Evaluation Scheme & Syllabus for

MBA (TOURISM MANAGEMENT)

AS PER
AICTE MODEL CURRICULUM

(Effective from the Session: 2018-19)
MBA (TOURISM MANAGEMENT) 1st Year Course Structure in accordance with AICTE Model Curriculum Effective w.e.f. Academic Session 2018-19

SEMMESTER-I

<table>
<thead>
<tr>
<th>S. No</th>
<th>CODE</th>
<th>SUBJECT</th>
<th>PERIODS</th>
<th>EVALUATION SCHEME</th>
<th>END SEMESTER</th>
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<td>FINANCIAL ACCOUNTING FOR MANAGERS</td>
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<td>ORGANISATIONAL BEHAVIOUR</td>
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<td>MARKETING MANAGEMENT – I</td>
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<td>BUSINESS COMMUNICATION</td>
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<td>8</td>
<td>KMT 108</td>
<td>COMPUTER APPLICATIONS IN MANAGEMENT</td>
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SEMMESTER-II

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<th>S. No</th>
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<th>SUBJECT</th>
<th>PERIODS</th>
<th>EVALUATION SCHEME</th>
<th>END SEMESTER</th>
<th>TOTAL</th>
<th>CREDIT</th>
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<td>8</td>
<td>KMT 208</td>
<td>TRAVEL AGENCY AND TOUR OPERATIONS</td>
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</table>
MANAGEMENT CONCEPTS AND INDIAN ETHOS  
KMT101

Course Objectives:
1. The purpose of this course is to expose the student to the basic concepts of management in order to aid the student in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today’s business firms.
2. Discuss the various concepts of planning, Decision making and controlling to help solving managerial problems
3. Study and understand management concepts and styles in Global context.
4. Familiarizing the students with the contemporary issues in management.

Course Credit: 3  
Contact Hours: 36 hours

UNIT-1
Role of Indian Ethos in managerial practice, Management lessons from Vedas, Mahabharata, Kautaliya’s Arthashastra, Ethics Vs Ethos, Indian Vs western Management Contemporary issues in Management. (7 Hours)

UNIT-2
Management practices from past to present, Different levels of management, Managerial skills, Roles & Functions, Manager and Business environment. (7 Hours)

UNIT - 3
Planning- Objective of planning, planning process, Types of planning, Types of plans, Corporate planning, Management by Objective, Decision-making- types, process & techniques, making decision effective. (7 hours)

UNIT-4
Organising & staffing- Meaning of organization, types of organization, Organization structure, Span of management, Line and staff relationship, Departmentation, Delegation- Centralization and decentralization of authority, Meaning of staffing, Recruitment, selection & placement, Training & development. (8 Hours)

UNIT- 5
Directing & Controlling- Principle of directing, Essence of coordination, Basic control process, Different control techniques, Management by exception. (7 Hours)

Course Outcomes: After completing the course student will be able to understand and explain
<table>
<thead>
<tr>
<th>Course Outcomes</th>
<th>Bloom’s taxonomy</th>
</tr>
</thead>
</table>
| CO 1: Developing understanding of managerial practices and their perspectives. | • Knowledge (K2)  
• Remembering (K1) |
| CO2: Applying planning and managerial decision making skills. | • Applying (K4) |
| CO 3: Develop analytical and problem solving skills, based on understanding of management concepts and theories. | • Analyzing (K5) |
| CO 4: Comprehend and practice Indian Ethos and Value Systems. | • Comprehending (K3) |
| CO 5: Applying value based management and ethical practices. | • Applying (K4) |

<table>
<thead>
<tr>
<th>Employable Skills</th>
<th>Measuring Tools</th>
</tr>
</thead>
</table>
| Ability to identify and apply the knowledge of subject practically in real life situations | Exercise  
Workshop  
Quiz  
Classroom Discussions |

Reference Books:

Text Books:
MANAGERIAL ECONOMICS
KMT 102

Course Objective:

- Understand the relative importance of Managerial Economics
- Know how the application of the principles of managerial economics can aid in achievement of business objectives
- Understand the modern managerial decision rules and optimization techniques.
- Be equipped with the tools necessary in analysis of consumer behavior as well as in forecasting product demand
- Understand and be able to apply latest pricing strategies
- Understand and analyse the macro environment affecting the business decision making.

Course Credit: 4 Contact Hours: 40 hours

UNIT –I
(6 Hrs)
Basic Concepts and principles:

UNIT –II
(8Hrs)
Demand and Supply Analysis :
Price of a Product under demand and supply forces

UNIT –III
(10Hrs)
Production and cost Analysis:
Production concepts & analysis; Production function, Types of production function, Laws of production: Law of diminishing returns, Law of returns to scale.
Estimation of Revenue, Average Revenue, Marginal Revenue
UNIT –IV
(10Hrs)

UNIT –V
(6Hrs)
National Income; Concepts and various methods of its measurement, Circular flows in 2 sector, 3 sector, 4 sector economies, Inflation, types and causes, Business Cycle & its phases.

Employable Skills Measuring tool

<table>
<thead>
<tr>
<th>Ability to forecast demand</th>
<th>Exercise + Workshop</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability to analyse various market structures</td>
<td>Exercise + Workshop</td>
</tr>
<tr>
<td>Ability to appreciate the role of various monetary policy tools in controlling inflation</td>
<td>Exercise + Workshop</td>
</tr>
</tbody>
</table>

Course Outcomes:

<table>
<thead>
<tr>
<th>Course Outcomes</th>
<th>Bloom’s taxonomy</th>
</tr>
</thead>
</table>
| **CO1:** Students will be able to remember the concepts of micro economics and also able to understand the various micro economic principles to make effective economic decisions under conditions of risk and uncertainty. | - Knowledge (K 2)  
- Remembering (k1) |
| **CO2:** The students would be able to understand the law of demand & supply & their elasticities, evaluate & analyse these concepts and apply them in various changing situations in industry. Students would be able to apply various techniques to forecast demand for better utilization of resources. | - Knowledge (K 2)  
- Applying (K 4)  
- Synthesizing (K6)  
- Evaluating (K7) |
| **CO3:** The students would be able to understand the production concept and how the production output changes with the change in inputs and able to analyse the effect of cost to business and their relation to analyze the volatility in the business world | - Comprehending (K 3)  
- Applying (K 4)  
- Analyzing (K 5)  
- Evaluating (K7) |
| **CO4:** The students would be able to understand & evaluate the different market structure and their different equilibriums for industry as well as for consumers for the survival in the industry by the application of various pricing strategic | • Applying (K 4)  
• Analyzing (K 5)  
• Synthesizing (K 6) |
| **CO5:** The students would be able to analyse the macro economic concepts & their relation to micro economic concept & how they affect the business & economy. | • Knowledge (K 2)  
• Comprehending (K 3) |

**Text Books:**
1. Managerial Economics, GEETIKA, McGraw-Hill Education 2nd Ed.
3. Managerial Economics, H.L Ahuja, S.Chand, 8th Ed
4. Managerial Economics, D.N.Dwivedi, Vikas Publication, 7th Ed
Course Objectives: This course is intended to introduce the basic theory, concepts and practice of financial accounting and to enable students to understand information contained in the published financial statements of companies and other organizations. It includes the preparation of accounting statements, but their uses and limitations will also be emphasized.

Course Credit: 4

Contact Hours: 40 hours

UNIT I (6Hrs)

Meaning and Scope of Accounting: Overview of Accounting, Users of Accounting, Accounting Concepts Conventions, Book keeping and Accounting, Principles of Accounting, Basic Accounting terminologies, Accounting Equation, Overview to Deprecation (straight line and diminishing method).

UNIT II (6Hrs)

Accounting Standards and IFRS: International Accounting Principles and Standards; Matching of Indian Accounting Standards with International Accounting Standards, Human Resource Accounting, Forensic Accounting.

UNIT III (10 Hrs)

Mechanics of Accounting: Double entry system of Accounting, Journalizing of transactions; Ledger posting and Trial Balance, Preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet, Excel Application to make Balance sheet, Case studies and Workshops.

UNIT IV (10 Hrs)

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, Case Study and Workshops in analyzing Balance sheet.

UNIT V (8 Hrs)

Course Outcome:
After successful completion of this course students will be able to

<table>
<thead>
<tr>
<th>S.No</th>
<th>Course Outcome</th>
<th>Bloom's taxonomy</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td><strong>CO1.</strong> Understand and apply accounting concepts, principles and conventions for their routine monetary transaction;</td>
<td>Knowledge (K2)/Comprehending (K3)</td>
</tr>
<tr>
<td>2.</td>
<td><strong>CO2.</strong> Recognize circumstances providing for increased exposure to fraud and define preventative internal control measures.</td>
<td>Knowledge (K2)</td>
</tr>
<tr>
<td>3.</td>
<td><strong>CO3.</strong> Create and Prepare financial statements in accordance with Generally Accepted Accounting Principles</td>
<td>Synthesizing (K6)/Remembering (k1)</td>
</tr>
<tr>
<td>4.</td>
<td><strong>CO4.</strong> Utilize the technology (such as computers, information databases) in facilitating and enhancing accounting and financial reporting processes</td>
<td>Applying (K4)</td>
</tr>
<tr>
<td>5.</td>
<td><strong>CO5.</strong> Analyze, interpret and communicate the information contained in basic financial statements and explain the limitations of such statements.</td>
<td>Analyzing (K4)/Evaluating (K7)</td>
</tr>
<tr>
<td>6.</td>
<td><strong>CO6.</strong> Understand the basic concepts and importance of working capital management</td>
<td>Remembering (k1)</td>
</tr>
</tbody>
</table>

SUGGESTED READINGS:

Text Books:
1) Maheshwari S.N & Maheshwari S K – A text book of Accounting for Management (Vikas, 10th Edition)
2) Essentials of Financial Accounting (based on IFRS), Bhattacharya (PHI, 3rd Ed)
3) Khan and Jain - Financial Management (Tata McGraw Hill, 7th Ed.)
4) PC Tulsian- Financial Accounting (Pearson, 2016)

Reference Books:
1) Narayanswami - Financial Accounting: A Managerial Perspective (PHI, 5th Ed)
2) Dhaneshk Khatri - Financial Accounting (TMH, 2015)
COURSE OBJECTIVES

1. Understand the different basic concept / fundamentals of business statistics.
2. Understand the practical application of various concepts.
3. Understand the importance of measures of Descriptive statistics which includes measures of central tendency, Measures of Dispersion, Time Series Analysis, Index Number, Correlation and Regression analysis and their implication on Business performance.
4. Understand the concept of Probability and its usage in various business applications.
5. Understanding Decision making environment and applying the Concept of Business Analytics.

Course Credit: 4

Contact Hours: 40 hours

UNIT I (10 Sessions): Descriptive Statistics

Meaning, Scope, functions and limitations of statistics, Measures of Central tendency – Mean, Median, Mode, Quartiles, Measures of Dispersion – Range, Inter quartile range, Mean deviation, Standard deviation, Variance, Coefficient of Variation, Skewness and Kurtosis.

UNIT II (8 Sessions): Time Series & Index Number

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.

UNIT III (6 Sessions): Correlation & Regression Analysis

Correlation Analysis: Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation.
Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation.

UNIT IV (8 Sessions): Probability Theory & Distribution

Probability: Theory of Probability, Addition and Multiplication Law, Baye’s Theorem
Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions.

UNIT V (8 Sessions) Decision-making environments: Decision-making under certainty, uncertainty and risk situations; Decision tree approach and its applications.
Concept of Business Analytics: Meaning, types and application of Business Analytics.
COURSE OUTCOME: After the completion of the course the students will be able to:

<table>
<thead>
<tr>
<th>Course Outcome</th>
<th>Blooms Taxonomy</th>
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</thead>
<tbody>
<tr>
<td>CO1. Gaining Knowledge of basic concept / fundamentals of business statistics.</td>
<td>• Knowledge (K2)</td>
</tr>
</tbody>
</table>
| CO2. To develop practical understanding of various statistics concepts. | • Remembering (K1)  
• Applying (K4) |
| CO3. To compute various measures of central tendency, Measures of Dispersion, Time Series Analysis, Index Number, Correlation and Regression analysis and their implication on Business performance. | • Comprehending (K3)  
• Applying (K4) |
| CO4. Evaluating basic concepts of probability and perform probability theoretical distributions. | • Analyzing (K5)  
• Synthesizing (K6) |
| CO5. Taking managerial decision and applying the Concept of Business Analytics. | • Evaluating (K7)  
• Applying (K4) |

**Text Book**
2. Chandrasekaran & Umapavathi-Statistics for Managers, 1st edition, PHI Learning

**Reference Book**
1. Davis, Pecar – Business Statistics using Excel, Oxford
2. Ken Black – Business Statistics, 5th ed., Wiley India
Course Objectives:
1. To enhance the understanding of the dynamics of interactions between individual and the organization.
2. To facilitate a clear perspective to diagnose and effectively handle human behavior issues in Organizations.
3. To develop greater insight into their own behavior in interpersonal and group, team, situations.

Course Credit: 3

Contact hours: 36hrs

UNIT I: (8 Hours)
Introduction to OB: The meaning of OB, Why study organizational behaviour, Fundamentals of individual behaviour. Determinants of Personality, types of personality, Personal effectiveness.
Attitudes: Meaning, Types, Components, Theory of attitude formation and attitude change.

UNIT II: (8 Hours)
Foundation of Group Behaviour: Group: Meaning, types, group dynamics, group cohesiveness, Meaning of Interpersonal Behaviour & Interpersonal skills, Transactional Analysis, Johari Window, FIRO – B, MBTI

UNIT III: (8 Hours)
Motivation: Meaning & definition, Traditional theory of Motivation: Maslow’s, Herzberg’s, McClelland, Contemporary theories of Motivation: Self Determination Theory, Self Efficacy Theory, Vroom’s Expectancy Theory, Equity Theory, Reinforcement Theory, OB MOD.
Perception: Meaning, process, principles and errors of perception, managerial & behavioural applications of perception.

UNIT IV: (8 Hours)
Leadership: What is leadership, types of leaders and leadership styles, traits and qualities of effective leader, trait theory, LSM – Leadership Situational Model, Team Building, Tuckman Model of Team Development.

UNIT V: (4 Hours)
Organizational Change: Meaning of organizational change, approaches to managing organizational change, creating a culture for change, implementing the change, Kurt Lewin Model of change.

<table>
<thead>
<tr>
<th>Employable Skills</th>
<th>Measuring Tools</th>
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<tr>
<td>Ability to identify and apply the knowledge of subject practically in real life situations</td>
<td>Exercise</td>
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<td></td>
<td>Workshop</td>
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Course Outcomes: Upon the successful completion of this course, the student will be able to:

<table>
<thead>
<tr>
<th>Course Outcomes</th>
<th>Bloom’s taxonomy</th>
</tr>
</thead>
<tbody>
<tr>
<td>CO 1: Comprehending the nature, functioning and design of organizations as social</td>
<td>• Comprehending (K3)</td>
</tr>
<tr>
<td>collectives</td>
<td>• Knowledge (K2)</td>
</tr>
<tr>
<td>CO2: To evaluate the reciprocal relationship between the organizational</td>
<td>• Analyzing (K5)</td>
</tr>
<tr>
<td>characteristics and managerial behavior.</td>
<td></td>
</tr>
<tr>
<td>CO 3: Develop practical insights and problem solving capabilities for effectively</td>
<td>• Synthesizing (K6)</td>
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<tr>
<td>managing the Organisational processes</td>
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<tr>
<td>CO 4: Analysing the behavior of individuals and groups in organizations.</td>
<td>• Analyzing (K5)</td>
</tr>
<tr>
<td>CO 5: Developing conceptual understanding of change and its implementation.</td>
<td>• Applying (K4)</td>
</tr>
</tbody>
</table>

References:
Books:
3. Aswathappa K, “Organizational Behaviour (Text, Cases and Games)”, Himalaya Publication
MARKETING MANAGEMENT - I  
KMT 106

COURSE OBJECTIVE

• To facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.
• To develop understanding on Consumer and business buying behavior
• Develop skills to understand Segmentation, Targeting and Positioning and develop strategy
• Ability to Understand and implement the Marketing-Information Systems

Course Credit: 3  
Contact hours: 36 hrs

COURSE CONTENTS

UNIT I (7hrs)

Marketing Management: Introduction, objectives, Scope and Importance. Types of Market, Core Concepts of Marketing, Functions of Marketing, Marketing Orientations

UNIT II (7hrs)


UNIT III (7hrs)


UNIT IV (8hrs)


UNIT V (7 hrs)

Course Outcomes: Upon the successful completion of this course, the student will be able to:

<table>
<thead>
<tr>
<th>S.No</th>
<th>Course Outcome</th>
<th>Bloom's taxonomy</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>CO1.</strong> Remember and Comprehend basic marketing concepts.</td>
<td>Remembering (k1)</td>
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<tr>
<td></td>
<td></td>
<td>Knowledge (K2)</td>
</tr>
<tr>
<td>2</td>
<td><strong>CO2.</strong> Understand marketing Insights on application of basic marketing concepts.</td>
<td>Synthesizing (K6)</td>
</tr>
<tr>
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<td></td>
<td>Comprehending (K3)</td>
</tr>
<tr>
<td>3</td>
<td><strong>CO3.</strong> Able to Apply and develop Marketing Strategies and Plans</td>
<td>Applying (K4)</td>
</tr>
<tr>
<td>4</td>
<td><strong>CO4.</strong> Understand and Analyzing Business/Consumer Markets</td>
<td>Analyzing (K5)</td>
</tr>
<tr>
<td>5</td>
<td><strong>CO5.</strong> Develop skills and ability Identify &amp; evaluate Market Segments and Targeting.</td>
<td>Evaluating (K7)</td>
</tr>
</tbody>
</table>

TEXT BOOKS:

REFERENCE BOOKS:
1) Managing Marketing, Noel Capon, Sidharth Shekar Singh, 4/e Wiley
Business Communication
KMT 107

Course Objectives

1: To understand business communication strategies and principles for effective communication in domestic and international business situations.
2: To understand and appropriately apply modes of expression, i.e., descriptive, expositive, narrative, scientific, and self-expressive, in written, visual, and oral communication.
3: To develop the ability to research and write a documented paper and/or to give an oral presentation.
4: To develop the ability to communicate via electronic mail, Internet, and other technologies for presenting business messages.
5: To understand and apply basic principles of critical thinking, problem solving, and technical proficiency in the development of exposition and argument.

Course Credits 3 Hours 36 Hrs

UNIT I: (8 hrs)

Introduction: Role of communication – defining and classifying communication – purpose of communication – process of communication – characteristics of successful communication – importance of communication in management – communication structure in organization – communication in crisis - barriers to communication.

UNIT II: (7 hrs)


UNIT III: (7 hrs)


UNIT IV: (7 hrs)
Employment communication: Introduction – writing CVs – Group discussions – interview skills

UNIT V: (7 hrs)


Course Outcomes
Upon successful completion of this course, the student should be able to:

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Course Outcome</th>
<th>Bloom’s Taxonomy</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>CO1. Apply business communication strategies and principles to prepare effective communication for domestic and international business situations.</td>
<td>Applying (K4)</td>
</tr>
<tr>
<td>2</td>
<td>CO2. Analyse ethical, legal, cultural, and global issues affecting business Communication.</td>
<td>Analyse (K5)</td>
</tr>
<tr>
<td>3</td>
<td>CO3. Develop an understanding of appropriate organizational formats and channels used in business communications</td>
<td>Knowledge (K2)</td>
</tr>
<tr>
<td>4</td>
<td>CO4. Gaining an understanding of emerging electronic modes of communication.</td>
<td>Comprehending(K3)</td>
</tr>
<tr>
<td>5</td>
<td>CO5. Developing effective verbal and non verbal communication skills.</td>
<td>Remembering(K1)/ Applying (K4)</td>
</tr>
</tbody>
</table>

Suggested Readings:
2. Bisen & Priya – Business Communication (New Age International Publication)

EMPLOYABLE SKILLS Skill | Measurement tool
| Understanding of fundamentals of business communication strategies. | Presentations, Quiz |
| Apply suitable modes of expression. | Role Play followed by discussion |
| Compose accurate business documents | Group assignment/ Workshop/ Exercise. |
| Develop skills to use latest technology used for communication | Group project, presentations |
| Develop group communication skills. | Role play, Debate, Case study analysis |
Computer Applications in Management
KMT 108

COURSE OBJECTIVES:
1. The course aims to provide knowledge about basic components of a computer and their significance.
2. To provide hands on learning of applications of MS Office and Internet in businesses.
3. To provide an orientation about the increasing role of management information system in managerial decision making to gain Competitive edge in all aspects of Business.
4. To understand various MIS operating in functional areas of an organization.
5. To create awareness in upcoming managers, of different types of information systems in an organization so as to enable the use of computer resources efficiently, for effective decision making.

Course Credits 3 Hours 36 Hrs

UNIT I (05 hours) Conceptual Framework

Hardware: (a) Input devices - keyboard, printing devices, voice speech devices, scanner, MICR, OMR, Bar code reader, digital camera etc. (b) Output devices - Visual Display, printers, plotters (c) Storage Devices – Magnetic storage devices, Optical storage devices, Flash Memory.
Software: Types of software with examples; Introduction to languages, compiler, interpreter and Assembler, Operating System Functions, Types and Classification, Elements of GUI based operating system.

UNIT II (06 hours) Communication Technology

Network and Internet: Types of computer networks (LAN, WAN and MAN), Network topologies, EDI.
Internet: Netiquettes, Architecture & Functioning of Internet, Basic services over Internet like WWW, FTP, Telnet, Gopher, IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail.

UNIT III (12 hours) Office tools for Business

Excel: Formulae, Functions, Auto sum, Copying formula, Formatting data, creating charts, creating Database, sorting data, filtering. Power Point: Formatting text on slides, Inserting charts, adding tables, Clipping, Slide animation, Slide shows.

UNIT IV (7 hours) Information System Classification


UNIT V (06 hours) Information Systems for Business


Course Outcomes
Upon successful completion of this course, the student should be able to:

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Course Outcome</th>
<th>Bloom’s Taxonomy</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>CO1. Gain in depth knowledge of working of an IT enabled organisation</td>
<td>Knowledge (K2)</td>
</tr>
<tr>
<td>2</td>
<td>CO2. Learn to use various IT tools for solving Business Problems.</td>
<td>Applying (K4)</td>
</tr>
<tr>
<td>3</td>
<td>CO3. Develop and implement Information Systems for Business Applications.</td>
<td>Synthesizing (K6)</td>
</tr>
<tr>
<td>4</td>
<td>CO4. Learn to increase efficiency of various management processes by using IT enabled technology.</td>
<td>Applying (K4) Knowledge (K2)</td>
</tr>
<tr>
<td>5</td>
<td>CO5. Analyse various security and ethics related issues pertaining to the increasing use of Information Technology.</td>
<td>Analyse (K5)</td>
</tr>
</tbody>
</table>

Suggested Readings
1. Shrivastava-Fundamental of Computer & Information Systems (Wiley Dreamtech)
5. Introduction to Computers, Norton P. (TATA McGraw Hill)
Course Objectives:
- The basic objective of the course is to develop understanding and provide knowledge about business environment to the management students.
- To promote basic understanding on the concepts of Business Environment and to enable them to realize the impact of environment on Business.
- To provide knowledge about the Indian and international business environment.

Course Credit: 3
Contact Hours: 36Hrs

UNIT I Introduction- (8Hrs)


UNIT II Economic, Political and Legal environment (8Hrs)


UNIT III (8Hrs)

B) Competitive Environment – Meaning, Michael Porter’s Five Forces Analysis, Competitive Strategies. Introduction to Industrial Policy Resolutions

UNIT IV ( 4 Hrs)

Natural and Technological Environment: Innovation, technological leadership and followership impact of technology on globalization, transfer of technology, time lags in technology introduction, Status of technology in India; Management of technology; Features and Impact of technology.
UNIT V International Environment – (8Hrs)

Course Outcomes (CO): (Identify minimum skills/ knowledge necessary to be imbibed by students)

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Course Outcome</th>
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</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>CO1) Comprehend the forces that shape business and economic structure and develop strategies to cope with the same.</td>
<td>K3 Comprehending</td>
</tr>
<tr>
<td></td>
<td></td>
<td>K4 Applying</td>
</tr>
<tr>
<td>2</td>
<td>CO2) Evaluate the economic &amp; political environmental dynamics to cope with the changing regulations affecting business and its profitability.</td>
<td>K5 Analysing</td>
</tr>
<tr>
<td>3</td>
<td>CO3) Analyse the competitive forces in environment and accordingly devise business policies and strategies to stay in competitive position.</td>
<td>K5 Analysing</td>
</tr>
<tr>
<td>4</td>
<td>CO4) Analyze the desirability of technological advancement in the current set-up and how to gain technological advancement with least cost.</td>
<td>K5 Analysing</td>
</tr>
<tr>
<td>5</td>
<td>CO5) Understand the international influences on domestic business and measures to be taken for successful global business operations</td>
<td>K2 Knowledge</td>
</tr>
</tbody>
</table>

Text Books
2. Business Environment ---Francis Cherunilam, Himalaya Publishing House

REFERENCE BOOKS:
<table>
<thead>
<tr>
<th>Employable Skills: Employable Skill</th>
<th>Measurement tools</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entrepreneurial skill</td>
<td>Workshop on business planning</td>
</tr>
<tr>
<td>Managerial competitive skill</td>
<td>Assignment on SWOT analysis</td>
</tr>
<tr>
<td>Business acumen</td>
<td>Case studies</td>
</tr>
</tbody>
</table>
**HUMAN RESOURCE MANAGEMENT**

**KMT 202**

**Course Objectives:** In this course the students will learn the basic concepts and frameworks of Human Resource Management (HRM) and understand the role that HRM has to play in effective business administration. It will provide an insight as to how to use Human Resource as a tool to implement strategies.

**Course Credit: 3**

**Contact Hours: 36Hrs**

**UNIT I: (6 Hours)**

**Essentials of HRM:** Nature of HRM, Scope, functions and importance of HRM, HRM vs. HRD, SHRM: Introduction, characteristics and scope of SHRM, SHRM vs. Conventional HRM, Barriers to strategic HRM, Linking HR strategy with business strategy, HRM linkage with TQM & productivity.

**UNIT II: (8 Hours)**

**Human Resource Planning and Employee Hiring:** Nature of job Analysis, job design, Human Resource Planning, Demand forecasting for manpower planning, HR supply forecasting, factors influencing HRP, Employee hiring- Nature of Recruitment, Sources of recruitment, Employee selection, process of employee selection, recent trends in recruitment.

**UNIT III: (8 Hours)**

**Employee Training & Development:** Nature and importance of Training, methods and types of training, career planning, promotion, transfer, demotion and separation, Performance Appraisal: Meaning and types of appraisal, Job Evaluation: Meaning and methods of job evaluation.

**UNIT IV: (8 Hours)**

**Compensation Management and Employee Relations:** Introduction to compensation management, Components of employee and executive compensation, Factors affecting employee compensation, Employee incentive schemes, and recent trends in compensations management. Meaning and nature of employee relation and industrial relations.

**UNIT V: (6 Hours)**

**Employee Safety/ Health and International Human Resource Management:** Basics of ethics and fair treatment at work, measures and policies for employee safety at work, basic principles governing International Human Resource Management and the role of culture.

**Course Outcomes:** After the successful completion of the course the students will be in a position to address the challenges of organizational management through and with human resources. In addition it will help in:
<table>
<thead>
<tr>
<th>S. No.</th>
<th>Course Outcome</th>
<th>Bloom's Taxonomy</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>CO1.</strong> Synthesize the role of human resources management as it supports the success of the organization including the effective development of human capital as an agent for organizational change.</td>
<td><strong>K6</strong> Synthesizing</td>
</tr>
<tr>
<td>2</td>
<td><strong>CO2.</strong> Demonstrate knowledge of laws that impact behaviour in relationships between employers and employees that ultimately impact the goals and strategies of the organization.</td>
<td><strong>K2</strong> Knowledge</td>
</tr>
<tr>
<td>3</td>
<td><strong>CO3.</strong> Understand the role of employee benefits and compensation as a critical component of employee performance, productivity and organizational effectiveness.</td>
<td><strong>K3</strong> Comprehending</td>
</tr>
<tr>
<td>4</td>
<td><strong>CO4.</strong> Show evidence of the ability to analyze, manage and problem solve to deal with the challenges and complexities of the practice of collective bargaining.</td>
<td><strong>K5</strong> Analysing</td>
</tr>
<tr>
<td>5</td>
<td><strong>CO5.</strong> Demonstrate knowledge of practical application of training and employee development as it impacts organizational strategy and competitive advantage.</td>
<td><strong>K2</strong> Knowledge</td>
</tr>
</tbody>
</table>

**References: Books:**

<table>
<thead>
<tr>
<th>Employable Skills</th>
<th>Measuring Tools</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability to identify and apply the knowledge of subject practically in real corporate situations</td>
<td>Exercise Workshop Quiz Classroom Discussions</td>
</tr>
</tbody>
</table>
COURSE OBJECTIVES

1. Understand the concept / fundamentals of research and their types.
2. Understand the practical application of various research techniques.
3. Understand the importance of scaling & measurement techniques and sampling techniques
4. Understand the importance of coding, editing, tabulation and analysis in doing research.
5. Understanding and applying the concept of statistical analysis which includes various parametric test and non parametric test and ANOVA technique and understand technique of report writing.

Credit-3 Hours-36

UNIT I (8 Sessions)

Research: – Definition, Meaning, Importance types and Qualities of Research; Research applications in functional areas of Business, Emerging trends in Business research.

UNIT II (8 Sessions)

Research design: Concept, Features of a good research design, Use of a good research design; Qualitative and Quantitative research approaches, Comparison – Pros and Cons of both approaches.
Exploratory Research Design: Concept, Types: Qualitative techniques – Projective Techniques, Depth Interview, Experience Survey, Focus Groups, Observation.
Descriptive Research Designs: Concept, types and uses. Concept of Cross-sectional and Longitudinal Research
Experimental Design: Concept of Cause, Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group.

UNIT III (6 Sessions)

UNIT IV (6 Sessions)


UNIT V (8 Sessions)

**Data Analysis:** Editing, Coding, Tabular representation of data, frequency tables, Construction of frequency distributions, Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Histogram.

Hypothesis: Qualities of a good Hypothesis –Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing – Logic & Importance. Test of Significance: Small sample tests: t (Mean, proportion) and F tests, Z test, Cross tabulations, Chi-square test; Analysis of Variance: One way and two-way Classifications.


**COURSE OUTCOMES**

<table>
<thead>
<tr>
<th>Course Outcomes</th>
<th>Blooms Taxanomy</th>
</tr>
</thead>
<tbody>
<tr>
<td>CO1. Knowledge of concept / fundamentals for different types of research.</td>
<td>• Knowledge ( K 2)</td>
</tr>
<tr>
<td>CO2. Applying relevant research techniques.</td>
<td>• Remembering ( K1)</td>
</tr>
<tr>
<td></td>
<td>• Applying ( K 4)</td>
</tr>
<tr>
<td>CO3. Understanding relevant scaling &amp; measurement techniques and should use appropriate sampling techniques</td>
<td>• Comprehending (K 3)</td>
</tr>
<tr>
<td></td>
<td>• Applying ( K 4)</td>
</tr>
<tr>
<td>CO4. Synthesizing different techniques of coding, editing, tabulation and analysis in doing research.</td>
<td>• Analyzing ( K 5)</td>
</tr>
<tr>
<td></td>
<td>• Synthesizing ( K6)</td>
</tr>
<tr>
<td>CO5. Evaluating statistical analysis which includes various parametric test and non parametric test and ANOVA technique and prepare report.</td>
<td>• Evaluating ( K7)</td>
</tr>
</tbody>
</table>
Text Book
1. Research Methodology, Deepak Chawla, Neena Sondhi, Vikas Publication
2. Business Research Methods, Naval Bajpai, Pearson Education

Reference Book
1) Research Methodology, C R Kothari, New Age International.
FINANCIAL MANAGEMENT & CORPORATE FINANCE  
KMT 204

Course Credit: 3  
Contact Hours: 36Hrs

Course Objective

1. To gain an understanding on the use of basic business financial management concepts and tools of analysis such as valuation.
2. To gain an insight into various types of financing available to a firm.
3. To have an understanding of various factors considered in designing the capital structure.
4. To acquaint the students about key areas of Corporate Finance and Indian Financial System
5. To gain an insight into various techniques of dividend and retention ratio.

UNIT I (6 Hrs)


UNIT II (8 Hrs)


UNIT III(8 Hrs)

Financial Decision: Capital Structure, Relevance and Irrelevancy theory, Leverage analysis – financial, operating and combined leverage along with its implications, EBIT EPS Analysis, Point of Indifference

UNIT IV (10 Hrs)


UNIT V (4 Hrs)

Indian Financial System: Role of Financial Institution, Primary and Secondary Market, Lease Financing, Venture Capital, Mutual Funds. Introduction to Derivatives.

Course Outcome:
After successful completion of this course students will be able to
<table>
<thead>
<tr>
<th>S.No</th>
<th>Course Outcome</th>
<th>Bloom’s Taxonomy</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td><strong>C01</strong> Understand the different basic concept / fundamentals of Corporate Finance</td>
<td>• Knowledge(K2)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Remembering(K1)</td>
</tr>
<tr>
<td>2.</td>
<td><strong>C02</strong> Understand the practical application of time value of money and evaluating long term investment decisions</td>
<td>• Analyzing (K5)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Evaluating(K7)</td>
</tr>
<tr>
<td>3.</td>
<td><strong>C03</strong> Developing analytical skills to select the best source of capital ,its structure on the basis of cost of capital</td>
<td>• Analyzing(K5)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Synthesizing(K6)</td>
</tr>
<tr>
<td>4.</td>
<td><strong>C04</strong> Understand the use and application of different models for firm’s optimum dividend payout.</td>
<td>• Comprehending(K3)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Applying(K4)</td>
</tr>
<tr>
<td>5.</td>
<td><strong>C05</strong> Understand the recent trends of primary and secondary market and developing skills for application of various financial services.</td>
<td>• Comprehending(K3)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Synthesizing (K6)</td>
</tr>
</tbody>
</table>

**Text Books:**

1. Khan and Jain - Financial Management (Tata McGraw Hill, 7th Ed.)
2. Pandey I M - Financial Management (Vikas, 11th Ed.)
3. William Hakka Bettner Carcello- Financial and Management Accounting(TMH-16th Ed.)
5) Prasanna Chandra - Fundamentals of Financial Management (TMH, 9th Ed.)
6) Bark Demazo Thamy- Financial Management (Pearson,2nd Ed.)
7) R P Rustagi - Financial Management (Galgotia, 2000, 2nd revised ed.)

**Reference Books:**

1.) Ravi.M Kishore – Financial Management (Taxman ,7th Ed)
2.) Fundamentals to Financial Management , Brigham & Houston, 14/e ,Cengage Learning
4.) Horne Wachowicz- Fundamentals of Financial Management (Pearson,13th Ed)
MARKETING MANAGEMENT - II
KMT 205

Course Credit: 3 Contact Hours: 36 Hrs

Course Objectives:

- Understand basics of marketing mix.
- Develop effective understanding on product and brand management.
- Develop effective understanding on pricing and distribution management.
- Understand Promotion Management and develop promotion strategies
- Ability to understand Recent Trends in Marketing, Rural Marketing, Digital and Mobile Marketing, Customer Relationship Management

UNIT I
Concept of Marketing Mix: Introduction, Traditional Marketing Mix 4Ps, and 4Cs’, Service Marketing Mix, Developing of an Effective Marketing Mix, Managing and Designing Marketing Mix.

UNIT II
Brand Management: Meaning, Advantages and disadvantages of branding, Brand Equity, Brand Positioning, Brand Name Selection, Brand Sponsorship, Brand Portfolio

UNIT III
Distribution Management: Introduction, Need for Marketing Channels, Decisions Involved in Setting up the Channel, Channel Management Strategies, Introduction to Logistics Management, Retailing Meaning, Types, Wholesaling- Meaning, Types, Multi Channel Marketing, Vertical and Horizontal Marketing System. (8 hrs)

UNIT IV
Promotion Management: Introduction, Integrated Marketing Communications (IMC), Communication Development Process, Budget Allocation Decisions in Marketing Communications, Promotion Mix, Advertising- Meaning, Objectives, Advertising Budget Fundamentals of Sales Promotion, Public Relations, Direct Marketing,

UNIT V
Customer Relationship Management: Meaning, Relationship Marketing Vs. Relationship Management, Types of Relationship Management, Significance of Customer Relationship Management.

<table>
<thead>
<tr>
<th>S.No</th>
<th>Course Outcome</th>
<th>Bloom's taxonomy</th>
</tr>
</thead>
</table>


<table>
<thead>
<tr>
<th>1</th>
<th><strong>CO1.</strong> Understand and Analyze marketing for creating value with Product and price Strategy.</th>
<th><strong>Remembering (K1)</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td><strong>CO2.</strong> Develop aptitude to Create and Craft the Brand Positioning/Equity by Evaluating Brands and Identifying Market Segments and Targets</td>
<td><strong>Comprehending (K3) / Knowledge (K2)</strong></td>
</tr>
<tr>
<td>3</td>
<td><strong>CO3.</strong> Understand and Analyze marketing for delivering and communicating value with Integrated Marketing Channels and promotion strategy.</td>
<td><strong>Analyzing (K5) / Applying (K4)</strong></td>
</tr>
<tr>
<td>4</td>
<td><strong>CO4.</strong> Remember and Comprehend advance marketing concepts for the New Realities and digital aspect of marketing.</td>
<td><strong>Evaluating (K7)</strong></td>
</tr>
<tr>
<td>5</td>
<td><strong>CO5.</strong> Creating and developing marketing strategies and plans for Conducting marketing responsibly for long-term success</td>
<td><strong>Synthesizing (K6)</strong></td>
</tr>
</tbody>
</table>

**TEXT BOOKS:**

**REFERENCE BOOKS:**
Course Objective and Outcome: This will be an introductory module giving the basis of tourism studies. This will give an overview of tourism industry and various organizations.

UNIT – I


UNIT – II


UNIT – III

Types and Forms of Tourism: Inter–regional and intra–regional tourism, inbound and outbound tourism, domestic, international tourism. Forms of Tourism: religious, historical, social, adventure, health, business, conferences, conventions, incentives, sports and adventure, senior tourism, special interest tourism like culture or nature oriented, ethnic or „roots” tourism and VFR.

UNIT – IV

Tourist Transportation: Air transportation: The airline industry presents policies, practices. Functioning of Indian carriers. Air Corporation Act, Air charters.

Surface Transport: Rent-a-car Scheme and Coach-Bus Tour, Fare Calculation. Transport & Insurance documents, All-India Permits

Rail Transport: Major Railway Systems of World, (Euro Rail and Amtrak) General information about Indian Railways, Types of rail tours in India:, Place-on-Wheels and Royal Orient, Deccan Odyssey, Toy Trains. Indrail Pass.

Water Transport: Historical past, cruise ships, ferries, hovercrafts, river and canal boats, Fly-cruise.

UNIT – V

A study of International Tourism Organizations: Origin, location and functions of WTO, IATA, PATA, ASTA, UFTAA, and ICAO.

Suggested Readings:
5. Bhatia, A.K., - International Tourism
Course Objective and Outcome: The module gives information of countries tourist places of national and international importance and it helps students to know the background elements of tourism resources.

UNIT – I

UNIT – II
Popular Tourist Resources - Delhi, Agra, Jaipur, Khajuraho, Varanasi, Mumbai, Kolkata, Chennai, Bangalore, Hyderabad, Mahabalipuram, Madurai, Tanjore, Hampi, Ellora, Elephant, Konark and Fatehpur Sikri. Monuments- Qutub Minar, Atala Mosque (Jaunpur), Kirtistambha (Chittor), Sher Shah Suri”s Tomb, Sikandara, Red Fort (Delhi), Taj Mahal, Golden Temple (Amritsar), Hawa Mahal (Jaipur), Bara Imambara (Lucknow).

UNIT – III

UNIT – IV
Fairs and Festivals: Kumbha, Pushkar, Sonepur, Dadari, Tarnetar, Chhatha, Pongal/Makar-Sankranti, Baishakh, Meenakshi Kalyanam, Holi, Gangaur, Onam, Durga Puja, Ramalila, Diwali, Kartik Purnima (Dev Deepawali, Guru Parb), Dashahara (Kullu), Rathyatra, Nag Nathaiya (Varanasi), Bhrawafat, Id-ul-Fitr, Easter, Christmas, Carnival (Goa), Burhawa Mangal (Varanasi), Ganga Mahotsava, Taj Mahotsava, Khajuraho Mahotsava and Desert Festival.

UNIT – V

Suggested Readings:
1. Gupta, SP, Lal, K, Bhattacharya, M. Cultural Tourism in India (DK Print 2002)
Course Objective and Outcome: The students will understand the conceptual meaning and differentiation between Travel agency and Tour operation. Further they will understand formalities and documentation needed to set up these units.

UNIT – I

Travel formalities: Travel Formalities: Passport, Visa, Health requirements, taxes, customs, currency, travel insurance, baggage and airport information. Travel Agency and Tour Operation Business: History, Growth, and present status of Travel Agency. Definition of Travel Agency and differentiation between Travel Agency and Tour Operation business. Travel Agency and Tour Operators: Linkages and arrangements with hotels, airlines and transport agencies and other segments of tourism sector.

UNIT – II

Approval of Travel Agents and Tour Operators: Approval by Department of Tourism, Government of India. IATA rules and regulations for approval of a travel agency, Approval by Airlines and Railways. Study of various Fiscal and Non – Fiscal incentives available to Travel agencies and Tour Operations business.

UNIT – III

Functions of a Travel Agent: Understanding the functions of a travel agency - travel information and counselling to the tourists, Itinerary preparation, reservation, ticketing, preparation and marketing of Tour packages, handling business/corporate clients including conference and conventions. Sources of income: Commission, Service Charges. Travel Terminology: Current and popular travel trade abbreviations and other terms used in preparing itineraries.

UNIT – IV

Functions of a Tour Operator: Market research and tour package formulation, assembling, processing and disseminating information on destinations, Liaisoning with principles, preparation of Itineraries, tour operation and post tour Management. Sources of income for tour operation.

UNIT – V


Suggested Reading:
4. Chand, Mohinder, Travel Agency Management, Anmol Publication
5. Seth, P. N., (1992), Successful Tourism Management Vol. 1 & 2, Sterling Publications, Delhi
COMPREHENSIVE VIVA
KMT 209

Comprehensive Viva scheduled at the end of 2\textsuperscript{nd} semester is to assess the conceptual understanding of students on various subjects taught in the first year and business environment. Examiner(s) should try to evaluate the students on the basis of one’s articulation of their learning.