

UNIVERSITY OF DELHI

CNC-II/093/1(22)/2022-23/224

Dated: 10.10.2022

NOTIFICATION

Sub: Amendment to Ordinance V

[E.C Resolution No. 18-1/(18-1-11) dated 18.08.2022]

Following addition be made to Appendix-II-A to the Ordinance V (2-A) of the Ordinances of the University;

Add the following:

Syllabi of Semester-I of the B.A (Vocational Studies) under the College of Vocational Studies based on Under Graduate Curriculum Framework -2022 to be implemented from the Academic Year 2022-23.

**B.A. (VS) Small and Medium Enterprises
Semester I
Fundamentals of Entrepreneurship and MSMEs
BA (VS) - DSC– 1.1, Credit (4)**

B.A. (VS) Small and Medium Enterprises Programme aims at preparing future entrepreneurs with the skills and knowledge to start their own businesses. It develops their skills as a passionate, self-motivated entrepreneur within a close-knit driven community.

Learning Objectives: The objectives of the paper are to:

1. Make the students understand the role, significance and contribution of MSMEs in the development of our economy.
2. Have a deep insights into the intricacies of entrepreneur and entrepreneurship.
3. Learn the various kinds of entrepreneurs and theories of entrepreneurship.
4. Know the entrepreneurial process for initiating new venture creation.
5. Enable students to plan and design strategies for the successful implementation of innovative ideas of new ventures.

Learning Outcomes: After completion of the course, learners will be able to:

1. Explain the contribution of MSMEs in the development of our economy.
2. Negotiate and deal with the intricacies of entrepreneur and entrepreneurship.

3. Assess himself/herself that what kind of entrepreneur he/she may become and will also be able to apply theories of entrepreneurship in business functions.
4. Explore the possibilities of setting up new ventures.
5. Design strategies for the successful implementation of innovative ideas of new ventures.

Course Contents:

Unit	Unit wise weightage of marks (in %)	C&K*	A&A**
Unit 1: MSMEs : An Overview	25%	√	√
Unit 2: Entrepreneur and Entrepreneurship	25%	√	√
Unit 3: Developing Entrepreneurial Plan and Challenges in Entrepreneurship	25%	√	√
Unit 4: Creativity, Innovation and Entrepreneurial Venture	25%	√	√

*C&K- Comprehension & Knowledge

**A&A – Analysis & Application

Unit 1: MSMEs: An Overview - 15 Hours

Micro, Small and Medium Enterprises: Definition, Role in the economy and significance, problems of MSMEs, Government promotional and developmental initiatives for MSMEs, organised sector, unorganized sector, Current Economic Survey Report on MSME sector of Govt. of India, a brief discussion on government organs and financial institutions and their financial and developmental support to MSME sector.

Unit 2: Entrepreneur and Entrepreneurship 15 Hours

Concept and Definitions of Entrepreneurship, Entrepreneurial Mind-set, Traits of Entrepreneurs, Distinction between Entrepreneur and Manager, Distinction between Entrepreneur and Intrapreneur, Entrepreneurship process; Theories of entrepreneurship; Factors affecting the emergence of entrepreneurship; Role of an entrepreneur in economic growth as an innovator; Generation of employment opportunities; Complementing and supplementing economic growth; Bringing about social stability and balanced regional development of industries, Classification and Types of Entrepreneurs; Women Entrepreneurs; Social Entrepreneurship; Corporate Entrepreneurs, Family Business: Concept, structure, and kinds of family firms; Culture and evolution of family firm; Managing Business.

Unit 3: Developing Entrepreneurial Plan and Challenges in Entrepreneurship- 15 Hours

Environment assessment: Political environment, Legal environment, Economic environment, Social environment, Culture environment, Technological environment and Global environment, Developing effective business plan, Barriers of entrepreneurship, Business succession and continuing from family business perspective, Succession policy, Problems of innovation and change, Project formulation and appraisal.

Unit 4: Creativity, Innovation and Entrepreneurial Venture - 15 Hours

Generating and evaluation of business ideas, Team building, Creativity and Innovation, Challenges in managing innovation; Entrepreneurial strategy and Scaling up, Business planning process; Drawing business plans; Failure of the business plan, Venture capital, Entrepreneurial motivation.

Exercises:

The learners are required to:

1. Analyse the contribution of MSMEs in the development of our economy in last decade. (Unit I)
2. Identify the intricacies of entrepreneur and entrepreneurship and find the ways to get benefit. (Unit II)
3. Critically evaluate the various types of entrepreneur and theories of entrepreneurship in business functions. (Unit II)
4. Explain the process of setting up of a new venture. (Unit III & IV)
5. Outline the various strategies for implementing the innovative ideas in a new venture. (Unit IV)

Suggested Readings:

- Barringer, B.R. and R. Duane Ireland, Entrepreneurship, Pearson Prentice Hall.
- Gersick, K. E., Davis, J. A., Hampton, M. M., & Lansberg, I., Generation to generation: Life cycles of the family business. Boston: Harvard Business School Press.
- Hill, Michal A., Inland Durama R et al; Strategic Entrepreneurship: Creating a New Mindset, Blackwell Publishers, Oxford.
- Hisrich, R.D., Manimala, M.J., Peters, M.P., Shepherd, D.A.: Entrepreneurship, Tata McGraw Hill.
- Kuratko, D.F., and Rao, T. V., Entrepreneurship: A South-Asian Perspective, Cengage.
- Lall, Sahai, Entrepreneurship, Excel Books, New Delhi.
- M.B. Shukla, Entrepreneurship and Small Business Management, Kitab Mahal Publishers.
- Nicholls, A., Social entrepreneurship new models of sustainable social change. Oxford University Press.
- Sahay A., V. Sharma, Entrepreneurship and New Venture Creation, Excel Books, New Delhi.
- Scarborough, N. M., Cornwall, J. R., & Zimmerer, T., Essentials of Entrepreneurship and Small Business Management, Boston, Pearson.
- Shankar, R., Entrepreneurship Theory and Practice, Tata McGraw Hill
- Zenas Block and Ian C Macmillan, Corporate Venturing, Harvard Business School Press, Boston

Note: Latest edition of the readings may be used.

Course Assessment: Internal Assessment– 25%, Exam – 75%

B.A. (VS) Small and Medium Enterprises
Semester I
Organization and Management of MSMEs
BA (VS) - DSC– 1.2, Credit (4)

This course is designed to provide a basic understanding of the various concepts related to the establishment and management of a small business. It helps students to choose an appropriate business form and to develop an organizational structure as per the nature of the business.

Learning Objectives: The objectives of the paper are to:

1. Make the students familiar with the investment criteria for Micro, Small and Medium enterprises and categories them accordingly.
2. Learn the procedure for setting up MSMEs and Government initiatives to promote MSMEs.
3. Understand the ways that how organisations can be set up according to the requirement of individual and business.
4. Know the processes of manufacturing, effective and efficient usage of available resources and preparing master production schedule.
5. Learn the ways that how the internal and external growth strategies can be followed in a business.

Learning Outcomes: After completion of the course, learners will be able to:

1. Identify the investment criteria for Micro, Small and Medium enterprises and will choose the size of enterprise accordingly.
2. Describe the process of setting up micro/small business and evaluate the benefits of government initiatives to promote MSMEs.
3. Choose an appropriate form of business that suits to the specific needs of an entrepreneur.
4. Select manufacturing process and will be able to allocate the resources by material resource planning and preparing master production schedule.
5. Formulate and implement strategies for internal and external growth of business.

Course Contents:

Unit	Unit wise weightage of marks (in %)	C&K*	A&A**
Unit 1: Setting up MSMEs	30%	√	√
Unit 2: Forms of Business Organizations	20%	√	√
Unit 3: Resource Allocation and Production Planning	30%	√	√

Unit 4: Productivity Improvement Strategies	20%	√	√
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*C&K- Comprehension & Knowledge

**A&A – Analysis & Application

Unit 1: Setting up MSMEs - 15 Hours

Determination of the nature of the business unit: Micro, Small and Medium enterprise, Comparative evaluation of feasibility of buying an existing enterprise, setting up a new venture or starting the business through franchising, Location strategy, Preliminary Registration with State Directorate of Industries, registration process of industries, implications of non-registration, UDYOG AADHAAR, Steps involved in setting up MSMEs: Project selection through market assessment, Arranging Finance, Technology and Machinery, Unit development and location strategy, Approvals and clearances; Challenges and opportunities of MSMEs; Government initiatives to promote MSMEs.

Unit 2: Forms of Business Organizations - 15 Hours

Concept and nature of Business Organization; Forms of Organization: Sole proprietorship, Partnership firm, Limited liability partnership, Joint stock companies, Hindu Undivided Family; Organizational structure: Purpose, Types and development of organizational structure for a new business.

Unit 3: Resource allocation and Production Planning - 15 Hours

Concept, Types and importance of resources for a business, Resources allocation methods; Preplanning: Forecasting and Market analysis; Objective and functions of production, Layout and control, Types of manufacturing process, Selection of manufacturing process; Purchase Management and Inventory Management; Material Resource Planning, Master Production Schedule, Progress control through records and charts.

Unit 4: Productivity Improvement Strategies - 15 Hours

Importance, Factors influencing productivity: Internal and external factors, Integration and diversification, internal expansion, Quality management, Research and technology developments; Ergonomics: Training and motivation, working conditions & workplace design, Safety programs.

Exercises:

The learners are required to:

1. Distinguish MSMEs on the basis of investment and turnover criteria. (Unit I)
2. Find out the procedures for setting up MSMEs and prepare a list of government initiatives to promote MSMEs. (Unit I)
3. Identify a suitable form of business organizations according to the requirement of

- individual and business. (Unit II)
4. Prepare a list of processes of manufacturing, the ways of effective and efficient usage of available resources and also prepare master production schedule. (Unit III)
 5. Discuss the methods of internal and external growth strategies followed in a business. (Unit IV)

Suggested Readings:

- Hill, Michal A., Inland Durama R. et.al, Strategic Entrepreneurship: Creating a New Mindset, Blackwell Publishers, Oxford.
- Kanishka Bedi, Production and Operations Management, Oxford University Press.
- Lall, Sahai, Entrepreneurship, Excel Books, New Delhi.
- Sahay A., V. Sharma, Entrepreneurship and New Venture Creation, Excel Books, New Delhi.
- Shukla, M.B., Entrepreneurship and Small Business Management, Kitab Mahal, Allahabad.
- Wickham, Phillip A., Strategic Entrepreneurship, Pitman, UK.
- Zenas Block and Ian C Macmillan, Corporate Venturing, Harvard Business School Press, Boston

Websites:

- <https://www.msme.gov.in>
- <https://udyamregistration.gov.in/Government-India/Ministry-MSME-registration.htm>

Note: Latest edition of the readings may be used.

Course Assessment: Internal Assessment – 25%, Exam – 75%

**B.A. (VS) Small and Medium Enterprises
Semester I
Microeconomics for MSMEs
BA (VS) - DSC– 1.3, Credit (4)**

Learning Objectives: The objectives of the paper are to:

1. Make students familiar with the micro economic theory along with their applications with examples.
2. Learn basic principles of microeconomics and understand the functioning of different kinds of market structure.

Learning Outcomes: the students will be able to:

1. Assess the economic trade-offs and opportunities facing a small or medium sized firm and to get benefit of it.
2. Apply the fundamentals of market mechanism to real life situations confronting a small or medium enterprise.

Unit	Unit wise weightage of marks (in %)	C&K*	A&A**
Unit 1: Understanding Demand & Supply, Price and resource allocation, Elasticity, Market equilibrium.	20%	√	√
Unit 2: Understanding Consumer Behaviour	25%	√	√
Unit 3: Understanding Production, Costs and Profit maximization by Firm	20%	√	√
Unit 4: Understanding Market structures.	35%	√	√

*C&K- Comprehension & Knowledge

**A&A – Analysis & Application

Content (Unit-wise):

Unit 1: Understanding Demand & Supply, Price and resource allocation, Elasticity, Market equilibrium. - 15 Hours

Markets and competition; determinants of individual demand/supply; demand/supply schedule and demand/supply curve; market versus individual demand/supply; shifts in the demand/supply curve, determination of equilibrium output and price, how prices allocate resources; elasticity and its application; controls on prices; impact and incidence of indirect taxation.

Unit 2: Understanding Consumer Behaviour - 15 Hours

The consumption decision using Indifference curve analysis-budget constraint, consumption and income/price changes, demand for all other goods and price changes; preferences; consumer's optimum choice; income and substitution effects; labour supply and savings decision; choice between leisure and consumption.

Unit 3: Understanding Production, Costs and Profit maximization by Firm - 15 Hours

Production functions. Laws of production under short and long run, Producer's equilibrium with the help of isoquants and iso-cost line. Expansion path in the long run and short run. Short run and long run costs curves. Economies and diseconomies of scale. Short-run costs and output decisions; costs and output in the long-run, external economies of scale, agglomeration economies.

Unit 4: Understanding Market structures - 15 Hours

Price and output determination under perfect competition, monopoly, monopolistic markets and oligopolistic market structure in short run and long run, allocative efficiency in perfect competition. Difference between monopoly and different forms of imperfect competition.

Exercises:

The learners are required to:

1. Analyse the micro economic theory along with their applications with examples. (Unit I & II)
2. Know the basic principles of microeconomics and evaluate the functioning of different kinds of market structure. (Unit III & IV)

Suggested Readings:

1. Case, Karl E. & Ray C. Fair: Principles of Economics, Pearson Education, Inc., latest edition.
2. Farnham, Paul G., Economics for Managers, Pearson, latest edition.
3. Lipsey, R. and Alec Chrystal: Economics, Oxford University Press, Latest edition.
4. Satya P. Das, Microeconomics for Business, Sage Publications, Latest edition.

Course Assessment: Internal Assessment – 25 %, Exam – 75%

BA (VS) Human Resource Management

MANAGEMENT CONCEPTS AND PRACTICES

DSC 1.1

Marks: 100

(4: credits: 3 + 1 tutorial)

Course Objective

The aim of this course is to acquaint students with the basic concepts and processes of management. Students will examine the fundamental roles and processes of planning, leading, organizing and controlling that comprise the managers' role. Students will develop skills related to the manager's function as required in today's competitive environment.

Learning Outcomes: After completion of the course, learners will be able to:

1. demonstrate understanding of various HR terminologies, importance of human resources and their effective management in an organization
2. acquire HR skills and their ability to assess the constraints and opportunities associated with managing employees in various organizational contexts.
3. analyse and discuss the role of the various functional areas within Human Resources.
4. effectively manage and plan key human resource functions within organizations

Course Contents:

Unit	Unit wise weightage of marks (in %)	C&K*	A&A**
Unit 1: Introduction to Management	25	√	
Unit 2: Planning and Organizing	30	√	√
Unit 3: Staffing, Directing and Motivation	25	√	√
Unit 4: Leadership and Control	20	√	√

*C&K- Comprehension & Knowledge

**A&A – Analysis & Application

Unit 1: Introduction to Management

Concept of Management, Management: Art and Science, Management Vs Administration, Levels of Management, Functions of management, Management as a Profession, Management skills, contributions: Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Human Relations, and Modern Approach, Social responsibility of managers Indian Ethos for

Management; Value Oriented Holistic Management; Learning lessons from Bhagavat Gita and Ramayan.

Unit 2: Planning and Organizing

Concept of planning, Significance of planning, Classification of planning: Strategic plan, Tactical plan and Operational plan, Process of planning, Barriers to effective planning. MBO, Management by Exception.

Decision Making: Strategies of decision making, Steps in rational decision-making process, Factors influencing decision making process, Psychological bias, and decision support system.

Organizing: Defining organizing, Principles of organizing, Process of organizing, Types of organizational structure, Span of control, Centralization vs. Decentralization of authority. Informal organization.

Unit 3: Staffing, Directing and Motivation

Staffing: Concept, Objective of staffing, System approach to staffing, Manpower planning. Directing: Concept, Techniques of directing and supervision, Types of supervision, Essential characteristics of supervisor.

Motivation: Concept, Forms of employee motivation, Need for motivation. Theories of motivation.

Unit 4: Leadership and Control

Leadership vs Management, Process of Leadership, Importance of leadership, Characteristics of an effective leader, Leadership styles and influence process, Analyzing Interpersonal Relations, Group Dynamics

Controlling: Concept, Importance of controlling, Types of control, Steps in control process, Characteristics of Effective Controls

Practical Exercises

The learners are required to:

1. explain relevant concepts by way of Class presentation.
2. understand and discuss different Management concepts and functions using Focused group discussion.
3. assess the understanding of theory and practical by objective and subjective assessment (Class test, assignments, MCQs, Fill in the blanks and quiz).
4. analyze the case studies to understand the dynamics of Management functions.

Course Assessment: Internal Assignments/projects/class tests/presentations – 25; Exam - 75

Suggested Readings:

1. Durai, P. Principles of Management, Text and Cases. New Delhi: Pearson Education.
2. Griffin, R. (2021). Fundamentals of management. Cengage Learning.

3. Sharlekar, S.A. (2010). Management (Value-Oriented Holistic Approach). Himalaya Publishing House. (Chapter 3 and 4)
4. Robbins, S.P. & Decenzo, D. A. Fundamentals of Management: Essential Concepts and Applications. New Delhi: Pearson Education.
5. Robbins, S.P. & Coulter, M. Prentice Hall. Management. San Diego State University & Southwest Missouri State University.
6. Singh & T. N. Chabra., Management Concepts & Practices. Dhanpat Rai & Co.

Note: Students are advised to use the latest editions of textbooks

HUMAN RESOURCES MANAGEMENT: AN OVERVIEW

DSC: 1.2

Marks: 100

(4: credits: 3 + 1 tutorial)

Course Objective

The aim of the course is to impart the knowledge of concept, functional areas (like Recruitment, Selection, Training and Development, etc.), systems, policies, applications of Human Resource Management. The course intends to help the students to acquire and develop skills for rational decision making in the discipline of human resource management

Learning Outcomes: After completion of the course, learners will be able to:

1. demonstrate understanding of various HR terminologies, importance of human resources and their effective management in an organization
2. Assess the constraints and opportunities associated with managing employees in various organizational contexts.
3. analyze and discuss the role of the various functional areas within Human Resources.
4. effectively manage and plan key human resource functions within organizations

Course Contents:

Unit	Unit wise weightage of marks (in %)	C&K*	A&A**
Unit 1: Introduction to Human Resource Management	25	√	
Unit 2: HR Procurement and Development	30	√	√
Unit 3: Performance Management: Assessment and Appraisal	25	√	√
Unit 4: Employer-Employee Relations	20	√	√

*C&K- Comprehension & Knowledge

**A&A – Analysis & Application

Unit 1 Introduction to Human Resource Management

Meaning, Nature, Philosophy, Need, Objectives and Evolution of HRM, HRM Functions, Human Resource Development (HRD): Concept, HRD Strategy; Human Resource Planning: Concept, Importance; HRIS, Environmental Factors of HRM, Challenges to HRM

Unit 2 HR Procurement and Development

Job Analysis and Job Design: meaning and overview, Human Resource Planning: Introduction to HRP, Need of HRP, Forecasting, Recruiting, Selecting & Outsourcing, Sources of people, Socialization.

Training: Objectives and Needs, Training Process: Methods of Training, Tools and Aids, Evaluation of training Programs, Mentoring and Performance Coaching, Career Planning-Succession Planning

Unit 3 Performance Management: Assessment and Appraisal

Performance Management System: Definition, Performance appraisal: Concept, Objectives and Ethics: Different methods of Performance Appraisal, Rating Errors, Competency Mapping.

Compensation Management-Concepts, Objectives, Compensation Strategy, Structure, Composition - Job Evaluation- Incentives and Benefits

Unit 4 Employer-Employee Relations

Regulatory Mechanisms in Industrial Relations; Dealing with Unions and Associations; Industrial Democracy; Grievance Handling and Discipline.

Retirement/Separation -Superannuation, Voluntary Retirement Schemes, Resignation, Discharge-Dismissal -Suspension, Layoff

Practical Exercises

The learners are required to:

1. explain different HR concepts and related terms by way of Class presentation.
2. understand and demonstrate knowledge using Focused group discussion.
3. assess the understanding of theory and practical by objective and subjective assessment (Class test, assignments, MCQs, Fill in the blanks and quiz).
4. analyze the case studies to understand the dynamics of HR functions being used in organizations.

Course Assessment: Internal Assignments/projects/class tests/presentations - 25, Exam - 75

Suggested Readings:

1. Bohlander, G. W., & Snell, S. Principles of human resource management. South-Western/Cengage Learning”; Thomson Publications.
2. Dessler, Gray, Human Resource Management, 11ed., Pearson Education, New Delhi.

3. **K. Aswathappa** Books, Human Resource & Personnel Management, Tata McGraw-Hill Education.
4. Ivancevich, Human Resource Management, Tata McGraw-Hill.
5. Rao, V.S P., Human Resource Management, Excel Books.
6. **Robbins**. S. P., Human Resource Management Pearson Education Asia.

Note: Students are advised to use the latest editions of textbooks

Microeconomics for Human Resource Management

DSE 1.3

(4 credits: 3+1 tutorial)

Course Objectives:

This course is designed to expose students to micro economic theory along with their applications with examples. The students will learn some basic principles of microeconomics to understand how to manage human resource efficiently to achieve the objective of a firm.

Course Learning Outcomes:

1. Students will learn to think in terms of economic trade-offs and opportunities as well as learn to apply the fundamentals of market mechanism to real life situations.
2. Students will learn to think how to select different elements of a sound policy for human resource management for more productive use of available human resources.

Unit	Unit wise weightage of marks (in %)	C&K*	A&A**
Unit 1: Understanding Demand & Supply, Price and resource allocation, Elasticity, Market equilibrium.	20%	√	√
Unit 2: Understanding Consumer Behaviour	20%	√	√
Unit 3: Understanding Production, Costs and Profit maximization by Firm	20%	√	√
Unit 4: Understanding Market structures.	20%	√	√
Unit 5: Application of Microeconomics to HRM.	20%	√	√

Content (Unit-wise):

Unit 1 : Understanding Demand & Supply, Price and resource allocation, Elasticity, Market equilibrium.

Markets and competition; determinants of individual demand/supply; demand/supply schedule and demand/supply curve; market versus individual demand/supply; shifts in the demand/supply curve, determination of equilibrium output and price, how prices allocate resources; elasticity and its application; controls on prices; impact and incidence of indirect taxation.

Unit 2 : Understanding Consumer Behaviour

The consumption decision using Indifference curve analysis-budget constraint, consumption and income/price changes, demand for all other goods and price changes; preferences; consumer's optimum choice; income and substitution effects; labour supply and savings decision; choice between leisure and consumption.

Unit 3 : Understanding Production, Costs and Profit maximization by Firm

Production functions; Laws of production under short and long run, Producer's equilibrium with the help of isoquants and iso-cost line. Expansion path in the long run and short run. Short run and long run costs curves. Economies and diseconomies of scale. Short-run costs and output decisions; costs and output in the long-run, external economies of scale, agglomeration economies.

Unit 4 : Understanding Market structures.

Price and output determination under perfect competition, monopoly, monopolistic markets and oligopolistic market structure in short run and long run, allocative efficiency in perfect competition. Difference between monopoly and different forms of imperfect competition.

Unit 5 :Application of Microeconomics to HRM.

Production function, wages and productivity, wage determination, Efficiency wage, Incentive wage and skill formation, X-efficiency, education and productivity. Case Study of large firms relating HR policy with productivity.

Suggested Readings:

- Case, Karl E. & Ray C. Fair: Principles of Economics, Pearson Education, Inc., latest edition.
- Comanor, W.S. and Leibenstein, H. Allocative Efficiency, X-Efficiency and the Measurement of Welfare Losses, *Economica*, New Series, vol.36, No 143, August, 1969, pp. 304-309
- Farnham, Paul G., Economics for Managers, Pearson, latest edition.
- Lipsey, R. and Alec Chrystal: Economics, Oxford University Press, Latest edition.
- Satya P. Das, Microeconomics for Business, Sage Publications, Latest edition.

Course Assessment: Class test/Assignment - 25, Exam - 75

BA (VS) Materials Management

Materials Management: An Overview

DSC: 1.1

Credit 4 (3L+1T)

Objectives: There are following objectives:

1. To introduce conceptual framework of material management and can manage the material management process.
2. To understand both internal and external of material management, material management activities, functions and organizational structure;
3. To familiarize production processes, machines and tools used in industries.
4. To analyze the dynamics of inventory management's principles, concepts, and techniques as they relate to the entire supply chain.
5. To explain familiarize themselves with inventory management practices.
6. To Perform the material handling equipment in the stores.

Learning Outcomes: After completion of the course, Students will be able to

1. define conceptual framework of material management and can manage the material management process.
2. explain both internal and external of material management, material management activities, functions and organizational structure;
3. use and explain production processes, machines and tools used in industries.
4. analyze the dynamics of inventory management's principles, concepts, and techniques as they relate to the entire supply chain.
5. explain familiarize themselves with inventory management practices.
6. Perform the material handling equipment in the stores.

Contents

Unit	Unit wise weightage of marks (in %)	C&K*	A&A**
Unit 1: Materials Management and Linkages	25	√	√
Unit 2: Materials Planning and Budgeting	25	√	√
Unit 3: Purchasing and Inventory	25	√	√
Unit 4: Materials handling and storage systems	25	√	√

*C&K- Comprehension & Knowledge

**A&A – Analysis & Application

Unit1: Materials Management and its linkages

Meaning and Scope, Functions of Materials Management, Objectives and Significance of Materials Management. Interfaces of Materials Management: Internal and external interfaces, Organization of Material Management, Integrated materials management system and its advantages. Linkages with other

functional areas of Management i.e. Production, Accounting and Finance, Marketing, Information Technology, Total Quality Management.

Unit2: Materials Planning and Budgeting

Introduction, Management of Production and Manufacturing, Types of Industries, Manufacturing Planning and Control, Materials Management in Manufacturing and Process Industries , Materials Planning and Budgeting in Continuous Process Industries; Broad categories of production processes used in industries. Productivity plan, commonly used machines and tools in industries.

Unit 3: Purchasing and Inventory

Purchasing in Materials management, system concept, purchasing and procurement activities under Materials management, Value Analysis and value Engineering, Purchasing and quality Assurance, Purchase Cycle, Negotiation & Bargaining , Vendor relations, Purchasing Methods.

Need of Inventory, Types of Inventory, Characteristics of Inventory, Components of Inventory, Inventory Functionality , Some basic tools and techniques of Inventory Management, Planning the Inventory Resource, Material Requirement Planning (MRP), Advantages over conventional planning (Order Point Method) , Input and output of MRP system.

Unit: 4 Materials handling and storage systems

Material handling in stores, Principles of Materials Handling system, Materials Handling Equipment, Safety issues, Physical distribution logistics, physical control of stocks: obsolete, surplus and scrap Management, Layout of stores and warehouse.

Suggested Readings

1. Arnold, Champman and Ramakrishnan, Introduction to Materials Management, Pearson Education, Inc.
2. Dutta A.K., Materials Management: Procedures, Text and cases, Prentice Hall of India Pvt. Ltd., New Delhi.
3. Gopalakrishnan, P. and Sundareson, M., Materials Management: An Integrated Approach, Prentice Hall of India Pvt. Ltd., New Delhi.
4. Pooler Victor H. Purchasing and Supply Management, Creating the Vision, New York, Chapman Hall
5. Shah N.M. An Integrated concept of Materials Management, Indian Institute of Materials Management, Baroda Branch, Baroda.
6. Sharma S.C., Material Management and Materials Handling, Khanna Publishers, New Delhi.
7. Varma, M.M., Essentials of Storekeeping and Purchasing, Sultan Chand and Sons, New Delhi.

Note: The latest edition of the readings may be used.

Assessment methods

- Internal Assessment 25 marks
- Written Theory Exam 75 marks

Keywords: Materials Management, Materials Planning, Productivity plan, Purchase Cycle, MRP

Purchase Management

DSC: 1.2

Credit 4 (3L+1T)

Objective: The objectives of the course are

1. to provide the understanding of different concepts of purchase management;
2. The Course equips the students about purchasing and its systems and procedures.
3. To give understanding of price forecasting,
4. special purchase systems, public buying and online purchasing/buying.

Learning Outcomes: After completion of the course, learners will be able to:

1. explain the conceptual framework of purchase management.
2. perform the procedure for purchase of materials from private and Government sources
3. define special purchase systems and conduct price forecasting for purchasing the material.
4. explain the procedure of online purchasing, government purchasing and its current practices

Course Contents:

Unit	Unit wise Weightage of Marks (in %)	C&K	A&A
Unit-1: Introduction to Purchase Management	30	√	
Unit-2: Source and Procedure for purchase	20	√	√
Unit-3: Special Purchase Systems and Price Forecasting	30	√	√
Unit-4: Online and International Purchase	20	√	√

Unit 1 Introduction to Purchase Management

Introduction, importance and functions of purchase Department, Organization for purchase function, centralized and decentralized purchasing, objectives of purchasing i.e. 6 R's of purchasing. Buyer- seller Relationship: Importance of good buyer-seller relationship, Relation with supplier-policies and issues in relationship, Ethical issues in purchasing.

Unit 2 Source and Procedure for purchase

Sources of supply: vendor selection and rating, Material specifications, Pre-purchase considerations, standard purchase procedure, post-purchase issues. Standard form used in purchasing like purchase requisition, tender / quotation documents, schedule of quotations, purchase order, follow-up order, cancellation of order, Bill of Materials etc.

Unit 3 Special Purchase Systems and Price Forecasting

Special Purchase Systems and Price Forecasting: (a) Special Purchase Systems: Forward Purchase, Tender purchase, Blanket order, zero stock, Rate contract, Purchases of capital equipment and leasing. (b) Price Forecasting: Price and

pricing impact, price practices, price negotiations hard bargaining and fixing. Purchasing under fluctuating prices, purchasing under uncertainty, Negotiations regarding quality

Unit 4 Online and International Purchase

Online Purchasing: Concept, advantages, procedure of online purchasing and current online purchase practices. International Purchasing: Need for International Purchase, Direct and Indirect Buying, term of payments and Legal-Framework of International Purchasing. The eProcurement System of India

Suggested Readings

1. Bailky, P. and Farmer, D., Purchasing Principles and Techniques, Pitman, London
2. Chunawalla, S.A., Materials and Purchase Management, Himalaya Publishing House, New Delhi
3. Dutta A.K., Materials Management: Procedures, Text and cases, Prentice Hall of India Pvt. Ltd., New Delhi.
4. Gopalakrishnan, P. and Sundareson, M., Materials Management: An Integrated Approach, Prentice Hall of India Pvt. Ltd., New Delhi.
5. Shah N.M. An Integrated concept of Materials Management, Indian Institute of Materials Management, Baroda Branch, Baroda
6. Sharma S.C., Material Management and Materials Handling, Khanna Publishers, New Delhi.
7. Pooler Victor H. Purchasing and Supply Management, Creating the Vision, New York, Chapman & Hall
8. Lee, L. and Dobler, D.W., Purchasing and Materials Management, McGraw Hill, New York
9. Zenz, G.J.. Purchasing and the Management of Materials, John Wiley, New York
10. <https://www.india.gov.in/spotlight/government-e-marketplace-procurement-made-smart#tab=tab-1>

Note: Latest editions of the books should be used.

Assessment methods

- Internal Assessment 25 marks
- Written Theory Exam 75 marks

Keywords: purchase Department, vendor selection, Material specifications, Price Forecasting

Microeconomics for Materials Management

DSE 1.3

(4 credits: 3+1 tutorial)

Course Objectives:

This course is designed to expose students to micro economic theory along with their applications with examples. The students will learn some basic principles of microeconomics to understand inventory management to cope up with competition or take advantage of market opportunity with a view to maximize gain. This will help retailing business units in their decision making.

Course Learning Outcomes:

1. Students will learn to think in terms of economic trade-offs and opportunities facing a small or medium sized firm, in its attempt to manage inventories optimally
2. Students will also learn how a firm may use inventory management to cope up with competition in the market.

Unit	Unit wise weightage of marks (in %)	C&K*	A&A**
Unit 1: Understanding Demand & Supply, Price and resource allocation, Elasticity, Market equilibrium.	20%	√	√
Unit 2: Understanding Consumer Behaviour	20%	√	√
Unit 3: Understanding Production, Costs and Profit maximization by Firm	20%	√	√
Unit 4: Understanding Market structures.	20%	√	√
Unit 5: Application of Microeconomics to MM.	20%	√	√

Content (Unit-wise):

Unit 1 : Understanding Demand & Supply, Price and resource allocation, Elasticity, Market equilibrium.

Markets and competition; determinants of individual demand/supply; demand/supply schedule and demand/supply curve; market versus individual demand/supply; shifts in the demand/supply curve, demand and supply together; how prices allocate resources; elasticity and its application; controls on prices; impact and incidence of indirect taxation .

Unit 2 : Understanding Consumer Behaviour

The consumption decision - budget constraint, consumption and income/price changes, demand for all other goods and price changes; preferences; consumer's optimum choice; income and substitution effects; labour supply and savings decision; choice between leisure and consumption.

Unit 3 : Understanding Production, Costs and Profit maximization by Firm

Production functions. Laws of production. Producer's equilibrium with the help of isoquants and iso-cost line. Expansion path in the long run and short run. Short run and long run costs curves. Economies and diseconomies of scale. Short-run costs and output decisions; costs and output in the long-run.

Unit 4 : Understanding Market structures.

Price and output determination under perfect competition, monopoly, monopolistic markets and oligopoly in short run and long run, allocative efficiency in perfect competition. Difference between monopoly and different forms of imperfect competition.

Unit 5:Application of Microeconomics to MM.

Market Structure and inventory management: Feedback Loop, Cut throat Competition, Market Uncertainty, inventory and wind fall gains, Inventory for essential goods - FCI, Temporal and spatial dimension of market for inventories, Inventories for seasonally produced goods - cold storage for potatoes, fruits, etc.

Suggested Readings:

- Case, Karl E. & Ray C. Fair: Principles of Economics, Pearson Education, Inc., 3th edition, 2020.
- Emek Basker, Handbook on the Economics of Retailing and Distribution, Edward Elgar,

2016.

- Farnham, Paul G., Economics for Managers, Pearson, latest edition.
- Lipsey, R. and Alec Chrystal, A: Economics, Oxford University Press, 14th edition, 2020.
- Satya P and Goel, J.K, Managerial Economics, Sage Publications, Second Revised Edition, 2022.
- Saha, B. et al, Study on Impact of Future Markets of Potato and Mentha oil on Farm Communities, Final Report, IIM Calcutta and NISTADs, CSIR, New Delhi, 2012.
- Samuelson, William F, . Marks, Stephen G, Zagorsky, Jay L. Wiley, Managerial Economics, 9th edition, 2021

Course Assessment: Assignments/test - 25, Exam - 75

BA (VS) INSURANCE MANAGEMENT

Risk Management & Insurance

DSC- 1

(4 : credits: 3 + 1 tutorial)

Objective: The course aims to provide basic understanding of the concept & classification of risk. The student will understand the process of risk management in detail and how insurance acts as a risk management tool. It covers the special features of insurance, insurance contracts, and the critical role of law of large numbers. This will also act as a stepping-stone for pursuing a higher professional qualification in the fields of risk management and insurance.

Learning Outcomes: After completion of the course, learners will be able to:

1. understand the concept of risk and uncertainty and classify risks, level of risk, and explain the behavioural aspect of risk and economics of insurance.
2. explain insurable and non-insurable risks.
3. analyse the role of risk management and insurance in economic development and as a social security tool.
4. evaluate the managerial functions of risk management and its process and also the working of insurance
5. evaluate the insurance contract as a risk management tool

Course Contents:

Unit	Unit wise weightage of marks (in %)	C&K*	A&A**
Unit 1: Risk & Uncertainty	25	√	√
Unit 2: Risk Management & its managerial aspects	25	√	√
Unit 3: Role of Insurance in managing risk	25	√	√
Unit 4: Insurance contract: An overview	25		

*Concept & Knowledge ** Analysis & Application

Unit 1: Risk and Uncertainty - 15 Hours

Concepts, causes, degree, classification, and cost. Insurable risk. Risk and economic development. Psychology and attitude towards risk. Managing risk and uncertainty. Cash flow at risk, Value at risk.

Unit 2. Risk management & its managerial aspects - 15 Hours

Risk management-concept, evolution, purpose, scope, importance, and its future. Role of risk management in economic growth. Risk management function. Risk Manager. Managerial Aspects- goals, identification, evaluation, risk response, and plan administration, risk management in a global economy: future perspective

Unit 3. Role of Insurance in managing risk - 15 Hours

Nature, importance, purpose, functions, classification, limitations and production process of insurance. Insurance and Risk, Insurance & Economic development, Insurance as a social

security tool, Determinants of insurance market structure; Re-insurance: meaning, purpose, forms.

Unit 4. Insurance contract: An overview - 15 Hours

Nature & subject matter of insurance and insurance contracts; Salient Features - as per Contract Act, including special features, evidence and supporting documentation; Payment of premium; e-insurance policy; Insurance Repositories

Exercises:

The learners are required to:

1. Organise group discussions in class on risk management techniques (Unit1).
2. Conduct a small survey (physical or online mode) about the popularity and awareness of insurance products as a means of managing risk (Unit3).
3. Evaluate through group discussions the different types of insurance contracts through case studies (Unit4).

Course Assessment: Internal Assignments/projects/class tests/presentations – 25; Exam - 75

Suggested Readings:

1. Arunajatesan S. & T. R. Viswanathan, Risk Management and Insurance, (2009) Macmillan Publishers Ltd.
2. Dorfman S. Mark (2012, 1987) Introduction to Risk Management and Insurance, Eighth Ed, Prentice-Hall.
3. Hampton John J. (1993) Essentials of Risk Management and Insurance, (1993), American Management Association (Amacom).
4. Holyoake Julia & Weipers Bill Insurance, (2002), Institute of Financial Services, U. K. (AITBS Publishers & Distributors (Regd.), Delhi-51.
5. Patukale Kshitiz (2009) Insurance for Everyone, Macmillan India Ltd. Teaching Learning Process, Assessment Methods and Teaching
6. Rejda, G. E. & McNamara M. (2017) Principles of Risk Management and Insurance, Pearson Education.
7. Skipper D. Harold & Kwon W. Jean (2008) Risk Management & Insurance Blackwell Publishing, Wiley India
8. Vaughan E.T. & T. Vaughan (2015) Fundamentals of Risk Management and Insurance.

Note: Students are advised to use the latest editions of textbooks

Statistics for Insurance

DSC- 2

(4 credits: 3 + 1 practical)

Objective: The course aims to explain the basic concepts of statistics that are essential building blocks for application and analysis of data pertaining to the insurance industry. The course will explain the relationship between multiple variables and analysis of time series data. The student will be able to evaluate decision making under uncertainty in real life situations & to insurance industry in particular.

Learning Outcomes: After completion of the course, learners will be able to:

1. understand basic statistical concepts and apply them to finding objective solutions to problems in insurance business
2. analyse the relationship between multiple variables and their applications in business analytics, especially in the insurance industry
3. analyse trends with indexing and seasonality in a time series data.
4. Evaluate different statistical techniques and develop analytical thinking skills to solve business/real-life situations.
5. apply the theory of probability in decision making involving the insurance industry and evaluate the usefulness of existing insurance products

Course Contents:

Unit	Unit wise weightage of marks (in %)	C&K*	A&A**
Unit 1: Review of Descriptive Statistics	20	√	√
Unit 2: Correlation & Regression	30	√	√
Unit 3: Time Series and Index numbers	25	√	√
Unit4: Probability and Probability Distribution	25	√	√

*Concept & Knowledge ** Analysis & Application

Unit-1 Review of Descriptive Statistics 12 Hours

Data: Types and Sources, quantitative and qualitative, big data and its utility in Business analytics; Measures of central tendency: Mean, Median, Mode; Measures of dispersion: Range, Quartile Deviation, Mean Deviation, Standard Deviation, Variance, Coefficient of Variance, Moments, shape of the distribution- skewness and Kurtosis, estimation of insurable loss and risk measurement relevant in insurance.

Unit 2 Correlation Analysis and Regression – 12 Hours

Correlation and causation, types of correlation - scatter diagram, Karl Pearson correlation, Spearman's Rank correlation; Simple and Multiple regression models, (problems on simple regression only); Standard error of estimate, Tests of significance; correlation and regression analyses with reference to the insurance industry

Unit-3 Analyses of Time Series and Index numbers – 12 Hours

Analyses of Time series: meaning and significance, utility, components of time series,

measurements of trends, methods of least squares, linear and parabolic trend, measurement of seasonal variations; Index numbers: meaning and significance, methods and problems in construction of index numbers with weights and without weights, consumer price index, introduction to stock market index; time series analysis of claims, premia, and other parameters important for the insurance industry; construction of mortality table of life insurance.

Unit-4 Probability - 9 Hours

Concept: expectations, equally likely events, independent events, complementary events; Rules of probability, Random variables, Concept of probability distribution, Theoretical probability distributions: Binomial, Poisson, Normal curve & empirical rule; introduction to sampling and Central limit theorem; application of probability in insurance.

Teaching- Learning

Practical Exercises:- 30 Hours

1. Students are expected to examine the popularity of life and non-life insurance products through descriptive statistics (Unit1).
2. Students shall be encouraged to engage in primary research to study correlations between demographics and choice of insurance products (Unit2).
3. Students shall be encouraged to analyse time series data on insurance for public and private sectors (Unit3)
4. Students shall be encouraged to apply the concept of probability to simulation of risk (Unit4).

Course Assessment: Internal Assignments/projects/class tests/presentations - 25, Exam - 75

Suggested Reading:

1. Gupta SP (2021) *Statistical Methods*, Sultan Chand Publications.
2. Levin R. and Robin, D, (2017) *Statistics for Management*, Pearson.
3. Levine, D. M., Stephan, D. F., & Szobot, K. A. (2017). *Statistics for Managers using Microsoft Excel*. Pearson.
4. Vohra, N. D. (2021). *Business Statistics: Text and Problems - With Introduction to Business Analytics*. McGraw Hill
5. Keller, G (2015), *Statistics for Management and Economics*, Cengage Learning, 10th ed., New Delhi.
6. Stine, R and, Foster, Dean, *Statistics for Business Decision making and Analysis*, Pearson, 2014.
7. Barrow, Michael, *Statistics for Economics, Accounting and Business Studies*, Prentice Hall, 2006.

Note: Students are advised to use the latest editions of textbooks

Microeconomics for Insurance
DSC- 3

(4 credits: 3 + 1 tutorial)

Objective: The course aims to expose students of insurance to micro economic theory and its applications for insurance industry. It covers basic principles such as decision making by consumers and producers, interactions of supply and demand with reference to insurance industry, characteristics of perfect and imperfect markets, market failure, role of information and decision making under uncertainty that are essential to understand the field of insurance. It will help students understand fundamental economic trade-offs and allocation problems. The course uses illustrations, graphical methods and numerical problems to explain the application of microeconomic concepts to real-life situations of the insurance market. This will develop wider appreciation and provide an enriched perspective to a student studying the Insurance vocation.

Learning Outcomes: After completion of the course, learners will be able to:

1. explain the concepts of economic trade-offs and opportunities in insurance
2. apply the fundamentals of market mechanisms to real situations in the economy in general and to insurance markets in particular.
3. analyse how markets work and why they fail
4. evaluate the role of information in creation of asset markets (insurance).

Course Contents:

Unit	Unit wise weightage of marks (in %)	C&K*	A&A**
Unit 1: Demand & supply, Price & resource allocation, Elasticity, Market equilibrium	20	√	√
Unit 2: Consumer behaviour	25	√	√
Unit 3: Production, Costs, Profit maximisation by firms	25	√	√
Unit 4: Market structures, market failure and role of information	30	√	√

*Concept & Knowledge ** Analysis & Application

Unit 1: Demand & Supply with special reference to insurance markets, Price and resource allocation, Elasticity, Market equilibrium – 15 Hours

Markets and competition; determinants of individual demand/supply; demand/supply schedule and demand/supply curve (with special reference to Insurance, including health insurance, corporatisation) ; market versus individual demand/supply; shifts in the demand/supply curve, demand and supply together; how prices allocate resources; elasticity and its application; controls on prices; taxes and the costs of taxation; consumer surplus; producer surplus and the efficiency of the markets, markets and welfare, market failure and government failure.

Unit 2. Consumer Behaviour and choosing insurance – 15 Hours

The consumption decision - budget constraint, consumption and income/price changes, demand for all other goods and price changes; preferences; consumer's optimum choice; income and substitution effects; labour supply and savings decision; choice between leisure and

consumption, Decision making under uncertainty, risk, moral hazard, adverse selection, bounded rationality

Unit 3. Production, Costs and Profit maximization by an insurance Firm - 15 Hours

Production functions. Laws of production. Producer's equilibrium with the help of isoquants and iso-cost line. Expansion path in the long run and short run. Short run and long run costs curves. Economies and diseconomies of scale. Short-run costs and output decisions; costs and output in the long-run.

Unit 4. Market structures, Market failure and Role of information and working of insurance markets – 15 Hours

Perfect competition, monopoly, monopolistic markets, Price discrimination under monopoly, equilibrium in short run and long run, allocative efficiency in perfect competition. Difference between monopoly and perfect competition. Sources of Market Failure and corrective measures, Insurance Markets with asymmetric information.

Exercises:

The learners are required to:

1. engage in a group project dealing with consumer demand for insurance products (Unit1).
2. conduct classroom discussions on the efficacy of insurance products for the poor by the government (Unit4)
3. study in small groups and analyse the costs involved, profitability and benefits of compulsory group insurance schemes offered by the government or private sector employers (Unit4)

Course Assessment: Internal Assignments/projects/class tests/presentations - 25, Exam - 75

Suggested Readings:

1. Bannerjee P. "Finance and Health" in Biswas, P.K. and Das P. (eds.) Indian economy; Reforms and Development – Essays in honour of Manoj Kumar Sanyal 2019, Springer, Singapore.
2. Satya P. Das and Goyal J. K. (2022) Managerial economics, Sage Publications, 2nd revised edition.
3. Farnham, Paul G., Economics for Managers, Pearson, 2014-2015.
4. Lipsey, R. and Alec Chrystal: Economics, Oxford University Press, 14th Edition.
5. Case, Karl E. & Ray C. Fair: Principles of Economics, Pearson Education, Inc., 13th edition, 2020
6. Bernheim and Whinston (2014) Microeconomics, Tata McGraw-Hill, Special Indian Edition
7. Rubinfeld, Pindyck and Mehta (2017) Pearson 7th Edition
8. Samuelson William F, Stephen G Marks and Jay L Zagorsky, Managerial economics, Wiley, 9th edition 2021.

Note: Students are advised to use the latest editions of textbooks

BACHELOR OF ARTS (VS) MODERN OFFICE MANAGEMENT
MODERN OFFICE MANAGEMENT
DSC 1.1-(MOM)

Marks: 100

Credits: 4

(Theory = 75, Internal Assessment = 25)

Objective: The aim of the paper is to acquaint the students with modern office and its management. The knowledge and the skills acquired by students through this would help them to manage the modern office effectively and efficiently as office managers, executives or personal secretaries

Learning Outcomes: After completion of the course, learners will be able to:

1. examine the nature and functions of conventional office, modern office, paperless office, automated and virtual office.
2. develop an understanding about the functions of modern office, office manager and office management process.
3. describe the procedure of procurement and maintenance of office stationery and supplies.
4. explain the importance of location of office, its safety and security measures.
5. create the modern system of maintenance of official records.

Course Contents:

Unit	Unit weightage wise of marks (in %)	C&K*	A&A**
Unit 1: Office and its Functions	30	√	√
Unit 2: Management of Office	20	√	√
Unit 3: Location and environment	20	√	√
Unit 4: Office Stationery, Supplies & Office records	30	√	√

*C&K- Comprehension & Knowledge

**A&A – Analysis & Application

Unit 1:- 15 Hours

Office and its functions: Meaning, importance and requisites of a modern office. Relation of office with other departments. Front office and back office operations. Types of offices: Corporate, Head, Circle, Zone, Branch, Divisional.

Changing office Scenarios; Concept of Paperless office, Automated office, Virtual office, Green Office, Open and Private Office, Work from home, Co-working space

Unit 2: - 15 Hours

Management of office: Meaning, Objectives and Principles of modern office Management
Office hierarchy, Development of office Practices, Office routines, Office manual.
Qualifications, Skills, Experience required for an office Manager, Duties of an office Manager.

Unit 3: 15 Hours

Location and Environment: Office building and its location, factors affecting choice of location, Importance of location.

Infrastructure safety and security, office hazards. Office layout; new trends in office layout, Working Environment in office, Home environment at work, flexible working hours

Unit 4: 15 Hours

Office Stationery, Supplies & Office records:

Office Stationery & Supplies: Importance, Storage, Issue and Control.

Purchase Procedures, Online Procurement; E-tender, Governments E- Market Place (GEM)

Office forms, types of forms, design of forms and control of form

Office records: Types of records, Importance and Principles of Record keeping, Handling and Supervision of records, records preservation, Time frame of preservation of records.

Filing; Meaning, importance, essentials of a good filing system. Modern system of maintenance of official records, centralized and decentralized filing, Computerized filing system.

Indexing: Meaning, importance, types of indexing system.

Exercises:

The learners are required to:

1. Visit the administrative office of the College, Government Office or Private Office.
2. Observe the Office Building, ventilation and layout of the building.
3. study the process of procurement of office supplies, stationery used in a modern office
4. Observe and experience the type and use of communication system, furniture and office machines.
5. Interact with the Office Managers and make a list of their duties and responsibilities and create the modern system of maintenance of official records.

Suggested Readings:

1. Bhatia, R.C.. *Office Management*. Galgotia Publishing Company, New Delhi, India.
2. Chopra, R. K., & Bhatia, A. *Office Management*. 15th Edition. Himalaya Publishing House, Mumbai, India.
3. Geoffrey, M., Standingford, O., & Appleby, R. C. . *Modern Office Management*, NY, USA.
4. Mills, G., & Standingford, O. *Office Organization and Method*. Pitman.
5. O'Rourke, J. S. *Management communication: A case analysis approach*. Chapter 4, Routledge, England, UK.
6. Thukaram Rao, M. E., *Office Organization and Management*. Atlantic Publishers and Distributors, New Delhi, India.
7. P.K. Ghosh, "Office Management", Sultan Chand & Sons. New Delhi
8. Pillai R.S.N, Bagavathi, "Modern Office Management", S. Chand Publishing House
9. Chhabra, T.N., *Modern Business Organisation*, New Delhi, Dhanpat Rai & Sons.

Note: Latest edition of the readings may be used.

FUNDAMENTALS OF SECRETARIAL PRACTICE

DSC 1.2-(MOM)

Course Objective:

The main objective is to familiarize the students with the activities of a modern office, role of a private Secretary in offices. The course helps the students to acquire essential skills in handling various office processes and operations.

Learning Outcomes: After completion of the course, learners will be able to:

1. Explain the role of private secretary in a business organisation.
2. Apply acquired skills in handling public relations.
3. Learn the process of developing organisational structure and will also understand to execute managerial functions performed in a business organisation.
4. The course will help the learner to manage travel arrangements and duties of the secretary before, during and after the meetings and handling inward and outward mail service.
5. Learn to maintain petty cash account, doing basic banking services and other jobs in the business world as an effective and efficient private secretary.

Course Contents:

Unit	Unit wise weightage of marks (in %)	C&K*	A&A**
Unit 1: Secretary	25	√	√
Unit 2: Travel arrangements	25	√	√
Unit 3: Meetings and conferences	25	√	√
Unit 4: Handling of Mail, Petty cash and Bank Services	25	√	√

*C&K- Comprehension & Knowledge

**A&A – Analysis & Application

Unit 1: Secretary - 15 Hours

Meaning of Secretary, types of Secretaries, importance of Secretary, qualifications and qualities of Secretary, duties of a Secretary, changing profile of the Secretary.

Public relations- client facing roles, attending phone calls, management of appointments. Handling and screening visitors, visitors register.

Unit 2: Travel arrangements- 15 Hours

Making itinerary, reservations -travel and hotel. Classification of hotels. Modes of travel, Travel outside the country. Selection of travel agencies. Booking sites.

Unit 3: Meetings and conferences – 15 Hours

Meaning and purpose of meetings, types of meetings, preparation for meetings. Notice, Agenda, Quorum, Minutes of meetings, Duties of Secretary before, during and after a meeting. Additional terms used in meetings. Role of Chairman.

Use of multi-media, video conferencing, virtual meetings. Preparation of reports.

Unit 4: Handling of Mail, Petty cash and Bank Services – 15 Hours

Handling of Mail: Meaning of Mail, E-mail and Physical Mail, Voice mail. Inward Mail and Outward Mail, Mail routines. Inter-Departmental Mail, Mechanizing of Mail Services, Services provided by Courier Companies. Use of Modern technology and Office Communication.

Petty Cash and Bank Services

Meaning of petty cash, handling petty cash, maintaining record of petty expenses.

Types of bank accounts, Opening and operation of bank account. Other bank services. Use of credit card, debit card and net banking.

References

1. Arora, S. P. *Office Organisation and Management*, Vikas Publishing House.
2. Austin, E. *Senior Secretarial Duties and Office Organisation*. Macdonald and Evans.
3. Austin, E. *Secretarial services*. Macdonald and Evans.
4. Bhatia, R. C. *Principles of Office Management*, Lotus Press, Darya Ganj, New Delhi.
5. Chopra, R.K. *Administrative Office Management*, Himalaya Publishing House.
6. Cook, F. S., & Forti, L. S. *Dartnell professional secretary's handbook*.
7. Duggal, B. R. *Office Management*, Kitab Mahal, New Delhi.
8. P.K Ghosh, "*Secretarial practices and office management*".
9. Spencer, J., & Pruss, A. *The professional secretary*. Burns & Oates.

Note: Latest edition of the readings may be used.

BUSINESS ORGANISATION AND MANAGEMENT
DSC 1.3-(MOM) [BC: DSC- 1.1]

Objective: The course aims to develop an understanding about business organisations, functions and challenges of management and contemporary issues in management.

Learning Outcomes: After completion of the course, learners will be able to:

1. explain the dynamics of business organisations and recent management practices.
2. describe varied perspectives related to business environment and entrepreneurship.
3. analyse how the organisations adapt to an uncertain environment and decipher decision making techniques.
4. analyse the relationship amongst functions of management *i.e.* planning, organizing, directing and controlling.
5. analyse the change in working pattern of modern organisations.

Course Contents:

Unit	Unit wise weightage of marks (in %)	C&K*	A&A**
Unit 1: Introduction	20	√	√
Unit 2: Business Environment and Entrepreneurship	20	√	√
Unit 3: Planning and Organizing	20	√	√
Unit 4: Directing and Controlling	20	√	√
Unit 5: Salient Developments and Contemporary Issues in Management	20	√	√

*C&K- Comprehension & Knowledge

**A&A – Analysis & Application

Unit 1: Introduction – 12 Hours

Role of organisations and management in our lives; Nature and Functions of Management (An overview); Managerial Competencies, Ownership forms; Business formats- Brick & Mortar; Click; Brick & Click; E-commerce; Franchising; Outsourcing

Unit 2: Business Environment and Entrepreneurship - 12 Hours

Meaning and layers of Business Environment (micro/immediate, meso/intermediate, macro and international); Business ethics and social responsibility; Entrepreneurship and its relevance, Business and social entrepreneurship as a process of opportunity/problem; Micro, small and medium Enterprises; Government Policy regarding MSMEs

Unit 3: Planning and Organizing - 12 Hours

Strategic Planning – Business and Corporate Level Strategies; Decision-making- process and techniques; Organizing, Formal and Informal Organisations, Centralisation and Decentralisation, Organisational structures – Divisional, Product, Matrix, Project and Virtual Organisation

Unit 4: Directing and Controlling – 12 Hours

Motivation- needs (including Maslow's theory), incentives, Equity and two factor theory (Herzberg); McGregor Theory X and Theory Y; Leadership – Leadership Styles, Transactional Vs. Transformational Leadership; Followership – meaning, importance and Kelley's Followership Model; Communication – New trends and directions (Role of IT and social media); Controlling –Techniques of Controlling Relationship between planning and controlling

Unit 5: Salient Developments and Contemporary Issues in Management - 12 Hours

Business Process Reengineering (BPR), Learning Organisation, Six Sigma, Supply Chain Management, Subaltern Management Ideas from India; Diversity & inclusion; Work life Balance; Freelancing; Flexi-time and work from home; Co-sharing/co-working.

Exercises:

The learners are required to:

1. complete the exercise wherein they are given different situations and scenarios to start their own business (in terms of capital, liability, scale of operations, etc.) and are asked to select the most suitable form of business and justify the same highlighting the advantages and disadvantages of their choice.
2. participate in role play activity for describing the various levels of Management and competencies.
3. each learner is required to identify various elements affecting the business environment and conduct SWOT analysis for the company identified.
4. participate in simulation activity wherein each learner is asked to prepare strategic plans with respect to increasing the effectiveness in their respective organisation.
5. present a role play on bounded rationality or on any aspect of decision making.
6. create a simulation exercise in class to demonstrate various types of authority, delegation, and decentralization of authority.
7. using Maslow's Need-Hierarchy Theory, analyse various needs and prepare a report.
8. demonstrate various types of Leadership Styles in the form of Role Play by identifying real life leaders from the corporate world.

Suggested Readings

1. Basu, C. (2017). *Business Organisation and Management*. McGraw Hill Education.
2. Chhabra, T. N. *Business Organisation and Management*. Sun India Publications. New Delhi.
3. Drucker, P. F. (1954). *The Practice of Management*. Newyork: Harper & Row.
4. Kaul, V. K. (2012). *Business Organisation Management*. Pearson Education.
5. Koontz, H., & Weihrich, H. (2012). *Essentials of Management: An International and Leadership Perspective*. Paperback.
6. Singh, B. P., & Singh, A. K. *Essentials of Management*. New Delhi. Excel Books Pvt. Ltd.

Note: Latest edition of the readings may be used.

**B.A. (VS) Marketing Management and Retail Business
DSC 1.1**

Marketing Management-I

Core Discipline - (CD) Credit: 4

Duration: 3 hours

Marks: 100

Objective:

1. To provide the basic knowledge of different concepts of marketing
2. To make the students acquainted with various environments affecting marketing decisions
3. To enable the students to learn the methods of product life cycle and pricing.
4. To aware students about latest issues and developments in marketing

Learning Outcomes: After completion of the course, learners will be able to:

1. Classify marketing environment and how to use market segmentation
2. Interpret product life cycle and pricing strategies in their day to day life.
3. appraise the role of promotion in marketing.
4. Identify issues and developments in marketing

Course Contents:

Unit	Unit wise weightage of marks (in %)	C&K*	A&A**
Unit 1: Introduction	25%	√	√
Unit 2: Marketing Environment and Segmentation	30%	√	√
Unit 3: Product Life Cycle and Pricing	25%	√	√
Unit 4: Promotion, Issues and Developments in Marketing	20%	√	√

*C&K- Comprehension & Knowledge

**A&A – Analysis & Application

UNIT-I Introduction: 15 Hours

Evolution of Marketing concepts, meaning, nature, scope and importance of marketing, Core Concept of Marketing - Need, Want, Demand, Value and Satisfaction, Features of Marketing, Selling Vs Marketing, traditional and modern concept of marketing. Functions of marketing, Marketing Mix – The elements of marketing mix, Approaches to the study of marketing and economic development, holistic Marketing concept

UNIT-II Marketing Environment and Segmentation: 15 Hours

Definition, Types and Components of Marketing (Micro and Macro) Need & trends in the Macro environment – Demographic, Economic Natural, Technological, Political, Legal, and Cultural

environment) Market Segmentation: Concept, Importance, and Bases. Requisites of sound marketing segmentation Market Positioning: Concept & Importance, Market Repositioning. Product Differentiation Vs Market Segmentation,

Unit III Product Life Cycle and Pricing: 15 Hours

Product Life Cycle concept and process, New Product Development process, Concept of Market Targeting and Positioning; Undifferentiated marketing – Concentrated marketing; Price- concept, meaning and objectives, price determination, factors influencing pricing policy, method of pricing policies and strategies

Unit IV Promotion, Issues and Developments in Marketing: 15 Hours

Promotion – Advertising – Personal Selling – Sales Promotion – Publicity; Contemporary Issues in Marketing; Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Cyber marketing; Green Marketing, Relationship marketing and other developments of marketing

Exercises:

1. you are the marketing manager of a firm producing motorcycle. On what basis will you segment the market? Outline a marketing program for these segments while highlighting how these programs vary from one segment to the other. **(Unit 2)**
2. compare the pricing strategy used by recently launched products. **(Unit 3)**
3. conduct a field survey to analyse the marketing segmentation strategy of a product of your choice. **(Unit 3)**
4. prepare a marketing mix strategy for promoting electric cars in India and present the same justifying the reasons thereof. **(Unit 1, 4)**
5. through a role play imagine you are appointed as a salesperson to market a newly launched product of your choice (high involvement and low involvement product). What steps will you undertake in developing a new product? **(Unit 1)**

Suggested Readings:

1. Kotler, P., Armstrong, G., Agnihotri, P. (2018). Principles of Marketing. Pearson Education. Indian edition.
2. Etzel, M. J., Walker, B. J., Stanton, W. J., Pandit, A. (2010). Marketing. McGraw Hill.
3. Masterson, R. (2022), Marketing, 5ed., Sage Textbook
4. Baines Et AL(2021).Fundamentals of Marketing.Oxford University Press
5. Ramaswamy, N, (2018), Marketing Management, Sage TextbookKapoor, N. (2021). Principles of Marketing. Prentice Hall of India

Note: Latest edition of the book may be use.

B.A. (VS) Marketing Management and Retail Business

DSC 1.2

Fundamental of Management and Retailing

Core Discipline - (CD) Credit: 4

Duration: 3 hours

Marks: 100

Objective:

1. To Acquaint the Students with the Fundamentals of Managing Business.
2. To provide basic understanding of retail business, and familiarize with the changing retail environment.
3. To adopt various retailing strategies and make aware of the various types of retail structure.

Learning Outcomes: After completion of the course, learners will be able to:

1. describe evolution of management and its significance and analyze how organisations adapt and changes in organisation structures over time.
2. assess the role of organisation and direction in business understand the function of controlling and contemporary issues in management
3. create an inclusive perspective on the background of retail management
4. acquire a conceptualized framework to classify and analyse the retail business structure.

Course Contents:

Unit	Unit wise weightage of marks (in %)	C&K*	A&A**
Unit 1: Introduction to Management	25%	√	√
Unit 2: Planning Organizing, Directing and Controlling	25%	√	√
Unit 3: Retailing	25%	√	√
Unit 4: Retailing Structure	25%	√	√

*C&K- Comprehension & Knowledge

**A&A – Analysis & Application

Unit 1: Introduction to Management – 15 Hours

Principles of management - concept, nature and significance; Evolution of Management thought: Classical (Fayol's principles of management; Taylor's scientific management), Neoclassical (Hawthorne Experiments), Modern approach (Systems Approach; Contingency Approach). Coordination - concept, characteristics and importance; Functional areas of management – an overview.

Unit 2: Planning Organizing, Directing and Controlling – 15 Hours

Planning- concept and meaning, strategic and operations planning; Decision-making, Organisational structures- traditional and modern; Factors affecting organisational design, Concept and theories of Motivation- Maslow's need hierarchy, Herzberg's two-factor theory, Theory X&Y; leadership; Communication- meaning and importance. Principles of Controlling, performing controlling function; Management challenges of the 21st Century; Century

Unit 3: Retailing – 15 Hours

Retailing: Concept, Scope function and importance of Retail Management, Evolution of Indian Retail Industry, Theories of Retail Development (Wheel of Retailing, Retail Accordation, Melting Pot Theory, Polarization Theory). Retail Environment in India, Changing Scenario of Retail Business in India Fluctuations in Retail Industry, Dealing with recession in retail industry

Unit 4: Retailing Structure – 15 Hours

Environment & competition, Competitive Environment in different Retail Sectors, Govt. Policies in Retail Sectors, Changes in consumer spending, Impact of economic fluctuation on retailing industry. Know Your Customers: Focusing on the consumer, mapping out society: Psychographics, Postmodern Consumers, Learning Attitudes, Motivation and Perception, Modeling Consumer Behavior, Contemporary Issues in Retail Management
Exercises:

The learners are required to:

1. assess the applicability of managerial theories in today's corporate world. **(Unit 1)**
2. demonstrate the use of managerial functions in organizing an event **(Unit 1)**
3. prepare a comparative analysis of organization structures of various companies. **(Unit 2)**
4. discuss the impact of emerging issues in management. **(Unit 4)**
5. using Maslow's Need-Hierarchy Theory, analyse various needs and prepare a report. **(Unit 2)**
6. prepare an experiential report on the use of vending machines in a retail format of your choice. **(Unit 3)**
7. haats are popular not only in rural India, but in urban areas too. Conduct a study on the effectiveness of their location and visual merchandising display strategy that they have adopted. **(Unit 4)**
8. study the layout, merchandising and display of any store-based retail format. **(Unit 3)**

Suggested Readings:

1. Drucker, P. F. (1999). Management Challenges for the 21st Century. Harper Collins Publishers Inc.
2. Koontz, H., & Weihrich, H. (2012). Essentials of Management: An International and Leadership Perspective. McGraw Hill Publications
3. Laasch, O. (2022), Principles of Management, 2e, Sage Textbook
4. Levy, M., Weitz, B. A., & Ajay, P. (2009). Retailing Management: Tata McGraw- Hills Publg. Co. Ltd., New Delhi.
5. Newman, A.J., & Cullen, P. (2002). Retailing Environment; Operations. New Delhi: Cengage Learning India Private Limited.
6. Vedamani, G. G. (2008). Retail management. Jaico, Ed. 3rd.

B.A. (VS) Marketing Management and Retail Business
DSC 1.3
Microeconomics for Retailing Business

Core Discipline - (CD)
Duration: 3 hours

Credit: 4
Marks: 100

Course Objectives:

This course is designed to expose students to micro economic theory along with their applications with examples. The students will learn some basic principles of microeconomics to understand functioning of different kinds of market structure. This will help retailing business units in their decision making.

Course Learning Outcomes:

1. Students will learn to think in terms of economic trade-offs and opportunities facing a retail business unit.
2. Students will also learn to apply the fundamentals of market mechanism to real life situations confronting a retail business unit

Unit	Unit wise weightage of marks (in %)	C&K*	A&A**
Unit 1: Understanding Demand & Supply, Price and resource allocation, Elasticity, Market equilibrium.	20%	√	√
Unit 2: Understanding Consumer Behaviour	20%	√	√
Unit 3: Understanding Production, Costs and Profit maximization by Firm	20%	√	√
Unit 4: Understanding Market Structures	20%	√	√
Unit 5: Application of Microeconomics to MMRB	20%	√	√

Content (Unit-wise):

Unit 1: Understanding Demand & Supply, Price and resource allocation, Elasticity, Market equilibrium - 12 Hours

Markets and competition; determinants of individual demand/supply; demand/supply schedule and demand/supply curve; market versus individual demand/supply; shifts in the demand/supply curve, demand and supply together; how prices allocate resources; elasticity and its application; controls on prices; impact and incidence of indirect taxation.

Unit 2 : Understanding Consumer Behaviour – 12 Hours

The consumption decision - budget constraint, consumption and income/price changes, demand for all other goods and price changes; preferences; consumer's optimum choice; income and substitution effects; labour supply and savings decision; choice between leisure and consumption.

Unit 3 : Understanding Production, Costs and Profit maximization by Firm - 12 Hours

Production functions. Laws of production, Producer's equilibrium with the help of isoquants and iso-cost line, Expansion path in the long run and short run Short run and long run costs curves. Economies and diseconomies of scale Short-run costs and output decisions; costs and output in the long-run

Unit 4: Understanding Market structures – 12 Hours

Price and output determination under perfect competition, monopoly, monopolistic markets and oligopoly in short run and long run, allocative efficiency in perfect competition. Difference between monopoly and different forms of imperfect competition

Unit 5: Application of Microeconomics to MMRB – 12 Hours

Traditional retailing versus corporate multibrand retailing, market structures; Competition, monopoly, monopsony, Waterbed effects, price flexing, case study of Shoppers Stop versus local retailing.

Suggested Readings:

1. Biswas,P.K. "Corporate Retailing in the Advanced Countries: Some Salient Features", in Das, Mausumi, Sabyasachi Kar and Nandan Nawn (eds.) Economic challenges for the contemporary world: essays in honour of Prabhat Patnaik, Sage Publications, New Delhi, 2016.
2. Case, Karl E. & Ray C. Fair: Principles of Economics, Pearson Education, Inc., 3th edition, 2020.
3. David S. Evans, eds,PLATFORM ECONOMICS,Essays on Multi-Sided Businesses, Competition International,2011.
4. Emek Basker,Handbook on the Economics of Retailing and Distribution, Edward Elgar, 2016
5. Farnham, Paul G., Economics for Managers, Pearson, latest edition.
6. Lipsey, R. and Alec Chrystal, A: Economics, Oxford University Press,14th edition, 2020.
7. Satya P and Goel, J.K,Managerial Economics, Sage Publications,Second Revised Education, 2022.
8. Samuelson, William F, . Marks, Stephen G, Zagorsky, Jay L. Wiley, Managerial Economics, 9th edition, 2021

B.A. (VS) Tourism Management

Paper: TM 1.1 Basics of Tourism

Core - (DSC)

(4: credits: 3 + 1 tutorial)

Course Objective

The aim of this course is to develop the understanding of various concepts, and terminology used in travel and tourism this will help students in acquiring both theoretical and practical knowledge. To acquaint students with the selected issues those currently influence the tourism industry both locally and globally. The course is designed in a manner that trains the students by imparting skills that are mandatory in travel and tourism industry.

Course Learning Outcomes

After completing this course, the learners would be able to:

1. Demonstrate the concepts, typology and forms of tourism from the management, marketing and financial perspective.
2. Understand the structure and linkages of the travel and tourism industry.
3. To describe the tourism products, issues of tourist and host relation and community participation in the tourism development. Students will be able to understand the importance of guest and host relationship for the development of tourism.
4. Know the demand and supply characteristics of tourism and also explain the different motivational theories related to tourism. They will be able to forecast and measure the demand and supply for the tourism industry.

Course Contents

Unit	Unit wise weightage of marks (in %)	C & K*	A & A**
Unit I: Definitions, concepts and typology of Tourism	25	√	√
Unit-II: Components of Tourism and Industry linkages	25	√	√
Unit III: Tourism Products and Determinants-	25	√	√
Unit IV: Demand and Supply in the Tourism Industry	25	√	√

*C & K- Comprehension & Knowledge

**A & A – Analysis & Application

Unit-I

Definitions, concepts and typology of Tourism – Meaning, Definition and concept of tourism, Leisure and Recreation, Business tourism, VFR, Mass tourism, Adventure tourism, Sports tourism, Rural tourism, Tourism education, Forms and typology of tourism, Tourists and typologies of tourists, Difference between visitors, tourists and excursionist.

Unit-II

Components of Tourism and Industry linkages- Basic Components of Tourism - Attractions, Activities, Accessibility, Accommodation, Facilities & Amenities, Tourism as an industry & its linkage- Direct, Indirect and support services.

Unit-III

Tourism Products and Determinants- Determinants of tourism, Difference between Travel and Tourism, Holiday, Sightseeing, Tourism Products- definition and characteristics, Tourist host relationship, Community participation in tourism development.

Unit-IV

Demand and Supply in the Tourism Industry- Demand- Supply Characteristics, Concepts, Definition and indicators of demand, Measuring demand for tourism, International and Domestic tourism, Technological progress and Globalization, Concept and Resources for Ecotourism, Motivation for tourism.

Practical Exercises

The learners are required to:

1. Explain relevant concepts by way of Class presentation.
2. Understand and discuss different Tourism Management concept and function using Focused group discussion.
3. Assess the understanding of theory and practical by objective and subjective assessment (Class test, assignments, MCQs, Fill in the blanks and quiz).
4. Analyze the case studies to understand the dynamics of Tourism Management functions.

Course Assessment: Internal Assignments/projects/class tests/presentations – 25; Exam - 75

Suggested Readings:

1. Burkart, A.J & Heinemann Medlik, Tourism: Past. Present and Future, Professional Publishing, London, 1986 reprint.
2. Mill, Robert, The Tourism System: An Introductory Text, Hall International, London,1992.
3. Kamra, Krishan, Basics of Tourism: Theory, Operation, Kanishka Publishers, New Delhi, 2002.
4. Bhatia, A.K. International Tourism Marketing, Sterling, New Delhi, 2008.
5. Dr. S. K. Kabia-Tourism and Environment.
6. Wahab, S.E. Tourism Management, Tourism International Press, London, 1986.
7. Dr. Jasbir Singh, Eco-Tourism, I.K. International Publishing, New Delhi, 2010.
8. Sunetra Rodey, Tourism Operations and Management, Oxford Publication, 2021

Note: Latest edition of the readings may be used.

B.A. (VS) Tourism Management
Semester I
Paper: DSC 1.2
Business Organization and Management
Core - (DSC)

(4: credits: 3 + 1 tutorial)

Course Objective:

The course aims to develop an understanding about business organisations, functions and challenges of management and contemporary issues in management.

Learning Outcomes: After completion of the course, learners will be able to:

1. Explain the dynamics of business organizations and recent management practices.
2. Describe varied perspectives related to business environment and entrepreneurship.
3. Analyze how the organizations adapt to an uncertain environment and decipher decision making techniques.
4. Analyze the relationship amongst functions of management *i.e.*, planning, organizing, directing and controlling.
5. Analyze the change in working pattern of modern organizations.

Course Contents:

Unit	Unit wise weightage of marks (in %)	C&K*	A&A**
Unit I: Introduction	20	√	√
Unit II: Business Environment and Entrepreneurship	30	√	√
Unit III: Planning and Organizing	20	√	√
Unit IV: Directing and Controlling and Contemporary Issues in Management	30	√	√

*C & K- Comprehension & Knowledge

**A & A – Analysis & Application

Unit 1: Introduction

Role of organizations and management in our lives; Nature and Functions of Management (An overview); Managerial Competencies, Ownership forms; Business formats- Brick & Mortar; Click; Brick & Click; E-commerce; Franchising; Outsourcing

Unit 2: Business Environment and Entrepreneurship

Meaning and layers of Business Environment (micro/immediate, meso/intermediate, macro and international); Business ethics and social responsibility; Entrepreneurship and its relevance, Business and social entrepreneurship as a process of opportunity/problem; Micro, small and medium Enterprises; Government Policy regarding MSMEs

Unit 3: Planning and Organizing

Strategic Planning – Business and Corporate Level Strategies; Decision-making- process and techniques; Organizing, Formal and Informal Organizations, Centralization and Decentralization, Organizational structures – Divisional, Product, Matrix, Project and Virtual Organization.

Unit 4: Directing, Controlling and Contemporary Issues in Management

Motivation- needs (including Maslow's theory), incentives, Equity and two factor theory (Herzberg); McGregor Theory X and Theory Y; Leadership – Leadership Styles, Transactional Vs. Transformational Leadership; Followership – meaning, importance and Kelley's Followership Model; Communication – New trends and directions (Role of IT and social media); Controlling –Techniques of Controlling Relationship between planning and controlling. Six Sigma, Supply Chain Management, Subaltern Management Ideas from India; Diversity & inclusion; Work life Balance; Freelancing; Flexi-time.

Practical Exercises:

The learners are required to:

1. Complete the exercise wherein they are given different situations and scenarios to start their own business (in terms of capital, liability, scale of operations, etc.) and are asked to select the most suitable form of business and justify the same highlighting the advantages and disadvantages of their choice.
2. Participate in role play activity for describing the various levels of Management and competencies.

3. Each learner is required to identify various elements affecting the business environment and conduct SWOT analysis for the company identified.
4. Participate in simulation activity wherein each learner is asked to prepare strategic plans with respect to increasing the effectiveness in their respective organization.
5. Present a role play on bounded rationality or on any aspect of decision making.
6. Create a simulation exercise in class to demonstrate various types of authority, delegation, and decentralization of authority.
7. Using Maslow's Need-Hierarchy Theory, analyze various needs and prepare a report.
8. Demonstrate various types of Leadership Styles in the form of Role Play by identifying real life leaders from the corporate world.

Suggested Readings

1. Basu, C. (2017). *Business Organization and Management*. McGraw Hill Education.
2. Chhabra, T. N. *Business Organization and Management*. Sun India Publications. New Delhi.
3. Drucker, P. F. (1954). *The Practice of Management*. New York: Harper & Row.
4. Kaul, V. K. (2012). *Business Organization Management*. Pearson Education.
5. Koontz, H., & Weihrich, H. (2012). *Essentials of Management: An International and Leadership Perspective*. Paperback.
6. Singh, B. P., & Singh, A. K. *Essentials of Management*. New Delhi. Excel Books Pvt. Ltd.

Note: Latest edition of the readings may be used.

B.A. (VS) Tourism Management

Paper: DSC 1.3 Evolution of Tourism

Core - (DSC MINOR)

(4: credits: 3 + 1 tutorial)

Course Objectives-

The aim of this course to acquaint students with the understanding perceptions of people and the world. The course will develop the concepts of motivation and determinants of travel, tourism, holiday and leisure in tourism historicity. It focuses in understand the evolution of diverse cultural milieu and traditions in the ancient and medieval world and their impact on tourism practices and products.

Course Learning Outcomes

After completing this course, the learners would be able to:

1. Explain the chronological evolution of tourism. This knowledge will give them insights into the functioning of the Tourism sector in the contemporary world and society.
2. Explain the development of various traditions, practices and pilgrimages and would enable the students to understand the cultural root of the development of modern sport tourism as well.
3. Demonstrate organizing capability and virtues required to lead the group and organization in an effective and efficient manner.
4. Explain the critical analysis of the historical events and narratives. Students would be able to find the job opportunity in the field of cultural studies & practices.

Course Contents

Unit	Unit wise weightage of marks (in %)	C & K*	A & A**
Unit I: Evolution of Tourism as a new discipline	25	√	√
Unit II: Development of Tourism in Modern Age	25	√	√

Unit III: Idea of Tourism as a cultural practice Ancient Civilizations	25	√	√
Unit IV: Concept of Discovery and Touristic Patterns-	25	√	√

*C & K- Comprehension & Knowledge

**A & A – Analysis & Application

Unit- I

Evolution of Tourism as a new discipline- Evolution of Tourism as an academic subject, Tourism and other social sciences. Methodology for Evolution of Tourism. Primary and

Secondary sources for studying Evolution of Tourism, Chronological Division of Evolution of Tourism, Travellers and Travelogues of Ancient and Medieval world -Megasthenes, Hsuan Tsang, Ibn Battuta and Marco Polo.

Unit-II

Development of Tourism in Modern Age

Major Socio-Cultural Processes and Development of Tourism in Modern Age, Sea Voyages, Vasco De Gama and Columbus, Renaissance, Grand Tours, Reformation, French Revolution, Industrial Revolution, Imperialism, Nationalism and National Movements in Asia (including Japan) Socialism and growth of Tourism in the modern period.

Unit-III

Idea of Tourism as a cultural practice Ancient Civilizations -Social- Economic conditions and Tourism: Egypt, Mesopotamia, India, China, Rome, Greece (case studies of Giza, Ziggurat of Ur, Sanchi, Terracotta army of Shaanxi, Rome and Athens).

Medieval Civilizations

Rise and fall of early empires, Byzantine, Christian and Islamic Civilizations. Tourism activity in the ancient and medieval world, Seven Wonders of the ancient and medieval World, Pilgrimage (Hindu, Buddhist, Jain, Christian and Islamic), Tourism and Spectator Sports (Olympics, chariot races and gladiator fights), Resorts and Spas, Royal Tourism and Educational tours.

Unit-IV

Concept of Discovery and Touristic Patterns-

Urbanization- Rome and Varanasi, interlinking of politics, religion, trade, entertainment and tourism. Trade Routes- Silk Route, Spice Route and Incense Route. Cultural Interactions, Diffusion and experimentation, Birth of new art forms, music, Theatre and Sculpture.

Practical Exercises

The learners are required to:

1. Explain evolution of tourism through historical perspective by way of Class presentation.
2. Assess the understanding of theory and practical by objective and subjective assessment (Class test, assignments, MCQs, Fill in the blanks and quiz).

Course Assessment: Internal Assignments/projects/class tests/presentations – 25; Exam – 75

Suggested Readings:

1. Koshar, Rudy, ed. *Histories of Leisure*. Oxford: Berg, 2002.
2. Holden, A (Ed) *Tourism Studies and the social sciences*. Abington, UK: Routledge. 2005
3. Löfgren, Orvar. *On Holiday: A History of Vacationing*. Berkeley: University of California Press, 1999.
4. Towner, John. "Approaches to Tourism History," *Annals of Tourism Research* 15, no.1 (1988): 47-62.
5. Réau, Bertrand. "Commentary: The Historical Social Science of Tourism." *Journal of Tourism History* 6, nos. 2-3 (August-November 2014): 210-222.
6. Glover, Nikolas. "Co-produced Histories: Mapping the Uses and Narratives of History in the Tourist Age," *Public Historian* 30, no. 1 (Feb., 2008): 105-124.
7. Goodale, Thomas and Geoffrey Godbey. *The Evolution of Leisure*. State College, PA: Venture Publishing, 1988.
8. Hardy, Dennis. "Socio cultural Dimensions of Tourism History," *Annals of Tourism Research* 17, no. 4 (1990): 541-555.
9. Whitfield, Peter. *Travel: A Literary History*. Oxford: Bodleian Library, 2011.
10. Peter Hulme and Tim Youngs (ed) *Cambridge companion to travel writing*. 2002
11. Hulme Peter (2002) 'Stirrings and Searchings ', in 2 (ed.) *Cambridge companion to*

- travel writing Cambridge: Cambridge University Press, pp. 30.
12. Marafote Tracy (2008) 'The American Dream; Technology, Tourism and the transformation of wilderness ', Environmental Communication, 2(2), pp.
 13. Amar Farouqi 'Early Social Formation', Manak Delhi .2001.
 14. Rakesh Kumar, Ancient and Medieval World: From evolution of Humans to the Crisis of Feudalism, Sage Texts, new Delhi, 2018.
 15. Burkhardt and Madlik 'Tourist Past, Present and Future': Butterworth Heinemann, several editions.
 16. Gilbert Sigeauxz "History of Tourism".
 17. Herbert "Heritage Tourism and Society".
 18. J. Christopher Holloway "The Business of Tourism.
 19. Maisels "Early Civilisations of the Old World"- Business Books Communication, 1978.
 20. McIntosh, Goldner, Ritchie "Tourism: Principles, Practices, Philosophy"- John Wiley, New York, 1995.
 21. Nisbet "Social Change and History"- Oxford University Press, 1972.
 22. Nora Starr. "Viewpoint"- Prentice Hall, 1997.
 23. Ratnagar "Trading Ecounters"- Oxford University Press. New Press, 2004.
 24. T. Walter Wallbank "Civilisations Past and Present"- Scott Foresman, London, 1978.
 25. Urry, J (1990), The Tourist Gaze: Leisure and Travel in contemporary Societies. Sage Publication: London.
 26. Aitchison, C and F. Jordon (1998), Gender, Space and Identity: Leisure, Culture and Commerce. Eastbourne.
 27. K Kinnaird, D Hall (ed) 1994. Tourism a Gender Analysis. Wiley.
 28. Himanshu Prabha Ray. 1987. Monastery and Guild: Commerce under Satavahana. Oxford University Press.

Note: Latest edition of the readings may be used.


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