

**BHARATHIAR UNIVERSITY : COIMBATORE-641 046**  
**CENTRE FOR COLLABORATION OF INDUSTRY AND INSTITUTION(CCII)**  
**M.B.A –HOSPITALITY MANAGEMENT AND CATERING SCIENCE**  
**(For the CCII students admitted from the academic year 2013-14 & onwards)**  
**SCHEME OF EXAMINATIONS – CBCS Pattern**

Course Title	Ins.hrs / week	Examinations				Credits
		Dur.Hr	CIA	Marks	Total	
<b>SEMESTER –I</b>						
1.1. Management Principles and Practice	5	3	25	75	100	4
1.2. Organizational Behaviors	5	3	25	75	100	4
1.3. Managerial Economics	4	3	25	75	100	4
1.4. Financial and Management Accounting	5	3	25	75	100	4
1.5. Quantitative Methods for Management	5	3	25	75	100	4
1.6. Corporate Communication	4	3	25	75	100	4
1.7. **Fundamentals of Food Production & Nutrition	2	-	-	-	-	-
<b>SEMESTER –II</b>						
2.1. Operations Management	5	3	25	75	100	4
2.2. Marketing Management	4	3	25	75	100	4
2.3. Financial Management	5	3	25	75	100	4
2.4. Human Resource Management	4	3	25	75	100	4
2.5. Quantitative Techniques	5	3	25	75	100	4
2.6. Research Methods for Management	5	3	25	75	100	4
2.7. ** Fundamentals of Food Production & Nutrition - Practical	2	3	40	60	100	4
<b>SEMESTER – III</b>						
3.1. Business Ethics and Global Business Environment	5	3	25	75	100	4
3.2. Food And Beverage Service	5	3	25	75	100	4
3.3. Hospitality Management	5	3	25	75	100	4
3.4. Tourism planning and marketing	5	3	25	75	100	4
3.5. Eco- Tourism	5	3	25	75	100	4
3.6. International Hospitality Law	5	3	25	75	100	4
3.7. Summer Placement Project Report & Viva-Voce	-	-	-	-	100*	4
<b>SEMESTER – IV</b>						
4.1. Strategic Management : Indian Global Context	6	3	25	75	100	4
4.2. International Business	6	3	25	75	100	4
4.3. International tourism management	6	3	25	75	100	4
4.4. Tourism Business Environment	6	3	25	75	100	4
4.5. Tourism Products	6	3	25	75	100	4
<b>TOTAL</b>					2500	100

\*\*The Course will be taught during I and II Semesters.

\* For Project Report - 80% Marks; Viva-Voce – 20% Marks

## 1.1. MANAGEMENT PRINCIPLES AND PRACTICE

### **Subject Description :**

This course presents the Principles of Management, emphasizing managerial functions, explaining internal management of organizations and behavioural concepts as applied to practical management problems.

### **Goals:**

To enable the students to learn the basic functions, principles and concepts of management.

### **Objectives:**

On successful completion of the course the students should have:

Understood management functions and principles.

Learnt the scientific decision making process and problem solving techniques.

Learnt the modern trends in management process.

### **Unit I**

Management : Science, Theory and Practice - The Evolution of Management Thought and the Patterns of Management Analysis - Management and Society : The External Environment, Social Responsibility and Ethics - Global and Comparative Management - The Basis of Global Management.

### **Unit II**

The Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises - Decision Making - Global Planning.

### **Unit III**

The Nature of Organizing and Entrepreneuring - Organizational Structure : Departmentation - Line/Staff Authority and Decentralization - Effective Organizing and Organizational Culture - Global Organizing.

### **Unit IV**

Co-ordination functions in Organisation - Human Factors and Motivation - Leadership - Committees and group Decision Making - Communication - Global Leading.

### **Unit V**

The System and Process of Controlling - Control Techniques and Information Technology - Productivity and Operations Management - Overall Control and toward the Future through Preventive Control - Global Controlling and Global Challenges.

### **References :**

1. Koontz & Weirich, Essentials of Management, Tata McGraw Hill.
2. VSP Rao, V Hari Krishna – Management: Text and Cases, Excel Books, I Edition, 2004
3. Stoner & Wankai, Management, PHI.
4. Robert Krcitner, Management, ATTBS.
5. Weirich & Koontz, Management - A Global perspective, McGraw Hill.
6. Helliregarl, Management, Thomson Learning, 2002.
7. Robbins.S.P., Fundamentals of Management, Pearson, 2003.

## 1.2. ORGANISATIONAL BEHAVIOUR

### **Subject Description :**

Organizational Behaviour brings out the personality and behavioural science, its influence on organizational behaviour by understanding the concepts of organizational change, politics and behaviour.

### **Goals:**

To enable the students to learn the basics of individual behaviour and an organizational behaviour.

### **Objectives:**

On successful completion of the course the students should have:

Understood personality traits and its influence on organization.

How personality traits can be molded to suit the organization.

To learn the modern trends, theories and concepts in organizational behavior

### **Unit I**

Organisational Behaviour : History - evaluation, Challenges & opportunities, contributing disciplines, management functions and relevance to Organisation Behaviour.

Personality - Determinants, structure, behaviour, assessment, psycho-analytical social learning, job-fit, trait theories.

### **Unit II**

Emotions and Emotional Intelligence as a managerial tool. Implications of EI on managers and their performance. Attitudes - relationship with behaviour, sources, types, consistency, work attitudes, values - importance, sources, types, ethics and types of management ethics.

Perception - Process, Selection, Organisation Errors, Managerial implications of perception.

Learning - classical, operant and social cognitive approaches. Implications of learning on managerial performance.

### **Unit III**

Stress - Nature, sources, Effects, influence of personality, managing stress.

Conflict - Management, Levels, Sources, bases, conflict resolution strategies, negotiation.

Foundations of group behaviour : linking teams and groups, Stages of development Influences on team effectiveness, team decision making. Issues in Managing teams.

### **Unit IV**

Organisational change - Managing planned change. Resistance to change - Approaches to managing organisational change - Organisational Development - values - interventions, change management.

Organisational politics - Political behaviour in organisation, Impression management, Self monitoring. Organisational culture - Dynamics, role and types of culture and corporate culture, ethical issues in organisational culture, creating and sustaining culture.

**Unit V**

Organisational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries, The Challenges of work force diversity and managing diversity Cases.

**References :**

1. Robbins.S. Organisational Behaviour, X edn., Prentice-Hall, India.
2. Hellinegal Slocum, Woodman, Organisational Behaviour, IX edn., Thomson learning.
3. Umasekaran, Organisational Behaviour, Tata McGraw Hill.
4. Robbins S.P., Concepts contrivances and applications, Prentice Hall.
5. Umasekaran, Organisational Behaviour.
6. Helliregal.et.al, Organisational Behaviour, Thomson Learning.
7. McShane & Glinow, Organisational Behaviour, Tata McGraw Hill.
8. Harris & Hartman, Organisational Behaviour, Jaico, 2003.

**1.3. MANAGERIAL ECONOMICS****Subject Description :**

Managerial economics emphasize on the influence on micro and macro economics on managerial decision making, explaining the supply, demand and cost functions, its relative impact on the economy and the company correlating to profit and investment analysis.

**Goals:**

To enable the students to learn the application of the economic principles and policies on managerial decision making.

**Objectives:**

On successful completion of the course the students should have:

Understood the economic principles and policies on managerial decision making.

Learn demand, supply, cost and profit concepts and functions along with its applications.

To learn profit policies, planning and problem solving techniques.

To learn inflation, deflation and balance of payment on national income.

**UNIT I :** Managerial Economics - meaning, nature and scope - Managerial Economics and business decision making - Role of Managerial Economist - Fundamental concepts of Managerial Economics.

Demand Analysis - meaning, determinants and types of demand - Elasticity of demand.

**UNIT II :** Supply meaning and determinants - production decisions - production functions - Isoquants, Expansion path - Cobb-Douglas function, Cost concepts - cost - output relationship - Economies and diseconomies of scale – cost functions.

**UNIT III :** Market structure - characteristics - Pricing and output decisions - methods of pricing - differential pricing - Government intervention and pricing.

**UNIT IV:** Profit - Meaning and nature - Profit policies - Profit planning and forecasting - Cost volume profit analysis - Investment analysis.

**UNIT V** : National Income - Business cycle - inflation and deflation - balance of payments - Monetary and Fiscal Policies

**References :**

1. Joel Dean - Managerial Economics, Prentice Hall/Pearson.
2. Rangarajan - Principles of Macro Economics, Tata McGraw Hill.
3. Atmanand, Managerial Economics, Excel, 2001.
4. Athmanand.R., Managerial Economics, Excel, 2002, New Delhi.
5. Mankar.V.G., Business Economics, Macmillan, Business Book, 1999.

**1.4 FINANCIAL AND MANAGEMENT ACCOUNTING**

**Subject Description** : Financial and Management Accounting emphasize on accounting concepts and application of accounting principles and managerial decision making. The content of this paper takes care of financial accounting, management accounting and cost accounting.

**Goals :**

To enable the students to learn the basic functions, principles, concepts and application of accounting in management.

**Objectives :**

On successful completion of the course the students should have: Understood the financial accounting along with the preparation of final accounts. Understood the concepts and application of management accounting along with the preparation. To learn the cost accounting concepts and applications.

**UNIT I**

Financial Accounting - Definition - Accounting Principles - Concepts and conventions - Trial Balance – Final Accounts (Problems) - Depreciation Methods-Straight line method, Written down value method, Sinking fund method.

**UNIT II**

Financial Statement Analysis - Objectives - Reorganizing the Financial Statement Information - Techniques of Financial Statement Analysis: Comparative Statements, Common – Size statement, Trend Percentage - Accounting Ratios: construction of balance sheet using ratios (problems)-Dupont analysis.

**UNIT III**

Fund Flow Statement - Statement of Changes in Working Capital - Computation of Fund from Operations - Workings for Computation of various sources and uses - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Computation of Cash from Operations Problems - Distinction between Fund Flow and Cash Flow Statement. Problems

**UNIT IV**

Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet – Problems. Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems -Zero Base Budgeting.

**UNIT V**

Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems

**Questions : 80% of the questions shall be problems &20% of the questions shall be theory based.**

**References:**

1. Advanced Accountancy - R.L.Gupta and Radhaswamy
2. Management Accounting - Brown and Howard
3. Management Accounting - Khan and Jain
4. Management Accounting - S.N.Maheswari
5. Management Accounting - Antony and Recece
6. Management Accounting - J.Batty

**1.5 QUANTITATIVE METHODS FOR MANAGEMENT****AIM**

To enable students to acquire the knowledge of mathematics & statistics and their use in business decision making.

**UNIT I**

Linear, Non-Linear functions – graphical representation of functions, Constants, Variables – notion of Mathematical models – concept of trade off – notion of constants – concept of Interest. Basic Concept of differentiation – integration – Optimization concepts – use of differentiation for optimization of business problem- Optimization

**UNIT II**

Data Analysis – Uni-Variate – ungrouped and grouped data measures of central Tendencies, measures of dispersion – C V percentages (problem related to business applications). Bivariate

– correlation and regression – problems related to business applications

### **UNIT III**

Probability – definitions – addition and multiplication Rules (only statements) – simple business application problems – probability distribution – expected value concept – theoretical probability distributions – Binomial, Poisson and Normal – Simple problems applied to business.

### **UNIT IV**

Basic concept of index numbers – simple and weighted index numbers – concept of weights - types of index numbers – Business index number – CPT, WPI, Sensex, Nifty, Production Index, Time series – variations in Time Series for business forecasting.

### **UNIT V**

Hypothesis testing of Proportion and Mean – single and two tailed tests – errors in Hypothesis Testing – Measuring the power of Hypothesis test. Chi-Square Tests

### **References :**

1. Statistics for Management – Richard L Levin & Daid S Rubin
2. Statistical Methods – S P Gupta
3. Statistics for Business and Economics – R P Hoods – MacMillan India Limited
4. David M.Levine, Timothy C.Krehbiel and Mark L.Berenson  
“Business Statistics: A First Course” , Pearson Education Asia
5. Amir D. Aczel, Complete Business Statistics, 5th edition, Irwin McGraw-Hill.

Questions : 80% of the questions shall be problems  
20% of the questions shall be theory based.

## **1.6 CORPORATE COMMUNICATION**

### **Subject Description :**

To enable the students to learn the basic communication skills and the usage of communication technology in the modern workplace.

#### **Unit 1:**

Communication basics – Business Communication – components – Types – formal communication network – Work team communication – variables – goal – conflict resolution – non – verbal communication – Cross cultural communication – Business meetings – Business Etiquette.

#### **Unit 2:**

Understanding Corporate Communication – Employee Communication – Managing Government Relations – Writing for Media and Media Relations

#### **Unit 3:**

Corporate Communication in Brand Promotion – Financial Communication – Crises Communication.

**Unit 4:**

Report writing: Characterizing & business reports – Types and forms & reports – Project proposals – collection of data – tables constitution – charts – writing the report – documenting the sources – proof reading.

**Unit 5:**

Business Presentation: Written and oral presentation – work – team presentation – Delivering the business presentation visual aids – slides – electronic presentation – hand-outs – delivering the presentation – career planning – preparing Resume – job applications – preparation for a job interview – employment interviews – follow-up.

**Suggested Readings:**

1. Scot Ober, Contemporary business communication, fifth edition, biztantra.
2. Lesiler & Flat lay, Basic Business communication. Tata Mc Graw Hill.

**1.7. FUNDAMENTALS OF FOOD PRODUCTION AND NUTRITION****Objective**

To develop a knowledge of professional cookery in the hotel and Catering industry globally. Good food is the foundation on which much of the Hospitality Industry is built. To introduce the student to the principles of food production and help develop the skills necessary for small-scale and large scale food production. Emphasis will be placed on terminology, use of equipment, recipe and measurement analysis, cooking methods and safe handling and storage procedures. Through group and individual work the learner will acquire the basic skills of food production, studying such food groups as soups, stocks, sauces, meats, fish and seafood, vegetables and baked goods.

**UNIT - 01**

Kitchen brigade - Definition - Meaning - Introduction - Duties and Responsibilities of kitchen staff - Importance attributes of kitchen staff - Principles - Personal hygiene - Precaution While handling equipment. Equipment Classification Start up, Operate and Close Down kitchen Equipments Knife Skills - Safe and Efficient use of Standard Kitchen Equipments Nature of Food Study - Aim of Study of Food Science - Food Science and Food Technology - Definitions - Specific Nutrients in food and Their Functions - Food Microbiology - Poisoning – Food-Cooking - Aims and objectives of cooking - Classification of raw materials - Planning of cooking - Types of cooking - Principles - Methods of cooking - Ingredients - Method of preparing ingredients-- Principles - Various type of Fuel used for cooking - Advantages and disadvantages - Types of equipment used for cooking.

**UNIT - 02**

Spices and condiments - Types of spices and condiments - Nuts - Pulses and Cereals - Classification of nuts - Pulses - Cereals - Vegetables and fruits - Types of vegetables and fruits - Principles - Classification of vegetables and fruits - Types of salads and salad dressing.-



Fish - Classification of fish - Selection criteria of fish - Cuts of meat - Poultry - And Pork

### **UNIT -03**

Importance - Stock - Meaning - Preparation of stock - Storage and Usage of stock - Precaution in handling stock.-Soup - Meaning - Classification of soup - Recipe - Type of soups - Sauces - Meaning -Classification of sauces - Recipe - Difference between Mother sauce and derivative sauce. Prepare Basic Stocks ,Precaution to be Taken When Making Stocks, Recipes of Various Stocks-Basic Classification of Sauces-Recipe of all Mother Sauces  
Various Texture Builders used In Making Sauces Basic Classification And Different On Various Soups-Points to be Remember while Making and Serving Different soups.RouxBeurremanie, Egg,Starch,Blood ,Cream etc

### **UNIT – 04**

Kitchen management - Objective - Planning - Meal production - Purchasing - Selection of supplies - Ordering - Control - Cost control - Portion Control - Methods.  
Menu - Meaning - Planning - Types - Principles involved in menu planning.  
Method of preparation - Principles of menu planning - Planning of menu for different catering outlet.

### **UNIT – 05**

Basic food Groups and their Nutrient Contribution - Food Guide for selecting an Adequate diet - Cereals and Breads - Protein foods - Protective Vegetables and fruits - Oils, fat and sugars - "Nutrition" - Introduction of nutrition - Definition of nutrients - Classification of nutrients - food groups - functions of food to man - Food factors - carbohydrates - proteins and fats - composition Classification - sources - functions - daily requirement - digestion and Also absorption – excess and deficiency.

### **PRACTICALS -1 & 2 semesters**

Food Preparation:

" Cuts of vegetables , cuts of meat, cuts of poultry and fish- Basic stock (Brown, white, fish, vegetable) - Sauces - Basic Sauces" Cream soup - 3 Varieties - Thin soups - 3 Varieties - Thick varieties - 3 varieties " Fish - Orly, Colbert, fried in batter, fish cakes, fish Florentine  
" Egg cookery - in shell, in frying pan, in oven " Potato cookery - Boiled, Baked, Fried, Roasted  
" Vegetables - Boiled & Sauteed, creamed, fried, Baked," Salads - Atleast 3 types of salad preparing." Sandwiches - 6 varieties " Sweets - cold & hot, Honeycomb mould, Butter scotch, coffee - mousse, sponge, Tifle, bread pudding, cabinet pudding, caramel custard, baked coconut pudding, college pudding.Curd preparation - 10 varieties  
Vegetables - 10 varieties,Meat - 10 varieties,,Fish - 3 varieties Egg - 3 varieties, Snacks - 10 , varieties Sweets - 10 varieties

### **2<sup>nd</sup> semester practical**

Food preparation: Cuisines of the world (six countries)Mexican  
French,,Italian,Chinese, Oriental cuisine, Indian cookery (regional )Bakery and confectionery

## REFERENCE BOOKS

1. Krishna Arora -Theory of cookery-- Frank & co, New Delhi
2. Thangam Philip Modern cookery-I,II&III --Orient Longman
3. Kinton and cesrani-- Cookery and introduction- ELTS Publishers
4. crusknell&Kauffimann --Practical professional cookery ELTS Publishers
5. K.M.Mathew -Flavours of spice coast - Penguin Books India
- 6..M.j.letto& W.K.H.BODE Butterworth Heine Man --Larder Chef,-- e Media Company Ltd.,UK
- 7..KikkoysihotaRoli --Creative Carving --kikkoysihotaRoli Books New Delhi
8. Shyamsuir--Food Safety &HACCP Manual for Hotel & Restaurant in India -FHRAI

## 2.1 OPERATIONS MANAGEMENT

**AIM :** To focuses on key analytical methods and provide practical insight for operations management.

**UNIT I :** Operations Management – Meaning – Importance – historical contributions – System view of OM - Operation strategy and competitiveness - Functions of OM – types of production systems

**UNIT II :** Product design and process selection – Evaluation and Selection of appropriate Production and Operations technology. Product Design and process selection. Types of layout – analysis and selection of layout – Product and / or Process layout, Cellular, Lean and Agile manufacturing systems – Computer Integrated Manufacturing Systems - Assembly line balancing.

**UNIT III :** Production planning and control – meaning – functions – aggregate planning – master production schedule (MPS) – Material requirement planning (MRP) – BOM – Capacity requirement planning (CRP) – Techniques – problems in MRP and CRP – an introduction to MRP II and ERP – Business Process Re-engineering - Total Productive Maintenance (TPM)

**UNIT IV :** Materials management – functions – material planning and budgeting – Value Analysis - purchase functions and procedure - inventory control – types of inventory – safety stock – order point – service level – inventory control systems – perpetual – periodic – JIT – KANBAN.

**UNIT V :** Total Quality Management Concept - Statistical Quality Control for Acceptance Sampling and Process Control – Concepts of O.C.C. Curve – Use of the O.C. Curve – Concept of Type I and Type II error – Quality movement – Quality circles — ISO Quality Certifications and types – Quality assurance – Six Sigma concept.

**References :**

1. Production and Operations Management – Everest E Adam & Ebert – PHI – publication forth edition.
2. Operations Management (Theory and Problems ) – Joseph G Monks – McGraw Hill Intl.
3. Production and Operations Management – S N Chary – TMH Publications
4. Production and Operations Management – Pannerselvam, PHI
5. Lee J. Krajewski and Larry P. Ritzman, “Operations Management: Process and value Chains”, 7th Edition, PHI, 2007
6. Hunawalla and Patil – production and Operations Management, Himalaya.
7. Modern Production and operations management – E.S Buffa.
8. Lee J. Krajewski and Larry P. Ritzman, “ Operations Management: Strategy and Analysis”, Addison Wesley.
9. Chase, Aquilano & Jacobs “Production and Operations Management”, Tata McGraw Hill.

Questions : 40% of the questions shall be problems

60% of the questions shall be theory based.

## 2.2 MARKETING MANAGEMENT

**Subject Description :**

To enable the students to understand the market and marketing concepts, functions and systems by emphasizing on strategies and global market.

**Goals:**

To enable the students to learn the basic functions, principles and concepts of marketing for effective managerial function.

**Objectives:**

On successful completion of the course the students should have:

Understand the marketing concepts and tasks in the global economy.

To learn the buyer behaviour and factors influencing the buyer behaviour.

To understand the marketing communication process and mix along with the marketing channels.

**Unit I**

Marketing Concepts and Tasks, Defining and delivering customer value and satisfaction - Value chain - Delivery network, Marketing environment-Digitalisation, Customisation, Changing marketing practices, Marketing Information System, Strategic marketing planning and organization.

**Unit II**

Buyer Behaviour, Market Segmentation and Targeting, Positioning and differentiation strategies, Product life cycle strategies, New product development, Product Mix and Product line decisions, Price setting - objectives, factors and methods, Price adapting policies, Initiating and responding to price changes.

**Unit III**

Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Channel dynamics - VMS, HMS, MMS.

**Unit IV**

Integrated marketing communication process and Mix; Advertising, Sales promotion and Public relation decisions. Direct marketing , Telemarketing; Sales force objectives, structure, size and compensation.

**Unit V**

Identifying and analysing competitors, Designing competitive strategies for leaders, challengers, followers and nichers : Customer Relationship Marketing - Customer database, Attracting and retaining customers, Customerism in India,

**References :**

1. Marketing Management - Philip Kotler - Pearson Education/PHI 12th Edition, 2006.
2. Marketing Management - Rajan Saxena - Tata McGraw Hill, 2002.
3. Marketing Management: Planning, Implementation and Control: Global Perspective Indian Context – VS Ramasamy & S. Namakumari - Macmilan India, 2007.
4. Marketing Management: A South Asian Perspective – Philip Kotler and Kevin Lane Kotler, Pearson Education, 11th Edition, 2007.
5. Basic Marketing - Perreault and McGarthy - Tata McGraw Hill, 2002.
6. Case and Simulations in Marketing - Ramphal and Gupta - Golgatia, Delhi.
7. Case Studies in Marketing - R.Srinivasan - PHI.
8. Marketing concepts and cases – Michael J Etzel, Bruce J Walker, William J Stanton and Ajay Pandit, TMH 13th Edition, New Delhi, 2007.
9. Marketing Management – S.Jayachandran - TMH, 2003.

## 2.3 FINANCIAL MANAGEMENT

**Subject Description :** Financial Management emphasizes the functions of financial management explaining the investment, finance, dividend and working capital function along with the practical management problems.

**Goals:** To enable the students to learn the basic functions, principles and concepts of finance in management.

**Objectives:** On successful completion of the course the students should have: To learn the various functions of financial management along with the application. To learn capital budgeting and cost of capital. To understand capital structure, dividend policy and working capital management.

**UNIT I** Objectives and functions of Financial Management - Role of Financial Management in the organisation - Risk-Return relationship- Time value of money concepts – An introduction to Indian Financial System - Role of SEBI in Capital Issues - Valuation of Bonds and Shares

**UNIT II** Capital Budgeting - methods of appraisal - Conflict in criteria for evaluation - Capital Rationing - Problems - Risk analysis in Capital Budgeting.

**UNIT III** Cost of Capital - Computation for each source of finance and weighted average cost of capital - EBIT -EPS Analysis - Operating Leverage - Financial Leverage - problems.

**UNIT IV** Capital Structure Theory - Net Income Approach - Net Operating Income Approach - MM Approach - Dividend Policy - Types of Dividend Policy.

**UNIT V** Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports.

**Note:Questions: 40% of the questions shall be problems 60% of the questions shall be theory based.**

### **References :**

1. Richard A.Brealey, Stevart C.Myers, "Principles of Corporate Finance" McGraw Hill, New York.
2. James C.Van Horns, "Financial Management & Policy" Prentice Hall of India (P) Ltd., New Delhi.
3. John J.Hampton, "Financial Decision Making – Concepts, Problems and Cases" Prentice Hall of India (P) Ltd., New Delhi (1994).
4. Prasanna Chandra,"Financial Management–Theory&Practice",Tata McGraw Hill,NewDelhi (1994).
5. B J Camsey, Engene F.Brigham, "Introduction to Financial Management", The Gryden Press.
6. I.M.Pandey, "Financial Management", Vikash Publishing, New Delhi

## ***2.4 HUMAN RESOURCE MANAGEMENT***

### **Unit I : Human Resource Function**

Human Resource Philosophy - Changing environments of HRM - Strategic human resource management - Using HRM to attain competitive advantage - Trends in HRM - Organisation of HR departments - Line and staff functions - Role of HR Managers.

### **Unit II : Recruitment & Placement**

Job analysis : Methods - IT and computerised skill inventory - Writing job specification - HR and the responsive organisation.

Recruitment and selection process : Employment planning and forecasting - Building employee commitment : Promotion from within - Sources, Developing and Using application forms - IT and recruiting on the internet.

Employee Testing & selection : Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.

### **Unit III : Training & Development**

Orientation & Training : Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet.

Developing Managers : Management Development - The responsive managers - On-the-job and off-the-job Development techniques using HR to build a responsive organisation. Management Developments and CD-Roms - Key factor for success.

Performance appraisal : Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice.

Managing careers : Career planning and development - Managing promotions and transfers.

### **Unit IV : Compensation & Managing Quality**

Establishing Pay plans : Basics of compensation - factors determining pay rate - Current trends in compensation - Job evaluation - pricing managerial and professional jobs - Computerised job evaluation.

Pay for performance and Financial incentives : Money and motivation - incentives for operations employees and executives - Organisation wide incentive plans - Practices in Indian organisations.

Benefits and services : Statutory benefits - non-statutory (voluntary) benefits - Insurance benefits - retirement benefits and other welfare measures to build employee commitment.

### **Unit V : Labour relations and employee security**

Industrial relation and collective bargaining : Trade unions - Collective bargaining - future of trade unionism. Discipline administration - grievances handling - managing dismissals and separation.

Labour Welfare : Importance & Implications of labour legislations - Employee health - Auditing HR functions, Future of HRM function.

**References:**

1. Gary Dessler, "Human Resource Management", Seventh edition, Prentice-Hall of India P.Ltd., Pearson.
2. H.John Bernardin & Joyee E.A.Russel, Human Resource Management - An experiential approach, 4th Edition, McGraw-Hill International Edition., 2007
3. David A. DeCenzo & Stephen P.Robbins, Personnel/Human Resource Management, Third edition, PHI/Pearson.
4. VSP Roa, Human Resource Management : Text and cases, First edition, Excel Books, New Delhi - 2000.
5. Dr. R.Venkatapathy & Assissi Menacheri, Industrial Relations & Labour Welfare, Adithya Publications, CBE, 2001.
6. Robert L.Gibson and Marianne H.Mitchell, Introduction to Counseling and Guidance, VI edition, PHI, 2005.

**2.5 QUANTITATIVE TECHNIQUES****AIM**

To enable the students to learn the techniques of operation Research and resources Management and their application in business management.

**UNIT I**

Mathematical Models – deterministic and probabilistic – simple business examples – OR and optimization models – Linear Programming – formulation – graphical solution –Dual of linear programming problem – Economic interpretation

**UNIT II**

Transportation model – Initial Basic Feasible solutions – optimum solution for non – degeneracy model – Trans-shipment Model – Assignment Model

**UNIT III**

Network Model – networking – CPM – critical path – Time estimates – critical path – crashing, Resource levelling, Resources planning. Waiting Line Model – Structure of model – M/M/1 for infinite population.

**UNIT IV**

Inventory Models – Deterministic – EOQ – EOQ with Price Breaks – Probabilistic Inventory Models - Probabilistic EOQ model

**UNIT V**

Simulation – types of simulation – Monte Carlo simulation – simulation problems.  
Decision Theory – Pay off tables – decision criteria – decision trees.

**References :**

1. Operations Research – An Introductions – Hamdy A Tata
2. Operations Research – Kanti Swarup, Gupta And Man Mohan
3. Operations Research – Dr. J.K. Sharma Macmillan Indian Ltd.

4. Operations Research – R. Panneerselvam, 2nd Edition, PHI, 2007
5. Operations Research, Concepts and cases – Fredrick S Hillier and Herald J Lieberman, 8th Edition, TMH, 2003
6. Hamdy A Taha, “An Introduction to Operations Research, Prentice Hall, Sixth edition, 2000
7. Ronald L. Rardin, “Optimization in Operations Research”, Pearson Education
8. J. K. Sharma, “Operations Research: Theory and Applications”, Macmillan , 1997
9. U.K. Srivastava, G.V. Shenoy, S. C. Sharma, “ Quantitative Techniques for Managerial Decision”, Second Edition, Prentice Hall of India

Questions : 80% of the questions shall be problems  
20% of the questions shall be theory based.

## **2.6 .RESEARCH METHODS FOR MANAGEMENT**

**Subject Description :** Research Methods of Management is emphasizing on the methodology of research and its application in managerial decision making, explaining hypothesis, meaning and types, sampling design along with the various parametric and non-parametric test.

**Goals:** To familiarize the students with methodology of research and its application in managerial decision making situations.

**Objectives:** On successful completion of the course the students should have: Understood the scope and significance of research in business decisions. Studied and understood sampling techniques along with hypothesis testing. Understood various scaling techniques and measurement scales.

### **UNIT I**

Research - meaning - scope and significance - Types of research - Research Process - Characteristics of good research - Scientific method - Problems in research - Identifying Research problem – concepts, constructs and theoretical framework.

### **UNIT II**

Hypothesis:- meaning - sources - Types - formulation Research design - Types - case study - features of good design - measurement - meaning - need Errors in measurement - Tests of sound measurement Techniques of measurement - scaling Techniques - meaning - Types of scales - scale construction techniques.

### **UNIT III**

Sampling design - meaning - concepts - steps in sampling - criteria for good sample design - Types of sample designs - Probability and non-probability samples. Data collection:- Types of data - sources - Tools for data collection methods of data collection – constructing questionnaire - Pilot study - case study - Data processing:- coding - editing - and tabulation of data - Data analysis.



**UNIT IV**

Test of Significance:- Assumptions about parametric and non-parametric tests. Parametric Test - T test, F Test and Z test - Non Parametric Test - U Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis. (NO Problems). SPSS and its applications.

**UNIT V**

Interpretation - meaning - Techniques of interpretation - Report writing:- Significance – Report writing:- Steps in report writing - Layout of report - Types of reports - Oral presentation - executive summary - mechanics of writing research report - Precautions for writing report - Norms for using Tables, charts and diagrams - Appendix:- norms for using Index and Bibliography.

**Note: Questions: 1. 20% of the questions shall be problems 80% of the questions shall be theory based.**

**2. Unit –IV questions should be problems.**

**References:**

1. Rao K.V. Research methods for management and commerce - sterling
2. Zigmund, Business Research Methods
3. Donald R. Cooper and Pamela S. Schindler - Business Research Methods - Tata McGraw Hill, 2007
4. Naresh K Malhotra – Marketing Research: An Applied Orientation, Pearson Education, 4th Edition, 2004
5. Wilkinson Bhadarkar - Methodology and Techniques of Social Research - Himalaya.
6. Anderson et al - Assignment and Thesis writing.
7. Uma Sekaran, Research Methods for Business, Wiley Publications.

### **Semester III**

#### **3.1 BUSINESS ETHICS AND GLOBAL BUSINESS ENVIRONMENT**

##### **UNIT I**

Business and society - Social responsibility - Environmental Pollution and control. Business and culture - Business and Government - Political system and its influence on business - Business environment - The concept and significance - constituents of business environment

##### **UNIT II**

Managing Ethics - Frame work of organizational ethic theories and sources, ethics across cultures, factors influencing business ethics, ethical decision making, ethical values and stakeholders, ethics and profit, Corporate governance Structure of boards, reforms in boards, compensation issues, ethical leadership for improved Corporate governance and better business education.

##### **UNIT III**

Introduction - The Globalization of the World Economy – The Changing Nature of Indian and International Business - National differences in political, legal and culture- The Global Trade and Investment Environment- International trade Theory : Introduction - An Overview of Trade Theory - Mercantilism -Absolute Advantage - Comparative Advantage - Heckscher-Ohlin Theory - The New Trade Theory - National Competitive Advantage - Porter's Diamond. The Revised Case for Free Trade - Development of the World - Trading System - WTO & development of World trade - Regional grouping of countries and its impact..

##### **UNIT IV**

Foreign Direct Investment : Introduction - Foreign Direct Investment in the World Economy - Horizontal Foreign Direct Investment - Vertical Foreign Direct Investment. Benefits and advantages to host and home countries.The Global Monetary System ,The Foreign Exchange Market : Introduction - The Functions of the Foreign Exchange Market.

##### **UNIT V**

The Strategy and Structure of International Business

The Strategy of International Business : Introduction - Strategy and the Firm - Profiting from Global Expansion - Pressures for Cost Reductions and Local Responsiveness - Strategic Choice. Mode of Entry and Strategic Alliances : Introduction - Entry Modes - Selecting and Entry Mode - Strategic Alliances - Making Alliances Work, Exporting, Importing and Counter trade : Introduction - The Promise and Pitfalls of Exporting - Improving Export Performance - Export and Import Financing - Export Assistance – Counter trade.

##### **References :**

1. Kitson.A and Campbell.R - The Ethical Organisation, Palgrave, 2001
2. Davis & Keith William C. Frederik - Business and society
3. Francis Cherunilam - Business Environment
4. Pruti S. - Economic & Managerial Environment in India

5. Shaikh Saleem – Business Environment, Pearson Education, 2006
6. Hill.C.W., International Business : Competing in the Global market place, Irwin-McGraw
7. Hill, 1999.
8. Philip R.Cateora, International Marketing, Irwin McGraw Hill, 9th edn.
9. Shivaramu, International Business, Macmillan India.
10. Francis Cherunilam, International Business, Wheeler Publications.
11. Charles W.L., Hill, International Business, Irwin-McGraw Hill, 1998.

### **3.2 FOOD & BEVERAGE SERVICE**

#### Objective

Food and Beverage service are an integral part of the Hotel, catering and Tourism Industry. In this course the student will experience a combination of food preparation and service theory reinforced by the actual practice of the concepts learned. The student will understand the importance of developing strong organizational, team building and communication skills.

#### **UNIT - 01**

Hotel industry - Definition - Meaning - Evaluation of hotel industry - Types of hotel industry - Planning - Classification of hotel industry.

Catering establishment - Classification of catering establishment - Restaurant brigade – duties and responsibility of food and beverage staff for Interdepartmental co-operation.

#### **UNIT - 02**

Food and beverage outlets - Types food and beverages outlets - Principles of Foodand beverage outlets - Methods - Importance of food and beverage -

Service equipment - Identification of service equipment - Classification of Service equipment`s -

Importance of service equipment.

Introduce “serving” and customer service

Introduce tableware and settings.

Show coffee/tea service

Review job descriptions-server, host (ess) dining room, bar, kitchen managers

Review table service

Operation of the dining room using managers and servers

Refined beverage service

#### **UNIT - 03**

Silver cleaning - Importance of silver cleaning - Procedure for silver Cleaning - Type of silver cleaning - Methods of silver cleaning.

Break-fast (Indian - American Continental) - Menu - Objective - Planning - Types and principles of menu planning - Sequential French classical menu.

#### **UNIT - 04**

Food systems - Principles and guidelines - Brunch - Lunch - Afternoon high Tea- High tea supper -Dinner.

Mis - en - science - Principles - Objectives - Mis-en-palce - Side board / dummy Waiter.

Side board - Arrangement of side board - Cover and rules for laying Tables.

Napkin folding - Types of napkin folding - Importance - Booking procedure.

Waiter - Role of waiter – Attitude and attitudes of a waiter - do`s and don`ts of a waiter - Guest Review job descriptions-server, host (ess) dining room, bar, kitchen managers

#### **UNIT – 05**

Introduction to Beverage

.Types of Beverages—Alcoholic & Non-Alcoholic Definition & Classification.OF Alcohol.

### **SERVICE OF WINES, BEERS AND SPIRITS**

#### **WINE SERVICE**

Service of white wine

Service of red wine

Decanting and service of red wine

Service of sparkling wine

#### **SERVICE OF BEER AND SPIRITS**

### **FOOD AND BEVERAGE SERVICE**

#### **Book Name Author Publishers**

1.Food & beverage service- Vijaydhawan Frank Bros & co, New Delhi

2.Food and beverage service..Sudier Andrews TATA McGRAW HILL ltd.,New Delhi

3.Food and Beverage service ...Dennis r. Lillicarp,John .A. Cousins ELTS Publishers

4.Professional F& B Service Mgt.Brian verghese Mc Millan India Ltd.,Chennai

5. Bar Tenders Guide Peter bohrmann Greenwich Edition London

6. Theory Catering Daviod Foslett - ELTS Publishers (Book Power)

Victor Cesrani Ronald Kinton

### 3.3. HOSPITALITY MANAGEMENT

**Objective :** To explain management of Tourism sector.

**Unit I** The World of Hospitality: Introduction to Hotel, Travel and tourism Industry - Nature of Hospitality: Communication, Turnover, Demands and Rewards - Economic and Other Impacts of Hotel, Tourism, and Travel Industry - Early History of Lodging - Globalization of the Lodging Industry - Franchising

**Unit II** The Organization and Structure of Lodging Operations : Size and Scope of the Industry - Classifications of Hotels - Hotel Market Segments - Organization of Hotels - Food Service Industry : Composition and Size of Food Service Industry - Organization of Hotel and Restaurant Food Service - Management and Operation of Food Services

**Unit III** The Rooms Division: The Front Office Department - The Reservation Department - The Telecommunications Department - The Uniformed Service Department

**Unit IV** Functional areas: Engineering and Maintenance Division - Marketing and Sales Division - Accounting Division - Human Resources Division - Security Division

**Unit V** Hospitality Marketing: Distinctive characteristics - Seven Ps of Marketing – Segmentation., Targeting and Positioning - Future trends in Hospitality Industry: Usage of CRS in Hotel Industry, Chain of hotels- Role of Associations in hospitality management

#### REFERENCE:

1. Gray and Ligouri: Hotel and Motel Management and operations (Delhi: Prentice Hall India) 2002
2. Andrews: Hotel front office training manual Bombay: Tata McGraw Hill, 2002.
3. Negi: Hotels for Tourism Development Delhi: Metropolitan India, 2004.
4. Negi: Professional Hotel Management Delhi: S.Chand 2003

### 3.4. TOURISM PLANNING AND MARKETING

**Objectives:** The module will expose the students about the Tourism policy of India and of a few tourism states of the country.

**Unit – I Introduction:** Concept of Policy, Formulating tourism policy, Role of government, public and private sectors, Role of international multinational, state and local tourism organisations in carrying out tourism policies.

**Unit – II Tourism Policy:** Study of National Tourism Policy 1982 and 2002, National Action Plan on Tourism, 1992: Special Tourism Area Development Programme. The concept of National Tourism Board, National Committee on Tourism, Case study of tourism policies of a

few states (Uttar Pradesh, Rajasthan, Kerala, Madhya Pradesh,). Investment opportunities and government policy for investment in hotel/tourism industry. Sources of funding.

**Unit – III Understanding Tourism Planning:** Conceptual meaning of Tourism Planning, Evolution of Tourism Planning, General Concepts of Planning, Levels and Types of Tourism Planning, Background Approach and planning scale. Public and Private sectors role in Tourism Development. Analysis of an individual Tourism Project (development of the Buddhist circuit)

**Unit – IV International Agreements:** Chicago Convention, Warsaw Convention, Open Sky Policy, Bermuda Convention, Euro Agreement, Schengen Agreement.

**Unit – V Tourism Marketing :** Service characteristics of tourism. Unique features of tourist demand and tourism product, Tourism marketing mix. Marketing of Tourism. Services : Marketing of Airlines, Hotel, Resort, Travel Agencies and other tourism related services- Challenges and strategies..

**Suggested Readings:**

- New Inskip, Edward, Tourism Planning : An Integrated and Sustainable Development Approach ( 1991) VNR, New York.
- Ashworth, G. J. (2000), The Tourist Historic City. Retrospect and Prospect of Managing the Heritage City, Pergamon, Oxford
- Dept. of Tourism, GOI Investment Opportunities in Tourism (Brochure).
- Sharma, J. K. (2000), Tourism Development. Design for ecological sustainability, Kaniska Publication, New Delhi.
- . Maclean, Hunter: Marketing Management (Tourism in your business)

### 3.5. ECO-TOURISM

#### UNIT I

Meaning and objectives of Ecology, 5 basic laws and 20 great ideas in Ecology, Ecosystem, functions, basic properties, management of Ecosystem, Food cycle, Food chain, paradigm shifts in Tourism Ecology.

#### UNIT II

Human Ecology, Tourism Geography - Types of Pollution - Pollution ecology - Energy environment nexus, Ecological Footprint - Ecological and socio-economic indicators, measures to control pollution.

#### UNIT III

Definitions, Principles & function of Ecotourism, Tourism & Ecology relationship, Eco tourism facts, trends, western views of ecotourism, ecotourism in protected areas, ecotourism activities - trekking, canoeing, rock climbing, angling, folk dance and music, ethnic cuisine.

#### UNIT IV

Development, Definition & Principles, eco-development, sustainable development - definition & principles, common properties, resource management, community participation, multistakeholder participation & responsiveness towards sustainable eco-tourism, Ecotourism in different topography, carrying capacity, ecotourism & Poverty alleviations.

#### UNIT V

Eco-tourism development agencies, The international Ecotourism society, Role of Ecotourism in WTO, UNDP, UNEP, Ministry of Tourism(GOI), Case Studies - Nandadevi Biosphere Resources, Sunderban national resources, Periyar National resources, Idduki & Thekkady in Kerala, Jungle & Lodges in Karnataka, Eco tourism in Uttaranchal & Himachal Pradesh.

#### REFERENCES

1. Sukanta K Chaudhury, 'Culture, Ecology and Sustainable development' Mittal, New Delhi, 2006 -
2. Ramesh Chawala, 'Ecology and Tourism Development', Surnit international, New Delhi, 2006
3. Matha Honey, 'Ecotourism certification, setting standards & Practices, Island press, Chicago, 2002
4. Rast Buckley, 'Environmental impacts of Ecotourism', CABI, London, 2004
5. Prabhas C Sinha, 'Guidelines for Human Environmental Sustainable development, Global environment law, policy and action plan, SBS publications, New Delhi, 2006.
6. SK.Ahluwalia, 'Basic principles of environmental resources, Jaipur, 2006.
7. Journal of Sustainable Tourism, Channel View Publishers
8. Journal of Eco-Tourism, Channel View Publishers

### 3.6. INTERNATIONAL HOSPITALITY LAW

**Objective :** To explain rules in doing hospitality.

**Unit I** Basic Legal Principles Governing Hospitality Operations - The Common Law Basis for Laws Governing the Hotelkeeper - The Hotelkeeper and the Law of Contracts

**Unit II** The Hotelkeeper and the Laws of Torts and Negligence - The Hotel's Duty to Receive Guests and Its Right to Refuse Guests – The Hotel's Duty to Protect Guests

**Unit III** The Hotel's Right to Evict a Guest, Tenant, Restaurant Patron, or Others - The Guest's Right to Privacy - The Hotel's Liability Regarding Guests' Property - Maintenance of Guest Registers

**Unit IV** Frauds Committed Against Hotels and Crimes of Trespass - Other Laws Relating to Food Service - Wage and Hour Laws Applicable to Hotel Employees -

**Unit V** Consumer Protection Laws Affecting Hotels - Public Health and Safety Requirements

**References:**

Understanding hospitality Law, Jack.P. Jeffries and Banks Brown 4th edition.

Chips Books,Texas.

Hospitality and tourism law, M.Boustiv, J.Ross, N.Geddes, W.Stewart, International Thomson Business press 1999.

Food Safety and Standards Act,2006., International Law Book Company , New Delhi.

Principles of Hospitality Law, Mike Boella, Alan Pannett,2nd edition, Cengage Learning Business Press,

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**3.7 SUMMER PLACEMENT PROJECT REPORT & VIVA VOCE**  
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**Semester IV**

**4.1 STRATEGIC MANAGEMENT : INDIAN AND GLOBAL CONTEXT**

**Objectives :** Students are expected to integrate their knowledge gained in various functional areas to make business decisions, from the general manager's point of view in the global and Indian context.

Teaching and Examination: Students are expected to keep abreast of the contemporary business practices by reading the business practices by reading the business magazines and management journals.

Case studies, application project Seminars and group exercises will supplement the class lectures.

**Unit I**

Corporate Strategic Planning - Mission - Vision of the firm - Development, maintenance and the role of leader - Hierarchal levels of planning - Streagic planning process. Strategic



management Practice in India. Competitive advantage of Nations and its implication on Indian Business.

## **Unit II**

Environment Analysis & Internal Analysis of Firm:

General environment scanning, competitive & environment analysis - to identify opportunities & threat - Assessing internal environment through functional approach and value chain - identifying critical success factors - to identify the strength & weakness - SWOT audit - core competence - Stockholders' expectations, Scenario-planning - industry analysis.

## **Unit III**

Strategy Formulation

Generic strategies - Grand strategies - Strategies of leading Indian companies - The role of diversification - limits - means and forms. Strategic management for small organisations, nonprofit organisations and large multi product and multiple market organisations.

## **Unit IV**

Tools of Strategy : Planning and evaluation :

Competitive cost dynamics - experience curve - BCG approach - cash flow implication -IA-BS matrix - A.D.Littles Life-cycle approach to strategic planning - Business portfolio balancing - Assessment of economic contribution of strategy - Strategic funds programming.

## **Unit V**

Strategy implication & Control :

Various approaches to implementation of strategy - Matching organisation structure with strategy - 7S model - Strategic control process - Du Pont's control model and other Quantitative and Qualitative tools - Balanced score card - M.Porter's approach for Globalisation - Future of Strategic Management.

## **References :**

1. Pearce & Robinson, Strategic Management, All Indian Travellers N D.
2. A.C.Hax and NS, Strategic Management: An Integrative Perspective, Majifu, Prentice Hall.
3. Michael Porter, Competitive strategies.
4. John A Pearce II and Richard B Robinson, —Strategic Management: Formulation, Implementation and Control||, 9th Edition, TMH, 2007
5. Michael Porter, Competitive Advantage of Nations.
6. Samul C. Certo and J.Paul Peter, Strategic Management, Second Edn. Concepts & Application, McGraw Hill.
7. Gregory G.Dess and Alex Miller, Strategic Management, McGraw Hill.
8. Gerry Johnson & Kevan scholes, Exploring Corporate Strategy: Text & Cases, Prentice Hall India.
9. Jauch.L., Rajive Gupta & William.F.Glueck, Business Policy and Strategic Management, Frank Bros&Co., 2003.
10. Fred R.David, Strategic Management Concepts & Cases, Pearson, 2003.
11. R.Srinivasan, Strategic Management, II edition, Prentice Hall of India, New Delhi.

## 4.2 INTERNATIONAL BUSINESS

### UNIT - I

Introduction and Overview

Introduction and Overview : Introduction - The Globalization of the World Economy - The Changing Nature of International Business - Differences in International Business.

### UNIT - II

Country Factors

National Differences in Political Economy : Introduction - Political Systems - Economic Systems - Legal Systems - The Determinants of Economic Development - States in Transition.

Differences in Culture : Introduction - Social Structure - Religion - Language - Education - Culture and the Workplace - Cultural Change - Cross-Cultural Literacy - Culture and competitive Advantage.

### UNIT - III

The Global Trade and Investment Environment

International trade Theory : Introduction - An Overview of Trade Theory - Mercantilism - Absolute Advantage - Comparative Advantage - Heckscher-Ohlin Theory - The New Trade Theory - National Competitive Advantage - Porter's Diamond.

The Revised Case for Free Trade - Development of the World - Trading System - WTO & development of World trade - Regional grouping of countries and its impact.

### UNIT - IV

Foreign Direct Investment : Introduction - Foreign Direct Investment in the World Economy - Horizontal Foreign Direct Investment - Vertical Foreign Direct Investment. Benefits and advantages to host and home countries.

The Global Monetary System

The Foreign Exchange Market : Introduction - The Functions of the Foreign Exchange Market.

### UNIT - V

The Strategy and Structure of International Business

The Strategy of International Business : Introduction - Strategy and the Firm - Profiting from Global Expansion - Pressures for Cost Reductions and Local Responsiveness - Strategic Choice.

Mode of Entry and Strategic Alliances : Introduction - Entry Modes - Selecting and Entry Mode - Strategic Alliances - Making Alliances Work.

Exporting, Importing and Counter trade : Introduction - The Promise and Pitfalls of Exporting - Improving Export Performance - Export and Import Financing - Export Assistance - Counter trade.

#### References :

1. Hill.C.W., International Business : Competing in the Global market place, Irwin-McGraw Hill, 1999.
2. Philip R.Cateora, International Marketing, Irwin McGraw Hill, 9th edn.
3. Shivaramu, International Business, Macmillan India.
4. Francis Cherunilam, International Business, Wheeler Publications.
5. Charles W.L., Hill, International Business, Irwin-McGraw Hill, 1998.

### 4.3. INTERNATIONAL TOURISM MANAGEMENT

**Objective:** To familiarise the students with the concepts and practices of International Tourism

#### Unit I

Globalisation & tourism sector Globalisation & the business world, the tourism industry, challenges, Factors affecting Global & regional tourist movements, Demand and origin factors, destination & resource factors. Contemporary trends in international tourist movements.

#### Unit II

The emergence of international hotels & tourism. Historical aspects, development of chains, development abroad, airline connection. Political aspects of the international travel, tourism - Barriers to travel, tourism investment & business, regulations, international organisations dealing with barriers viz : WTO, IMF, IHA, need for government support of tourism, national tourism organizations, political stability, travel advisories, political risk, crisis management

#### Unit III

International hotels -Balancing global & local perspectives -Operating in a multinational environment ---International rules & regulations -a brief study  
Human resources & cultural diversity -Understanding cultural diversity, cultural perceptions, business protocol, cultural considerations in negotiations

#### Unit IV

International tourism sales & marketing -Market research, developing an international marketing strategy, understanding various travel distribution systems viz GDS, product positioning

#### Unit V

Global competition & the future -Long -term tourism growth trends, tourism growth in major regions, transportation developments, technology & automation, Development issues, tourism & the environment.

#### References:

1. International Tourism by H.L.Bhattia
2. Contemporary tourism: an international approach-Chris Cooper&C.Michael Hail
3. International cases in Tourism Management-Susan Horner&John Susan Brooke
4. The International Marketing of Travel and Tourism: A Strategic approach by Francois Vellas & Lionel Becherel
5. Human Resource Management for Tourism ,Hospitality and Leisure Industries: An International Perspective by Tom Baum

#### 4.4. TOURISM BUSINESS ENVIRONMENT

**Objective :** To give student knowledge of International rules and trends in Tourism worldwide.

**Unit I:** History of Tourism both International and National, Definition, nature, importance, components and typology of tourism.

**Unit II:** Concepts of domestic and international tourism, recent trends. Organization of both national and international in world in promotion and development – WTO, IATA, UPTAA, AI, IATO, etc.

**Unit III:** Growth and development of tourism in India, National Action Plan 1992.

**Unit IV:** Impacts of tourism-economics, social, physical and environmental, Tourism trends world over and its futuristic study.

**Unit \_V** Emerging trends in tourism—health tourism, adventure tourism, ecotourism .

#### **Suggested Readings :**

1. Aggrawal, Surinder : Travel Agency Management: Communication India, 1983.
2. Bhatia, A.K. : Tourism Development, Principles and practices: Sterling Publishers (P) Ltd., New Delhi.
3. Anand, M.M.: Tourism and Hotel Industry in India: Sterling Publishers (P) Ltd., New Delhi.
4. Brymer, Robert A. : Introduction to Hotel and Restaurant Management, Hub Publications, Co., Iowa, 1984.
5. Burkart & Madlik : Tourism- Past, present and future, Heinemann, London.
6. Christopher J. Holloway: The Business of Tourism: Macconald and Evans, 1983.
7. I.I.T.T.M.: Growth of Modern Tourism Monograph: IITTM, New Delhi, 1989.
8. I.I.T.T.M.: Tourism as an Industry – monograph: IITTM, New Delhi, 1989.

#### 4.5. TOURISM PRODUCTS

**Objective :** To give student idea about kinds of Tourist products.

**Unit I:** Define Product. Difference with service Industry. Tourism Product – its salient features components of Tourism industry. How is this different from other consumer industries? Tourism resources as products.

**Unit II:** Socio cultural Resource –I: Architectural Heritage of India: Historical monuments of tourism significance – ancient, medieval and modern – Important historical/archaeological sites, Museum, art galleries and libraries – their location, assets and characteristics.

**Unit III:** Socio Cultural Resource-II: Important shrines (4 each) of the Hindus, Buddhist, Jain, Sikh, Muslim, Christians and others. Performing Arts – Classical dance forms and styles, Indian

folk dance, classical vocal music gharanas/schools. Handicrafts & Handloom Fairs and festivals of India.

**Unit IV:** National Tourist Resource: Tourist resource potential in mountain with special reference to Himalayas. India's main desert areas, desert safaris and desert festival. Coastal areas, beaches and islands: with special reference to Andaman and Nicobar islands.

**Unit V:** Introduction to Marketing: The Concept of marketing, Nature, classification and characteristics of services and their marketing implications. Methodology considerations and pricing of Tour Packing, designing and printing of Tour Brochure.

**Suggested Readings :**

1. Acharya, Ram: Tourism and Cultural Heritage of India
2. Basham A.L.: The wonder that was India
3. Bharatiya Vidya Bhawan: Imperial Unity
4. -----do-----: Classical Age, relevant chapters.
5. -----do-----: Struggle for Empire, relevant chapters.
6. -----do-----: Age of Imperial Kannauj, relevant chapters.
7. Douglas Foster: Travel and Tourism Management
8. Eck Dianna, Varanasi, The City of Light
9. Harle, J.C.: The Art and Architecture of Indian sub-continent
10. Hussain, A.A.: The National Culture of India
11. Kotler, Philip: Marketing and Management, Universal Publications, New Delhi.
12. Maclean, Hunter: Marketing Management (Tourism in your business)
13. Mukerjee, R.K.: The culture and Art of India
14. Negi, M.S.: Tourism and Hoteliering
15. Percy Brown: Indian Architecture- Hindu and Buddhist period
16. Percy Brown : Islamic Architecture
17. Wahab, S. Grampter: Tourism Marketing: Tourism International, Press, London

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