

GOA UNIVERSITY

Taleigao Plateau, Goa 403 206

A G E N D A

For the 3rd Meeting of the

IX ACADEMIC COUNCIL

Day & Date

6th March 2017

Time

10.30 a.m.

Venue

CONFERENCE HALL

Administration Block

| | |
|-------|--|
| D 3.6 | <p>Minutes of the meeting of Board of Studies in Management Studies held on 09/12/2016</p> <p>Part A.</p> <ul style="list-style-type: none"> i. Recommendations regarding courses of study in the subject or group of subjects at the undergraduate level: NIL ii. Recommendations regarding courses of study in the subject or group of subjects at the postgraduate level: MBA Optional Business Courses Syllabus Annexure I (refer page no 173) <p>Part B</p> <ul style="list-style-type: none"> i. Scheme of Examinations at undergraduate level: NIL ii. Panel of examiners for different examinations at the undergraduate level: NONE iii. Scheme of Examinations at postgraduate level: NIL iv. Panel of examiners for different examinations at post-graduate level: NONE <p>Part C.</p> <ul style="list-style-type: none"> i. Recommendations regarding preparation and publication of selection of reading material in the subject or group of subjects and the names of the persons recommended for appointment to make the selection: NIL <p>Part D</p> <ul style="list-style-type: none"> i. Recommendations regarding general academic requirements in the Departments of University or affiliated colleges: NIL ii. Recommendations of the Academic Audit Committee and status thereof: NONE <p>Part E.</p> <ul style="list-style-type: none"> i. Recommendations of the text books for the course of study at undergraduate level: ii. Recommendations of the text books for the course of study at post graduate level: MBA Optional Business Courses (Annexure 1) |
|-------|--|

Part F.

Important points for consideration/approval of Academic Council

- i. The important points/ recommendations of BoS that require consideration/ approval of Academic Council (points to be highlighted) as mentioned below: **MBA Optional Business Courses Syllabus(Annexure 1)**
- ii. The decisions/minutes were read out by the Chairman at the meeting itself.
Sd/-

Date: 20/12/16

(Dr. Purva Hedge Desai)

Place: G.U.

Chairman, BoS in Management Studies

Part G. The Remarks of the Dean of the Faculty

- i) The minutes are in order
- ii) The minutes may be placed before the Academic Council with remarks if any.
- iii) May be recommended for approval of Academic Council.
- iv) Special remarks if any.

Sd/-

Date: 20/12/16

(Prof. K.B. Subhash)

Place: G.U.

Dean, Faculty of Commerce & Management Studies

[\(Back to Index\)](#)

D 4

REPORTS OF AFFILIATION INQUIRY COMMITTEE

D 4.1

Carmel College for Arts, Science and Commerce for Women, Nuvem.
Programme: M. A. – Counseling Psychology

Date of Visit: 31/1/2017

Type of programme: Self Financing

Part - 1 [AIC Report](#) (refer page no 204)

Part - 2 Recommendations of the AIC.

(I) Essential conditions to be fulfilled:
 Nil

(II) Overall recommendations of the AIC:
 AIC recommends continuation of affiliation for M. A. Counseling Psychology for three academic years i.e. 2017-18, 2018-19 and 2019-20.

D 3.6 Minutes of the meeting of Board of Studies in Management Studies held on 09/12/2016

Annexure I

Master of Business Administration –Optional Business Courses

Optional Finance Courses

Code: MBOF001

Corporate Finance

4 Credits

| | |
|-------------------|---|
| <u>Objective:</u> | At the end of the course, the participants will develop competence in analyzing financial information to facilitate long term and short term financial decisions |
| <u>Content:</u> | <p><u>Capital Budgeting</u> Financial Goal of the Corporation, Corporate Decisions-Investment, Financing Liquidity and dividend Capital Budgeting, Net present Value and Other techniques of Project evaluation, estimation of Cash Flows especially for new product decisions and single machine sale or purchase decisions, replacement decisions, Capital Rationing, projects with different lives. (15 hours)</p> <p><u>Cost of Capital and Risk analysis</u> Investment decisions with risk analyses-sensitivity analysis, scenario analysis and decision trees. Cost of Capital as discounting rate for capital budgeting decisions, (5 hours) Financing of projects with reference to leverage and risks, Theories relating to financing, Dividend Decisions. (15 hours)</p> <p><u>Working Capital and Cash Management</u> Working Capital, Types, Policies, Estimation of Working Capital, Operating cycle, Cash Forecasting and Budgeting, Managing cash collections and disbursement, (15 hours)</p> <p><u>Inventory and Debtors Management</u> Inventory EOQ, Reorder level, Safety stock, Control techniques, Investment in debtors, credit management decisions-with reference to risk return trade-off, credit policy variables, namely credit standards, collection period, discounts, economic credit policy, monitoring tools like Aging Schedule, Sources of Long term and Short term finance. (15 hours)</p> |
| <u>Pedagogy:</u> | lectures/ tutorials/laboratory work/ field work/ outreach activities/ |

| | |
|----------------------------|--|
| | project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. |
| <u>References/Readings</u> | <ol style="list-style-type: none"> 1. Chandra, Prasanna; 'Financial Management: Theory and Practice; Tata McGraw-Hill, New Delhi; Latest edition. 2. Pandey, I.M.:Financial Management'; Vikas Publishing House Pvt. Ltd.Noida UP; Latest edition. <p style="text-align: right;">(Back to Index) (Back to Agenda)</p> <ol style="list-style-type: none"> 3. Brealy, Myers, Allen and Mohanty; 'Principles of Corporate Finance' Tata McGraw-Hill, New Delhi; Latest edition. 4. Bhalla, V.K.; 'Working Capital Management: text and Cases' Anmol Publications Pvt. Ltd, New Delhi, Latest edition. |

Code: MBOF002

Financial Accounting and Auditing

4 Credits

| | |
|-------------------|--|
| <u>Objective:</u> | At the end of the course, the participants will develop competence in writing books of accounts, presenting Final Accounts of business entities and being prepared to face audits. |
| <u>Content:</u> | <p><u>Books of Accounts</u> Books of Accounts, Concepts and conventions, Journal entries, Writing of Cash Book and Journal as Primary books of accounts, Posting in Ledger as Secondary book, Subsidiary books, and Trial Balance. (15 hours)</p> <p><u>Financial Statements</u> Bank Reconciliation Statement, Rectification of errors and reading of ledger accounts. Preparation of Profit and Loss Account and Balance Sheet from Trial Balance, Preparation of Cash Flow Statement, direct and indirect methods. (15 hours)</p> <p><u>Inventory Records, Depreciation and Introduction to TALLY</u> Inventory valuation with reference to Accounting Standard and its impact on final Accounts and Cost Sheet and disclosure requirements. Methods of charging depreciation and amortization and their impact on profits, sales and purchase of assets, disclosure requirements. Transactions relating to shares and debenture Entering transactions and making Final accounts in TALLY package (15 hours)</p> |

| | |
|-----------------------------------|---|
| | <u>Statutory Compliance and Audits</u> Notes to Accounts, Schedule VI to Companies Act 2013, IFRS, latest concepts, Statutory Audit, Cost Audit , Internal Audit, Management Audit, appointment, Qualification, rights and duties of auditor, Audit Report, qualifications. CARO, Corporate Governance and Corporate Social responsibility. (15 hours) |
| <u>Pedagogy:</u> | lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. |
| <u>References/Readings</u> | <ol style="list-style-type: none"> 1. K. Narayanswamy, 'Financial Accounting': A Managerial Perspective; PHI Learning Pvt. Ltd; Delhi 110092. Latest edition. 2. Sehgal A., Sehgal D. :Advanced Accounting; Taxmann Allied services (P)Ltd; New Delhi, Latest edition. 3. Anthony Robert N. Hawkins D., Merchant K.; 'Accounting Text and Cases' McGraw-Hill Education (India) Pvt. Ltd. New Delhi, Latest edition 4. Garg Kamal, 'Advanced Auditing', Bharat Law House Pvt. Ltd, New Delhi, latest edition |

Code: MBOF003

Taxation and Financial Planning

4 Credits

| | |
|--------------------------|--|
| <u>Objective:</u> | At the end of the course, the participants will develop competence in financial planning for individuals and firms, with due regard to tax planning. |
| <u>Content:</u> | <u>Definitions, Salary and Income From House Property</u> Definitions- Income, agricultural income, Person Assessee, Company, Previous year and Assessment Year, Basis of charge, incomes exempt from tax, Heads of Income, Salary, meaning, Perquisites, Allowances, Profit in lieu of salary deductions, Income from House Property, Annual value, self-occupied, let out and deemed to be let out, deductions, unrealised rent and arrears of rent, co-owners (10hours) <u>Computation of Income with all Heads of Income and Assessments</u> Profits and Gains of Business and Profession, chargeability, admissible deductions, disallowance u/s 40(a) , 40(A), Provisions |

| | |
|----------------------------|--|
| | <p>relating to Maintenance of books of accounts and audit, and presumptive taxation, Taxation of companies with provisions relating to minimum alternate tax and managerial remuneration.</p> <p>Capital Gains, capital asset, transfer, Long term and short term capital gains, indexation, cost of acquisition and improvement, exemptions.</p> <p>Income from Other Sources, Chargeability and deductions</p> <p>Deemed income, Set off and carry forward of losses</p> <p>Deductions under chapter VI –A, 80C, CC, CCC,D, E, G,GG,</p> <p>Computation of Income, Filing of Returns, Assessments, Advance Tax and Tax Deducted at Source</p> <p>(20 hours)</p> <p><u>Financial Planning with respect to Risk and Retirement Planning</u></p> <p>Financial Planning with respect to: Risk Management and Insurance, Retirement planning with respect to employee benefits (with reference to Time value of money),</p> <p>(10 hours)</p> <p><u>Investment and Portfolio Planning</u></p> <p>Investment Planning with respect to mutual funds, emerging investment products, bond valuations, stock valuation, Portfolio Management,</p> <p>Estate Planning. (20 hours)</p> |
| <u>Pedagogy:</u> | <p>lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.</p> |
| <u>References/Readings</u> | <ol style="list-style-type: none"> 1. Singhanian Vinod and Singhanian Kapil; ‘Direct Taxes Law and (Back to Index) (Back to Agenda) Practice with sp. Reference to Tax Planning’, Taxmann Publications (P) Ltd, New Delhi, Latest edition. 2. Manoharan T. N. & Hari G. R., ‘Students’ Handbook on Taxation’, Snow White Publications Pvt. Ltd, Mumbai, 400002. 3. Pandey, I.M.: Financial Management’; Vikas Publishing House Pvt. Ltd.Noida UP; Latest edition. 4. Kapoor Jack R, Dlabay and Hughes; ‘Personal Finance’, Mc Graw Hill Education (India)Pvt. Ltd., New Delhi, Latest edition. |

Code: MBOF004

International Finance

4 Credits

| | |
|----------------------------|---|
| <u>Objective</u> | At the end of the course the participants will develop an ability to manage the international sources of finance, international trade and international financial risk. |
| <u>Content</u> | <p><u>Strategic International Finance</u>: Strategic International Finance, Sources of cross border financial instruments – Bonds (Yankee, Junk, Euro Convertible Bonds, Global Depository Receipts) International Financial Markets, Interest Rates, Foreign Exchange markets. (15 hours)</p> <p><u>Currency Derivatives & Exposure Management</u>: Currency Forwards, Futures, Swaps & Options, Understanding Financial Risk, Management of Currency Exposure. (15 hours)</p> <p><u>International Financial Management</u>: Short and Long Term Financial Management, International Financing, International Project Appraisal – Options approach to project capital, Determining the cost of capital, Transfer Pricing, Exchange Rate risk and Cost of Capital, International Joint Ventures. (15 hours)</p> <p><u>Interest Rate & Risk Management</u>: Currency & Interest Rate Swaps, Swap Structures, Application and Valuation of Swaps, Forward Rate Agreements, Interest Rate Futures, & Interest Rate Options. (15 hours)</p> |
| <u>Pedagogy</u> | lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. |
| <u>References/Readings</u> | <ol style="list-style-type: none"> 1. Prakash G. Apte, 'International Finance A Business Perspective' McGraw Hill Education (India), Pvt Ltd, New Delhi, Latest Edition. 2. John C. Hull, 'Fundamentals of Options, Futures and Risk Management' Pearson Education Noida, U.P., India, Latest Edition,. 3. Pandey, I.M.: 'Financial Management'; Vikas Publishing House Pvt. Ltd. Noida UP; Latest edition. 4. Prasanna Chandra 'Strategic Financial Management, McGraw Hill Education (India) Pvt. Ltd., Latest edition |

Code: MBOF005

Investment Analysis, Portfolio and Risk Management

4 Credits

| | |
|------------------|--|
| <u>Objective</u> | At the end of the course the participant shall develop an ability to analyse investment avenues, choose and create portfolio using financial securities and manage risk using derivatives. |
| <u>Content</u> | <u>Investment analysis</u> : Working (Market mechanics) of Indian Securities |

| | |
|-----------------------------------|---|
| | <p>Market, Risk and Return Trade-off, Comparison and analysis of various investment avenues, Valuation of shares and fixed income securities, Fundamental analysis, Technical analysis. (15 hours)</p> <p><u>Portfolio Management</u>: Portfolio creation, theories of portfolio management – active and passive, Markowitz theory, portfolio return and risk, efficient market hypotheses-strong, semi-strong & weak form. (15 hours)</p> <p><u>Risk Management using derivative</u>: Portfolio risk, Derivatives, types – forwards, futures, options, and swaps, features, market mechanics – settlement, trading, margins, determining cash flows, recalculation of portfolio risk using derivatives. (15 hours)</p> <p><u>Derivative pricing and Trading strategies</u>: Pricing of derivative instruments – Futures, and Options, trading strategies using various derivatives like Forwards, Futures, Options and Swaps. (15 hours)</p> |
| <u>Pedagogy</u> | lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. |
| <u>References/Readings</u> | <ol style="list-style-type: none"> 1. Prasanna Chandra, 'Investment Analysis & Portfolio Management', McGraw Hill Education India Pvt. Ltd., New Delhi, Latest Edition,. 2. Jordan & Fischer, 'Security Analysis & Portfolio Management', Prentice Hall India, New Delhi, Latest Edition,. 3. Technical Analysis – A book by Capital markets publishing house, Trombay – Mumbai, Latest Edition. 4. Technical Analysis of Stock Trends by Robert D. Edwards & John Magee, Vision Books, New Delhi/Mumbai/Hyderabad, Latest Edition. 5. Investments by Bodie, Kane, Marcus, Tata – McGraw Hill, New Delhi, Latest Edition,. 6. Fundamentals of Options, Futures and Risk Management by John C. Hull, Pearson's, Noida, Latest Edition. 7. Derivatives and Risk Management by Jayant Rama Verma, McGraw Hill, New Delhi, Latest Edition. 8. Futures & Options Equities & Commodities by A.N.Sridhar, SPD Publications, Navi Mumbai, Latest Edition. |

Code: MBOF006

Mergers & Acquisitions

4 Credits

| | |
|----------------------------|--|
| <u>Objective</u> | At the end of the course the participant will develop an ability to make informed Merger and Acquisition decisions. |
| <u>Content</u> | <p><u>Strategic analysis:</u> Meaning of M&A, Reasons and objectives of M&A, Strategic analysis of the M&A – Micheal Porter’s Five Force Analysis pre and post merger comparison, Identification of Target – Rationalisation and matching of M&A objectives – Market share, synergies, tax management, technology transfer.</p> <p style="text-align: right;">(15 hours)</p> <p><u>Due Diligence:</u> Complete due diligence of the target, Technical, Market, Financial, Human Resource, Integration of Vision & Mission and managing inter organisational conflicts, Risk Management.</p> <p style="text-align: right;">(15 hours)</p> <p><u>Valuation:</u> Financial Valuation of target and the impact on the merged entity, Net Asset Value – Book Value, Net Realisable Value, Discounted Cash Flow – Forecast Free Cash Flow, Weighted Average Cost of Capital using Capital Asset Pricing Model , Market Valuation – P/E multiple, B/V multiple, Beta, Shareholder Value Creation – wealth maximisation , Ascertaining the Share Swap ratio – based on Earnings Per Share; based on Market Price. (15 hours)</p> <p><u>Shareholder Value Creation & Defence against hostile takeover:</u> Shareholder Value Creation (SVC), Economic Value Added (EVA), Pablo Fernandez Model (PFM), Impact of M&A on the SVC – Creation or destruction of shareholder value post- merger or takeover. Defence mechanisms against hostile Takeover. (15 hours)</p> |
| <u>Pedagogy</u> | lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. |
| <u>References/Readings</u> | <ol style="list-style-type: none"> 1. Crafting & Executing Strategy by Arthur Thompson, M. Peteraf, J. Gamble, A. Strickland & Arun Jain, McGraw Hill, New Delhi, Latest Edition. 2. Mergers & Acquisitions by Kevin Boeh & Paul Beamish, Sage Publication, New Delhi, Latest Edition. 3. Financial Management by I M Pandey, Vikas Publication, New Delhi, Latest Edition. 4. Mergers, Acquisitions & Corporate Restructuring by C. Krishnamurthy & Vishwanath S.R., Sage Publication, New Delhi, Latest Edition. 5. Strategic Financial Management by Prasanna Chandra, McGraw Hill, |

New Delhi, Latest Edition.

Optional Marketing Courses**Code: MBOM001 Consumer Behavior****4 Credits**

| | |
|-----------------------------------|--|
| <u>Objective:</u> | At the end of the course, the participants will develop competence in analyzing consumer behavior to make marketing decisions |
| <u>Content:</u> | <p>Definition and Process Definition and importance, marketing strategy and consumer behaviour, market segmentation, external influences, internal influences, consumer decision process, problem recognition, information search, alternative evaluation and selection (15 Hours)</p> <p>External influences Concept of culture, values, time space and symbols, global culture, self oriented, environment oriented and other oriented values, green marketing, cause related marketing, demographics, occupation, education, income, age social stratification, measurement of social class, sub cultures, Household and family, household life cycle, family roles, conflict resolution, consumer socialization, marketing to children, brand communities, nature and degree of reference group influence, opinion leadership, diffusion of innovations (15 Hours)</p> <p>Internal Influences Perception, attention and interpretation, perception and marketing strategy, learning theories, memory, brand image and product positioning, theories of motivation and marketing strategy, personality and marketing, emotions, attitude components, formation and attitude change, self concept and lifestyles (15 Hours)</p> <p>Organizational Buying Characteristics, roles and decision making units, decision making process, choice criteria, new buy and rebuy, purchasing practices (just in time , leasing etc.), Relationship marketing (customer relationship management) (15 Hours)</p> |
| <u>Pedagogy:</u> | lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. |
| <u>References/Readings</u> | <ol style="list-style-type: none"> 1. Del I. Hawkins, R.J Best, K. A Coney and A.Mukherjee, "Consumer Behavior: Building marketing strategy", Latest Edition, Tata McGraw Hill 2. Leon Schiffman and Leslie Kanuk, "Consumer Behavior", Latest Edition, Pearson Education |

Code: MBOM002

Marketing Research

4 Credits

| | |
|----------------------------|---|
| <u>Objective:</u> | At the end of the course, the participants will develop competence in designing research studies, collecting and analyzing data and preparing and presenting reports. They will also be able to use research output for decision making |
| <u>Content:</u> | <p>Research Design Problem definition, theoretical framework, analytical model, research questions, hypotheses, information specification, ethics in marketing research, research design, exploratory research, descriptive research, experimental research, cross sectional versus longitudinal research (15 Hours)</p> <p>Measurement and scaling Measurement and scaling, nominal, ordinal, interval and ratio scales, likert, semantic differential and stapel scales, reliability and validity, questionnaire design, question structure, question wording, order of questions, form design (15 Hours)</p> <p>Data collection and preliminary analysis Sampling, defining target population, non probability and probability sampling, sample size determination, data collection methods and field work, coding, data entry and data preparation, frequency distribution, cross tabulation and chi-square, analysis of variance (15 Hours)</p> <p>Multivariate analysis Correlation and regression analysis, simple and multiple regression, interpretation of results, discriminant analysis, factor analysis, extraction and rotation methods, logistic regression, cluster analysis, multi dimensional scaling, report preparation and presentation, usage of a statistical package like SPSS (15 Hours)</p> |
| <u>Pedagogy:</u> | lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. |
| <u>References/Readings</u> | <ol style="list-style-type: none"> 1. Naresh K Malhotra, "Marketing Research: An applied orientation", Latest Edition Pearson Education 2. Joseph F Hair, Robert P Bush and David J Ortinau "Marketing Research within a changing information environment", Latest edition, Tata McGraw Hill |

Code: MBOM003 Services Marketing

4 Credits

| | |
|-------------------|--|
| <u>Objective:</u> | At the end of the course, the participants will develop competence in using services marketing theories in decision making |
| <u>Content:</u> | <p>Service customer Definition, Importance, Characteristics, Services marketing mix, Customer focus, Customer gap, provider gaps, Search, experience and credence properties, customer experience, customer expectations of service, customer perceptions of service, customer satisfaction, service quality, service encounters (15 Hours)</p> <p>Service design Service failure and recovery, recovery expectations, switching versus staying, recovery strategies, challenges of service innovations, new service development process, types of service innovations and stages, service blue printing, factors of service standards, customer defined service standards and their development, physical evidence, types of servicescape, roles of servicescape, guidelines for physical evidence strategy (15 Hours)</p> <p>Service delivery Service culture, role of service employees, boundary spanning, people strategy, customer oriented service delivery, customer roles, self service technologies, service distribution, direct channels, franchising, agents and brokers, electronic channels, managing demand and supply, capacity constraints, yield management, waiting line strategies (15 Hours)</p> <p>Communication and pricing Service communication, matching promises and delivery, service pricing, pricing and customers, pricing and value, service and profitability, customer retention, quality and purchase intentions, balanced service score card (15 Hours)</p> |
| <u>Pedagogy:</u> | lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. |

| | |
|----------------------------|--|
| <u>References/Readings</u> | <ol style="list-style-type: none"> 1. Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler, Ajay Pandit; "Services Marketing: Integrating customer focus across the firm", Latest Edition, Tata McGraw-Hill 2. Christopher Lovelock, Jochen Wirtz and Jayanta Chatterjee, "Services Marketing: People, technology and strategy", Latest Edition, Prentice Hall |
|----------------------------|--|

Code: MBOM004

Integrated Marketing Communications

4 Credits

| | |
|----------------------------|--|
| <u>Objective:</u> | To enable participants with knowledge; skills and attitudes to undertake work related to Integrated Marketing Communications in an Organisation. |
| <u>Content:</u> | <p>Introduction and Role: Role of Integrated Marketing Communications in an organization; Evolution of IMC; The Promotional Mix; The IMC Process; Market and Competitor Analysis; The role of Tools of IMC; Role of Client; Agency and Types of Agencies; Advertising and PR; Analysing the Communication Process; Models of Communication; FCB Model; ELM Model. Persuasive Communication (15 hours)</p> <p>Establishing Objectives; DAGMAR Approach; Setting Objectives for IMC; Budgeting Decisions and Approaches; Creative Strategy; Developing the creative aspect of communication; Creative Appeals; Styles and tactics; Media Planning strategy; Developing the Media Plan; Evaluation of Media Plan and follow up; (15 hours)</p> <p>Media Evaluation: Evaluation of Different Media; Television; Print; Broadcast and Support Media; Direct Marketing; Digital Marketing; Internet and Interactive Media; Public Relations and its use; Establishing Media Objectives; Reach and Response; (15 hours)</p> <p>Sales Promotion : Scope and role in IMC; Consumer Franchise Building Promotions; Consumer oriented Sales Promotion; Tools of Sales Promotion; Coordination of Sales Promotion with other tools of IMC; Budgeting for Sales Promotion; Objective setting and coordination with other IMC tools for budgeting; Media Support and timing; Measuring impact and tracking of IMC (15 hours)</p> |
| <u>Pedagogy:</u> | lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. |
| <u>References/Readings</u> | <ol style="list-style-type: none"> 1. Advertising Management by Aaker; Myer and Batra; Prentice Hall India; Latest Edition |

| | |
|--|---|
| | <ol style="list-style-type: none"> 2. Brand Building Advertising: Concepts and Cases by M.G. Parameshwaran; TMH; Latest Edition 3. Contemporary Advertising by Arens; Tata McGraw Hill; Latest Edition 4. Advertising and Promotion: An IMC Perspective by Belch & Belch; TMH; Latest Editio |
|--|---|

Code: MBOM005

Product and Brand Management

4 Credits

| | |
|----------------------------|--|
| <u>Objective:</u> | To enable participants of the course to make management decisions related to the Product and also to the Brand. |
| <u>Content:</u> | <p>Product Strategy and Analysis: Product Strategy and Planning, Product and Market Focused Organisations, Product and Market Evolution, Product Life Cycles, Defining the Competitive Set, Category Attractiveness Analysis, Competitor Analysis and Customer Analysis. (15 hours)</p> <p>Product Development: Developing Product Strategy, New Product Development, Designing the Offer, Market and Sales Potential, Pricing Decisions, Advertising and Promotion decisions, Concept and Product Testing, Financial Analysis for Product Management (15 hours)</p> <p>Branding: Introduction to Brands and Branding, Rationale for Building Brands, Types of Brands, Creating a Brand Designing Brand Identity using Kapferer's Identity Prism, Customer Brand Building Equity Model, Strategic Brand Wheel and Baps, Brand Mantras, Organisation and Branding, Brand Equity and Building Brand Equity, Measuring Brand Equity. (15 hours)</p> <p>Brand Positioning: Brand Positioning, Consumer Behaviour, Crafting Brand Positioning Strategy, Building Marketing Programmes for Brands, E-Branding and building Online Brands, Brand Strategies including Line and Category Extensions, Umbrella Branding and Managing the Brand Architecture. (15 hours)</p> |
| <u>Pedagogy:</u> | lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. |
| <u>References/Readings</u> | <ol style="list-style-type: none"> 1. Product Management by Donald Lehman and Russell Winer, Tata McGraw Hill, Latest Edition 2. Product Management by Moore and Pessemier, McGraw International, Latest Edition |

| | |
|--|--|
| | <p>3. Strategic Brand Management by Kevin Keller, Pearson Education, Latest Edition</p> <p>4. Brand Management, Principles and Practices by Kirti Dutta, Oxford Publication, Latest Edition.</p> |
|--|--|

Code: MBOM006

Sales, Distribution and Retail Management

4 Credits

| | |
|-------------------|--|
| <u>Objective:</u> | To enable the participants to take decisions related to Sales, Distribution and Retail activities of an organization. |
| <u>Content:</u> | <p>Sales & Distribution Management: Overview of Sales Management- Introduction, Objectives, Role of Sales Management in Marketing, Nature and Responsibilities of Sales Management, Careers in Sales Management, Approaches to Personal Selling, Process of Personal Selling, Automation in Personal Selling, Organization Design and Staffing, Sales Planning, Time and Territory Management, Managing the Sales Force (15 hours)</p> <p>Channel Management Systems: Information System, Relationship Marketing, Role of E-commerce in Selling, International Sales Management, Marketing Channels, Designing Channels, Selection and Recruitment of Channel Partners, Channel Motivation, Channel Relationships Management, Channel Evaluation, Information Systems for Channels, Functions of Wholesalers, Types of Wholesalers, Strategic Issues in Wholesaling, Technology in Wholesaling, Trends in Wholesaling, Wholesaling Challenges, Future of Wholesaling (15 hours)</p> <p>Retailing: Introduction to Retailing: Introduction, Meaning of Retailing, Economic Significance of Retailing, Retailing Management Decision Process, Types of Retailers, Retailing Environment, Indian vs. Global Scenario, Elements in a Retail Marketing Environment, The Retail Marketing Segmentation, Segmentation in Retail, Targeted Marketing Efforts, Criteria for Effective Segmentation, Dimensions of Segmentation, Positioning Decisions , Limitations of Market Segmentation, Store Location and Layout, Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Country/Region Analysis, Trade Area Analysis, Site Evaluation, Site Selection, Location Based Retail Strategies, (15 hours)</p> <p>Retail Formats and Strategy: Target Market and Retail Format, Strategy at different levels of</p> |

| | |
|----------------------------|--|
| | Business, Building a Sustainable Competitive Advantage, the Strategic Retail Planning Process, Retail Models, Retail “EST” model, , the Strategic Retail Planning Process, Differentiation Strategies, Positioning Decisions, Understanding Merchandising Management, Activities of a Merchandiser, Retail Merchandising Management Process, Retail Pricing, Promotions and Advertising, E-tailing, Technology in Retailing and its impact. (15 hours) |
| <u>Pedagogy:</u> | lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. |
| <u>References/Readings</u> | <ol style="list-style-type: none"> 1. Management of a Sales Force by Spiro, Stanton and Rich, Tata McGraw Hill, Latest Edition 2. Sales and Distribution Management by Havaladar and Cavale, Tata McGraw Hill, Latest Edition 3. Retail Management: A Strategic Approach by Barry Berman, Pearson, Latest Edition 4. Retail Management by Swapan Pradhan, Tata McGraw Hill, Latest Edition |

Optional Tourism Courses

Code: MBOT001 Tourism Planning and Policies

2 Credits

| | |
|-------------------|---|
| <u>Objective:</u> | At the end of the course, the student will be able demonstrate the critical importance of tourism policy to the competitiveness and sustainability of tourism and relating tourism planning to tourism policy. Discover what the goals of tourism development should be and understand the regional planning concepts. |
| <u>Content:</u> | <p><u>Tourism Structure and Policy</u> Introduction to Tourism Policy: Tourism Policy a definition, importance of tourism policy, The focus of tourism policy: the competitive/ sustainable related to a destination. Tourism Structure and contents: Structure of tourism policy, total system and tourism macro policy contents and process, tourism philosophy, crafting versus formulating a strategic tourism vision and translating policy into reality. Tourism Policy: Public and private sector policy</p> <p style="text-align: right;">(15 hours)</p> <p><u>Tourism Planning and Development:</u> Tourism Planning: Relating tourism planning to tourism policy, necessity of tourism planning, and the planning process. Tourism Development: Aims and objectives of tourism development, political</p> |

| | |
|----------------------------|---|
| | aspects, tourism development potential. Regional Planning Concepts & Cases: Regional Development Hierarchy, Regional Tourism Planning Concepts, Spatial Patterns, Discovery of Tourism Potential, National Planning Policy, WTO Guide to Planners, Competitive Position Concept. (15 hours) |
| <u>Pedagogy:</u> | lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. |
| <u>References/Readings</u> | <ol style="list-style-type: none"> 1. 'Clare Gunn, Tourism Planning: Basics, Concepts & Cases', Latest Edition, Routledge, New York/ London. 2. Goeldner, Charles R. and J. R. Brent Ritchie, 'Tourism: Principles, Practices, Philosophies', 10th Edition, Wiley, 2006 or latest edition. 3. Jason Swanson, David L. Edgell, Tourism Policy and Planning: Yesterday, Today, and Tomorrow, Google books, latest edition |

Code: MBOT002

Emerging Trends in Tourism

2 Credits

| | |
|-------------------|---|
| <u>Objective:</u> | At the end of the course, the student will be able to assess various emerging trends in tourism and incorporate them while planning for new/modified tourism products, analyse the various tourism policies so as to understand Government's initiatives for Tourism Development, to impart information about recent trends in Domestic & International Tourism globally and in India and identify various Pull / Push factors affecting Tourism Destination. |
| <u>Content:</u> | <p><u>Emerging Trends in domestic as well as international tourism:</u> Introduction to the emerging trends, issues and challenges in tourism: such as Space Tourism, Agro-Tourism, Adventure Tourism, Medical Tourism, Eco Tourism, Rural Tourism, Virtual Tourism, Event Tourism, Health Tourism, Adventure Tourism. Factors Responsible for Changing Tourism Concepts and Tourist Demand Patterns: Impact of Cultural, Economic, Political, Technological, Environmental and Ecological Perspectives on International Tourism. International Tourism in future perspective: future projections, new upcoming destinations. (15 hours)</p> <p><u>Emerging Trends in motives for travel and trends and issues in travel:</u> Tourism Measurement: measurement of tourist traffic and receipt, measurement techniques and their limitations. Emerging trends in Tourist Motivations. Recent Trends in Domestic and International Tourism in India. Impact of information technologies on tourism. Similarities & differences in eco-lodges. Managerial issues in eco-</p> |

| | |
|----------------------------|--|
| | tourism. Trends in issues and challenges. (15 hours) |
| <u>Pedagogy:</u> | lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. |
| <u>References/Readings</u> | <ol style="list-style-type: none"> 1. Charles R. Goeldner, 'Tourism Principles, Practices, Philosophies', Latest edition, Wiley. 2. Mohammad Saleem Mir, 'Emerging Trends of International Tourism in India', Lambert Publishing, Latest Edition 3. Anil Verma, Emerging Trends in Tourism, SBS Publishers Latest edition |

Code: MBOT003

Sustainable Development and Responsible Tourism

2 Credits

| | |
|------------------|--|
| <u>Objective</u> | At the end of the course, the student will be able to analyze and assess the sustainable development of tourism as a positive experience on local people, tourism companies and the tourist themselves and be able to plan tourism while ensuring sustainable development, explore the ways in which tourism could be managed, identify the latest trends in sustainable tourism, organisations associated with certification and measures implemented by the hospitality industry towards sustainability, importance of responsible tourism, creating awareness in tourists towards 'green and clean' tourism. |
| <u>Content</u> | <p><u>Sustainable Tourism:</u></p> <p>Introduction: The nature and scope of sustainable tourism, indicators of sustainable tourism, conceptualising tourism and sustainability. The three dimensions of sustainable tourism: The environment, economic and social dimensions. The Key actors in sustainable tourism: The public sector, the industry, the voluntary sector, the host community, the government, media and the tourist. Understanding the market for sustainable tourism: Four niche markets: eco-tourism, wilderness use, adventure travel. Measures implemented by the hospitality industry towards sustainability.</p> <p>(15 hours)</p> <p><u>Responsible Tourism:</u></p> <p>Responsible tourism: Scope of responsible tourism, corporate social responsibility, responsible tourism policies, the responsible tourism</p> |

| | |
|----------------------------|--|
| | system.The future of sustainable tourism and responsible tourism. (15 hours) |
| <u>Pedagogy</u> | lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. |
| <u>References/Readings</u> | <ol style="list-style-type: none"> 1. J. Swarbrooke, 'Sustainable Tourism', Rawat Publications, 2010. 2. Romila Chawla, 'Sustainable Development and Tourism', Sonali Publications, Latest edition. 3. R Kumar, VeenaTewari S Das, 'Tourism Sustainable Development and Management', Enkay Publishing House, Latest edition. 4. R Chawla, 'ResponsibleTourism', Sonali Publications, Latest edition. |

Code: MBOT004

Advertising Management in Tourism 2 Credits

| | |
|------------------|--|
| <u>Objective</u> | At the end of the course, the student will gain in-depth knowledge in Integrated Marketing Communication (IMC) process, relate to importance of IMC for promotion. objectives and budgeting of IMC Media Process and the evaluation of media and its control. Media Planning, Role of Advertising Agencies, Creative, ethical aspects and latest trends in advertising. |
| <u>Content</u> | <p>Integrated Marketing Communication Promotion Mix, Role of IMC in Marketing Process.</p> <p>Organizing for Advertising and Promotion: Advertising Agencies, Agency compensation, Evaluating Agency, Specialized, Collateral and IMC Services. Perspective on Consumer Behavior: Consumer Decision Making Process, Alternative Approaches to Consumer Behavior.</p> <p>Objectives & Budgeting for IMC: Value of objectives, Determining IMC Objectives, DAGMAR Approach, Establishing & Allocating Promotional Budget.</p> <p>Creative Strategy: Planning, Development, Implementation and Evaluation, Importance of creativity in Advertising, Planning Creative Strategy, Appeals, Execution Style, Creative Tactics, Client Evaluation and approval of Creative work.(15 hours)</p> <p>Media Planning and Strategy and Evaluation of Media: Overview of Media Planning, Developing media plan, Market analysis and Target Market Identification.Evaluation of Media: Characteristics of Media, Television,</p> |

| | |
|----------------------------|---|
| | <p>Radio, Print, Support, Internet and Interactive Media.</p> <p>Monitoring, Evaluation & Control: Measuring Effectiveness of Promotional Programmes, Conducting Research to Measure Effectiveness.</p> <p>Evaluating the Social, Ethical and Economic Aspects of Advertising & Promotion.(15 hours)</p> <p style="text-align: right;">(Back to Index) (Back to Agenda)</p> |
| <u>Pedagogy</u> | lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. |
| <u>References/Readings</u> | <ol style="list-style-type: none"> 1. George E Belch & Michael A Belch, 'Advertising & Promotion', Latest Edition McGraw Hill Education (India) Private Limited. 2. Manjula Chaudhary, Tourism Marketing, Latest edition, Oxford University Press. 3. Nigel Morgan & Annette Pritchard, "Advertising in Tourism and Leisure", Latest edition, Routledge. |

Code: MBOT005

Ecotourism Management

2 Credits

| | |
|------------------|--|
| <u>Objective</u> | At the end of the course, the student will be able to disseminate methods and techniques for the planning, management regulation and monitoring of eco-tourism. Efficient marketing and promotion of eco-tourism destination and products on international market. And learn how eco-tourism can benefit local people and the dangers and limitations of eco-tourism. |
| <u>Content</u> | <p><u>Principles and practices of Eco-Tourism:</u></p> <p>Introduction, Principles and practices of eco-tourism and profiling the eco tourist. Stakeholders in eco-tourism Role of community in eco-tourism, eco-tourism and NGO's and Eco-tourism and tourism industry, the role of the government in eco-tourism. Environmental impacts of tourism: depletion of natural resources, pollution and physical impacts. How global environmental impacts affect tourism.(15 hours)</p> <p><u>Eco Tourism Management in Hospitality Industry:</u></p> |

| | |
|----------------------------|--|
| | Eco tourism Planning and management: overview, prerequisites for an eco-tourism management plan, who prepares a management plan and evaluation of management plan Role of the hospitality industry in promoting eco-tourism, eco -friendly practices, ecotels, Does tourism threaten the environment? The WTTC position Guidelines for eco tourism(15 hours) |
| <u>Pedagogy</u> | lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. (Back to Index) (Back to Agenda) |
| <u>References/Readings</u> | <ol style="list-style-type: none"> 1. Charles R. Goeldner, 'TourismPrinciples, Practices, Philosophies', Latest Edition, Wiley. 2. Romila Chawla, 'Eco-tourism Planning and Management', Latest edition, Sonali Publications. 3. David. A Fennell & Ross Dowling, Ecotourism Policy & Planning, Cabi Publishing, latest edition. 4. R Chawla, ' Eco tourism and Development',Sonali Publication, Latest edition. |

Optional Human Resources Courses

Code: MBOH001

Hiring and Talent Management

4 Credits

| | |
|-----------|--|
| Objective | At the end of the course the participant should be able to use knowledge and skills in Hiring, Talent and compensation systems, to take decisions |
| Contents | <p>Effective Hiring – 15 hours Link between human capital practices and how talent acquisition impacts the culture of the organization Talent Acquisition: Recruitment, Selection and Identification of Talent; Sources of Talent – Internal, External. Criteria for recruitment and selection, screening, selection methods, Person-job fit, challenges in effective recruitment and selection processes, Ethics; Impact on individual, team, and organizational effectiveness.</p> <p>Compensation – 30 hours Job Evaluation and strategic compensation; methods of job</p> |

| | |
|----------------------|---|
| | <p>evaluation; principles of compensation, Compensation Structures Labour Market : Concept, Broad Types of Labour Market National Wage Policy : Objectives, Concepts, Company Compensation Policy : Compensation Determination, Pay Grades, Economic Principles, External Equity : Salary Surveys, Salary Components; Incentives – Concept; different kinds of wage incentives plans and their application, pay for performance, competency based pay; Bonus; Fringe Benefits.</p> <p>Career management – 15 hours Career Management & Succession Planning Role of effective feedback and development; Employee Attrition and Role of Employee Career Paths; Career Development in a Changing Environment; Career Development: Theoretical Foundations; Concept of Career Anchor; Competency Approach to Development; Mentoring for Employee Development Career Development and Business Strategy; Special Issues in Career Development; Flexible Working Practices – Implications for HR</p> <p>Talent Retention, Communication & Leadership: Integration of Human Capital Systems; Attracting and retaining high performers; Utilizing and managing excess manpower (Back to Index) (Back to Agenda)</p> |
| Pedagogy | lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. |
| References/Readings. | <ol style="list-style-type: none"> 1. 'Compensation' by G T Milkovich, JM Newman, CSV Ratnam, latest edition, Mc Graw Hill 2. 'Compensation Management' by DK Bhattacharya, latest edition, Oxford Higher Education 3. 'Compensation Management in a knowledge-based world' by RI Henderson, latest edition, Pearson Publishing 4. 'Recruitment and Selection' by G Roberts, latest edition, JAICO Books 5. 'Recruiting, Interviewing, Selecting & Orienting New employees', by D Arthur, latest edition, Prentice Hall India 6. 'Assessment Methods in Recruitment, Selection & Performance' by R Edenborough, latest edition, Kogan Page |

Code: MBOH002

Designing High performance Organisations 4 Credits

| | |
|-----------|--|
| Objective | At the end of the course the participant should be able to use performance management skills required to take organisational decisions to design High Performing Organisations. The participant also should be able to integrate the knowledge of training and development and its role in designing high performing organization. |
| Contents | <p>Performance Management – 30 hours</p> <p>Current practices and potential alternatives for effective performance management; Relationship between development strategies and business performance; Skills related to performance planning, coaching and review/ appraisals; Interpersonal dynamics in performance management; Performance feedback and coaching; Competency Mapping</p> <p>Holistic Frameworks for performance management - balanced scorecard, stake holder approach, Baldrige Award, EFQM Excellence Model, and the triple bottom line approach, etc. and their adaptations in India; Best Practices; Performance Appraisals – Methods, Documentation, Feedback, legal and Ethical Considerations, Role of Appraisers;</p> <p>Learning and Development- 15 hours</p> <p>Elements of an effective learning and training process; Linkages between performance management and effective learning and development processes; A Systematic Approach to Training - Needs Assessment; Objective Setting; Programme Design: Incorporating Learning Principles; Instructional Techniques: An Overview; Training Evaluation: Evaluation Designs, Reaction, Learning, Job Application, Business Impact and ROI Process Model; Training Department and Trainers’ Roles; Moving from Training to Performance</p> <p>Drivers for designing High Performance Organisations- 15 hours</p> <p>organizational effectiveness; structures and processes for excellence; Cultural Factors/Issues in Performance Management ; corporate</p> |

| | |
|----------------------|---|
| | social responsibility and corporate citizenship behavior; coaching for excellence; building and leading high performance teams; and decision making to support high performance. |
| Pedagogy | lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. |
| References/Readings. | <ol style="list-style-type: none"> 1. Every Trainer's Handbook by Devendra Agochiya, Latest Edition, Sage Publications 2. Performance Management by A.S.Kohli & T.Deb, Latest edition, Oxford Higher education Press 3. Performance Planning and Review- Making Employee appraisals work by Richard Rudman, Allen & Unwin Publishers, Latest edition. 4. Transforming Training by David Mackey & S Livsey, Kogan Page publishers, Latest edition. 5. Effective Training by P.N.Blanchard, J W Thacker & V A Anand Ram, Latest edition, Pearson |

Code: MBOH003

Labour Law and Industrial Relations

4 Credits

| | |
|-----------|---|
| Objective | At the end of the course the participant should be able to understand contents of the relevant Labour Laws, and be able to interpret and apply these laws at workplace. |
| Contents | <p>Labour Laws– 30 hours</p> <p>Objective of the Acts, Definitions, Employer liabilities, Reporting and Documentation required, Provisions and Penalties for the following Acts and their Implications</p> <ol style="list-style-type: none"> 1. Trade Unions Act, 1926 2. Industrial Employment (Standing Orders) Act, 1946 3. Industrial Disputes Act, 1947 4. The Payment of Bonus Act, 1965 5. Employees Provident Funds (and Misc. Provisions) Act, 1952 Employee Family Pension Scheme; Employees' Deposit Linked Insurance Scheme; Liability in Case of Transfer of Establishment 6. Workmen's Compensation Act, 1923 (WC Act) 7. Employees' State Insurance Act, 1948 (ESI Act) 8. Payment of Gratuity Act, 1972 (PG Act) 9. Child Labour (Prohibition & Regulation) Act, 1986 <p>Industrial Relations – 30 hours</p> <p>Various approaches - The systems model; The Pluralist Approach;</p> |

| | |
|---------------------|--|
| | <p>The Structural Contradictions Perspective; Trade Unions Trade Unionism in India; Emergence, history, growth; Trade Union as an Organisation - Structure, Size, Affiliation, Membership, Finance; Leadership; Trade Union recognition and registration; Trade Union and politics Linkage, Implications; Trade Unionism in the unorganised sector The Indian IR framework- The role of Government in Indian IR; Regulative and Participative bodies Employers Associations Contemporary Issues in Industrial Relations - • Industrial Relations in the emerging scenario; The Future Trends</p> |
| Pedagogy | <p>lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.</p> |
| Readings/References | <ol style="list-style-type: none"> 1. Labour Laws for Everyday Made easy by S.D.Puri & Sandeep Puri, Snow White Publications, latest edition. 2. Labour Welfare and Social Security by P.Subba Rao, Himalaya Publishing Co., latest edition. |

Code: MBOH004 Organisational Development and Change Management 4 Credits

| | |
|-----------|--|
| Objective | <p>The course is designed to help the students develop as potential change agents and Organisational Development professionals.</p> |
| Contents | <p>Planned Organisational Change- 15 hours Organisational Change Management: Understanding Organizational Transformation; Transformation Strategies; Process of Organizational Transformation; Communicating Change, Perspectives of Organizational Change; Models and Techniques of managing change; OCM Framework; Resistance to change; Implementing Change; Change Agents; Evaluating Change; Role of Leadership; Role of Training; Reaction of Impacted Employees;</p> <p>Organizational Learning and Learning Organization -15 hours Organisation Culture; Learning orientation of organisations and Individuals; Organizational Effectiveness;</p> <p>Foundations of Organisational Development (OD) – 15 hours Entry and Contract, Organisational Diagnosis – Methods of Diagnosis; Feedback and OD;</p> |

| | |
|----------------------|---|
| | <p>OD Interventions: Individual and Interpersonal Interventions; Team / Group Interventions; Intergroup Interventions; Comprehensive Interventions</p> <p>Organisational Transformation – 15 hours The OD Consultant: Role, Skills and Dilemmas Success and Failure of OD Future of OD & New Perspectives</p> |
| Pedagogy | lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. |
| References/Readings. | <ol style="list-style-type: none"> 1. 'Organisational Development' by French & Bell, Sage Publishing, latest edition. 2. 'HRD Scorecard 2500 based on HRD Audit' by TV Rao, Response Books, Sage Publishing, latest edition. 3. 'Psychometrics in Coaching' edited by J Passmore,, Kogan Page, latest edition. 4. 'Organization Development' by M C Judge & L Holbeche, Kogan Page, latest edition. 5. 'Organizational Dynamics and Intervention – Tools for changing workplace' by S Allcorn, Prentice Hall India, latest edition. 6. 'The Handbook for Development Action Plans' by TV Rao, TVRLS publications, latest edition. |

Code: MBOH005

Negotiations and Conflict Management

4 Credits

| | |
|-----------|--|
| Objective | At the end of the course the participant should be able to use the required skills in negotiating, collective bargaining and managing conflicts at workplace. |
| Contents | <p>Negotiating a Contract - 15 hours Pre-negotiation - Preparing the Charter of Demand(s); Creating the Bargaining Team; Costing of Labour Contracts The Negotiation Process - Preparing for Negotiation; Communication Style; Breaking Deadlocks; Strategy and Tactics/Games Negotiators Play; Closing Successfully Negotiating Integrative Agreements Reviewing</p> <p>Collective Bargaining - 15 hours Definitions; Characteristics; Critical Issues in Collective Bargaining; Theories of Collective Bargaining; Collective Bargaining in India; Role of Government;</p> |

| | |
|----------------------|--|
| | <p>Collective Bargaining and the Indian Industrial Relations System; Levels of Bargaining, Coverage and Duration of Agreements; Concept of Managerial Prerogatives; Difficulties in the Bargaining Process; Administration of Agreements</p> <p>Negotiation and Collective Bargaining</p> <p>Approaches and Phases in Collective Bargaining- Coalition Bargaining and Fractional Bargaining; Impasse Resolution; Contract Ratification</p> <p>Post Negotiation - Administration of the Agreement; Grievance Management</p> <p>Conflict Management – 15 hours</p> <p>Conflict Management and Conflict Dynamics; Role of Communication in Conflict Management; —Origins of Conflict— Dispute Prevention—Assessment of Conflict; Conciliation; Mediation; Conflict management and organization policy;</p> <p>Grievance Management – 15 hours</p> <p>Causes/Sources of Grievances and how to locate them; Legislative Aspect of a Grievance Procedure; Managerial Practices to Prevent Grievances, Grievance Resolution; Union’s Perspective on Grievance Resolution;</p> |
| Pedagogy | lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. |
| References/Readings. | <ol style="list-style-type: none"> 1. Malhotra, D. & M. Bazerman, <u>Negotiation Genius</u>; NY, NY: Bantam Dell, Latest edition. 2. Stone, Patton & Heen, <u>Difficult Conversations</u>; NY, NY: Viking Press, Latest edition. 3. How to be a better Negotiator by John Mattock & J Ehrenbor Kogan Page Publishing, Latest edition. |

Code: MBOH006

Leadership

4 Credits

| | |
|-----------|--|
| Objective | To develop leadership skills in the participants and to enable them to take decisions in organisations. |
| Contents | <p>Introduction to Leadership-15 hours</p> <p>Leadership and Person, Personality, cultural values and ability; Leadership that gets results; Playing to your strengths; Emotional Intelligence</p> <p>Models of Leadership; Leadership and Followership, Leadership theories: Traits, Situational, and Functional Leadership,</p> |

| | |
|----------------------|--|
| | <p>Leadership and Power; Leadership and Influence - Interpersonal Conflict and Negotiation; Leadership in Groups and Teams</p> <p>Leadership and Organisation 15 hours Organizations as Complex Systems: Strategy, Structure & Environment; Organizational Culture; Leading Organizations Leading Teams: Design and Structure; Leadership and Communication; Leadership in Organizations; Leading Change</p> <p>Leadership Development 15 hours Identifying potential leaders; Leader Development Vs Leadership Development in Organisation; Process of leadership Development; Developmental Readiness of employees; Tools and interventions for developing leadership;</p> <p>Special Leadership dimensions 15 hours Identifying potential dark/ Negative leadership; Corrective measures; Public Leadership; Education Leadership; Spiritual Leadership; Transformational leadership; Leadership in different types of organisations – small businesses, Family Business, Multinational, etc</p> |
| Pedagogy | lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. |
| References/Readings. | <ol style="list-style-type: none"> 1. 'Leadership' by RL Hughes, RC Ginnett, GJ Curphy, latest edition, Tata McGraw Hill 2. The Leadership Challenge. James Kouzes & Barry Posner. Jossey-Bass. Latest edition 3. The Leadership Skills Handbook by J Owen, Kogan Page Publishing, latest edition 4. 'Cases in Leadership' by WG Rowe, L Guerrero, latest edition, Sage Publications 5. 'The Extra ordinary Leader' by JH Zenger & JR Folkman, latest edition, Tata McGraw Hill |

Optional General Courses

Code: MBOG001 Entrepreneurship 4 Credits

| | |
|-----------|--|
| Objective | At the end of the course the participant should be able to create new ventures and introducing new product and service ideas. |
| Contents | <p>Basics of Entrepreneurship 15 hours</p> <p>Concept, knowledge and skills requirement; characteristic of successful</p> |

| | |
|------------|--|
| | <p>entrepreneurs; role of entrepreneurship in economic development; entrepreneurship process; factors impacting emergence of entrepreneurship; managerial vs. entrepreneurial approach and emergence of entrepreneurship. Different forms of businesses</p> <p>Starting the venture 15 hours Opportunity : Scanning, Positioning and Analysing; Gathering the Resources; generating business idea – sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition; environmental scanning, competitor and industry analysis; feasibility study – market feasibility, technical/operational feasibility, financial feasibility; drawing business plan; preparing project report; presenting business plan to investors.</p> <p>Functional plans 15 hours marketing plan – marketing research for the new venture, steps in preparing marketing plan, contingency planning; organizational plan – form of ownership, designing organization structure, job design, manpower planning; Financial plan – cash budget, working capital, income statements; Cash flows; Balance sheet; break even analysis; Human Resource Plan – Recruitment, Selection, Staffing, Training and Development; Compensation; Performance Management; Operational Plans – Managing materials; use of Technology;</p> <p>Sources of finance 15 hours debt or equity financing, commercial banks, venture capital; financial institutions supporting entrepreneurs; legal issues – intellectual property rights patents, trade marks, copy rights, trade secrets, licensing; franchising. Developing Entrepreneurial Marketing: Competencies, Networks Rural Entrepreneurship; Social Entrepreneurship; Intrapreneurship; The Business Plan; Sources of External Support</p> |
| Pedagogy | lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. |
| References | <ol style="list-style-type: none"> 1. Entrepreneurship by RD Hisrich, MP Peters and DA Shepherd, Tata McGraw Hill Publishing, Latest edition 2. Entrepreneurial Management by S.Bhargava, Response Books, Sage Publishing, Latest edition 3. Business Plans for Dummies by P Tiffany & SD Peterson, Wiley India, Latest edition 4. Guide to Business Planning by G Friend & S Zehle, The Economist publication, latest edition |

| | |
|-----------------------|--|
| i n g s . | |
|-----------------------|--|

Annexure - II

COURSE CODES FOR COMPULSORY COURSES (Changed as per University Guidelines)

| Subject | Course Code |
|---|-------------|
| Management Process and Organisational Behaviour | MBCB001 |
| Economics | MBCB002 |
| CCA | MBCB003 |
| Communication Skills Oral + written +GD + Presentation | MBCS001 |
| Legal Aspects of Business | MBCB004 |
| Marketing Management | MBCB005 |
| Finance Management | MBCB006 |
| Optional Non Business Course 1 Foreign Language - German | MBON001 |
| Portuguese | MBON002 |
| Strategic Management | MBCB007 |
| Business Research Methods | MBCB010 |
| IT Skills and MIS | MBCB011 |
| Production Operations Management (OR) | MBCB009 |
| HR Management | MBCB008 |
| Interview facing Skills and Mock Interview | MBCS002 |
| Optional Non Business Course 2 Foreign Language- German | MBON003 |
| Portuguese | MBON004 |
| Summer Internship Report | MBIR001 |
| Summer Internship Seminars | MBIS001 |
| Final Internship Report | MBIR002 |
| Final Internship Seminars | MBIS002 |
| | |

Annexure-III

Integrated MBA Hospitality Travel and Tourism

Core Business Courses

| Code | Title | Credits | Theory or Practicals |
|------|-------|---------|-------------------------|
| | | | |

| | | | |
|---------|------------------------------------|---|-----------|
| HTC101 | Food Production 1 | 4 | Theory |
| HTC102 | Food & Beverage Service 1 | 4 | Theory |
| HTC103 | Accommodation Operations 1 | 4 | Theory |
| HTC104 | Food Production Practicals 1 | 4 | Practical |
| HTC105 | Food & Beverage Practical 1 | 4 | Practical |
| HTC106 | Accommodation Operations Practical | 2 | Practical |
| HTC107 | Food Production 2 | 4 | Theory |
| HTC108 | Food & Beverage Service 2 | 4 | Theory |
| HTC109 | Front Office Operation 1 | 4 | Theory |
| HTC110 | FOOD PRODUCTION PRACTICAL 2 | 4 | Practical |
| HTC111 | Food & Beverage practical 2 | 2 | Practical |
| HTC112 | Front Office Practicals | 2 | Practical |
| HTC113 | Food Production 3 | 4 | Theory |
| HTC114 | Food & Beverage Service 3 | 4 | Theory |
| HTC115 | Accommodation operations 2 | 4 | Practical |
| HTC116 | Front Office Operations 2 | 4 | Theory |
| HTC117 | Food Production Practical 3 | 4 | Practical |
| HTC118 | Food & Beverage Practical 3 | 2 | Practical |
| HTC119 | Food and Beverage Management | 4 | Theory |
| HTC 120 | Bakery & Confectionery | 4 | Theory |
| HTC121 | Front Office Management | 2 | Theory |
| HTC122 | MIS: Front Office | 2 | Theory |
| HTC 123 | MIS: F&B Service | 2 | Theory |
| HTC201 | Tourism Concepts | 4 | Theory |
| HTC202 | Tour Operations Management | 2 | Theory |

| | | | |
|--------|-------------------------------------|---|--------|
| HTC203 | Economics of Tourism | 4 | Theory |
| HTC204 | Marketing Tourism and Hospitality 1 | 2 | Theory |
| HTC205 | Marketing Tourism and Hospitality 2 | 2 | Theory |
| HTC206 | Travel Agency Management | 2 | Theory |
| HTC207 | International Tourism | 2 | Theory |
| HTC208 | Hotel Operations Management | 2 | Theory |

Optional Business Courses

| Code | Title | Credits | Theory or Practicals |
|---------|---------------------------------|---------|----------------------|
| HTO 101 | Tourist & Tourism (BBA) | 2 | Theory |
| HTO 102 | Tourism Industry (BBA) | 2 | Theory |
| HTO 103 | Tourism Products of India (BBA) | 2 | Theory |
| HTO 108 | Case Writing and Analysis | 2 | Theory |
| HTO 109 | Comprehensive Case Analysis | 2 | Theory |
| HTO 110 | Hotel Law | 2 | Theory |
| HTO 111 | Facility Planning | 2 | Theory |
| HTO 112 | FOOD SCIENCE AND NUTRITION | 2 | Theory |

Optional Non Business Courses

| Code | Title | Credits | Theory or Practicals |
|--------|-----------------------------------|---------|----------------------|
| HTN101 | Character Development | 4 | Theory |
| HTN102 | The Power of Positive Thinking | 2 | Theory |
| HTN103 | Appreciation and Understanding of | 4 | Theory |

| | | | |
|--------|------------------------|---|--------|
| | Theatre | | |
| HTN104 | Diet Meal Planning | 2 | Theory |
| HTN105 | Hygiene and Sanitation | 2 | Theory |
| HTN106 | Interior Decoration | 2 | Theory |

[\(Back to Index\)](#) [\(Back to Agenda\)](#)