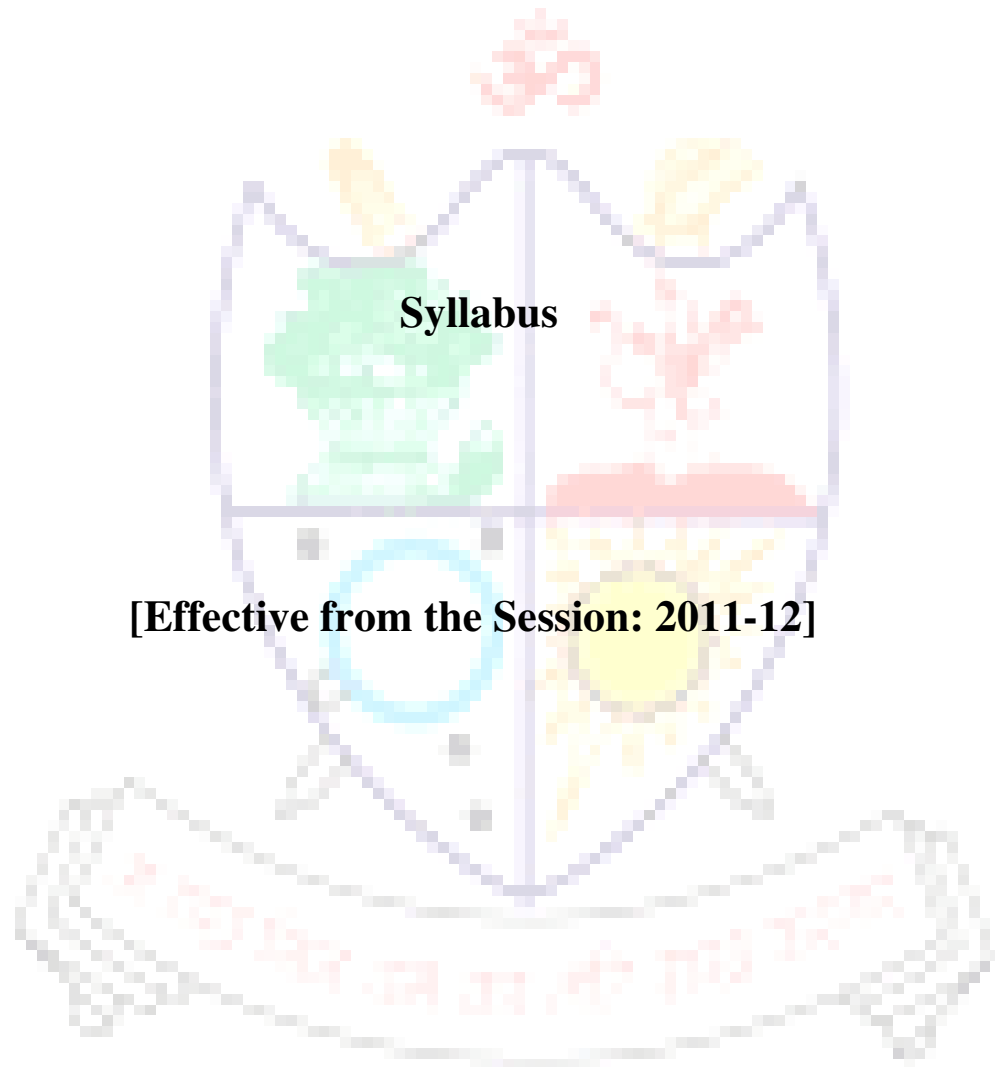


MAHAMAYA TECHNICAL UNIVERSITY, NOIDA



Syllabus

[Effective from the Session: 2011-12]

**MASTER OF BUSINESS ADMINISTRATION
(Tourism Management)**

STUDY AND EVALUATION SCHEME

COURSE : M.B.A (Tourism Management)

Effective from Session 2011-2012 Year 1 Semester 1

| S.N. | Course Code | Subject | PERIODS | | | EVALUATION SCHEME | | | | |
|------|-------------|-------------------------------------|---------|---|---|-------------------|----|-------|-----|---------------|
| | | | L | T | P | SESSIONAL EXAMS | | | ESE | Subject Total |
| | | | | | | CT | TA | TOTAL | | |
| 1 | MBATM 011 | Principles & Practice of Management | 3 | 1 | - | 30 | 20 | 50 | 100 | 150 |
| 2 | MBATM 012 | Managerial Economics | 3 | 1 | - | 30 | 20 | 50 | 100 | 150 |
| 3 | MBATM 013 | Accounting & Financial Analysis | 3 | 1 | - | 30 | 20 | 50 | 100 | 150 |
| 4 | MBATM 014 | Organisational Behaviour | 3 | 1 | - | 30 | 20 | 50 | 100 | 150 |
| 5 | MBATM 015 | Business Statistics | 3 | 1 | - | 30 | 20 | 50 | 100 | 150 |
| 6 | MBATM 016 | Marketing Management | 3 | 1 | - | 30 | 20 | 50 | 100 | 150 |
| 7 | MBATM 017 | Computer Applications in Management | 2 | 1 | 2 | 30 | 20 | 50 | 100 | 150 |
| 8 | MBATM 018 | Communication for Management | 3 | 1 | 1 | 30 | 20 | 50 | 100 | 150 |
| | | Total | 23 | 8 | 3 | | | | | 1200 |

COURSE : M.B.A (Tourism Management)

Effective from Session 2011-2012 Year 1 Semester 2

| S.N. | Course Code | Subject | PERIODS | | | EVALUATION SCHEME | | | | |
|------|-------------|---------------------------------|---------|---|---|-------------------|----|-------|-----|---------------|
| | | | L | T | P | SESSIONAL EXAMS | | | ESE | Subject Total |
| | | | | | | CT | TA | TOTAL | | |
| 1 | MBATM 021 | Tourism Concepts & Impacts | 3 | 1 | - | 30 | 20 | 50 | 100 | 150 |
| 2 | MBATM 022 | Tourism Resources | 3 | 1 | - | 30 | 20 | 50 | 100 | 150 |
| 3 | MBATM 023 | Research Methodology | 3 | 1 | - | 30 | 20 | 50 | 100 | 150 |
| 4 | MBATM 024 | Tourism Ethics & Laws | 3 | 1 | - | 30 | 20 | 50 | 100 | 150 |
| 5 | MBATM 025 | Travel Agency & Tour Operations | 3 | 1 | - | 30 | 20 | 50 | 100 | 150 |
| 6 | MBATM 026 | Cost & Management Accounting | 3 | 1 | - | 30 | 20 | 50 | 100 | 150 |
| 7 | MBATM 027 | Financial Management | 3 | 1 | - | 30 | 20 | 50 | 100 | 150 |
| 8 | MBATM 028 | Managing Human Resources | 3 | 1 | - | 30 | 20 | 50 | 100 | 150 |
| 9 | MBATM 029 | Comprehensive Viva (CV) | | | | | | | | 100 |
| | | Total | 24 | 8 | - | | | | | 1300 |

L/T/P: Lecture/Tutorial/Practical

TA – Teacher Assessment

CT – Cumulative Test

Note: Duration of ESE (End Semester Examination) shall be 3 (Three) hours. * Details of Course Code are given in the list of Elective Papers

Note: - After the completion of second semester, each student is required to undergo a summer training of 6-8 weeks in a tourism organisation.

(Effective from session 2011-12)

MBATM 011 : PRINCIPLES & PRACTICE OF MANAGEMENT

Max. Hours : 40

UNIT I (8 Sessions)

Management: Concept, Nature, Importance; Management : Art and Science, Management As a Profession, Management Vs. Administration, Management Skills, Levels of Management, Characteristics of Quality Managers.

Evolution of Management: Early contributions, Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Hawthorne Experiments and Human Relations, Social System Approach, Decision Theory Approach.

Social Responsibility of Managers and Ethics in Managing.

UNIT II (10 Sessions)

Introduction to Functions of Management

Planning: Nature, Scope, Objectives and Significance of Planning, Types of Planning, Process of Planning, Barriers to Effective Planning, Planning Premises and Forecasting, Key to Planning, Decision Making.

Organizing: Concept, Organisation Theories, Forms of Organisational Structure, Combining Jobs: Departmentation, Span of Control, Delegation of Authority, Authority & Responsibility, Organisational Design.

UNIT III (10 Sessions)

Staffing: Concept, System Approach, Manpower Planning, Job Design, Recruitment & Selection, Training & Development, Performance Appraisal

Directing: Concept, Direction and Supervision

Motivation: Concept, Motivation and Performance, Special Motivational techniques: Money, participation, reward systems, Quality of Work Life, Job Enrichment & Morale Building.

UNIT IV (12 Sessions)

Leadership: Concept and Functions, Process and models of Leadership Development, Contemporary views on Leadership: Transformational-Transactional, Charismatic-Visionary leadership.

Controlling: Concept, Types of Control, Methods: Pre-control: Concurrent Control: Post-control, An Integrated Control System, The Quality Concept Factors affecting Quality, Developing a Quality Control System, Total Quality Control, Pre-control of Inputs, Concurrent Control of Operations. Post Control of Outputs.

Suggested Reading:

1. Stoner, Freeman & Gilbert Jr - Management (Prentice Hall of India, 6th Edition)
2. Koontz Harold & Weihrich Heinz – Essentials of management (Tata Mc Graw Hill, 5th Edition 2008)
3. Robbins & Coulter - Management (Prentice Hall of India, 9th Edition)
4. Robbins S.P. and Decenzo David A. - Fundamentals of Management: Essential Concepts and Applications (Pearson Education, 6th Edition)
5. Weihrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective (Mc Graw Hill, 12th Edition 2008)

MBATM 012 : MANAGERIAL ECONOMICS

Max. Hours : 40

UNIT-I (8 Sessions)

Introduction to Economics; Nature and Scope of Management Economics, Significance in decision-making and fundamental concepts. Objectives of a firm.

UNIT-II (12 Sessions)

Demand Analysis; Law of Demand, Exceptions to the law of Demand, Determinants of Demand. Elasticity of Demand- Price, Income, Cross and Advertising Elasticity; Uses of Elasticity of Demand for managerial decision making, measurement of Elasticity of Demand. Demand forecasting meaning, significance and methods.

Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making.

Production concepts & analysis; Production function, single variable-law of variable proportion, two variable-Law of returns to scale.

Cost concept and analysis, short-run and long-run cost curves and its managerial use.

UNIT-III (12 Sessions)

Market Equilibrium and Average Revenue Concept.

Market Structure: Perfect Competition, features, determination of price under perfect competition. Monopoly: Feature, pricing under monopoly, Price Discrimination.

Monopolistic: Features, pricing under monopolistic competition, product

differentiation. Oligopoly: Features, kinked demand curve, cartels, price leadership.

Pricing Strategies; Price determination, full cost pricing, product line pricing, price skimming, penetration pricing.

UNIT-IV (08 Sessions)

National Income; Concepts and various methods of its measurement, Inflation, types and causes, Business Cycle, Profit concept and major theories of profits; Dynamic Surplus theory, Risk & Uncertainty bearing theory and Innovation theory.

Suggested Readings:

1. Damodaran Suma – Managerial Economics (Oxford 2006)
2. Hirschey Mark – Economics for Managers (Thomson, India Edition, 2007)
3. Petersen Craig H. etal. – Managerial Economics (Pearson Education, 2006)
4. Dominick Salvatore - Managerial Economics (Oxford, 2007)
5. Atmanand – Managerial Economics (Excel Books, 2007)
6. Mithani D.M. - Principles of Economics (Himalaya Publishing House, 2005).
7. Dwivedi D.N. - Managerial Economics (Vikas Publication, 7th Edition)
8. Koutsyannis A - Modern Microeconomics (Macmillan, 2nd Edition)

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MBATM 013 : ACCOUNTING AND FINANCIAL ANALYSIS

Max. Hours: 40

Unit I (6 Sessions)

Overview : Accounting concepts, conventions and principles; Accounting Equation, International Accounting principles and standards; Matching of Indian Accounting Standards with International Accounting Standards.

Unit II (12 Sessions)

Mechanics of Accounting: Double entry system of accounting, journalizing of transactions; preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet, Policies related with depreciation, inventory and intangible assets like copyright, trademark, patents and goodwill.

Unit III (12 Sessions)

Analysis of financial statement: Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios ; Common Size Statement ; Comparative Balance Sheet and Trend Analysis of manufacturing, service & banking organizations.

Unit IV (10 Sessions)

Funds Flow Statement: Meaning, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis ; Cash Flow Statement: Various cash and non-cash transactions, flow of cash, preparation of Cash Flow Statement and its analysis.

SUGGESTED READINGS

- 1) Narayanswami - *Financial Accounting: A Managerial Perspective* (PHI, 2nd Edition).
- 2) Mukherjee - *Financial Accounting for Management* (TMH, 1st Edition).
- 3) Ramchandran & Kakani - *Financial Accounting for Management* (TMH, 2nd Edition).
- 4) Ghosh T P - *Accounting and Finance for Managers* (Taxman, 1st Edition).
- 5) Maheshwari S.N & Maheshwari S K – *An Introduction to Accountancy* (Vikas, 9th Edition)
- 6) Ashish K. Bhattacharya- *Essentials of Financial Accounting* (PHI, New Delhi)
- 7) Ghosh T.P- *Financial Accounting for Managers* (Taxman, 3rd Edition)
- 8) Maheshwari S.N & Maheshwari S K – *A text book of Accounting for Management* (Vikas, 1st Edition)
- 9) Gupta Ambrish - *Financial Accounting for Management* (Pearson Education, 2nd Edition)
- 10) Chowdhary Anil - *Fundamentals of Accounting and Financial Analysis* (Pearson Education, 1st Edition).

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MBATM 014 : ORGANISATIONAL BEHAVIOUR

Max. Hours : 40

UNIT I (8 Sessions)

Concept, Nature, Characteristics, Conceptual Foundations and Importance, Models of Organizational Behaviour, Management Challenge, A Paradigm Shift, Relationship with Other Fields, Organisational Behaviour: Cognitive Framework, Behaviouristic Framework and Social Cognitive Framework.

UNIT II (10 Sessions)

Perception and Attribution: Concept, Nature, Process, Importance. Management and Behavioural Applications of Perception.

Attitude: Concept, Process and Importance, Attitude Measurement. Attitudes and Workforce Diversity. Personality: Concept, Nature, Types and Theories of Personality Shaping, Personality Attitude and Job Satisfaction.

Learning: Concept and Theories of Learning.

UNIT III (10 Sessions)

Motivation: Theories of Motivation: Early and Contemporary views, Three level Work Motivation Model, Motivating a Diverse Workforce.

Leadership: Style and Theories of Leadership-Trait, Behavioural and Situational Theories, Leadership styles in Indian Organisations.

Analysis of Interpersonal Relationship, Group Dynamics: Definition, Stages of Group Development, Group Cohesiveness, Formal and Informal Groups, Group Processes and Decision Making, Dysfunctional Groups.

UNIT IV (12 Sessions)

Organisational Power and Politics: Concept, Sources of Power, Distinction Between Power, Authority and Influence, Approaches to Power, Political Implications of Power: Dysfunctional Uses of Power.

Knowledge Management & Emotional Intelligence in Contemporary Business Organisation

Organisational Change : Concept, Nature, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change.

Conflict: Concept, Sources, Types, Functionality and Dysfunctionality of Conflict, Classification of Conflict Intra, Individual, Interpersonal, Intergroup and Organisational, Resolution of Conflict, Meaning and Types of Grievance and Process of Grievance Handling.

Stress: Understanding Stress and Its Consequences, Causes of Stress, Managing Stress.

Organisational Culture : Concept, Characteristics, Elements of Culture, Implications of Organisation culture, Process of Organisational Culture.

Suggested Reading:

1. Newstrom John W. - Organizational Behaviour: Human Behaviour at Work (Tata Mc Graw Hill, 12th Edition)
2. Luthans Fred - Organizational Behaviour (Tata Mc Graw Hill, 10th edition)
3. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - Organizational Behaviour (Tata Mc Graw Hill, 4th Edition)
4. Robbins Stephen P. - Organizational Behaviour (Pearson Education, 13th Edition)
5. Hersey Paul, Blanchard, Kenneth H and Johnson Dewey E. - Management of Organizational Behavior: Leading Human Resources (Pearson Education, 9th Edition)
6. Greenberg Jerald and Baron Robert A. - Behavior In Organisations: Understanding and Managing the Human Side of Work (Prentice Hall of India) ,9th Edition)
7. Pareek, Udai - Behavioural Process in Organization (Oxford 4 IBH, New Delhi, 2nd Edition)

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MBATM 015 : BUSINESS STATISTICS

Max. Hours : 40

Unit I (8 Sessions)

Role of statistics: Applications of inferential statistics in managerial decision-making; Measures of central tendency: Mean, Median and Mode and their implications; Measures of Dispersion: Range, Mean deviation, Standard deviation , Coefficient of Variation (C.V.) , Skewness, Kurtosis.

Unit II (12Sessions)

Time series analysis : Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business decision-making.

Index Numbers:- Meaning , Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices:- Fixed base and Chain base methods.

Correlation:- Meaning and types of correlation, Karl Pearson and Spearman rank correlation.

Regression: - Meaning , Regression equations and their application , Partial and Multiple correlation & regression :- An overview.

Unit III (10 Sessions)

Probability: Concept of probability and its uses in business decision-making; Addition and multiplication theorems; Bayes' Theorem and its applications.

Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions

Unit IV (10 Sessions)

Estimation Theory and Hypothesis Testing: Sampling theory; Formulation of Hypotheses; Application of Z-test, t-test, F-test and Chi-Square test. **Techniques of association of Attributes & Testing.**

SUGGESTED READINGS

- 1) Beri - Business Statistics (Tata Mc Graw Hill 2nd Edition).
- 2) Chandan J S - Statistics for Business and Economics (Vikas 1998.1st Edition),
- 3) Render and Stair Jr - Quantitative Analysis for Management (Prentice-Hall, 7th edition)
- 4) Sharma J K - Business Statistics (Pearson Education 2nd Edition).
- 5) Gupta C B, Gupta V - An Introduction to Statistical Methods (Vikas1995, 23rd Edition).
- 6) Levin Rubin - Statistics for Management (Pearson 2000, New Delhi, 7th Edition).

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MBATM 016 : MARKETING MANAGEMENT

Max. Hours : 40

UNIT I (12 Sessions)

Introduction, Definition, Importance and Scope of Marketing, Philosophies of Marketing Management, Elements of Marketing - Needs, Wants, Demands, Customer, Consumer, Markets and Marketers; Marketing Vs Selling, Consumer Markets and Industrial Markets.

Concept of Marketing Management, Marketing – Mix, Functions of Marketing Management, Marketing Organisations, Qualities of Marketing Manager.

Marketing Environment, Factors Affecting Marketing Environment, Marketing Information System and Marketing Research, Strategic Marketing Planning.

UNIT II (8 Sessions)

Market Segmentation, Segmenting the Market, Benefits / Purpose and Limitations of Market Segmentations, Market Segmentation Procedure, Basis for Consumer/Industrial Market Segmentation.

Market Targeting – Introduction, Procedure, Product Positioning - Introduction, Objectives, Usefulness, Differentiating the Product, Product Positioning Strategy, Consumer Behaviour - Introduction, Importance & Process.

UNIT III (8 Sessions)

Marketing - Mix Decisions, Product Decisions, New Product Development-Concept and Necessity for Development, Failure of New Products, New Product Planning and Development Process, Product-Mix, Branding and Packaging Decisions, Product Life cycle - Stages and Strategies for Different Stages of PLC.

UNIT IV (12 Sessions)

Pricing Decisions, Pricing Objectives, Policies Methods of Setting Price, Pricing Strategies, Channels of Distribution for Consumer/ Industrial Products, Factors Affecting Channel Distribution, Management of Channels: Current Trends in Wholesaling and Retailing, Retail Distribution System in India.

Promotion: Promotion-mix, Advertising, Sales Promotion, Personal Selling, Publicity and Public Relations. A Brief Account of Marketing of Services, Rural Marketing, CRM, Electronic Marketing; B2C, B2B and C2C, Direct Marketing through Internet, International Marketing etc.

Suggested Readings:

1. Kotler Philip - Marketing Management, Analysis, Planning, Implementations and Control (Pearson Education 12th Edition).
2. Stanton William J - Fundamentals of Marketing (Mc Graw Hill)
3. Kotler, Philip and Armstrong Graw - Principles of Marketing (Pearson Education, 11th Edition).
4. Kotler Philip, Keller Kevin Lane, Koshy Abraham and Jha Mithileshwar - Marketing Management: A South Asian Perspective (Pearson Education 12th Edition).
5. Ramaswamy V.S. and Namakumari S - Marketing Management: Planning, Implementation and Control (Macmillian, 3rd Edition).
6. Etzel M.J., Walker B.J. and Stanton William J - Marketing concept & Cases special Indian Edition (Tata Mc Graw Hill, 13th Edition).
7. Mc. Carthy and Perreault -Basic Marketing: A Global Marketing Approach (Tata Mc Graw Hill, 15th Edition).
8. Kurtz and Boone – Principles of Marketing (Thomson India edition, 2007)

MBATM 017: Computer Applications in Management

Max. Hours: 40

Unit I (10 Sessions)

Basic Concepts of Computers :Introduction and definition of computer; functional components of a computer system-(Input unit, CPU, Memory and output unit); Types of memory and memory hierarchy; Functioning inside a computer; characteristics, advantages and limitations of a computer; classification of computers;

Essential Components of computer

Hardware: (a) Input devices - keyboard, printing devices, voice speech devices, scanner, MICR, OMR, Bar code reader, digital camera etc. (b) Output devices - Visual Display Unit, printers, plotters etc.(c) Storage Devices – Magnetic storage devices, Optical storage devices, Flash Memory etc.

Software: Introduction; Types of software with examples; Introduction to languages, compiler, interpreter and assembler.

Operating System: Definition, Functions, Types and Classification, Elements of GUI based operating system-Windows-Use of menus, tools and commands of windows operating system.

Unit II (12 Sessions)

Use of MS-Office: Basics of MS-Word, MS-Excel and MS-PowerPoint; Application of these softwares' for documentation and making reports; preparation of questionnaires, presentations, tables and reports (Practical) **Database Management System** : Overview of DBMS; Components of DBMS, Recent trends in database, RDBMS.

MS Access: Overview of MS-Access. Creating tables, queries, forms and reports in MS-Access.

Unit III (Session 8)

Computer Networks:Overview of Computer Network, Types of computer networks (LAN, WAN and MAN), Network topologies, Components of computer networks (servers, workstations, network interface cards, hub, switches, cables, etc..)

Internet:Overview of Internet, Architecture & Functioning of Internet, Basic services over Internet like WWW, FTP, Telnet, Gopher etc., IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail, Web browsing, searching, downloading & uploading from Internet.

Unit IV (Session 10)

E-commerce: Introduction, Comparison between Traditional commerce and E-commerce; Advantages & disadvantages of e-commerce, Buying & Selling on Internet, Issues in Implementing Electronic Commerce.

Applications of Information Technology: Information Technology (IT) applied to various functional areas of management, such as Production / Operations, Marketing, Human Resource, Finance and Materials Management.

Suggested Readings

1. Cyganski - Information Technology: Inside and outside (Pearson, 1st Edition).
2. Basandra SK - Computers Today (Galgotia, 1st Edition).
3. Leon A and Leon M - Introduction to Computers (Leon Vikas, 1st Edition).
4. Leon - Fundamentals of Information Technology, (Vikas)
5. Kakkar DN, Goyal R – Computer Applications in Management (New Age, 1st Edition).

MBATM 018 : COMMUNICATION FOR MANAGEMENT

Max. Hours : 40

UNIT I (10 Session)

INTRODUCTION: Role of communication, defining and classifying communication, purpose of communication, process of communication, importance of communication in management, communication structure in organization, barriers & gateway in communication, 7 C's of communication.

EMPLOYMENT COMMUNICATION :

Writing CVs, Group discussions, interview, types of interview, candidates preparation, Interviewers preparation; Impact of Technological Advancement on Business Communication; Communication networks, Intranet, Internet, e mails, SMS, teleconferencing, videoconferencing

UNIT II (8 Session)

ORAL COMMUNICATION

What is oral Communication, principles of successful oral communication, two sides of effective oral communication, effective listening, non-verbal communication, Body language, Paralanguage.

WRITTEN COMMUNICATION

Purpose of writing, clarity in writing, principles of effective writing, writing technique, electronic writing process.

UNIT III (12 Session)

BUSINESS LETTERS AND REPORTS

Introduction to business letters, Types of business letter, Layout of business letter, writing memos, what is a report purpose, kinds and objectives of reports, writing reports

CASE METHOD OF LEARNING

Understanding the case method of learning, different types of cases, overcoming the difficulties of the case method, reading a case properly (previewing, skimming, reading, scanning), case analysis approaches (systems, behavioral, decision, strategy), analyzing the case, dos' and don'ts for case preparation

UNIT IV (10 Session)

PRESENTATION SKILLS

What is a presentation: elements of presentation, designing a presentation, Advanced visual support for business presentation, types of visual aid, Appearance & Posture, Practicing delivery of presentation.

GROUP COMMUNICATION

Meetings, Notice, Planning meetings, objectives, participants, timing, venue of meetings, leading meetings, Minutes of Meeting, Media management, the press release, press conference, media interviews, Seminars, workshop, conferences, Business etiquettes.

Suggested Readings:

1. M.K. Sehgal & V. Khetrupal - Business Communication (Excel Books).
2. Rajendra Pal - Business Communication (Sultan Chand & Sons Publication).
3. P.D. Chaturvedi – Business Communication (Pearson Education, 1st Edition 2006).
4. Lesikar RV & Pettit Jr. JD – Basic Business Communication : Theory & Application (Tata Mc Grow Hill, 10th Edition).
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).

MBATM 021: TOURISM CONCEPTS & IMPACTS

Unit-I

1. Tours, tourists, visitors, excursionists, travellers, resources, attractive, product market concept.
2. Tourism: Meaning, nature and scope
3. Tourism: Types, elements and components
4. Different approaches to the study of tourism.

Unit-II

1. Historical development of tourism
2. Travel motivators & deterrents
3. Pull and push forces in tourism.

Unit-III

1. Economic impacts of Tourism
2. Socio-cultural Impacts of Tourism
3. Environmental Impacts of Tourism

Unit-IV

1. Transportation: Types and relevance in tourism
2. Accommodation: Types and relevance in tourism
3. Travel Agencies and Tour-Operators: Overview and relevance in tourism
4. Concept of Tourism Chain; Vertical and Horizontal integration in tourism chain
5. Performance of tourism in India at national and international level
6. An overview of tourism Education with special reference of India

Suggested Readings:

1. Bhatia, A.K., Tourism Development: Principles, Practices & Philosophies, Sterling Publishers, New Delhi.
2. McIntosh, Robert, W. Goldner, Charles, Tourism: Principles, Practices and Philosophies, John Wiley and Sons Inc. New York, 1990 (9th edition)
3. Mill, Robert Christic and Alastair M. Morrison. The Tourism System, Englewood Cliffs, N.J., Prentice Hall.
4. Negi, J.M.S., Tourism and Travel -Concepts and Principles, Gitanjali Publishing House, New Delhi, 1990.
5. Sevlam, M. Tourism Industry in India, Himalaya Publishing House, Mumbai.
6. Seth, P.N. Successful Tourism Planning and Management, Cross Section Publications
7. Kaul, R.N., Dynamics of Tourism: A Trilogy, Sterling Publishers, New Delhi .
8. Peters, M., International Tourism, Hutchinson, London

MBATM 022: TOURISM RESOURCES

Unit-I

Concept of resource, attraction & product in tourism, meaning & characteristics, typology & nature of tourism resources & nature & Scope to tourist places in India.

Unit-II

National Tourism resources in India-Existing use patterns vis-à-vis potential with relation to varied landforms (mountains, deserts, beaches, coastal areas & islands), Tourism & nature conservation-Conflicts, Symbiosis and Synergy.

Unit-III

Study of wild life Parks, Sanctuaries & Tiger Reserves in India with case studies of Raja Ji National Park Jim Corbett, Bharatpur Bird Sanctuary, Valley of Flowers & Gir National Park Study of Hill station attraction & their environs with case studies of Mussoorie, Nainital, Shimla & Manali, Beaches & Islands; Resources & Their use patterns case studies of Goa, Kovalam, Andaman and Lakshdweep.

Unit-IV

Buddhist Resources -- Bodh Gaya, Kushinagar, Sarnath, Sanchi & Ajanta.

Islamic Resources -- Delhi, Agra & Fatehpur Sikri.

Hindu Resources -- Khajuraho, Mahabalipuram, Tirupati, Madurai, Panyore & Kanark

Socio Cultural Resources -- Important Fairs & Festivals with case studies of Kumbha Mela, Dussehra, Onam Puri Rath Yatra & Chhath.

Suggested Readings:

1. Gupta, I.C., Kasbekar, Sushma : Tourism Products of India, G.A. Publications, Indore.
2. Saha, V.E. : Wildlife in India, Natraj Publishers, Dehradun.
3. Singh R.L., India : A Regional Geography, National Geographic Society of India, Varanasi.
4. Basham, A.L., A Cultural History of India.
5. Robinson, H.A., Geography of Tourism, Mc Donald & Evans, London.

MBATM 023 : RESEARCH METHODOLOGY

Max. Hours : 40

UNIT I (16 Sessions)

Introduction: Concept of Research and Its Application in Various Functions of Management, Types of Research, Types of Business Problems Encountered by the Researcher, Problems and Precautions to the Researchers.

Process of Research: Steps Involved in Research Process. Research Design : Various Methods of Research Design.

UNIT II (8 Sessions)

Collection of Data: Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques, Determination and Selection of Sample Member,

Types of Data: Secondary and Primary, Various Methods of Collection and Data, Preparation of Questionnaire and Schedule, Types of Questions, Sequencing of Questions, Check Questions, Length of Questionnaire, Precautions in Preparation of Questionnaire and Collection of Data.

UNIT III (10 Sessions)

Analysis of Data: Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Use of SPSS in Data Analysis, Application and Analysis of Variance (ANOVA). Measurement and Central Tendency, Measure of Dispersion and their Advantages.

UNIT IV (6 Sessions)

Report Preparation: Types and Layout of Research Report, Precautions in Preparing the Research Report. Bibliography and Annexure in the Report : Their Significance, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons.

Suggested Readings:

1. Cooper and Schindler - Business Research Methods (Tata Mc Graw Hill, 9th Edition)
2. Saunders - Research Methods for Business students (Pearson Education, 2nd Edition, 2007)
3. Panneer Selvam - Research Methodology (Prentice Hall of India, Edition 2008)
4. Gravetter - Research Method for Behaviourial Sciences (Cengage Learning)
5. Beri G.C - Marketing Research (Tata Mc Graw Hill, 4th Edition)
6. Kothari C R – Research Methodology Methods & Techniques (New Age International Publishers, 2nd Edition, 2004)

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MBATM 024 : TOURISM ETHICS AND LAWS

Unit-I

Business ethics and laws-their relevance and applicability in travel and tourism industry. Company-meaning, definition, types, formation and incorporation under companies act, 1956. Contract act-meaning and essentials of a valid contract, breach and termination of contract.

Unit-II

Consumer protection act-meaning and its relevance in travel and tourism business.

MRTTP act -- applicability and significance in tourism and travel related business. Laws relating to protection, presentation and conservation of heritage and environment.

Unit-III

Laws and legislation relating to tourist entry, stay and departure. Procedure and requirement for procuring various travel documents (passport, visa and health certificates) with relations to inbound and outbound tourists. Laws relating to currency exchange, FEMA, passport act, 1967.

Unit-IV

Laws relating to passenger safety, convenience and compensation during air travel, legislations relating accompanied and an accompanied tourist baggage. Compensation for lost and damaged baggage. Insurance for tourists and their baggage. Archaeological site and remains act, wildlife protection act, environment protection act and air, water and noise pollution act. Foreigners act 1946.

Suggested Readings:

1. Gulshan, J.J., Business Law, New Age Int. Publishers, New Delhi.
2. Kuchhal, M.C., Business Law, Vikas Publications, New Delhi.
3. Singh, Avtar, Principles of Mercantile Law, Eastern Book Co.
4. Relevant Bare Acts.

MBATM 025: TRAVEL AGENCY AND TOUR OPERATIONS

Unit-I : Travel Agency and Tour Operation business

Travel Agencies and Tour Operators -- meaning, concept, types and importance. Historical growth and development of travel agency and tour operation business.

Linkages and integration in travel agency and tour operation

The future role of Travel intermediaries.

Unit-II : Organizational structure and functions

Organizational structure of travel agency and tour operator-main operational and managerial staff.

Travel agency HR planning and job analysis of major positions.

Major functions of Travel agency and tour operators.

Unit-III: How to Set Up a Travel Agency

Procedure for approval of Travel Agents, Tour Operators by Department of Tourism, Government of India and IATA Ownership structure and revenue source of travel agency and tour operation fiscal and non-fiscal incentives available to travel agencies and tour operators business.

Unit-IV : Understanding the role Government and other organizations in Travel Trade

Role and contribution of Department of Tourism, Government of India, ITDC and State Government Travel Trade Associations and Organizations-Role and contribution of WTO, IATA, TAAI and IATO.

Present business Trends and Future prospects of travel agencies and tour operators business.

Suggested Readings:

1. Foster, D.L., The Business of Travel Agency Operations & Administration, Mc Graw Hill, Singapore, 1990.
2. Gee, Chuck and Y.Makens, Professional Travel Agency Management, Prentice Hall, New York, 1990.
3. Holloway, J.C., The Business of Tourism, Mc Donald and Evans, Plymouth.
4. IATA Manual
5. Mohinder Chand, Travel Agency Management : An Introductory Text, Anmol Publications, New Delhi.
6. Stevens Laurence, Guide to Starting and Operating Successful Travel Agency, Delmar Publishers, New York, 1990.

MBATM 026 : COST & MANAGEMENT ACCOUNTING

Max. Hours : 40

Unit I (8 Sessions)

Introduction: Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost - Materials, Labour and overheads and their Allocation and Apportionment, preparation of Cost Sheet, Methods of Costing, Reconciliation of Cost and Financial Accounting.

Unit II (10 Sessions)

Marginal Costing : Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement, sales etc.
Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying etc.

Unit III (10 Sessions)

Budgeting: Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control. **Standard Costing:** Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.

Unit IV (12 Sessions)

Responsibility Accounting & Transfer Pricing: Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Transfer Pricing : concept, types & importance ; **Neo Concepts for Decision Making:** Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each.

SUGGESTED READINGS:

- 1) Horngren et al - Introduction to Management Accounting (Pearson, 2002, 12th edition)
- 2) Khan and Jain - Management Accounting (Tata McGraw-Hill, 2000, 3rd Ed.)
- 3) Pandey I M - Management Accounting (Vikas, 2004, 3rd Ed.)
- 4) Bhattacharyya S K and Dearden J - Accounting for Management (Vikas, 1987, 8th Ed.)
- 5) Sahaf M A - Management Accounting: Principles and Practice (Vikas, 2000, 1st Ed.)
- 6) Ravi M. Kishor – Cost & Management Accounting (Taxmann, 1st Ed.)
- 7) Ravi M. Kishor – Advanced Management Accounting (Taxmann, 1st Ed.)
- 8) Arora M N – Cost and Management Accounting (Vikas, 8th Ed.)

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MBATM 027 : FINANCIAL MANAGEMENT

Max. Hours : 40

Unit I (10 Sessions)

Introduction: Concept of Finance, scope and objectives of finance, Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Financial decision areas, Time Value of Money, Risk and Return Analysis.

Unit II (8 Sessions)

Investment Decision: Appraisal of project; Concept, Process & Techniques of Capital Budgeting and its applications; Risk and Uncertainty in Capital Budgeting; Leverage Analysis – financial, operating and combined leverage alongwith implications; EBIT-EPS Analysis & Indifference Points.

Unit III (10 Sessions)

Financing Decision: Long-term sources of finance, potentiality of equity shares, preference shares, debentures and bonds as sources of long-term finance; Concept and Approaches of capital structure decision : NI, NOI, Traditional and Modigliani Miller Approach; Cost of Capital : Cost of equity, preference shares, debentures and retained earnings, weighted average cost of capital and implications.

Unit IV (12 Sessions)

Dividend Decision: Concept of retained earnings and plough back of profits, Relevance and Irrelevance Theories of dividend decision : Walter's Model, Gordon's Model and Modigliani Miller Model; Factors affecting dividend decision. **Overview of Working Capital Decision:** Concept, components, factors affecting working capital requirement, Working Capital Management: Management of cash, inventory and receivables; Introduction to Working Capital Financing.

SUGGESTED READINGS:

- 1) Pandey I M - Financial Management (Vikas, 2004, 9th Ed.)
- 2) Van Horne - Financial Management and Policy (Pearson Education, 2003, 12th Ed.)
- 3) Knott G - Financial Management (Palgrave, 2004)
- 4) Khan and Jain - Financial Management (Tata McGraw Hill, 3rd Ed.)
- 5) Prasanna Chandra - Fundamentals of Financial Management (TMH, 2004)
- 6) R P Rustagi - Financial Management (Galgotia, 2000, 2nd revised ed.)
- 7) Lawrence J. Gitman - Principles of Managerial Finance (Pearson Education, 2004)
- 8) Ravi M. Kishor - Financial Management (Taxmann, 1st Ed.)
- 9) Damodaran – Corporate Finance –Theory & Practice (Wiley, 1st Ed.)

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MBATM 028 : MANAGING HUMAN RESOURCES

Max. Hours : 40

UNIT I (12 Sessions)

Human Resources Management (HRM) : Meaning, Nature and Scope, Difference between HRM and Personnel Management, HRM functions and objectives, Evolution of HRM environment – external and internal.

Human Resources Development in India: evolution and principles of HRD, HRD Vs. Personnel functions, Role of HR managers.

Strategic Human Resource Management : Nature of Strategies and Strategic Management, Strategic Management Process – Environmental Scanning, Strategy Formulation, implementation and evaluation.

UNIT II (8 Sessions)

Human Resources planning: Definition, purposes, processes and limiting factors; Human Resources Information system (HRIS): HR accounting and audit, Job Analysis – Job Description, Job Specification.

The systematic approach to recruitment: recruitment policy, recruitment procedures, recruitment methods and evaluation.

The systematic approach to selection: the selection procedure, the design of application form, selection methods, the offer of employment, and evaluation of process.

UNIT III (10 Sessions)

Training and Development: Purpose, Methods and issues of training and management development programmes.

Performance Appraisal: Definition, Purpose of appraisal, Procedures and Techniques including 360 degree Performance Appraisal, Job Evaluation.

Compensation Administration: Nature and Objectives of compensation, components of pay structure in India, Wage Policy in India – Minimum Wage, Fair Wage and Living Wage.

Incentive Payments : Meaning and Definition, Prerequisites for an effective incentive system, Types and Scope of incentive scheme, Incentive Schemes in Indian Industries, Fringe Benefits.

UNIT IV (10 Sessions)

Discipline and Grievance Procedures: Definition, Disciplinary Procedure, Grievance Handling Procedure.

Industrial Relations: Nature, importance and approaches of Industrial Relations.

Promotion, Transfer and Separation: Promotion – purpose, principles and types; Transfer – reason, principles and types; Separation – lay-off, resignation, dismissal, retrenchment, Voluntary Retirement Scheme.

Suggestion Readings :

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.)