Need for Entertainment in Corporate Events and Reporting.

Note: (Practical record - The student has to conduct any event and record the activities)

Preparation of Event Plan for Wedding, Anniversary, Birthdays.

Preparing Budget for conduct of National level intercollegiate sports events.

Preparation of Event Plan for College day celebrations, Get togethers, Freshers & Farewells.

Preparation of Budget for Conducting inter collegiate Management Fest.

### Suggested Books:

1. Event Entertainment and Production – Author: Mark Sonderm CSEP Publisher: Wiley & Sons, Inc.
2. GhouseBasha – Advertising & Media Mgt, VBH.
3. Anne Stephen – Event Management, HPH.
4. K. Venkataramana, Event Management, SHBP.
5. Special Event Production – Doug Matthews – ISBN 978-0-7506-8523-8
6. The Complete Guide to successful Event Planning – Shannon Kilkenny
7. Human Resource Management for Events – Lynn Van der Wagen (Author)
8. Successful Team Management (Paperback) – Nick Hayed (Author)
9. Event Management & Public Relations by Savita Mohan – Enkay Publishing House
10. Event Management & Public Relations By Swarup K. Goyal – Adhyayan Publisher-2009.

## 2.6.4 PROJECT MANAGEMENT (PM)

### UNIT - I

Introduction: Project Management - Objectives of Project Management - Importance of Project Management - Types of Projects - Need for Project Management - Project Management Life Cycle - Project Selection - Feasibility study - Types of feasibility - Steps in feasibility study.

### UNIT - II

Project Planning: Need and Importance of Project Planning - Estimating Optimum Project Duration and Cost - PERT and CPM - Project Network Diagram - Activity and Events - Critical Path - Float and Slack - Estimating Probability of Completing Projects in Scheduled Time - Project Crashing (Including Problems).

### UNIT - III

Project Scheduling - Meaning and Importance - Steps in Project Scheduling - Risks in Project Management - Sources of Risk - Managing Risk - Project Financing - Sources of Finance - Equity – Debt - Venture Capital - Project Implementation - Meaning-Stages in Project Implementation.

### UNIT - IV

Project Organization - Importance of Project Organization - Role and Responsibilities of the project Manager - Skills of the Project Manager - Project Teams - Building a project team - Characteristics of Effective Project Team - Managing Project Teams - Team effectiveness - Conflict in Project Teams - Sources of Conflict - Handling Conflict - Managing Virtual Project teams.

Monitoring Project Performance - Project Evaluation - Project Control Cycle - Project Audit - Project Audit Process.

### UNIT - V

Project Management Softwares - Features of Project Management Softwares - Commonly Used Project Management Softwares - Microsoft Project - Asana - Trello - JIRA- Base camp - Smartsheet - Wrike - Zoho - Meistertask - Factors for Choosing Project Management Softwares - Future trends in Project Management - Project Termination - Types of project Terminations.

NOTE: - At least one Case Study is to be discussed per unit in the class.

### Suggested Books:

1. Gray, Larson: Project Management - Tata McGraw Hill - New Edition
2. Jeffery K.Pinto: Project Management - Pearson Education - New Edition
3. Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and M.R.Gopalan, Project Management, Wiley India.
4. R. Panneerselvam, P. Senthilkumar: Project Management, PHI, New Edition
5. Thomas M.Cappels: Financially Focused Project Management, SPD, New Edition
6. Clifford Gray, Erik Larson and Gautam Desai, Project Management, The Managerial Process, Tata McGraw Hill
7. Clements and Gido, Effective Project Management, Thomson – India Edition.
8. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, Tata McGraw Hill, 8<sup>th</sup> Edition.
9. Project management Institute, The Guide to the Project Management Body of Knowledge (PMBOK Guide), PMI Publication

**3<sup>rd</sup> Semester:**

Subject Code	Subject Title	Nature of the Course	No. of Teaching HPW	Max. Marks (IA + UE)	No. of Credits
3.1	Organizational Behavior (OB )	Core Discipline	04	30+70=100	04
3.2	Operations Research (OR)	Ability Enhancement - Compulsory	05	30+70=100	05
3.3	Project and Operations Management (POM)	Core Discipline	04	30+70=100	04
3.4	Sustainable Management (Sust.M)	Core Discipline	04	30+70=100	04
3.5	<b>a) Human Resource</b> Organizational Development & Change Management (ODCM) <b>b) Marketing</b> Supply Chain Management (SAM) <b>c) Finance</b> Security Analysis & Portfolio Management (SAPM) <b>d) Information Technology</b> Advanced Excel (AE) 3.5.1(d) Advanced Excel Lab <b>e) Business Analytics</b> Business Analytics & Data Visualization (BADB) <b>f) Agri-Business Management</b> Agribusiness and Policy (AP) <b>g) Tourism &amp; Hospitality Management</b> Introduction to Tourism & Hospitality Management (ITHM)	Specialization Elective-I	04	30+70=100	04
				30+70=100	
				30+70=100	
				30+50=80 20	
				30+70=100	
				30+70=100	
				30+70=100	
3.6	<b>a) Human Resource</b> Recruitment & Selection (RS) <b>b) Marketing</b> Services Marketing (SM) <b>c) Finance</b> Financial System & Services (FSS) <b>d) Information Technology</b> Business Intelligence (BI) <b>e) Business Analytics</b> Data Visualization Tools (DVT) 3.6.1(e) Data Visualization Lab <b>f) Agri-Business Management</b> Farm Business Management (FBM) <b>g) Tourism &amp; Hospitality Management</b> Special Interest Tourism (SIT)	Specialization Elective-II	04	30+70=100	04
				30+70=100	
				30+70=100	
				30+70=100	
				30+50=80 20	
				30+70=100	
				30+70=100	
<b>Total</b>			<b>25</b>	<b>600</b>	<b>25</b>

**Note:** \*Students have to opt only one Elective (Major – Specialization) out of SEVEN electives offered and in III and IV semester respective and subjects under the specialization area are automatically allotted. There are FOUR papers in each specialization.

1. Maximum total number of marks in Third semester= 600
2. The Total number of credits in Third semester = 26

### 3.1 ORGANIZATIONAL BEHAVIOR (OB)

#### UNIT: I

Definition of organizational behavior: Concept- Importance-Management Roles- Management Skills - Challenges for organization behavior. International Organizational Behavior: Conditions affecting Multinational Operations-Overcoming barriers for cultural adaptation. Managing Diversity: Characteristics-Reasons for Diversity-Managing Diversity in Organizations.

#### UNIT: II

Individual in the organization: Personality: Personality traits-Stages of development of personality-Determinants of Personality. Perception: Factors influencing perception-Perceptual Selectivity.Motivation theories: Maslow's need Hierarchy theory-Herzberg's Two Factor theory of Motivation-Alderfer's ERG theory-The Porter and Lawler Model-Equity theory.

#### UNIT: III

Groups in organization: Nature of Groups, types of groups, Stages of group development. Group Cohesiveness. Teams: Benefits of work teams - Types of teams-Difference between work groups and work teams. Conflicts –Types of Conflicts - Strategies for resolution of Conflicts Grievance: Causes of Grievances, Grievance Redressal procedure.

#### UNIT: IV

Group Dynamics: Communication- Barriers of communication, overcoming barriers.Decision making: Process of Decision Making and types of decisions. Leadership theories: Ohio State Studies-University of Michigan studies-The Managerial Grid- Hersey and Blanchard's situational theory-Vrooms Leadership Participation model- Path-goal theory.

#### UNIT: V

Organizational Change: Forces of change-process of change-Resistance to change –Overcoming resistance to change. Organizational stress: Symptoms of stress-Factors contribute to Stress (Individual and Organizational)- Coping strategies- Organizational and Individual strategies to overcome stress.

**NOTE:** - At least one **Case Study** is to be discussed per unit in the class.

#### Suggested Readings:

1. P. SubbaRao:Organizational Behavior (Text, cases & Games)
2. Dr. Niraj Kumar: Organizational Behavior(A new look concept, theory & cases)
3. Robbins: Essentials of Organizational Behaviour, Pearson Education, 2008.
4. Gordon. J.R: Diagnostic approach to Organizational Behaviour: Allyn and Bacon: New York, 1987.
5. Lorbch J.W. (Fd.) Handbook of Organization Behaviour: Englewood Cliffs: Prentice Hall.
6. Fred Luthans, OrganizationalBehaviour, 9th edition, Tata McGraw Hill publishing company Ltd., New Delhi, 2005.
7. Stephen P.Robins, Organizational Behavior, 9th edition, Prentice Hall of India, New Delhi, 2001.
8. Harrison M.LK.: Diagnosing Organizations: Methods, Models and Processes: Sage Publishers, New Delhi, 1987.
9. Ford. R.C.: Organization Theory- An Integrative Approach: Harper & Row Publishers: New York, 1988.
10. Robbins P. Stephen: Organizational Behaviour, Concepts, Controversies and Applications, Pearson Education.

## 3.2 OPERATIONS RESEARCH (OR)

### UNIT-I

Introduction to OR- Origin-Nature- Definitions-Techniques of OR- Business applications of OR- Linear Programming (LPP)- Formulation of LPP- Solution by the Graphical Method.

### UNIT-II

LPP - Simplex Method - Big M Method - Two Phase Method - Solution to LPP problems for Maximization and Minimization Cases-Degeneracy - Concept of Duality.

### UNIT-III

Transportation Problem (TP) - IBFS using Northwest Corner Method-Least Cost Entry Method (LCM) and Vogel's Approximation Method (VAM) - Unbalanced TP- Degeneracy- Optimality Test using MODI method and SSM- Business applications of TP.

### UNIT-IV

Assignment Problem (AP): Optimal Solution- Hungarian Method- Unbalanced AP-Restricted AP- Travelling salesman problem- Business applications of AP- Simulation- Process of simulation- Applications of simulation to different management Problems-Waiting Line Simulation Model- Inventory Simulation Model.

### UNIT-V

Network fundamentals- scheduling the activities -Fulkerson's Rule –CPM- earliest and latest times - Determination of ES and EF in the Forward Pass - LS and LF in backward pass determination of Critical Path, Crashing, time cost trade off – PERT - Calculation of CP, resource analysis and allocation.

**NOTE:** - At least one **Case Study** is to be discussed per unit in the class.

### Suggested Books:

1. N.D. Vohra, "Quantitative Techniques in Management", 2010, 4th Ed. TMH.
2. J.K. Sharma, "Operations Research Theory and Applications 2009, 4th Ed. Macmillan.
3. Kasana, HS & Kumar, KD, "Introductory Operations Research theory and applications", 2008, Springer.
4. Chakravarty, P, "Quantitative Methods for Management and Economics", 2009, 1st Ed. HPH.
5. Barry Render, Ralph M. Stair, Jr. and Michael E. Hanna, "Quantitative analysis for Management", 2007, 9th Ed. Pearson.
6. Pannerselvam, R, "Operations Research", 2006, 3rd Ed. PHI.
7. Selvaraj, R, "Management Science Decision Modeling Approach", 2010, 1st Ed. Excel.
8. Ravindren, A, Don T. Phillips and James J. Solberg, 2000, "Operations Research Principles and Practice", 2nd Ed. John Wiley and Sons.
9. G.V. Shenoy, U.K. Srivastava and S.C. Sharma. "Operations Research for Management", New Age International Limited.
10. N.V.S. Raju "Operations Research" 4<sup>th</sup> Edition, BS Publication.
11. Gray, Larson: Project Management - Tata McGraw Hill – 2015
12. Jeffery K. Pinto: Project Management - Pearson Education – 2015
13. Enzo Frigenti: Project Management - Kogan, 2015
14. R. Panneerselvam, P. Senthilkumar: Project Management, PHI, 2015
15. Thomas M. Cappel: Financially Focused Project Management, SPD, 2008.

### 3.3 PROJECT AND OPERATIONS MANAGEMENT (POM)

#### Unit – I

Introduction to Operation Management: Concept-Definition- Role of Operation Management in Decision Making -Interface between Operation Management and other functional areas-Plant location -Factors influencing plant location -Plant Lay out- Types of Layouts-Types of Production

#### Unit – II

Production Planning and control: Functions of production Planning and control -Production cycle-process of production Planning and control -Maintenance Management -Types of Maintenance - Replacement policies and Models-Material Management -Material Requirement Planning - Stores Management - Inventory control - Types and techniques of Inventory control -ABC analysis(Including problems)

#### Unit-III

Quality control -Standards and Specifications -Quality assurance -Quality circles -Statistical Quality control -Control charts Variables-Average and Range control Charts- Control chl charts for Attributes -Fraction Detectives and Number of Defects charts-Acceptance sampling-Work study-Method study-Time study

#### Unit-IV

Project Management: Concept—Need and significance of Project Management -Project cycle-Organisation structure for Project Management - Organisation culture for Project Management – Trades for Project Management Project Planning -Project Screening -Work breakdown Structure - Financial module.

#### Unit – V

Project Execution -Project Monitoring -Project Control -Project Evaluation -Risk Management - Project Budget -Project Teams- Characteristics of effective Project Team-Cross functional Teams -Virtual Project Teams-Project Performance Measurement+ProjectTermination -Types of Project Terminators

#### Suggested Books:

1. Mahadevan. B, “Operations Management”, 2010, Pearson Education.
2. Stevenson J. William, “Operations Management”, 2009, 9th Ed. Tata McGraw-Hill.
3. James R Evans, David A. Collier, “Operations Management”, 2007, Cengage Learning.
4. Aswathappa K. and Sridhara Bhat, “Production and Operations Management”, 2010, HPH.
5. Danny Samson and Prakash J.Singh, “Operations Management-An integrated approach”, 2009, 1st Ed. Cambridge press.
6. Ray Wild, “Operations Management, 2003, Thomson Learning.
7. Kanishka Bedi, “Production and Operations Management”, 2007, 2nd Ed. Oxford University Press.
8. Everett. Adam, Jr. and Ronald J. Elbert, “Production and Operations Management Concepts, Models and Behaviour”, 2003, Prentice Hall of India, 5th Ed.
9. Donald Waters, “Operations Management”, 2010, Kogan page India.
10. Upendra Kachru, “Production and Operations Management”, 2010, Excel Books.

### 3.4 SUSTAINABLE MANAGEMENT (SM)

#### **UNIT-1: Introduction**

Definition of Sustainable Business-- Need for sustainable management—Advantages and challenges of sustainable management—Sustainable versus unsustainable companies—Triple Bottom Line approach—People, Planet, Profit—Sustainable Development—Sustainable Development Goals

#### **UNIT-2: Corporate Social Responsibility**

Definition— Purpose of CSR – CSR& Sustainability—Benefits of CSR Programmes—Companies Act,2013 –Strategic importance of CSR implementation—Models of CSR (Carrolls, Intersecting circle, Concentric circle models)

#### **UNIT-3: Sustainable Marketing:**

Characteristics – Sustainable Product Policy – Price Policy—Promotion policy—Sustainable consumption—Factors influencing sustainable consumption – Developing sustainable marketing strategy

Sustainable Finance: Definition—Relationship with Environment, Social and Governance (ESG) – Sustainable investing—Methods of sustainable investing

#### **UNIT-4: Sustainable Reporting:**

Definition – Purpose, Importance – Most common sustainable reporting frameworks (GRI, IIRC, TCFD, CDP, ISO 26000) – Key Performance Indicators for Sustainability

#### **UNIT-5: Sustainable business strategy:**

Definition – Benefits – Steps in sustainable strategy formulation-- Sustainable business initiatives of Godrej Consumer Products, Infosys, Wipro, Tata Chemicals, ITC, Reliance, Mahindra, Tata

#### **Suggested Readings:**

1. Deb Prasanna Choudhury (2018), “Sustainability Management”-Strategies and execution to achieve responsible organisational goals”, Zorba Books
2. Donald A. Fuller (1999), “Sustainable Marketing—Managerial, ecological issues”, SAGE Publications
3. Frank Martin, Belz, Ken Peattie (2012), “Sustainable Marketing-A global perspective”, 2 nded, Wiley
4. Larry.E.Swrdroe, Samuel. C. Adams (2022), “Your essential guide to Sustainable Investing”, Harriman House.
5. Mark Peterson (2021), “Sustainable Marketing- A holistic approach”, 2nd Edition,
6. Rudigar Hahn (2022), “Sustainable Management-Global perspectives on concepts, instruments and stakeholders”
7. Scott Young, Kathy Dhanda (2012), “Sustainability-Essentials for Business”, Sage Publication
8. Simon Dresner (2008), “Principles of Sustainability”, 2nd Edition, Routledge



### **3.5.(a) ORGANIZATIONAL DEVELOPMENT & CHANGE MANAGEMENT (ODCM) (HR Specialization)**

#### **UNIT: I**

Organizational Development (OD): - Definition and concept-Nature of Organisational Development-Foundations of Organizational Development-Client-Consultant Relationship.

#### **UNIT: II**

OD Interventions: Sensitivity Training-Survey Feedback-Process Consultation Interventions- Intergroup team - Building Interventions- Third-Party Peacemaking Intervention-Structural Interventions.

#### **UNIT: III**

Leadership: Leadership through self-awareness and self-discipline-Leadership Development Programs- Evaluation of Leadership Development Efforts-Leadership Practices that Foster Total Quality Management. Leadership Challenges in Managing Transformational Change in a Strategic Organization.

#### **UNIT: IV**

Change: Introduction to change-Need for Change-Forces for Change-Understanding of Change, Types of Change-Incremental Change -Radical Change-Participative Change-Directive Change.

#### **UNIT: V**

Change Management: Models of Organisational Change - Sources of Change-Resistance to Change-Planning and Implementing Change-Managing Change Effectively - Key Roles in Organisational Change - Visionary Leadership and Change Management.

**NOTE:** - At least one **Case Study** is to be discussed per unit in the class.

#### **Suggested Readings:**

1. Dr.. D.K. Tripathi: Team Building Leadership with Text & Games.
2. Daft, Richard: The Leadership Experience, Thomson.
3. Gary Yukul, 2006, Leadership, Pearson Education.
4. A.M. Sharma : Personal and Human Resource Management, Himalaya Publication.
5. Dubrin, Andrew, ' Leadership', Biztantra.
6. Lussier, Robert and Christopher Fachua 'Leadership' Thomson.
7. P. Subba Rao: Essentials of Human Resource Management and Industrial Relations (text, cases and Games), Himalaya Publication.
8. B.R. Virmani, 2006, Challenges in Indian Management, Response Books.
9. C.S.V. Murthy, Change Management, Himalaya Publishing house.
10. Northouse, 2006, Leadership, Response Books.

### **3.6. (a) RECRUITMENT & SELECTION (RS) (HR Specialization)**

#### **UNIT: I**

Concept of Recruitment-Factors effecting Recruitment - Recruitment Challenges - How to make recruitment efforts succeed - Recruitment Sources: Internal source and external source, Innovative recruitment sources - Electronic Recruitment - Electronic resumes - Career web sites, Evaluation of Recruitment program.

#### **UNIT: II**

Selection: concepts of Selection-Selection Procedures-Selection Standard methods -e-selection - Ensures competitive advantage - Application form-Evaluation of application forms-Ethical issues in application form design.

#### **UNIT: III**

Selection tests - Ability Tests-Intelligence test-aptitude test-Achievement test-situational test-interest test-Mental Ability, Mechanical ability test, Personality Measurement Test, Personality Assessment- Performance tests - Computer based testing - Graphology - testing advantages and disadvantages - test validation.

#### **UNIT: IV**

Interviewing-Interview Process-Types of Interviews -Planning basic questions - competency based questions - Probing questions –Physical/Medical examination-Reference checking.

#### **UNIT: V**

Placement: Employee placement process -Orientation-Objectives of orientation-orientation policy-orientation program, Benefits of orientation programme.

**NOTE:** - At least one **Case Study** is to be discussed per unit in the class.

#### **Suggested Books:**

1. P. Subbarao: Essentials of Human Resource Management and Industrial Relations(Text, Cases and Games), 3<sup>rd</sup> revised and Enlarged Edition-2008, Himalaya publishing house.
2. T.K. Rashmi: Recruitment Management
3. Phillips: Strategic Staffing, Pearson, 2009.
4. DaineArthur:Recruiting, Interviewing, Selecting & Orienting New Employee, PHI, 4/e, 2007.
5. Robert Edenborough: Assessment Methods in Recruitment, Selection and
6. Performance, Kogan, 2006.
7. Sanjay Srivastava: Case Studies in HRM, Excel,2009.
8. Gatewood, Field,Barrick: Human Resource Selection, Cengage, 2008.
9. Gareth Robert: Recruitment and selection, Jaico, 2008.
10. N.K.Chanda: Recruitment and Selection, Paragon International, 2009

### **3.5.b. SUPPLY CHAIN MANAGEMENT (SPM) (Marketing Specialization)**

#### **Unit -I**

Understanding Supply Chain Management: Concept of Supply Chain Management -Objectives of Supply Chain Management -Importance of Supply Chain Management -Stages of Supply Chain Management -Process of Supply Chain Management -Drivers of Supply Chain Management - Obstacles of Supply Chain Management -Green Supply Chain Management -Supply chain sustainability.

#### **Unit-II**

Basics of Transportation and Logistics:-Principles and Functionality of Transportation Management –Multinational Transport-Modal characteristics – International Air Cargo Transport - Coastal and Ocean Transport- shipping Transport -Logistics Management Concept -Objectives - Functions-Relationship between Logistics and Supply Chain Management.

#### **Unit-III**

Designing the Supply Chain network: Designing the Distribution network -Role of Distribution - Factors influencing the Distribution -e-Business- Distribution network in practice -Role of network in Supply Chain Management -Factors affecting the network Design Decisions.

#### **Unit-IV**

Supply chain Performance: Strategies of Supply Chain Management -Tools of Performance management in Supply Chain Management -SCOR Model-Demand chain Management -Global supply Chain Management -Challenges of Global supply chain management -Factors influencing Designing Global supply chain management network- Role of Information Technology in Supply chain management.

#### **Unit-V**

Coordination in Supply Chain Management: Significance of coordination in Supply chain management-Obstacles of coordination-Bullwhip effect—Building Partnership and Trust-Continuous Replenishment and Vendor Managed Inventories-Collaborative planning -Forecasting and Replenishment – Supply Chain 4.0.

#### **Suggested Readings:**

1. IMT- Ghaziabad, Advanced Supply Chain Management, Sage Publications, 2021
2. Rajat K, Bastya, Integrated Supply chain management -Sage Publications, 2020
3. K.Sridhrabhat, Logistics &Supply Chain Management, HPH, ie2017
4. Chopra, Sunil, Melndi, Peter &Kaira, DV. Supply Chain Management strategy, planning & Operation, Pearson Education,6e,2016
5. Pierre David, “ International Logistics “-Biztantra

### **3.6.b. SERVICES MARKETING (SM) (Marketing Specialization)**

#### **UNIT-I**

Introduction: Definition – Difference between products and services – Characteristics of services – Classification of services – Service Marketing Mix – Role of people , process and physical evidence in service marketing -- Challenges of Services Marketing.

#### **UNIT-II**

Segmentation, Targeting and Positioning of services: Bases for segmentation of services – Target market strategies for services – Positioning of services – Service Marketing Triangle .

#### **UNIT-III**

Service Delivery Process: Introduction, Service delivery process, service encounters and Moments of Truth, employee role in service delivery, service employee- criteria, importance and emotional approach, role of service provider, intermediaries involved in Service Process and Service Delivery. Blueprinting services to create valued experience; understanding capacity constraints and demand patterns

#### **UNIT-IV**

Managing service quality: Definition of quality in services – Service quality model---Service quality gap – Reasons for service quality gap -- Need to measure service quality -- GAP model of service quality – SERVQUAL – SERVPERF--RATER –GRONROOS model

#### **UNIT-V**

Recent trends in Marketing of services: Advances in service sector—Use of technology in marketing of services -- Recent trends in marketing of different sectors -- Education—Health care – Tourism --Entertainment -- Banking --Insurance – IT

#### **Suggested Readings:**

1. Lovelock, Christopher H, Service Marketing, Pearson Education, New Delhi, Latest Edition
2. V.A. Zeithmal and M.J. Bitner: Service Marketing, Tata McGraw Hill, New Delhi, Latest Edition
3. Hoffman and Bateson: Service Marketing, Cengage Learning, New Delhi, Latest Edition
4. Christopher. H. Lovelock (2004), Service Marketing -, 5th Edition, Pearson.
5. Barron and Harris (1995), Service Marketing, MacMillan
6. Balaji B (2002), Services Marketing, S Chand.
7. Valerie Zeithmal, Mary Jo Bitner (2016), Services Marketing McGraw Hill International Edition.
8. Rao (2005), Services Marketing, Pearson

### **3.5 (c) SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (SAPM) (Finance Specialization)**

#### **UNIT - I**

Introduction to Investment theory; Investment objectives, constraints and policies, Investment initiatives, Attributes of an Investible instrument, Investment, VS. Speculation Markets for various Investment alternatives and recent developments.

#### **UNIT - II**

Approaches to investment valuations; Stock Market Analysis-Fundamental Approach, Technical Approach, Efficient Market Theory and Behavioural Theory- Valuation of Equity - shares: capitalisation of Dividends, growth conditions, P/E approach. Valuation of Preference Shares.

#### **UNIT - III**

Valuation of Fixed Income Securities-Features and Types of Debt Instruments- Measuring Bond Yield -current Yield- Holding Period Yield- Yield To Maturity- Yield To Call- Bond Valuation- Capitalization of income method- Bond Price Theorems- Bond Duration- Macaulay's Duration- Modified Macaulay's Duration- Bond Convexity- Managing Bond Portfolio- Considerations in managing bond portfolio- Bond Immunization- Active and Passive Bond Portfolio management Strategies.

#### **UNIT - IV**

Introduction to Portfolio theory; Investor's objectives, constraints and policies; Return-Risk analysis; Markowitzian Portfolio Theory; Leveraged and Unleveraged Portfolios; Multiple security portfolios; Capital Asset Pricing Model; Arbitrage Pricing Theory and Multifactor models; Optimum risky portfolio using Single Index Model.

#### **UNIT - V**

Portfolio Evaluation- Need for Performance Evaluation- Sharpe's reward to Variability Index- Treynor's Reward to Volatility Index- Jensen's Differential Index- Fama's Decomposition of Returns. Managed Portfolios in India;

**NOTE:** - At least one **Case Study** is to be discussed per unit in the class.

#### **Suggested Books:**

1. Bodie, Z. A., Kane, A., & Marcus, A. J. (2007). Essentials of investments (7th ed.). UK: McGraw Hill.
2. Chandra, P. (2008). Investment analysis and portfolio management. New Delhi: Tata McGraw Hill.
3. Fischer, D. E., & Jordan, R. J. (1995). Security analysis and portfolio management (6th ed.). India: Prentice Hall.
4. Kevin, S. (2006). Security analysis and portfolio management. New Delhi: Prentice Hall.
5. Ranganathan, M., & Madhumathi, R. (2006). Investment analysis and portfolio management. New Delhi: Pearson Education.
6. Reilly, F. K., & Brown, K. C. (2008). Investment analysis and portfolio management (9th ed.). UK: South Western College.
7. Vishwanath, S. R., & Krishnamurti, C. (2009). Investment management: A modern guide to security analysis and stock selection.

### **3.6.(c ). FINANCIAL SYSTEM AND SERVICES (FSS) (Finance Specialization)**

#### **UNIT-I**

Indian Financial System - Financial Services - Meaning and concepts - Scope and features – Classification - Growth and problems of financial services sector - Role of Financial Services in Economic Development.

#### **UNIT: II**

Financial Markets: Concept – Need and importance – Types – Primary Market – Meaning – Need and importance – IPO – Players in Primary Market – Its role and functions - Methods of selling securities in primary market – New financial instruments – New Issues and procedures for new issues – SEBI guidelines for public issues – Pricing of issue - Underwriting of issues – Role of merchant bankers and underwriters – Allotment of shares – e-trading.

#### **UNIT: III**

Secondary Market – Role and importance - Organization of stock exchanges – Listing of securities in stock exchanges – Trading mechanism – Screen based system – Insider trading – Internet based trading - Players in secondary market – SEBI and its role.

#### **UNIT-IV**

Insurance Companies: Meaning – Need and importance - Role of IRDA- Challenges of Insurance Sector - Credit Rating: Objectives-Types-Rating Methodology-Credit Rating Agencies-SEBI guidelines. Factoring: meaning-types-functions - Factoring Vs. Forfaiting - Lease Financing Meaning-Features-Types-Merits and Demerits - Hire Purchasing: Concepts-Salient Features - Leasing Vs. Hire Purchasing.

#### **UNIT V**

Banking Institutions: Commercial Banks: Concept - Public and Private Sector Banks – Foreign banks – Regional rural banks - EXIM bank – NPAs - Non- Banking Financial Companies (NBFCs): Operational Policies and Performance - Mutual Fund: Concept – Types - Growth of Mutual Funds - Venture Capital: Concept - Emergence - Features-stages of venture capital-present scenario-Private Equity.

**NOTE:** - At least one **Case Study** is to be discussed per unit in the class.

#### **Suggested Books:**

1. Khan M.Y.: Financial Services, Tata McGraw Hill Education Private Limited, New Delhi.
2. Vasant Desai: Financial Markets and Financial Services, Himalaya Publishing House, Mumbai.
3. Gordon & Natarajan: financial Markets and Services, Himalaya Publishing House, Mumbai.
4. Tripaty Nalini Prava: Financial Services, Prentice Hall of India, New Delhi.
5. Guruswamy.S: Financial Services, Tata McGraw-Hill Education Pvt. Ltd., New Delhi.
6. V. Avadhani: Financial Services in India, Himalaya Publishing House, Mumbai, 2009
7. Shashi K. Gupta & Nisha Aggarwal: Financial Services, Kalyani Publishers, New Delhi.

### **3.5.d. ADVANCED EXCEL (AE) (Information Technology Specialization)**

**UNIT-I: UNDERSTANDING EXCEL:** Excels Files, Ribbon and shortcut, Create a workbook, Enter data in a worksheet, Format a worksheet, Format numbers in a worksheet, Create an Excel table, Filter data by using an Auto filter, Sort data by using an AutoFilter. Essential worksheet Operations: Using Short cut keys, Key board shortcuts. Working with Cells and Ranges: Formatting Cells, Name Manager. Visualizing Data Using Conditional Formatting: Apply conditional formatting. Printing Your Work: Print a worksheet, Using Print Preview and other utilities

**UNIT-II: DATES AND TIMES & TEXT:** Working with Dates & Time, Creating Formulas that Manipulate text – Upper, Proper, Lower, Concatenate, Text to Column. Creating Formulas that Count, Sum, Subtotal - Create a formula, Use a function in a formula. Creating Formulas that Look up Values: VLookup, Hlookup, Match & index.

**UNIT-III: CUSTOM NUMBER FORMATS:** Format Cells Window. Using Data Tab and Data Validation: Getting external Data, Remove Duplicates, Apply data validation & using utilities from Data Tab. Protecting Your Work using Review Tab utilities. Performing Spreadsheet What-If Analysis.

**UNIT-IV: FINANCIAL APPLICATIONS:** Introduction to formulas: PV, NPV, IRR, PMT, IPMT, NPER, RATE, Creating Balance Sheet, Investment Calculations, Depreciation calculations. Creating charts and Graphics. Chart the data, Creating Sparkline Graphics, Using Insert Tab utilities.

Asset Depreciation Functions – AMORDEGRC – AMORLINC- DB – DDB – SLN – SYD – VDB. Concept of Time Value of Money - Interest Rate Functions – ACCRINT – ACCRINTM – EFFECT – INTRATE – NOMINAL – RATE

**UNIT-V: ANALYSING DATA:** Random Number Generation, Validation of data, reduction data, reliability of the data and rotation, Histogram. Macros – Introduction and Macro Security – Recording a Macro – Assign a Macro to a Button or Shape – Run a Macro upon Opening a Workbook – Inspect and Modify a Macro

#### **Suggested Readings**

1. James R.Evans., **Business Analytics**, Pearson Education, 2015.
2. Debra Gross., Frank Akaiwa and Karleen Nordquist, **Succeeding in Business with Microsoft Excel 2013: A Problem-Solving Approach**, Cengage Learning, 2014.
3. “Excel 2016 Bible”, John Walkenbach
4. Excel 2016 Power Programming with VBA”, Dick Kusleika and Michael Alexander
5. Advanced Excel Essentials”, Jordan Goldmeier
6. Charts and Graphs Microsoft Excel 2013 – Bill Felen – Pearson Publication.
7. Statistics made simple do it yourself on PC – KVS Sarma – 2nd Edition – PHI.
8. Microsoft Office 2007- Essential Concepts and Techniques – Shelly Cashman Vermaat – Cengage Learning.
9. PC software Under Windows – Puneet Kumar – Kalyani Publishers.
10. 100 statistical Tests in R – N.D. Lewis – Healthes Hills Press, New Delhi.

## References

1. Curtis D.Frye, **Step by Step - Microsoft Excel 2013**, Microsoft Press Books, 2013.
2. Isaac Gottlieb, **Next Generation Excel: Modeling in Excel for Analytics and MBAs**, John Wiley & Sons Private Limited, 2010.
3. Conrad Carlberg, **Statistical Analysis: Microsoft Excel 2013**, Pearson Education, 2014.
4. Wayne L.Winston, **Microsoft Excel 2013: Data Analysis and Business Modeling**, Prentice Hall of India Learning, 2011.

## WEB RESOURCES

1. <https://www.myonlinetraininghub.com/microsoft-excel-online-training-syllabus>
2. <https://excelexposure.com/>
3. <https://corporatefinanceinstitute.com/resources/excel/study/basic-excel-formulas-beginners/>



### **3.6.d. BUSINESS INTELLIGENCE (BI) (Information Technology Specialization)**

**Unit – I: Introduction to Business Intelligence (BI):** Definition, History and Evolution, Styles of Business Intelligence, Benefits of Business Intelligence, Real-time Business Intelligence, Business Intelligence Value Chain, Architecture of Business Intelligence.

**Unit – II: Business Performance Measurement (BPM):** Definition, BPM v/s BI, BPM Processes- Strategize, Plan, Monitor, Act/Adjust, Performance Measurement, BPM Methodologies, BPM Architecture and Applications.

**Unit – III: Business Analytics:** Business Analytics - Definitions, Tools and techniques of BA, Basics of Descriptive, Predictive and Prescriptive Analytics, Visual Analytics, Social Analytics, Text and Web Analytics, Sentiment Analysis, Benefits and Success of Business Analytics, Big Data- definition, Three V's (Volume, Variety, Velocity) of Big Data.

**Unit – IV: Data Visualization:** Data Visualization- Definition, History of Visualization, types of data – categorical, ordinal and quantitative data, Data Visualization tools – Multidimensional Data Visualization Tools (Column and Bar Graphs, Charts, Line Graphs, Scatter Plots, Pie graph) Hierarchical and Landscape Data Visualization Tools (Maps, Tree Graph) -Performance Dashboards and Score Cards.

**Dashboards Basics Definition-** Performance Dashboard, types of dashboards (Operational, Tactical and Strategic) – Dashboard design-Business Activity Monitoring through Dashboards, Common pitfalls of Dashboard design. Organizing Data for Dashboards

**Unit – V: Introduction to Power BI** Power BI Concepts-Parts of Power BI Desktop – Major Building Blocks of Power BI-Data Sets, Shared Data Sets, Reports, Dashboards – Types of Visualizations- Area Charts, Bar and Column Charts, Donut Charts, Gauge Charts, KPIs, Line Charts, Maps, Matrix, Q&A Visual, Tree Maps, Waterfall Charts.

#### **Suggested Readings:**

1. Business Intelligence – A Managerial Approach – by Turban, Sharada, Delen, King - Pearson – Second Edition – 2014.
2. Decision Support and Business Intelligence Systems – Turban, Aaronson, Liang, Sharada-Pearson, latest Edition.
3. Successful Business Intelligence, Cindi Howson, McGraw Hill Education – Indian Edition
4. Data Visualization with Excel Dashboards and Reports -Dick Kusleika 2021, Wiley.
5. Business Intelligence, A Managerial Perspective on Analytics- Ramesh Sharada, DursunDelen, Efraim Turban, Pearson.
6. Effective Data Visualization: Right Chart for Right Data- Stephanie P.H. Evergreen 2019.
7. Visual Data Mining -Techniques and Tools for Data Visualization and Mining- Tom Soukup, Ian Davidson, Wiley Publishing.
8. Performance Dashboards-Measuring, Monitoring and Managing your Business- Wayne W Eckerson, Wiley & Sons, Inc.(Performance Dashboards)
9. Microsoft Power BI Quick Start Guide: Devin Knight, Brian Knight, Mitchell Pearson, Manuel Quintana, Packt Publishing, 2018.
10. Introducing Microsoft Power BI- Alberto Ferrari, Marco Russo-Microsoft Press, 2016, Microsoft Corporation.

## **Practical Syllabus**

1. Getting Started with Power BI-Understanding the parts of Desktop Power BI.
2. Getting Access to Data Sources from Power BI.
3. Exploring Data Sets.
4. Creating simple visualizations -Creating Map Visualizations, Using Combination Charts, Using Table, Modify Colors in Charts, Adding Shapes, Images and Text box.
5. Creation, Sharing of Dashboards
6. Creation, Styling and Sharing of Reports
7. Using Excel Data (integrating excel data with Power BI)

### **3.5.e. BUSINESS ANALYTICS AND DATA VISUALIZATION (BADV) (Business Analytics Specialization)**

#### **UNIT-I**

Business Analytics- Meaning - Definition - Importance of Analytics - Need for Business Analytics- Historical overview of data analysis - Data for Business Analytics - Big Data - Business Analytics in Practice - Data Scientist vs. Data Engineer vs. Business Analyst - Career as Business Analytics- Business Analyst Role and Responsibilities.

#### **UNIT - II**

Types of Business Analytics: Descriptive Analytics: Introduction-Definition-Need and Importance- Business Applications – Techniques and Limitations of Descriptive analytics- Predictive Analytics: Introduction-Definition-Need and Importance- Business Applications - Techniques and Limitations of Predictive analytics - Prescriptive analytics: Introduction-Definition-Need and Importance- Business Applications - Techniques and Limitations of Prescriptive analytics.

#### **UNIT - III**

Introduction to Data Visualization: Concept, Definition and importance of data visualization - Graphics and Computing, History of Data Visualization- Analyzing Milestone Data- Goals of Data Visualization - Functions of Data Visualization- Principles of Data Visualization - Stages of Data Visualization- Properties of Data Visualization.

#### **UNIT-IV**

Data Visualization Techniques: Positioning - Placement and Proximity, Graphs and Layouts, Colours, Size, Text and Typography, Shape, Lines, Vector visualization techniques – Vector properties – Vector Glyphs – Vector Color Coding – Matrix visualization techniques.

#### **UNIT - V**

Application of Business Analytics: Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics, Human Resource Analytics-Tools for Data Analytics : Tableau, Power BI, Qlikview.

#### **Suggested Readings:**

1. James Evans, Business Analytics, Pearson Education, 2017.
2. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams Essential of Business Analytics, Cengage Learning, 2015.
3. Foster Provost and Tom Fawcett, Data Science for Business, Shroff Publisher, 2018.
4. Seema Acharya &SubhashiniChellappan: Big Data and Analytics, Wiley Publications, New Delhi, 2015
- 5.ColeNussbaumerKnafllic,“Story telling With Data : A Data Visualization Guide for Business Professionals”,Wiley publications.
6. EMC Education Services, "Data Science and Big Data Analytics: Discovering, Analyzing, Visualizing and Presenting Data", Wiley publishers.
7. Bart Baesens, "Analytics in a Big Data World: The Essential Guide to Data Science and ItsApplications", Wiley Publishers.

### **3.6 (e) DATA VISUALIZATION TOOLS (DVT) (Business Analytics Specialization)**

#### **UNIT-I:**

Introduction to Tableau – Architecture of tableau – Features of tableau – Functions of Tableau: Join function – Union function – Set function – Combined sets – Forecasting – Data Granularity – Device designer – Basic Concepts: Dimensions – Measures – Discrete and continuous variables – Basic Calculations – Interface of tableau: Start page – Tool bars – Data pane – Analytics pane – Work book – Data visualization using tableau – Show me tool bar – Dash board – Story creation tabs – Tableau Prep: Connecting to various data – Excel file – CSV – Google sheets.

#### **UNIT-II :**

Tableau Charts - Show me tool bar – Types of charts – Bar charts – Stacked bar chart – Grouped bar chart – Column chart – Stacked column chart – Charts using sorting by ascending and descending order – Keep only / Exclude options – Line charts – Lollipop chart – Pareto chart – Geographic Map – Scatter plots – Pie charts – Tree Maps – Formatting charts: Size – Colour – Mark label.

#### **UNIT-III:**

Tableau Calculation and Filters: Sorting data – Totals – Sub totals – Grand totals to report – Calculated fields – Basic approach to calculate rank – Pivot table - Filters: Meaning – Need – Types – Filters on dimensions: Types - Conditional filters – Top and bottom filters – Filters on measures: Types – Context filters – Slicing filters – Data source filters – Extract filters.

#### **UNIT-IV:**

Tableau Dash boards: Concept-Meaning and Definition – Need and Importance – Creating a Dash board – Formatting Dash board layout – Preview of Dash board – Trends and forecasting: Concept – Need and importance – Creating trend line – Forecasting data.

#### **UNIT-V:**

Introduction to Power BI- Primary tools of Power BI, Reports in BI- Uploading data to Power BI- Introducing Quick Insights-Introduction to reports-Introduction to Visual Interactions-Decorating the report –Saving the report-Pinning a report-Filtering a report – Charts in BI- Slicers-Map Visualizations- Difference between Power BI and Tableau.

#### **Suggested Readings:**

1. Dr. Chun-hau Chen, W.K. Hardle, A. Unwin, Handbook of Data Visualization, Springer publication.
2. Kieran Healy, “Data Visualization – A Practical Introduction”, Princeton University Press.
3. Scott Berinato, “ Good Charts: The HBR Guide to Making Smarter, More Persuasive Data Visualizations”.
4. Tamara Munzer, Visualization Analysis and Design, CRC Press 2014.
5. Aragues, Anthony. Visualizing Streaming Data: Interactive Analysis Beyond Static Limits. O'ReillyMedia, Inc., 2018
6. Alexandru C. Telea, Data Visualization: Principles and Practice, AK Peters, 2014
7. Christian Toninski, Heidrun Schumann, Interactive Visual Data Analysis, CRC press publication, 2020

### 3.6.1 (e) - DATA VISUALIZATION LAB

#### ❖ Tableau Charts

- Bar charts
  - i. Stacked bar chart
  - ii. Grouped bar chart
- Column chart
  - i. Stacked column chart
  - ii. Charts using sorting by ascending and descending order
  - iii. Keep only / Exclude options
- Line charts
- Lollipop chart
- Pareto chart
- Geographic Map
- Scatter plots
- Pie charts
- Tree Maps

#### ❖ Tableau Calculations and Filters

- Sorting data
  - i. Totals
  - ii. Sub totals
  - iii. Grand totals to report
- Calculated fields
- Basic approach to calculate rank
- Pivot table
- Filters: Filters on dimensions
  - i. Conditional filters
  - ii. Top and bottom filters

#### ❖ Creation of Tableau Dash boards

##### References:

1. “Learning Tableau”, Joshua N. Milligan
2. “Practical Tableau”, Ryan Sleeper
3. “Mastering Microsoft Power BI”, Brett Powell

##### Web Resources:

1. <https://www.tableau.com/learn/training>
2. <https://docs.microsoft.com/en-us/power-bi/guided-learning/>
3. <https://help.plot.ly/tutorials/>
4. <https://code.tutsplus.com/tutorials/getting-started-with-chartjs-introduction--cms-28278>

## **GUIDELINES FOR PREPARING PROJECTS (Business Analytics Specialization)**

A comprehensive project should be done using TABLEAU. Customer / Product / Employee/ Sales / Financial / Sector Wise data need to be analysed using charts, filters, basic calculations and finally creating a Dash board.

### **Sample Projects:**

- Financial Analysis Dashboard
- HR Analysis Dashboard
- Market Analysis Dashboard
- Tourism Analysis Dashboard
- New Business Analysis Dashboard
- Banking Sector Analysis
- Issue and Bug Reporting Analysis
- Population Trend Analysis

### **3.5.f AGRIBUSINESS AND POLICY (AP) (Agri-Business Management Specialization)**

#### **UNIT - I**

Agri business: meaning—scope—Importance of agribusiness--Agricultural and Economic Development, Role of Agriculture in Economic/Rural Development, Theories of Agricultural Development, Population and Food supply, Need for sound Agricultural Policies,

#### **UNIT - II**

Policy on Agrarian Reforms: Abolition of intermediaries, Tenancy Reform, Ceiling of Agricultural Land holdings, Impact of Land Reforms on Farming Community, Fragmentation of Landholdings.

#### **UNIT - III**

Agricultural Price Policy, Role of CACP, state intervention: Concept of Minimum Support Price (MSP) and Procurement Price. Reforms in Agricultural Produce Marketing Committee Act–

#### **UNIT - IV**

Attainment of Self Sufficiency in Food grains: Policy initiatives in respect of Agricultural Inputs (Water, Seed, Fertilizer Policy), Promotion of Plant nutrients, Fertilizer subsidy, Agricultural Credit and Insurance; Enforcement of Minimum Wage in Agriculture.

#### **UNIT - V**

**Status of Agriculture in Telangana:** Climatic zones of Telangana—Crops of Telangana – Challenges in Telangana agriculture –Driving forces of agriculture in Telangana

#### **Suggested Readings:**

1. Acharya, S. S. and Agarwal, N. L., 1994, Agricultural Prices-Analysis and Policy. Oxford and IBH Publishing, Delhi
2. Bhaumik, S.K., 2008, Reforming Indian Agriculture: Towards Employment Generation and Poverty Reduction: Essays in Honour of G.K. Chadha, Sage Publications India Private Limited, Delhi.
3. Gandhi, V. P. and Patel, N. T., 2006, Reform of the Subsidy Regime Implications for the Agriculture Sector: Review Study on Fertilizer, Seed, Diesel and Credit Subsidies, IIM Ahmedabad
4. Ganesh-Kumar, A., Gulati, A. and Cummings Jr, R., 2007, Foodgrains Policy and Management in India retrieved from <http://www.igidr.ac.in/pdf/publication/PP056.pdf>
5. Singh, K., 2009, Rural development: Principles, Politics and Management. Sage Publications India Pvt. Ltd., Delhi. counting, New Age Publishers.

### **3.6.f. FARM BUSINESS MANAGEMENT (FBM) (Agri-Business Management Specialization)**

#### **UNIT - I**

Nature, scope, characteristics and role of farm business management; farm management decisions; farm management problems.

#### **UNIT - II**

Principles of farm management decisions – principle of variable proportion, cost principle, principle of factor substitution, law of equi-marginal returns, opportunity cost principle, etc.

#### **UNIT - III**

Tools of farm management and farm business analysis - farm planning and budgeting; Farm records and accounts, types and problems in farm records and accounts, net worth statement, farm efficiency measures.

#### **UNIT - IV**

Management of farm resources – Land, Labour, Farm machinery, Farm building, etc.

#### **UNIT - V**

Risk and uncertainty in farming -sources of uncertainty in farming, management strategy to counteract uncertainty and decision-making process in farm business management under risks and uncertainty.

#### **Suggested Readings:**

1. Heady EO & Jensen H. 1960. Farm Management Economics. Prentice Hall.
2. Johl SS & Kapoor TR. 1973. Fundamentals of Farm Business Management. Kalyani Publ.
3. Kahlon AS & Singh K. 1992. Economics of Farm Management in India. Allied Publ.
4. Panda SC. 2007. Farm Management & Agricultural Marketing. Kalyani Publ.
5. Raju.V.T; D.V.S. Rao.2019.Economics of Farm Production and Management.CBS Publishers and Distributors.



### **3.5.g. INTRODUCTION TO TOURISM & HOSPITALITY MANAGEMENT (ITHM) (Tourism and Hospitality Management Specialization)**

#### **UNIT - I**

Definitions & Abbreviations Concept of Tourism Introduction to Tourism Scope of Career Opportunities in Tourism Industry Tourism Industry Multiple Impacts of Tourism Industry. Nature and Elements, Components and Constituents of Types of Tourism Tourism as Service

#### **UNIT - II**

Basics of Travel Motivation Push & Pull Factors Social Significance of Travel Modes of Transport Road Transport Rail Transport-Water Transport Air Transport in India Special Interest Tours Career Opportunities in Travel Trade Historical development of travel and tourism in the World & India

#### **UNIT - III**

Tourism Products: Definition, Concept and Classification Unique features of Tourism Product in India Major Religions of India- Fairs and Festivals-Dance Forms and Music Handicrafts – Archaeological Sites Monuments and Forts Palaces and Museums Hill Stations, Pilgrim Shrines Wildlife Sanctuaries & National Parks.

#### **UNIT – IV**

Basic Definitions and Abbreviations. Nature and Scope of Career Opportunities in Hotel Industry - Principles and Concepts of Hotels Objectives - Types of Hotels, Star Categorization, Types of Rooms Licenses, permits and regulatory condition and guidelines for hotel Origin and Growth of Hotels in India.

**UNIT V:** Organization Structure Major and Minor Departments - Introduction to Front Office and House Keeping Departments Food & Beverage Department Production of Food Restaurant Organization .Major National and International Chain of hotels The Dimensions of the Hotel investment Decision, Brand Competition, Selection and Employment.

#### **Suggested Readings:**

1. Arun Kumar Sarkar & Premnath Dhar, India Tourism; Economic Planning and Strategies. Kanishka Publishers, New Delhi, 1998,
2. Anand, M.M: Tourism and Hotel Industry in India, Prentice Hall, New Delhi, 1976. 3. A.K. Bhatia, International Tourism Management, Sterling Publishers Pvt. Ltd., New Delhi.
3. Batra G.S. Tourism in the 21st Century. Annual Publication Pvt. Ltd, New Delhi, 1996.
4. Ghosh, B., 1998, Tourism and Travel Management, Vikas Publishing House Pvt. Ltd.. New Delhi.
5. Gray, W. and Ligouri, S.C.: Hotel and Hotel Management for Hotels, Pub. Williams & Heinemann, London.
6. Negi Jagmohan - Tourism and Hoteliering 1982 Gitanjali Publishing House, New Delhi. Jagmohan, Introduction to Hotels & Tourism, Orient Longman, 2006
7. Pymer, Robert A.: Introduction to Hotel and Restaurant Management, Hunt Pub. Co., Iowa, 1984
8. Stephen S. Hall, Stephen S., Ethics in Hospitality Management, Educational Institute of the American Hotel & Motel Associate, 1992
9. Sampad Kumar Swain & Jitendra Mohan Mishra, Tourism Principles and Practices, Oxford University Press, 2012

### **3.6.g. SPECIAL INTEREST TOURISM (SIT) (Tourism and Hospitality Management Specialization)**

#### **UNIT - I**

Basics of Adventure Tourism Principles and Concepts Different Types Significance and Challenges

Organizations and Training Institutes in India Sports authority of respective states.

#### **UNIT - II**

Land, Water and Air Based Adventure Activities - Basic Minimum Standards IMF Rules for Mountain

Expedition Tools and Equipment used in Land, Water and Air based activities Popular Tourist Destinations in the world and India.

#### **UNIT - III**

Sports Tourism: Principles of Sports Tourism and Management Categories Sports Tourist Profiles Sports Tourism Industry Suppliers of Sports Tourism Goods and Services Indicators of Sports Tourism

Demand - Management of Sport Events - Sports Marketing and Sponsorship.

#### **UNIT - IV**

Wellness Tourism: Historical Perspective of Healing and Bath Dimensions of Health, Wellness and Well-Being Spirituality - Tools for Wellness: Medicine, Therapy: Therapeutic Recreation, Psychology, Nutrition, Rehabilitation, Cosmetics - Leisure, Lifestyle and Tourism: Therapeutic, Recreation, Psychology, Nutrition, Rehabilitation, Cosmetics Factors Influencing Health and Wellness Tourism, Holistic Tourism, and Spiritual Tourism.

#### **UNIT - V**

Medical and Health Tourism: Forms and Typologies Factors affecting Health Tourism - AYUSH – Yoga & Meditation Tourism - Important Yoga Centers in India.

#### **Suggested Readings:**

1. Buckley R, (2006), Adventure Tourism Management, CABI Publishing, ISBN: 978-1845931223 GyanPublishing House, Delhi, ISBN: 978-8121201247
2. Gupta. V.K. (2013), Tourism in India,
3. Malik, S.S, (2006), Potential of Adventure Tourism in India, Agam Kala Prakashan Publishers, Delhi, ISBN: 978-8173200625
4. Negi.J., (2010), Adventure Tourism and Sports: Risks and Challenges. Kanishka Publishing House, Delhi, ISBN: 978-8173913501
5. Dr. Sheeba Hamid & Dr. Saadia Lodi, Adventure Tourism, Bharti Publications. New Delhi.