

# DIBRUGARH UNIVERSITY

Dibrugarh 786 004 (Assam)

## THREE YEAR BACHELOR OF BUSINESS ADMINISTRATION (BBA) STRUCTURE & SYLLABUS (SEMESTER SYSTEM)

<b>Semester 1</b>	<b>Semester 2</b>
10100: Introduction to Business	20100: Quantitative Techniques - I
10200: Principles of Management	20200: Organization Behaviour
10300: Business Economics	20300: Business Communication
10400: Financial Accounting	20400: Business and Society

<b>Semester 3</b>	<b>Semester 4</b>
30100: Financial Management	40100: Information Systems in Business
30200: Business Law	40200: Personality Development
30300: Computer Applications	40300: Environmental Studies
30400: Marketing Management	40400: Human Resource Management

<b>Semester 5</b>	<b>Semester 6</b>
50100: Business Ethics	60100: Project Study
50200: Production Management	602X0: Specialization -I
50300: Cost and Management Accounting	603X0: Specialization -II
50400: Entrepreneurship Development	604X0: Specialization -III

### Specialization Courses:

<b>Marketing Management</b>	<b>Human Resource Management</b>
60210: Retailing	60220: Personnel Management
60310: Understanding the Customer	60320: Human Resource Development
60410: Sales Management	60420: Industrial Relations

<b>Management of Insurance Business</b>	<b>Financial Management</b>
60230: Fundamentals of Insurance	60240: Business Finance
60330: General Insurance	60340: Taxation
60430: Life Insurance	60440: Indian Financial System

<b>Hospital &amp; Healthcare Management</b>	<b>Tourism &amp; Travel Management</b>
60250: Hospital Management – Concepts & Development	60260: Tourism Business
60350: Functional Areas of Hospital Management	60360: Tourism Marketing
60450: Hospital Support Services	60460: Travel Agency & Emerging Concepts for Tourism Development

## 10100: Introduction to Business

**Objective:**

The idea behind the course is to enable the students study and analyze the environmental features within and beyond a business concern.

**UNIT I: Nature and Purpose of Business**

Economic & non economic activities, concept & nature of business, objectives of business, classification of Business activities – trade, industry, commerce, profession

**UNIT II: Forms of Business**

Meaning, features, merits & limitations of following forms of business : sole proprietorship; partnership; joint stock companies; co-operative societies; public enterprises; joint sector; multinationals

**UNIT III: Internal Trade**

Meaning & type; wholesale trade – function & services; retail trade – meaning types, features & merits; departmental store; chain store; mail order business; franchisee; super bazaar; Buying & selling documents - invoice, proforma invoice, account sales, statement of account, debit note, credit note

**UNIT IV: External Trade**

Nature & importance; export import procedure; export documentations; current trend in international trade

**UNIT V: Indian Business Environment**

Concept, components & importance; problems of growth – unemployment, poverty, regional imbalances, social justice, inflation, parallel economy

**Suggested Readings:**

1. Agarwal A.N, *Indian Economy*, Vikas Publications
2. Khan Farooq A, *Business & Society*, Sultan Chand
3. Dutt R and Sundaram K P M, *Indian Economy*, Sultan Chand

## 10200: Principles of Management

**Objective:**

The course intends to give an introduction to the core principles and objectives of management along with the management process. It further aims to act as a foundation for many of the other courses in the programme.

**Unit I: Introduction**

Definition of Management, its nature and purpose, Management as a science and art, Functions of managers

**Unit II: Planning & Objectives**

Nature and Purpose of Planning – Types of plans, the planning process; Objectives - The nature of objectives, evolving concepts in Management by Objectives (MBO), The process of MBO, Setting objectives, Benefits and weakness of MBO

**Unit III: Organising**

Nature and Purpose of Organising: Formal and informal organisations, the department and the span of management, factors determining an effective span, the structure and process of reorganizing; Authority and power, line and staff concepts, decentralization and delegation of authority.

**Unit IV: Staffing**

Definition of staffing, systems approach to HRM – an overview the staffing function, situational factors affecting staffing, selection – matching the person with the job, skills and

personal characteristics required by managers, matching qualifications with position requirements, selection-process, techniques and instruments.

### **Unit V: Controlling**

Controlling the basis control process – critical control points and standards, control as a feedback system, real-time information and control, feed forward control, requirements for effective controls

#### **Suggested Readings:**

1. Tripathi P C & Reddy P N, *Principles of Management*, Tata McGraw Hill
2. Sherlerkar S A, *Modern Business Organization and Management*, Himalaya Publishing House
3. Bora C, *Principles of Management*, Kalyani Publishers

<b>10300: Business Economics</b>
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#### **Objective:**

This course aims at providing an idea of Economics to the students. The syllabus is designed giving emphasis to the theories and practices especially necessary for problems associated with business houses.

#### **Unit I: Introduction**

Basic Assumptions, Micro and Macro Economics, Nature and Scope of Micro Economics, Positive vs. Normative analysis

#### **Unit II: Theory of Consumption**

Demand and Supply - Elasticity of Demand and Supply with their measurements; Utility Analysis - Utility: Cardinal and Ordinal, Indifference Curve Approach

#### **Unit III: Theory of Production**

Factors of Production, Production Function, Laws of Returns- Law of Variable Proportions and Laws of Returns to Scale, Economics of large scale and small scale production

#### **Unit IV: Market Mechanism and Competition**

Profit Maximisation and Equilibrium of a firm; Competition - Perfect and Imperfect competition-Monopoly, Monopolistic, Duopoly and Oligopoly.

#### **Unit V: Macro Economics**

Trade Cycle - Phases of Trade Cycle, Cause and Remedies of Trade Cycle, Budget - Meaning and purpose of Government budgets, Types of budget - Revenue and functional, classifications of budgets; Employment - Types of Unemployment, Concept of Full Employment

#### **Suggested Readings:**

1. Ahuja H L, *Advanced Economic Theory*, S Chand
2. Seth M. L, *Principles of Economics*, Lakshmi Narain Agarwal
3. Jhingan M L, *Micro Economics*, S Chand

<b>10400: Financial Accounting</b>
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#### **Objective:**

The course intends to give an introduction to the core principles and objectives of Financial Accounting and its relation to business and management.

#### **Unit I: Meaning and Scope of Accounting**

Need, Development and Definition of Accounting; Book-keeping and Accounting; Persons interested in Accounting; Disclosures; Branches of accounting; Objectives of Accounting

## **Unit II: Accounting Transactions**

Accounting Cycle; Journal; Rules of debit and credit; Compound journal entry; Opening entry; relationship between journal and ledger; rules regarding posting; Trial balance; Sub division of journal

## **Unit III: Accounting Concepts**

Accounting concepts and Income measurement; Capital and Revenue - Classification of Income; Classification of expenditure; Classification of Receipts expired cost and Income measurement; Final Accounts; Manufacturing account; Trading account; Profit & Loss account; balance Sheet; Adjustment entries. Concepts on Accounts of Non – Trading Institutions

## **Unit IV: Accounting Errors**

Classification of errors; Location of errors; Rectification of errors; Suspense account; Effect on Profit; Rectification of Errors;

## **Unit V: Depreciation**

Concept of Depreciation; Causes of Depreciation; Depreciation and Depletion, Amortization and Dilapidation; Depreciation Accounting; Methods of Recording Depreciation; Methods for providing Depreciation

### **Suggested Readings:**

1. Maheswari S N, *Financial And Management Accounting* , Sultan Chand
2. Sehgal A & Sehgal D, *Fundamentals of Financial Accounting*, Taxmann

## **20100: Quantitative Techniques – I**

### **Objective:**

Familiarity with quantitative techniques has become a necessity because of its tremendous impact in decision making. This course is the first of a two-part course aimed at giving students an introduction to the core concepts of QT.

### **Unit I: Statistics Overview (Marks: 15)**

Nature, Scope and limitations of statistics; uses of statistics to business and industrial activities, Statistical Data – primary and secondary data, Collection of data, Classification and tabulation of data, Diagrammatic and graphic representation of data. Questionnaire – its characteristics and drafting

### **Unit II: Statistical Analysis of Data (Marks: 15)**

Measures of Central Tendency – mean, median, mode and their application in business; Dispersion - measures of dispersion – range, quartile deviation, mean deviation, standard deviation, coefficient of variation, uses of dispersion; Correlation: types of correlation, Karl Pearson's Coefficient of correlation, its uses; Regression, Lines of regression ( two variables only )

### **Unit III: Probability Theory (Marks 15)**

Elementary concepts of probability: addition and multiplication rule; idea of probability distribution: Binomial, Poisson and Normal and their importance.

### **Unit IV: Index Numbers and Time Series (Marks 15)**

Index Numbers : its meaning and uses in business; the different types of indices including WPI, CPI and Quantity Index number. Time Series - Definition and importance, components of a time series, estimation of the trend by the method of moving averages (estimation of seasonal variation and other components are not to be included).

### **Unit V: Sampling and Forecasting (Marks 15)**

Concepts, definitions and methods of sampling: Simple Random Sampling, Stratified Random Sampling and Systematic Random Sampling; sampling vs Census, Sampling and Non Sampling errors. Idea of forecasting and its importance [Problems are not to be touched but suitable real life examples are to be discussed]

**Suggested Readings:**

1. Agarwal D R, Quantitative Methods, Vrinda Publications (P) Ltd.
2. Srivastava U K, Shenoy G V, Sharma S C - Quantitative Techniques for Managerial Decisions, New Age
3. Gupta S P, Statistical Methods, Sultan Chand
4. Gupta, & Kapoor, Fundamental of Mathematical Statistics, S Chand.
5. Levin, Statistics for Management.

<b>20200: Organisation Behaviour</b>
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**Objective:**

This course intends at understanding the relationship between individuals in an organisation and its fallouts.

**Unit I: Introduction**

Introduction to OB; Attitude, values, personality traits

**Unit II: Perception**

Perception and individual decision-making – factors influencing perception; person perception

**Unit III: Motivation**

Motivation – basic concept; Hierarchy of Needs Theory; Theory X and Theory Y

**Unit IV: Leadership and Learning**

Leadership – basic concepts; Leadership Theories; Learning – basic concepts

**Unit V: Groups**

Group – definition, classification, stages of group formation; Group dynamics – group decision making, group structure; Understanding Work Teams, Team vs Group

**Suggested Readings:**

1. Prasad L M, Organisational Behaviour, Sultan Chand
2. Khanka S S, Organisational Behaviour, S Chand

<b>20300: Business Communication</b>
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**Objective:**

The importance of communication especially in business and management is well known. This is an introductory course covering these issues.

*Practical exercises, games, etc. should be an integral part of this Course to improve the communication skills of the students.*

**Unit I: Introducing Business Communication**

Basic forms of Communication- Communication models and processes – Effective Communication – theories of Communication – Audience analysis

**Unit II: Self-Development and Communication**

Development of positive personal attitudes – SWOT analysis – Vote's model of interdependence – Whole communication

**Unit III: Corporate Communication**

Principles of Effective Communication, formal and Informal Communication Networks – Grapevine – Miscommunication (Barriers) – Improving Communication; Practices in

Business Communication – Group Discussions – Mock Interviews – Seminars Effective listening exercises – Individual and Group presentations and Reports Writing

#### **Unit IV: Business Writing and Correspondence**

Writing Skills – Planning Business messages; Rewriting and Editing; The first draft; Reconstructing the final draft; Business letters and memo formats; appearance request letters; Good news and bad news letters; Persuasive letters; Sales letters; Collection letters; Office memorandum

#### **Unit V: Report Writing**

Introduction to a proposal, short report and formal report, report preparation; Oral Presentation – Principles of Oral presentation – factors affecting presentation – Sales presentation – training presentation – conducting surveys- speeches to motivate – Effective presentation skills; Interviewing Skills – appearing in interviews – Conducting Interviews – Writing resume and letter of application

#### **Suggested Readings:**

1. Bezborah P, Mahanta K, *Business Communication*, Kalyani Publishers
2. Kaul A, *Business Communication*, PHI

### **20400: Society and Business**

#### **Unit 1: Introduction to Sociology**

Sociology - nature & scope, sociology and other social sciences, sociological perspective & explanation of social issues, Impact of Industrial Revolution and Information Revolution on society

#### **Unit 2: Social Stratification**

Social Stratification - systems of social stratification, determinants of social stratification, functionalist, conflict and elitist perspectives on Social stratification

#### **Unit 3: Modern Trends in our Society (National and Regional)**

Characteristics – multi ethnic, multi religious, multi – lingual; Secular and democratic fabric – the challenges; Effect of globalization on Indian and Assamese Society

#### **Unit 4: History of Indian Business**

Evolution of Indian Business; Trading Classes and their role in shaping Indian business; Indian Business families and their contribution

#### **Unit 5: Social Transformation**

Globalisation - WTO, World Bank, IMF; Quality of Human Resources – Human Development Index (HDI), Corporate Social Responsibility (CSR), Gender Equality

#### **Suggested Readings:**

1. Tripathy D, *The Oxford History of Indian Business*, Oxford University Press
2. Rao C N S, *Sociology*, S Chand

### **30100: Financial Management**

#### **Unit I:**

Introduction – Financial Management – Nature, Scope and Objectives; Finance Function; Profit Maximization vs. Wealth Maximization; Role and Responsibilities of a Finance Manager.

#### **Unit II:**

Financial Statement Analysis, Cash Flow Statement, Analysis Techniques – Ratio Analysis

#### **Unit III:**

Investment Decision – Investment Decision Techniques; Financial Leverage – Determinants of Financial Leverage, Optimal Capital Structure.

**Unit IV:**

Term Financial – Financing of long term capital requirements including lease financing.

**Unit V:**

Management of Working Capital – Working Capital – Concept, need and influencing factors; Estimation of working capital; Inventory and receivable management; Financing of short term requirement – various sources.

**Text and Reference Books:**

1. Van Horne J.C.: Fundamentals of Financial Management; Prentice Hall of India, New Delhi.
2. Prasanna Chandra: Financial Management Theory and Practice, Tata McGraw Hill, New Delhi.
3. Bhalla V.K.: Modern Working Capital Management, Anmol Pub, Delhi

<b>30200: Business Law</b>
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**Objective:**

The course introduces students to the basics of Business Law and its importance

**Unit I: The Law of Contract**

Agreement and contract; void and void-able contracts; Capacity of parties; free consent; legality of object and consideration; performance and discharge of contracts; indemnity and guarantee; bailment and agency

**Unit II: The Law Relating to Sale of Goods**

Sale and agreement to sell, conditions and warranties, transfer of property doctrine of caveat emptor, auction sale; unpaid seller; The Laws Relating to Carriage of Goods – Introduction, carriage of goods by land; carriage by sea; carriage by air

**Unit III: The Laws Relating to Partnership**

The Partnership Act; Nature, test and types of partnership; partnership deed, right and liabilities of partners; registration; dissolution

**Unit IV: The Laws Relating to Companies**

The Companies – Definition and types of companies, promotion and incorporation; memorandum and articles of association and prospectus; Shares and debentures, borrowing powers, directors, meeting and resolutions, Winding up

**Unit V: The Laws Relating to Consumer Protection and Environment Protection**

Consumer Protection Act. , 1986; Environment Protection Act., 1986

**Suggested Readings:**

1. Chawla and Garg: *Commercial Law*, Kalyani Prakashan
2. Maheswari and Maheswari, *Business Law*, National Publishing House
3. Shukla M C, *A Manual of Mercantile Law*, S Chand

<b>30300: Computer Applications</b>
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**Objective**

The objective of this course is to give an introduction to modern computer systems and highlight the role played by it in managing today's business.

*Practical component will carry 15 marks out of the total allotted marks of 25 for internal assessment. The rest 10 marks will come from 2 sessionals. Sufficient time is to be given to the students for lab work, amounting to not less than 3 hours / week.*

**Unit: I: Computer Systems**

Different number systems – binary, octal, decimal, hexadecimal, and their conversion;

Codes used in computers - BCD, EBCDIC, ASCII, Gray code, Unicode and their importance; Computer – definition, Hardware/software concepts, Generation, Classification; Elements of digital computer - CPU and its functions; I/O devices - basic concepts, various input and output devices; Memory – types, Secondary storage devices; Software – its importance, types; Operating System Concepts

### **Unit II: Business Application Software**

Word Processors - role of word processors in creating, editing, formatting and printing of documents, Features of MS Word; Electronic Spreadsheets – its importance in accounting, finance and marketing functions of business, Features of MS Excel; Presentation tools – its importance, Features of MS PowerPoint; DBMS environment – important concepts, especially that of an RDBMS, Features of MS Access; Financial Accounting Software – need and features, Features of Tally

### **Unit III: Computer and Networks**

Data communication – need, concepts, terminologies; Networks – concepts, topologies, devices; Communication Protocols; Security issues [only elementary things to be covered]

### **Unit IV: Internet Technologies**

Internet-concept, history and development, Internet terminologies, IP Addresses, Email and Web Sites, Search Engines; Concepts of intranets and extranets; Net etiquettes

### **Unit V: Programming Overview**

Program logic – use of flowcharts, algorithms and pseudo-codes, Program testing, debugging and documentation, Structured Programming concepts; Object Oriented Programming using Visual Basic 6.0 – introduction, data types, variables and menus

### **Practical-s**

DOS, Windows Environment, MS – Word, MS – Excel, MS - PowerPoint, Using Tally, Development of simple programs using Visual Basic 6.0

### **Suggested Readings:**

1. Rajaraman V - *Fundamentals of Computers*, PHI
2. Bharihoke Deepak – *Fundamentals of Information Technology*, Excel Books
3. *Introduction to Information Technology* – IITL Education Solutions Ltd., Pearson
4. Siler Ban, Spotts Jeff – *Special Edition using Visual Basic 6*, PHI

<b>30400: Marketing Management</b>
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### **Objective:**

Marketing is one of the core functional areas of management. The course explains the essentials of marketing in that context.

### **Unit I: Introduction**

Nature and Scope of Marketing – Importance of marketing as a business function and in the economy – marketing concepts of traditional and modern – Selling vs. marketing – Marketing Mix – Marketing Environment



**Unit II: Consumer Behaviour and Market Segmentation**

Nature, Scope and Significance of consumer Behaviour – Market segmentation – concept and importance – Bases for market segmentation.

**Unit III: Product and Price**

Concept of product, consumer and industrial goods – Product planning and development – Packaging – Role and functions – Brand Name and Trade Mark – After Sales service – Product life cycle concept; Importance of price in the marketing mix – Factors affecting price of a product/service – Discounts and rebates.

**Unit IV: Distribution Channels and Physical Distribution**

Distribution channels – concept and role – Types of distribution channels – Factors affecting choice of a distribution channel – Retailer and wholesales – Physical distribution of goods – Transportation – Warehousing – Inventory Control – Order processing.

**Unit V: Promotion**

Methods of promotion – Optimum promotion mix – Advertising media – their relative merits and limitations – Characteristics of an effective advertisement – Personal selling as a Career – Functions of a Salesman, Successful sales person

**Suggested Readings:**

1. Kotler P, *Marketing Management*, Pearson
2. Pillai R S, Bagavathi, *Modern Marketing : Principles and Practices*, S Chand

<b>40100: Information Systems in Business</b>
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**Objective:**

The objective of this course is to introduce students to information systems that are part of every business organization. This course also provides an additional knowledge base to the course on computer applications.

**Unit I: Information Systems Overview**

Need for Information Systems, Types of Information Systems, General concepts, Organisations and Information Systems

**Unit II: Data Management using Databases**

Traditional Files – terms, concepts and problems; Database approach – benefits, Database design – preliminary concepts like ER diagrams; Data Warehouses and Datamining – preliminary ideas

**Unit III: Electronic Business and Electronic Commerce**

EDI – introduction and basic concepts, applications and advantages, Future of EDI; E-Commerce – definition, functions, types, Challenges in the context of present business environment

**Unit IV: Information Systems Security, Control and Audit**

Information Security – concepts, principle and approaches, Security threats, Physical and logical security; Control – need, types; Information System Audit – principles and methods

**Unit V: Information Systems Design**

Planning – key concepts; System Development Life Cycle – phases and their importance; Quality Control – key issues

**Suggested Readings**

1. Prasad L M, Prasad Usha - *Management Information Systems*, Sultan Chand
2. Laudon Kenneth C, Laudon Jane P - *Management Information Systems*, Pearson
3. Hoffer – *Modern System Analysis and Design*, Pearson

## 40200: Personality Development

### **Objective:**

The objective of this course is to make students aware about the importance of personality in the making of successful managers and how to go about it.

### **UNIT I: Meaning of Personality**

Personality determinants, personality traits, theory of personality, development of personality from infancy to maturity, emotions and personality

### **UNIT II: Attitude and Values**

Concepts of attitude, formation of attitude, types of attitude, change of attitudes; Values-concept of values, type of values, learning and unlearning habits

### **UNIT III: Motivation**

Meaning of motivation, nature of motivation, need of motivation, motivation v/s personality

### **UNIT IV: Time Management**

Towards a new philosophy of management; What is time? Checklist – development of personal sense of time – identify long-term goals – plan the day – make the best use of one's best time

### **UNIT V: Success & Stress Management**

Success – achieving success – making a self-development plan – managing stress – how to succeed as a new manager, Yoga as a stress management tool

### **Suggested Readings**

1. Bezborah P, *Personality Development*, Kalyani Publishers
2. Sherlerkar S A, *Management (Value - Oriented Holistic Approach)*, Himalaya Publishing House

## 40300: Environmental Studies

*(Approved by the 110th meeting of the Under Graduate Board of Dibrugarh University held on 07.12.2012 giving immediate effect from the session 2013-2014)*

### **Unit 1: The Multidisciplinary nature of environmental studies (Classes: 4, Marks: 5)**

Definition, scope and importance, Need for public awareness.

### **Unit 2: Natural Resources (Classes: 10, Marks: 20)**

Renewable and non-renewable resources:

- Natural resources and associated problems.
  - a) Forest Resources: Use and over-exploitation, deforestation. Timber extraction, mining, dams and their effects on forests and tribal people.
  - b) Water resources: Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams-benefits and problems.
  - c) Mineral resources: Use and exploitation, environmental effects of extracting and using mineral resources, case studies.
  - d) Food resources: World food problems, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems, water logging, and salinity.
  - e) Energy resources: Growing energy needs, renewable and non-renewable energy sources, use of alternate energy sources.
  - f) Land resources: Land as a resource, land degradation, man-induced landslides, soil erosion and desertification.
- Role of an individual in conservation of natural resources.
- Equitable use of resources for sustainable lifestyles.

### **Unit 3: Ecosystems (Classes: 10, Marks: 17)**

- Concept of an ecosystem.

- Structure and function of an ecosystem.
- Producers, consumers and decomposers.
- Energy flow in the ecosystem.
- Ecological succession.
- Food chains, food webs and ecological pyramids.
- Introduction, types, characteristics features, structure and function of the following ecosystem:
  - a. Forest ecosystem
  - b. Grassland ecosystem
  - c. Desert ecosystem
  - d. Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries)

#### **Unit 4: Biodiversity and its conservation (Classes: 10, Marks: 16)**

- Introduction – Definition: genetic, species and ecosystem diversity.
- Biogeographically classification of India
- Value of biodiversity: consumptive use, productive use, social, ethical, aesthetic and option values
- Hot-spots of biodiversity – India.
- Threats to biodiversity: habits loss, poaching of wildlife, man-wildlife conflicts.
- Endangered and endemic species.
- Conservation of biodiversity: in-situ Ex-situ conservation of biodiversity.

#### **Unit 5: Environmental Pollution (Classes: 10, Marks: 17)**

- Definition, Causes, effects and control measures of:
  - a. Air pollution
  - b. Water pollution
  - c. Soil pollution
  - d. Noise pollution
  - e. Thermal pollution
  - f. Nuclear hazards
- Solid waste Management: Causes, effects and control measures of urban and industrial wastes – biodegradable and non biodegradable wastes.
- Role of an individual in prevention of pollution.
- Disaster Management: Floods, earthquake, cyclone and landslides.

#### **Unit 6: Social Issues and the Environment (Classes: 10, Marks: 15)**

- From Unsustainable to Sustainable development.
- Water conservation, rain water harvesting, watershed management.
- Resettlement and rehabilitation of people, its problems and concerns.
- Environmental ethics.
- Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust.
- Wasteland reclamation.
- Consumerism and waste products.
- Environmental Legislation.
- Public awareness.

#### **Unit 7: Human Population and the Environment (Classes: 10, Marks: 10)**

- Population growth, variation among nations.
- Population explosion – Family Welfare Programme.
- Environment and human health and hygiene (including Sanitation and HIV/AIDS) etc.
- Role of Information Technology in Environment and Human Health.

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2. Bharucha Earch, The Biodiversity of India, Mapin Publishing Pvt. Ltd. Ahmadabad – 380 013, India Email: Mapin@icenet.net (R)
3. Bharucha Erach, Text book on Environmental Studies, UGC, New Delhi
4. Borua P.K., J.N.Sarma and others, A Text book on Environmental Studies, Banlata, Dibrugarh
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  8. De A.K., Environmental Chemistry, Wiley Eastern Ltd.
  9. Down to Earth, Centre for Science and Environment (R).
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  22. Sharma B.K., 2001. Environmental Chemistry. Goel Publ. House, Meerut.
  23. Survey of the Environment, the Hindu (M).
  24. Townsend C., Harper J and Michael Begon, Essentials of Ecology, Blackwell Science (TB).
  25. Trivedi R.K. Handbook of Environmental Laws, Rules, Guidelines, Compliances and Standards, Vol I and II, Enviro Media (R).
  26. Trivedi R.K. and P.K. Goel, Introduction to air pollution, Techno-Science Publications (TB).
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- (M) Magazine (R) Reference (TB) Textbook

<b>40400: Human Resource Management</b>
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**Objective:**

The objective of this course is to familiarize the student with the fundamental aspects of various issues associated with Human Resource Management as a whole.

**Unit I: Personnel Management**

Nature, significance, scope and challenges of Personnel Management, place and functions of a Personnel Manager, manpower planning and its significance

**Unit II: Human Resource Development**

Human Resource Development – concept, scope and significance of HRD; Executive Development Programmes and training methods; Transactional Analysis, Organisational Development

**Unit III: Industrial Relations**

Industrial Relations – meaning, nature, scope, importance and functions ; Trade Unions – its evolution and growth, problems of Trade Unionism ; National Trade Unions – AITUC, INTUC, CITU, HMS etc.

**Unit IV: Employee Issues**

Wage and salary administration, necessity and importance; wage payment systems; Social Security and Welfare measures

**Unit V: Performance Appraisal**

Performance Appraisal – the process and importance, Open Appraisal, Tools of Performance Appraisal - Confidential Reports

**Suggested Readings:**

1. Tripathi P C - *Personnel Management*
2. Mamoria & Mamoria - *Dynamics of Industrial Relations in India*, Himalaya Publishing House
3. Prasad & Banerjee - *Management of Human Resources*

<b>50100: Business Ethics</b>
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**Objective:**

Ethics is the cornerstone of order in society and business is no different. This course introduces Ethics, what constitutes it and why it is important.

**Unit I: Introduction**

Meaning of Ethics – Definition of ethics and Business Ethics – Objectives, nature and sources of ethics – Types of ethics – Need for Business Ethics – Importance and nature of Business Ethics – Factors influencing Business Ethics – Business and Ethical Responsibility

**Unit II: Values, Norms and Standards**

Values – Norms – Beliefs – Moral Standards, Beliefs and their role – Ethical codes – Theories of ethics – Ethical reasoning – Ethical decisions – Normative ethics in Management – Ethical theories.

**Unit III: Managing Ethics**

Ethical activities – Ethics compliance management – Company codes – Recipients of the intended ethical action – Codes of ethics – Ethics Training

**Unit IV: Ethics and the Organization**

The rational organization – The employee obligations to the Firm – Firm's duties to the employee, The political organization – Employee rights – Organizational politics – The caring organization.

**Unit V: Broader Ethical Issues in Society**

Introduction – How does corruption take place – Black marketing and Hoarding – Bribery – Corporate crime

**Suggested Readings:**

1. Murthy C V S, *Business Ethics*, Himalaya Publishing House
2. Banerjee R P, *Ethics in Business and Management*, Himalaya Publishing House

<b>50200: Production Management</b>
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**Objective:**

The objective of the course is to acquaint the students with the basic features underlying production management.

**Unit I: Production Management**

Definition, Importance, jobs/decisions, classification of decision areas, and brief history of Production Management

**Unit II: Location Facilities**

Nature of location decision, Location as a part of the organisation's strategies, location choice for the first time and for the established organisation with one or more facilities existing; Plant layout, basic types of layout based on the types of production-Definitions, merits and demerits

**Unit III: Inventory Management**

Meaning of Inventory management, basic function of inventory, Economic Order Quantity, Economic Manufacturing Batch Size – Economic Batch Quantity

**Unit IV: Materials Management**

Classification of Materials - ABC analysis, VED analysis, and combination of ABC and VED analysis, purpose of classification

**Unit V: Quality and Productivity**

Quality – definition, quality control and quality assurance – the methods, TQM; Productivity – definition, measurement and methods of improvement; Relationship between Quality and Productivity

**Suggested Readings:**

1. Bedi K, - *Production and Operations Management*, Oxford University Press
2. Panerseeelvam, *Production and Operations Management*, PHI

<b>50300: Cost and Management Accounting</b>
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**Objective:**

The course is designed to give insights into the subject of Cost and Management Accounting and the importance of the subject in relation to a business entity.

**Unit I: Cost Concepts and Cost Objectives**

Cost and expense, financial accounting and cost accounting, management accounting and cost accounting, evolution of and need for cost accounting. Classification of cost based on elements, function and behaviour, analysis of total cost – preparation of cost sheet. Cost center and cost unit, profit center and investment center

**Unit II: Accounting for Overhead Cost**

Classification, Collection, allocation, apportionment and absorption of overheads; need for using estimated overhead rates, treatment of under and over absorption of overheads

**Unit II: Marginal Costing**

Basic concepts; Cost-Volume-Profit analysis, differential costing and application of Marginal Costing in managerial decision making

**Unit IV: Standard Costing**

Introduction, standard cost and standard costing; advantages and disadvantages, establishment of standard costs – analysis of Variance – material, labour and overhead

**Unit V: Budget and Budgetary Control**

Meaning, objectives, merits and limitations – Different Types of Budgets – Zero Based Budgeting

**Suggested Readings:**

1. Jain S P and Narang K L, *Cost Accounting*, Kalyani Publishers
2. Banerjee, *Cost Accounting*, World Press

## 50400: Entrepreneurship Development

**Objective:**

Entrepreneurship is one of the major focus areas of the discipline of management. This course introduces entrepreneurship to budding managers.

**Unit I: Introduction to Entrepreneurship**

The entrepreneur; Definition; Emergence of entrepreneurial class; Theories of entrepreneurship; role of Socio-economic environment; characteristics of entrepreneur; Leadership; risk Raking, Decision-making and business planning

**Unit II: Small and Medium Enterprises (SMEs)**

The Micro, Small and Medium Enterprises Development Act, 2006; Other Legal requirements; Raising of funds, Documents required

**Unit III: Site Selection**

Introduction, Factors of site selection, Sources of site, Advantage of Proper site selection.

**Unit IV: Project Report**

Defining a Project, Project Report; Preparing a Project Report – economic viability, technical feasibility; Professional help in preparing Project Reports

**Unit V: Policies**

Industrial Polices of the Central and State Governments, Various Incentive Schemes, Special policies for the North East Region (NER) of India to promote entrepreneurship

**Suggested Readings:**

1. Kalita J C, *Self Employment through Entrepreneurship*, IIE
2. Charantimath P M, *Entrepreneurship Development and Small Business Enterprises*, Pearson
3. *Small Business Management*, Kalyani Publishers

## 60100: Project Study

**Objective:**

The objective of requiring students to do a project is to inculcate in the student the ability to use the library, other available sources of information and other methods of collecting information to prepare a concise report of their findings on some topics suggested to them during their stay in some industry/organisation. This will teach them the methodology of collecting information and of preparing written work along with understanding the importance and value of field work.

**Evaluation:**

The Project Study would be in the area of Specialization the student opts for. The students will be attached to an industry/organization for at least 15 days for the project work. Students then have to submit a report on the work they did while being attached to the industry/organisation. They will have to give a presentation based on their work. 70 marks will be awarded for their report and 30 marks for their presentation and viva-voce based on that.

# Specialisation: Marketing Management

## 60210: Retailing

### **Objective:**

The course aims at introducing retailing as an emerging area of study and its importance in the context of marketing management

### **Unit I: Introduction**

Retailing – meaning, importance, characteristics and evolution; Organized and unorganized retailing; Role of retailing in today's economy; Recent and emerging trends in retailing

### **Unit II: Retail Store**

Retail store – concepts; Different types of retail stores – their characteristics and relevance

### **Unit III: Retail Store Management**

Managing Space - Display, Front Desk, Cash Counter, Customer Lounges, etc., Role of a Floor Manager; Employee Dress Code – needs and essentials; Use of Technology – bar coding, automated billing, etc.

### **Unit IV: Retail Store Inventory**

Procurement – types and benefits of each; Managing perishable and non-perishable goods; Pilferage – meaning and methods of control; Audit

### **Unit V: Legal Requirements**

Trade Licence – procedures; Statutory Requirements for different types of retail stores – especially pharmacies, restaurants and petrol pumps; Legal requirements with respect to employees

### **Suggested Readings:**

1. Pradhan S, *Retailing Management – Text & Cases*, Tata McGraw Hill

## 60310: Understanding the Customer

### **Objective:**

The objective of the course is to explain the principles behind understanding the customer and thereby providing better service.

### **Unit I: Introduction**

Meaning of Customer, types of customers; Customer needs and expectations - their understanding

### **Unit II: Consumer Behaviour**

Introduction to Consumer Behaviour- Consumer Involvement and Decision-Making

### **Unit III: Customer Service**

Meaning and objectives of Customer Service, After Sales Service – need and importance

### **Unit IV: Feedback**

Meaning and Objectives of Feedback in context of understanding the customers; Feedback – methods, continuous versus periodical feedback; Use of Feedback in improving customer service

### **Unit V: Customer Satisfaction**

Satisfied customer – contributing factors; Effect on customer retention; Satisfied customer and free publicity – word of mouth

### **Suggested Readings:**



1. Pradhan S, Retailing Management – Text & Cases, Tata McGraw Hill
1. Khan M, Consumer Behaviour, New Age

<b>60410: Sales Management</b>
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**Objective:**

The course dwells on the core concepts of sales management and introduces the students to effective selling.

**Unit I: Introduction**

Sales management, sales forecasting methods, organisation of Sales territories, Routing and recruitment and training of Sales force

**Unit II: Dimensions of Selling**

Motivation, direction and controlling of the Sales force – call reports, order forms, expense reports, sales compensation methods, controlling sales expenses

**Unit III: Selling Process - I**

Salesmanship and qualities of Salesman – Buyer – Seller dyads, product knowledge, customer knowledge – buying motives and selling points; approach and presentation – methods of approaching a customer, presentation, process and steps, presentation planning; Objection handling – types of objections, handling customer objections

**Unit IV: Selling Process - II**

Closing and follow-up – methods of closing sales, executing sales order – follow-up – its importance and process

**Unit V: Personal Selling**

Nature and importance of a Salesman – types of selling, Personal Selling as a career

**Suggested Readings:**

1. Chunawalla S, *Sales Management*, Himalaya Publishing House
2. Sherlekar S A, *Modern Marketing (A Manual of Marketing, Salesmanship and Advertising)*, Himalaya Publishing House

# Specialisation: Human Resource Management

## 60220: Personnel Management

### **Objective:**

The course aims to give a comprehensive overview of Personnel Management as a separate area of management.

### **Unit I: Introduction**

Nature, significance, scope and challenges of Personnel Management; Organisation of Personnel Department and its functions; Place and functions of Personnel Manager, systems to aid Personnel Management

### **Unit II: Personnel Planning and Selection**

Manpower planning; Counseling; Job design and job analysis: Job evaluation and merit rating; Recruitment and Selection; Placement and training, Management development

### **Unit III: Compensation to Employees**

Wage payment systems; Incentive wage plans; Profit charging, Bonus Issue, social security and welfare measures

### **Unit IV: Human Behaviour and Group Functioning**

Inter-personnel behaviour; Group behaviour; Team work; Leadership; Communication; Motivation

### **Unit V: Feedback and Personnel Audit**

Feedback – necessity and its impact, the feedback mechanism; Definition and the process of Personnel Audit, significance and importance, emerging concepts in personnel audit

### **Suggested Readings:**

1. Monappa & Saiyadain *Personnel Management*, Tata McGraw Hill
2. C.B. Mamoria *Personnel Management – Text & Cases*, Himalaya Publishing House

## 60320: Human Resource Development

### **Objective:**

The course aims at taking the student further into the functional area of HRM and into the domain of HRD.

### **Unit I: Introduction**

Human Resource Development – concept, scope, significance and Human Resource Development efforts in India

### **Unit II: Human Resource Policy**

Manpower planning; staffing for human resource development; staffing practices Resources for staffing HRD activities; Formulation of human resource policy

### **Unit III: Strategies for HRD**

Individual learning; Group learning; Organisational Development; Transactional Analysis; Behaviour Modeling; Self directed learning; Executive Development Programs; Training methods

### **Unit IV: Organisational Support for HRD**

Organisational involvement (infrastructure facilities); Human Resource Accounting (cost systems), Evaluating the HRD effort

### **Unit V: Control**

Leadership; Communication and delegation of authority in context of HRD

**Suggested Readings:**

1. Dwivedi R S & Dwivedi G K, *Human Resource Development*, Galgotia Publishing
2. Sen A K, *Human Resource: Development, Planning & Deployment*, Asian Books

<b>60420: Industrial Relations</b>
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**Objective:**

The basic objective of the course is to introduce to the students the fundamentals of industrial relations and workers involvement in the same.

**Unit I: Introduction**

Meaning, nature, scope, importance, functions of Industrial Relations; Industrial Labour in India – growth, Characteristics of Indian Labour, Employment trends

**Unit II: Bargaining Agents**

Worker's Organisation in India – Necessity, functions, problems of Trade Unions in Indian Industry; Employers' Organisation – Characteristics of Indian Employers', Role of Employers' Organisation in maintaining Industrial Relations

**Unit III: Industrial Unrest**

Concept, types, causes of Industrial Disputes, Tools of Industrial Dispute in the hands of workers, Tools

**Unit IV: Settlement of Industrial Disputes**

Bipartite & Tripartite negotiations, conciliation, Labour courts, Arbitration and Adjudication – functions

**Unit V: Promotion of Industrial Peace**

Collective Bargaining, Workers Participation in Management, Workers Education, Workers' Welfare, I.L.O. recommendations regarding Labour Management Relations

**Suggested Readings:**

1. Mamoria & Mamoria, *Dynamics of Industrial Relations in India*, Himalaya Publishing House
2. Venkataraman, C.S, *Indian Industrial Relations*, National Institute of Personnel Management
3. Monappa: *Industrial Relations*, Tata McGraw Hill

## Specialisation: Management of Insurance Business

### 60230: Fundamentals of Insurance

**Objective:**

Going by the name, the course is an introduction to insurance and aims at giving all the necessary introductory concepts.

**Unit I: Introduction to Insurance**

Purpose and need of insurance; Insurance as a social security tool; Insurance and economic development

**Unit II: Fundamentals of Agency Law**

Definition of an agent; Agents regulations; Agents compensation; Procedure for becoming an agent: Pre-requisite for obtaining a license; Duration of License, Cancellation of license; Revocation or suspension/termination of agent appointment; Code of conduct; Unfair practices

**Unit III: Functions of the Agent**

Proposal form and other forms for grants of cover; Financial and medical underwriting; Material information; Nomination and assignment; Procedure regarding settlement of policy claims

**Unit IV: Company Profile**

Organizational set up of the company; Promotion strategy; Market share; Important activities; Structure; Product; Actuarial Profession; Product pricing – actuarial aspects; Distribution channels

**Unit V: Other Related Concepts of Insurance**

Definition of an Ombudsman, importance and relevance, legal issues, Code of Conduct in Advertisement and Publicity Areas related to insurance

**Suggested Readings:**

1. Mishra M N, *Insurance Principles and Practice*, S. Chand
2. Gupta O S, *Life Insurance*, Frank Brothers

### 60330: General Insurance

**Objective:**

The course aims at giving a broad perspective on general insurance related issues.

**Unit I: Introduction**

Meaning of general insurance and different types of general insurance products, need of general insurance, Tax benefits under general insurance, contribution of general insurance to the economy, principles of general insurance, difference between life insurance and general insurance

**Unit II: Operations**

General Insurance Company operations, rate marketing, underwriting, basic underwriting principles, claim settlement, steps in claim settlement, Re-insurance, Reasons for reinsurance

**Unit III: Fire Insurance**

Fire Insurance, Features of a Fire Insurance Contract, Fire Insurance Coverage, Rate Fixation in Fire Insurance, Fire Insurance Documents, Settlement of Claims in fire insurance

**Unit IV: Marine Insurance**

Marine Insurance Contract, Types of Marine Insurance, fundamental concepts of different types of marine insurances, Types of Policies, Marine Insurance Documents, settlement of claims in marine insurances

**Unit V: Other Forms of General Insurance**

Property Insurance, Personal Property Coverage, Commercial Property Coverage, Liability Insurance; Medi-claim insurance policy

**Suggested Readings:**

1. Mishra M.N, *Insurance Principles and Practice*, S. Chand
2. Bezborah P & Singh R, *Indian Financial System*, Kalyani Publishers

<b>60430: Life Insurance</b>
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**Objective:**

The course aims at giving a broad perspective on life insurance related issues.

**Unit I: Introduction**

Savings and investment schemes like shares, units, capital markets, mutual funds etc. vis-à-vis insurance; Tax benefits under insurance policies; life cycle needs- including solutions, matching of the customers needs and requirements to available products; comparison between different products offered vis-à-vis chargeable premium, and coverage

**Unit II: Computation of Premiums/Bonuses**

Premium calculation- including rebates, mode rebate, large sum assured policies rebate; Extra premium; under premiums; Computation of benefits; Surrender value; Paid - up value

**Unit III: Life Insurance Documents**

Insurance Documents, including proposal forms and other relevant forms; First premium receipt/renewal premium receipt; Policy contract; Endorsements; Renewal notice/bonus notices; Other insurance documents related to receipt

**Unit IV: Life Insurance Products**

Traditional Unit Linked Policies; Individual and Group policies; With -Profit and without -profit policies; Different types of insurance products-Whole life products, interest sensitive products, term insurance annuities; Endowment; Assurance

**Unit V: Group Insurance and Pension Plans**

Need and benefits, requirements of Group Insurance and Pension Plans; Unit Linked Pension Plans – the good and the bad

**Suggested Readings:**

1. Mishra M.N, *Insurance Principles and Practice*, S. Chand
2. Bezborah P & Singh R, *Indian Financial System*, Kalyani Publishers

## Specialisation: Financial Management

### 60240: Business Finance

**Objective:**

The course aims at explaining the core concepts of business finance and its importance in managing a business

**Unit I: Business Finance**

Objective and Scope, Significance of Finance – Finance Function – Need for Financial Planning – Source of Finance

**Unit II: Capitalisation**

Amount of Capitalisation, Over Capitalisation, Under Capitalisation, Venture Capital Funds, Policies and Procedures adopted by Venture Capitalists, Venture Capital in India, Guidelines for Venture Funds

**Unit III: Capital Structure**

Ownership Securities – Ordinary Shares – Preference Shares – Creditorship, Securities, Debentures and Bonds, Convertible Debentures, SEBI guidelines, Marketing of Securities – Private Placement – New Challenges and Opportunities.

**Unit IV: Working Capital**

Importance – Measuring Working Capital – Kinds – Determinants – Cost Considerations – Planning Working Capital, Financing Working Capital, Bank and Working Capital needs, Credit Authorisation Scheme, Credit Monitoring Arrangement, Tandon Study Groups, Chore Committee, Case for Prudent Banking, Abolition of Maximum Permissible Bank Finance

**Unit V: Mobilisation of Funds**

Public Deposits – Growth, Limitations, RBI Regulations, New – on Company Deposits, Protection of Depositors, RBI and Public Deposits with NBFCs; Foreign Capital and Collaborations: Direct Foreign Investments, Emerging Trends, Global Depository Receipts, Policy Developments, Capital Flows, Equity Debt.

**Suggested Readings:**

1. Srivastava R M, *Essentials of Business Finance*, Himalaya Publications

### 60340: Taxation

**Objective:**

The objective of this course is to acquaint the students with the basics of Direct Tax structure.

**Unit I: Income Tax**

Concept of Income, Tax, Assessment Year, Previous Year, Person, Assessee, Charge of Income Tax, Residential Status, Determination of Residential Status, Heads of Income tax

**Unit II: Income from Salary**

Norms of Salary Income, Calculation of Income from Salary, Treatment of House Rent Allowance, Children Education Allowance, Children Hostel Allowance, Transport Allowance, Rent free Accommodation, Different Taxable Perquisites, Non- Taxable Perquisites

**Unit III: Income from House Property**

Concept of income from house property, Annual Value, Municipal Value, Rental Value, Deductions allowed under income from house property, treatment of self occupied house property, treatment of vacancy allowance and unrealized rent

#### **Unit IV: Capital Gains**

Concept of Income from capital Gain, Long term Capital Gain, Short Term Capital Gain, Indexation in case of long term capital gains, Basic Idea about the deductions allowable from long term capital gains.

#### **Unit V: Wealth Tax**

Concept of Wealth Tax, Asset under wealth tax, exempted assesses and property exempted from wealth tax, wealth tax authorities, concept of deemed assets.

#### **Suggested Readings:**

1. Singhania VK & Singhania K, *Direct Taxes - Laws and Practices*, Taxmann
2. Gupta G & Ahuja A, *Fundamentals of Taxation*, Bharat Publications

<b>60440: Indian Financial System</b>
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#### **Objective:**

The objective of this course is to acquaint the students with the basic structure of Indian Financial System

#### **Unit I: Financial System**

An Overview of Financial System, Financial Markets, Major Financial Intermediaries, Financial Products, Functions of the Financial System, Regulatory Framework of Indian Financial System

#### **Unit II: Commercial Banks**

Concept of Commercial Bank, Functions of Commercial Banks, Sources and Application of Funds of Commercial Banks, Investment Policy of Commercial Banks, Liquidity in Banks, Asset Structure of Commercial Banks, Non-Performing Asset, Interest rate reforms, Capital Adequacy Norms,

#### **Unit III: Insurance**

Basic Characteristics of Insurance, Insurance Company Operations, Principles of Insurance, Reinsurance, Purpose and Need of Insurance, Different Kinds of Life Insurance Products, Basic Idea about Fire and Marine,

#### **Unit IV: RBI and Development Banks**

Reserve Bank of India - Organization and Management, Role and Functions, Monetary Policy of the Reserve Bank of India, Recent Policy Development; Developmental Banks - Concept & Characteristics of Development Banks, Need and Emergence of Development Financial Institutions in India, Functions of Development Banks

#### **Unit V: Other Constituents of the Financial System**

Merchant Banks - Role & Functions of Merchant Banking; Lease Financing - Essential Elements of Leasing, Types of Leases, Merits and Demerits of Lease Financing; Mutual Funds - Definition, Types of Mutual Funds, Significance of Mutual Funds; Venture Capital - Meaning of Venture Capital, Method of Venture Financing, Disinvest Mechanism, Importance of Venture Capital, Initiative in India

#### **Suggested Readings:**

1. Khan M.Y., *Indian Financial System*, Tata McGraw Hill Publishing Company
2. Varshney PN & Mittal MN, *Financial System*, Sultan Chand & Co
3. Bezborah P & Singh R, *Indian Financial System*, Kalyani Publishers

# Specialisation: Hospital and Health Care Management

## 60250: Hospital Management - Concepts and Development

### Objective:

The objective of this course is to put forward the basic concepts of Hospital Management.

### Unit I: Hospital Management

Concept; significance; Shift from Professional to manager.

### Unit II: Hospitals as a Social Institution

Assessment of cause of poor health in the developing countries, Hospital- an institution for human capital formation; National Health Policy; Ethical Dimensions in Hospitals

### Unit III: Quality

Practicing TQM in Hospitals, Quality assurance, dimensions of TQM in hospitals, Team and TQM in hospitals, Quality Circles in hospital; Promoting organisational culture in hospitals

### Unit IV: Information Systems in Hospitals

MIS- the concept, the Hospital Information System, information technology, application of MIS in hospitals

### Unit V: Hospital Planning

The concept, principle, factors influencing the formulation of hospital plan. Health Education planning; Organizational structure for hospitals – Departments in a Hospital

### Suggested Readings:

1. Jha S M, *Hospital Management*, Himalaya Publishing House
2. Bhatti S S, *Hospital Planning*

## 60350: Functional Areas of Hospital Management

### Objective:

This course aims at taking the students across the various functional areas of Hospital Management and the relationships among them.

### Unit I: Management of Human Resources in Hospitals

Developing Human Resources in hospitals; Leadership; Categories of personnel needed for hospitals, dimensions of HRM in hospital; Selection and recruitment of personnel in hospitals; Training and development of personnel in hospitals; Delegation of responsibility; Compensation and motivation of personnel in hospitals; Management of Behavior in hospitals- Doctor patient relationship, nurse patient relationship, interdepartmental and intra department relationship

### Unit II: Management of Finance in Hospitals

Financial Planning; Financial organization- Budgeting, exploring avenues for revenues in hospitals, managing the financial information- Break Even Analysis, Project Planning, Feasibility studies, Capital budgeting in hospitals; Internal Audit in hospitals

### Unit III: Management of Marketing in Hospitals

Rationale behind practicing marketing in hospital; segment wise uses of hospital services; segment wise users of hospital services, Marketing Information System, Marketing Mix-product mix, promotional mix, price mix, place mix; strategic marketing

### Unit IV: Rural Health Care Management

Management of Rural Health care services, the constituents, management of information, rural healthcare planning, rural health care infrastructure, rural health care services, rural healthcare personnel, rural healthcare finance, marketing of rural healthcare



## **Unit V: Strategic Management of Hospitals**

Levels of strategic management, steps in the formulation and implementation of strategy, strategic issues in the management of hospitals

### **Suggested Readings:**

1. Jha S M, *Hospital Management*, Himalaya Publishing House
2. Jha S M, *Services Marketing*, Himalaya Publishing House

<b>60450: Hospital Support Services</b>
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### **Objective:**

Support services play a crucial role in Hospital Management and Administration. The course thus aims to understand these support services.

### **Unit I: Management of Hospital Support Services**

Types of services- Line services, supportive services auxiliary services, peripheral services; Managerial Proficiency for the key hospital services, In-patient – out patient services, emergency services, nursing services, food and beverage services, laundry services, engineering services, safety and security services

### **Unit II: Safety and Waste Management in Hospitals**

Planning and organizing for safety and waste management in hospitals- General sanitation; Hazardous waste management, solid waste handling and disposal, liquid waste –handling, collection and disposal, water treatment and distribution; Legal and social aspect of waste management, trends and practices; Emergency and disaster planning- safety management, patients and personnel safety, fire safety

### **Unit III: Management of Hospital Materials and Stores**

Objectives of materials management, process of materials management, management of inventory- management of equipment, management of drugs, management of hospital stores.

### **Unit IV: Management of Records in Hospitals**

Types of hospital records, essentials of an effective record management system, sections of hospital records, dimensions of records management, significance of record keeping; Key formations for hospital managers; Filing of Hospital Records - arrangement of files, centralized and decentralized filing, Management of hospital records- problems and remedies

### **Unit V: Management of Controls in Hospitals**

Controls - the perception, importance, Types of controls; Control process, effective controls, features of effective controls, feed forward and feedback control systems; strategic points in management controls; problems in establishing effective controls

### **Suggested Readings:**

1. Jha S M, *Hospital Management*, Himalaya Publishing House
2. Goel S L and Kumar R, *Challenges of the Administration of Hospital Services, Vol. 1 and Vol. 2*

# Specialisation : Tourism and Travel Management

## 60260: Tourism Business

### **Objective:**

This course is an introduction to tourism business and as such the basic objective is to make students aware about this emerging area

### **Unit I: Introduction**

Definition, Nature, Importance, Components and Typology of Tourism

### **Unit II: Domestic and International Tourism**

Concepts of Domestic and International Tourism- Recent Trends

### **Unit III: Tourism Industry**

Tourism as an Industry and its Growth and Development in India and the World

### **Unit IV: Impact of Tourism**

Economic, Social, Physical and Environmental impacts of Tourism – sustainable tourism

### **Unit V: Tourism Potential**

Tourist Resources of India- Types and Typologies; Cultural Resources, Natural Tourist Resources, Architectural Heritage; Tourism Potential in Assam and other North-Eastern States and Tourism Development Strategies

### **Suggested Readings:**

1. Bhatia A K, *Tourism Development: Principles and Practices*, Sterling Publishers (P) Ltd,
2. Negi J, *Travel Agency and Tour Operation - Concepts and Principles*, Kanishka Publishers & Distributers
3. Wahab S E, *Tourism Management*, Tourism International Press, London

## 60360: Tourism Marketing

### **Objective:**

The objective of the course is to understand marketing in the context of tourism and the role it has to play in promoting tourism.

### **Unit I: Tourism Marketing**

The concept of Tourism Marketing – Nature, Classification and Characteristics of Services and their marketing implications – Developing Marketing strategies for services organisations

### **Unit II: Tourism Support Services**

Linkage in tourism and other sectors- Travel Agency, Accommodation, Food, Nutrition, Catering

### **Unit III: Tour Packaging**

Concept, Characteristics, Methodology, Considerations and Pricing of Tour Packaging; Designing and Printing of Tour Brochure

### **Unit IV: Tourist Expectation**

Tourist Expectations and Services – service deficiency and its impact, Legal issues

### **Unit V: Market Research in Tourism**

Importance and the process, implications in tourism marketing

**Suggested Readings:**

1. Kapoor R, *Tourism Policy, Organisation and Management*, Kanishka Publishers & Distributers
2. *Tourism as an Industry: Monograph* IITTM, New Delhi
3. *Growth of Modern Tourism: Monograph*, IITTM, New Delhi

**60460: Travel Agency & Emerging Concepts for Tourism Development****Objective:**

The course aims at knowing the travel agency business and its importance. It further aims at introducing the emerging concepts for developing tourism as an economic activity.

**Unit I: Travel Agency and Travel Agents**

Definition, main functions and organisational structure of a Travel Agency and their responsibilities- Procedures for becoming a Travel Agent and Tour Operator in India with special reference to North Eastern Region

**Unit II: Airlines and Railways**

Role of Indian Aviation Industry and Indian Railways in the growth of Travel Agency and Tour Operator Business

**Unit III: Policies**

Relevant concepts and preaches for Effective Tourism development - Action Plans and Policies on Tourism and Civil Aviation, Tourist Traffic and its Improvisation

**Unit IV: Emerging Concepts**

Destination Development- Sustainable Development, Manpower Development Needs – Management Strategies, Tourism Policy Analysis.

**Unit V: North East India**

Promoting North East India as a Tourism Destination – prospects, bottlenecks

**Suggested Readings:**

1. Dhar P, *Development of Tourism and Travel Industry: An India Perspective*, Kanishka Publishers & Distributers
2. Negi J, *Travel Agency and Tour Operation Concepts and Principles*, Kanishka Publishers & Distributers

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