

**Centre for Mountain Tourism and Hospitality Studies**  
**Ordinances and Syllabus on Credit based**  
**Two Year Full time Master of Business Administration**  
**in Tourism and Travel Management Degree**  
**Programme**  
**(MBA in Tourism and Travel Management)**

**1. Two Year Full Time M.B.A. (Tourism and Travel Management) Programme:**

There shall be one full time Master's Degree Programme in **(Tourism and Travel Management)** M.B.A.(TTM). The duration of the Programme shall be two years (Two full Academic Years of Four Semesters of six month each). Accordingly each year is divided in two semester- First and Third Semesters from July to December and Second and Fourth Semesters from January to June. There shall be actual teaching for a minimum of Ninety (90) Days in each Semester. The Examination for First and Third Semesters shall ordinarily be held in the month of December and for Second and Fourth Semester in the month of May or on such dates as convenient to the University.

**2. Intake:** Total number of seats:

There shall be a maximum of Forty four (44) seats for each year or such number of seats as may be approved by the University. The reservation of the seats for various categories of students shall be as per the norms prescribed by the Central Government from time to time.

**3. Course fee:** The fee for the course and other charges and norms for refund of fee shall be as prescribed by the University from time to time.

**4. Eligibility for Admission to the Programme:**

No student shall be eligible for admission to Two Year Full Time M.B.A. in **(Tourism and Travel Management)** unless he/she has successfully completed a three year Under Graduate Degree with prescribed number of Credits through the Examinations conducted by a University/Autonomous Institution or possesses such qualifications as recognized by the University. Further a candidate holding three year Bachelor Degree in any discipline from a recognized University without credit system shall also be eligible. The maximum age of a candidate for taking admission in the programme and the gap between the last Degree/Diploma courses shall be as per the norms prescribed by the university from time to time.

**4. Selection Procedure:** The Candidates seeking admission to Two Year Full Time M.B.A. in Tourism will have to appear in a written test followed by Group Discussion and Personal Interview or as per the norms prescribed by the University. The written test may be conducted by the University or by such agency as may be authorized by the University. The Board for Group Discussion and Personal Interview shall be such as constituted by the University. The final merit for admission shall be prepared based on the score of written test, marks obtained in the Group Discussion and Personal Interview. The eligible candidates appearing in final merit list in inter-se merit shall be eligible for taking admission after completing the procedural formalities including payment of prescribed fees and other charges. Should some seats remain vacant on failure of the candidates to take admission in the Programme, those in the subsequent order of merit list (waitlisted candidates) shall be eligible for admission.

#### **5. Semesters**

(a) An academic year shall consist of two semesters:

Odd Semester (I and III Semesters): generally July to November

Even Semester (II and IV Semesters): generally December to April

The academic calendar for each semester shall be notified well before the commencement of the semester by the Dean, School of Management.

(b) A semester shall normally extend over a period of 15 weeks. Each week shall have 30 hours of instruction including lab/field work as applicable.

#### **6. Credits**

a. Credit defines the quantum of contents / syllabus prescribed for a course and determines the number of hours of instruction required per week. Thus credits shall be assigned on the basis of the number of lectures / tutorials / laboratory work/project work and other forms of learning required to complete the course contents in a 15 week schedule:

b. 1 Credit = 1 hour of lecture/instruction per week (1 Credit course = 15 hours of lectures per semester) Instruction can be in the form of lectures / tutorials / laboratory work / fieldwork or other forms. In determining the number of hours of instruction required for a course involving field-work, 3 hours of field work shall be considered equivalent to 1 hour of lecture.

## 7. Roll Numbers and Enrollment Numbers

The Dean of School of Management shall allot a roll number to the students after payment realization, thorough scrutiny and verification of the required documents for a particular course. After the completion of the admission procedure the enrolment number for the students shall be allotted by the University at the entry point which shall remain same for the entire period of study in the University.

## 8. Course Numbering

MBA (Tourism) shall be identified by the following code.

**SOM/MBAT**

### Course Structure

The MBA in Tourism Programme will be divided into four semesters and the study modules are as follows:-

### Syllabus of Master of Business Administration in Tourism (MBA in Tourism) Course Structure

#### FIRST SEMESTER (All papers are compulsory-Total Credit -18)

Course No.	Title of course	Credit			
		L	T	P	C
<b>SOM/MBAT/C-01</b>	Principles and Practices of Management	03	0	0	03
<b>SOM/MBAT/C-02</b>	Marketing: Concepts & Principles	03	0	0	03
<b>SOM/MBAT/C-03</b>	Business Environment	02	0	0	02
<b>SOM/MBAT/C-04</b>	Tourism: Concepts and Principles	03	0	0	03
<b>SOM/MBAT/C-05</b>	Tourist Resources of India	03	0	0	03
<b>SOM/MBAT/C-06</b>	Computer Application in Tourism & Hospitality industry	02	0	0	02
<b>SOM/MBAT/C-07</b>	Field Tour and Viva-Voce	0	0	02	02
<b>Total</b>		<b>18</b>			

**SECOND SEMESTER (All papers are compulsory-Total Credit -18)**

Course No.	Title of course	Credit			
		L	T	P	C
<b>SOM/MBAT/C-08</b>	Introduction to Travel Agency and Tour Operation Business	03	0	0	03
<b>SOM/MBAT/C-09</b>	Organizational Behaviour	03	0	0	03
<b>SOM/MBAT/C-10</b>	International Air Fare, Ticketing and Air Cargo Operation	03	0	0	03
<b>SOM/MBAT/C-11</b>	Introduction to Basic Accounts & Financial Management	03	0	0	03
<b>SOM/MBAT/C-12</b>	Hospitality Industry Management	02	0	0	02
<b>SOM/MBAT/C-13</b>	Human Resource Management	02	0	0	02
<b>SOM/MBAT/C-14</b>	Field Tour Report and Viva-Voce	0	0	02	02
	<b>Total</b>	<b>18</b>			
<b>SOM/MBAT/S-01</b>	Self-Study Course on Convention and Event Management	03	0	0	03

**THIRD SEMESTER (Total Credit -18 (9 Core & 9 Elective))**

Course No.	Title of course	Credit			
		L	T	P	C
<b>SOM/MBAT/C-15</b>	Research Methodology	03	0	0	03
<b>SOM/MBAT/C-16</b>	Foreign Language (French)	03	0	0	03
<b>SOM/MBAT/C-17</b>	Tourism Policy and Planning	03	0	0	03
<b>(Any one Group as Elective Major and Any One Paper From the Other Group as Elective Minor)</b>					
	<b>Marketing Management Group</b>				
<b>SOM/MBAT/E-1 A</b>	Tourism and Hospitality Marketing	03	0	0	03
<b>SOM/MBAT/E-2 A</b>	Consumer Behaviour	03	0	0	03
	<b>Financial Management Group</b>				
<b>SOM/MBAT/E-1 B</b>	Advanced Financial Management	03	0	0	03
<b>SOM/MBAT/E-2 B</b>	Working Capital Management	03	0	0	03

Human Resource Management Group					
<b>SOM/MBAT/E-1 C</b>	Legal Environment & Industrial Relationship	03	0	0	03
<b>SOM/MBAT/E-2 C</b>	Performance Appraisal & Counseling	03	0	0	03
<b>Total</b>		<b>18</b>			
<b>SOM/MBAT/S-02</b>	Self-Study Course on Ecotourism: Principles & Practices	03	0	0	03

#### FOURTH SEMESTER (Total Credit -18 (9 Core & 9 Elective))

Course No.	Title of course	Credit			
		L	T	P	C
<b>SOM/MBAT/C-18</b>	Inbound and Outbound Tour Operation	03	0	0	03
<b>SOM/MBAT/C-19</b>	Training Report and Viva-Voce	0	0	03	03
<b>SOM/MBAT/C-20</b>	Project report / Dissertation and Viva-Voce	0	01	02	03
<b>(Any one Group as Elective Major and Any One Paper From the Other Group as Elective Minor)</b>					
<b>Marketing Management Group</b>					
<b>SOM/MBAT/E-1D</b>	Advertising, Publicity & Public Relation in Tourism & Hospitality Business	03	0	0	03
<b>SOM/MBAT/E-2D</b>	Airlines Marketing	03	0	0	03
<b>Financial Management Group</b>					
<b>SOM/MBAT/E-1E</b>	Global Financial Market	03	0	0	03
<b>SOM/MBAT/E-2E</b>	Security Analysis & Portfolio Management	03	0	0	03
<b>Human Resource Management Group</b>					
<b>SOM/MBAT/E-1F</b>	Wages and Salary Administration	03	0	0	03
<b>SOM/MBAT/E-2F</b>	Corporate Restructuring and Human Dimension	03	0	0	03
<b>Total</b>		<b>18</b>			
<b>Grand Total</b>		<b>72</b>			
<b>SOM/MBAT/S-03</b>	Self-Study Course on Adventure Tourism Management	03	0	0	03

In the code number mentioned above the words denotes as SOM- School of Management, C-Core subject, E-Elective subject, SS-Self Study. L- Lectures, T-Tutorials, P-Practical

Course with Credits	Semester-I	Semester-II	Semester-III	Semester-IV	Total
Core	18	18	09	09	54
Elective	Nil	Nil	09	09	18
Self Study course	-	03	03	03	03

## First Semester

### Title: Principles and Practice of management

**Subject Code: SOM/MBAT/C-01**

**Contact Hours: 45 Hours**

**Work Load: 03 Hours Per week**

**Credit Points: 03**

**Objective:** The objective is to provide an understanding of basic concepts, principles and practices of management. The aim is to include the ability to apply multifunctional approach to Organizational objectives.

### Course Contents

#### Unit - I

**The Basic Management Theory and Practice:** Nature and Importance Management, Concept of Management, Management as Science or Art, Management as profession.

**Development of Management Thought:** Classical Management Theory: Contribution of Taylor & Fayol: Human behaviour approach, Hawthorne studies, Chester Bernard and social system theory, Recent contribution and Overview of shifts in focus in Management thought.

**Management function and skills:** Management Role, Functions, Various levels of Management; Overview of functional areas of Management.

**Management and society:** The external Environment, Social Responsibility and Ethics

#### Unit II:

**Planning:** The Nature of Planning, Steps in planning and planning process. Fundamentals of planning; mission and objectives, Major kinds of strategies and policies and Technique of decision making.

### **Unit-III:**

**Organizing:** Concept of Organization and organization Theories, Formal and Informal organization. Authority and responsibility, Delegation, Centralization and Decentralization; Span of Management, Authority relationships, Line and Staff relationship, Designing of organizations structure.

### **Unit-IV:**

**Staffing and Directing:** Fundamental of Staffing; Issues in Managing Human Resources, Human factors.

**Motivations** Theories of Motivations: McGregor's Theory, Hierarchy of needs theory and Herzberg Theory, **Leadership:** Definition, Ingredients of leadership, leadership Pattern styles.

**Communication:** Process of communication, Communication in organization, Barriers in communication, Effective communication.

### **Unit V:**

**Controlling:** The Basic Control process, Control Techniques: Budget, Use of Information Technology, Profit and loss control, Control through ROI, Direct control, Preventive control, Managements Audit.

### **Suggested Readings**

1. Drucker, F. Peter: Management-Tasks, Responsibilities & Practices
2. Koontz 'O' Donnell Whirlich: Elements of Management
3. Drucker, F. Peter: The Practice of management
4. Drucker, F. Peter: The Practice of Management
5. Terry and Franklin: Principles of Management
6. Stoner: Principle of Management
7. William H. Newman and E. Kirby Wassen: The Process of Management
8. Rao, V.S.P and Rao S: Management Concepts, Konark Publishers.
9. Prasad L.M., Chan S.: Principles & Practice of Management.
10. Agarwal R.D.: Organization & Management, Tata McGraw Hill.

## **Title: Marketing: Concept & Principles**

**Subject Code: SOM/MABT/C-02**

**Contact Hours: 45 Hours**

**Work Load: 03 Hours Per week**

**Credit Points: 03**

**Objectives:** To understand and appreciate the concept of marketing in theory and practice, evaluate the environment of marketing and develop a feasible marketing plan and to understand and appreciate the concept of marketing strategy formulation and implementation

### **Course Contents**

#### **Unit I**

**Introduction to Marketing, Marketing process and Concepts:** from traditional concepts to modern, Indian marketing environment, the marketing mix.

#### **Unit II**

**Strategic Marketing Planning:** Market Segmentation-Bases for segmenting consumer markets, Levels of market segmentation, Market Targeting, Analyzing Buyer Behaviour: Factors affecting consumer behavior, Buyer decision process, Related Case studies.

#### **Unit III**

**Product and Pricing:** Product characteristics and classification, characteristics of services, Product life cycle, Product mix, new product development, Product and brand relationship, brand attributes, branding strategies, product differentiation and positioning. Factors influencing pricing, Pricing methods, to consider when setting prices. Related Case studies.

#### **Unit IV**

**Integrated marketing communication, Distribution and Promotion:** Role of marketing communication, marketing communication mix, advertising, sales promotions, public relation, personal selling, direct marketing. Related Case studies.

Physical distribution and marketing logistics, marketing channels, creating and managing dealer network, retailing, wholesaling, direct marketing, internet marketing.



## Unit V

**Trends in Marketing:** Internal marketing, Socially responsible marketing. Total marketing effort. Marketing information system, marketing research, marketing control, rural marketing in India, Global marketing strategies for Indian firms. Related Case studies.

### Suggested Readings

1. Kotler, Philip & Armstrong, Gray, "Principles of Marketing", Prentice Hall of India, New Delhi
2. Kotler, Philip, "Marketing Management: Analysis, Planning, Implementation and Control", Prentice Hall of India, New Delhi
3. Kotler, Philip; Keller, Kevin; Koshi, Abraham and Jha, Mithileshwar, "Marketing Management, A South Asian Perspective", Pearson education.
4. Neelamegham, S., "Marketing in India - Cases & Readings", Vikas Publishing House, New Delhi
5. RamaSwamy, V.S and Namakumari, S, "Marketing Management - Planning Implementation & Control", Macmillan Books, New Delhi
6. RamaSwamy V.S and Namakumari, S, "Marketing Management", Macmillan Books, New Delhi
7. Kumar, Arun and Meenakshi, N, "Marketing Management", Vikas Publishing House, New Delhi.
8. Srinivasan, "Case studies in Marketing", Prentice Hall of India, New Delhi.
9. Stanton, William J, "Fundamentals of Marketing", McGrawHill, New York
10. Enis, B.M, "Marketing Classics: A Selection of Influential Articles", McGrawHill, New York.

### Title: Business Environment

**Subject Code: SOM/MBAT/C-03**

**Contact Hours: 30 Hours**

**Work Load: 02 Hours Per week**

**Credit Points: 02**

**Objective:** The object is to educate the students on the role of business in modern society. Emphasis is placed on the significant relationship, which exists between business and the social, legal, political, economic, financial and fiscal environment in India. Also analyze the competitive business environment.

## Course Contents

### Unit I

**Introduction:** Business environment, Economic environment of business, non-economic environment of business, Environment and Management. Nature of Economic System: Free Market Economy, Social Economy, Mixed Economy, Privatization.

**Economic Policies:** The theory of economic policy, fiscal policy, monetary policy, physical policy.

### Unit II

**Indian Economy:** The Indian corporate sector, The Public Sector, The Joint Sector, The Co-Operative Sector, Small Scale Industry, The Infrastructure Sector, The Social Sector, The Capital Market, Government Machinery for Industrial Economy.

### Unit III

**Economic Policy Statements and Problems:** Industrial policies of the past, the industrial policy 1990, the industrial policy reforms in the nineties, foreign trade policies and related measures, some aspects of Indian fiscal management, some aspects of Indian monetary management.

### Unit IV

**Economic Legislation:** Monopolies and Restrictive Trade Proactive (MRTP) Act, Company laws, SEBI regulations on corporate restrictions, FEMA.

### Unit V

**International Economic Environment:** New world economic order, Economic Transition in India-Liberalization, Privatization and Globalization global position of India, India and WTO, India and economic sanctions, India's balance of payment outlook, national companies global reach.

### Suggested Readings

1. Adhikari M - Economic Environment of Business
2. Agarwal AN - Emerging Dimensions of Indian Management
3. Cherunilam Francis - Business Environment
4. Datta R. and Sundhran KPM - Indian Economy

## **Title-Tourism: Concepts and Principle**

**Subject Code: SOM/MBAT/C-04**

**Contact Hours: 45 Hours**

**Work Load: 03 Hours Per week**

**Credit Points: 03**

**Objective:** The objective is to provide an understanding of basic concepts, principles of tourism.

### **Course Contents**

#### **Unit I: Introduction to Tourism:**

Concepts and Issues, Historical Development of Tourism, Technical Definition of tourism and tourists, Understanding the Tourist, Types of Tourist, Travel and Tourism Intermediaries, Transport and Tourism, Tourist Attractions, Tourism Accommodation. Tourism System, Factors Effecting Tourism Systems, Tourism Demand, Tourism Supply Issues, Tourist Motivation.

#### **Unit II: Managing Tourism Operations and Tourist Activities:-**

Tourism and Entrepreneurship, Tourism and Information Technology, The Role of the Public and Private Sector in Tourism.

Economic Impacts, the Multiplier Effect, Social and Cultural Impacts, Environmental Impacts, The challenge of Sustainability, carrying capacity, alternative and green tourism philosophy

#### **Unit: III:- Marketing Tourism:**

Concepts and Issues, Marketing Tourism: Destination Management, Tourism Product, Difference between Tourism Product and Other Consumer Product.

#### **Unit IV: Tourism Trends and Philosophies**

Trends and Themes in the use of Tourist Resources, Urban Tourism, Rural Tourism, Coastal and Resort Tourism, Tourism in the less Developed World. Upcoming Tourism Opportunities, New Realities, New Horizon. Growth of International Tourism, Status concern of top 10 destinations in India and the World, Domestic, Inbound and Outbound Tourism in India

#### **Unit V: Tourism Planning and Tourism Organization:**

Conceptual Meaning of Tourism Planning, Types and Process of Tourism Planning. Structure and Role of WTO, PATA, IATO, TAAI, ASTA and Department of Tourism Govt. of India.

### **Suggested Books:**

1. Tourism: A Modern Synthesis: Stephen J Page, Paul Brunt, Graham Busby and Jo Connell
2. Business of Tourism- Christopher J.,Hollway
3. Discovering Hospitality and Tourism- Jack D. Ninemeier and Joe Perdue, Pearson Education

### **Title: Tourist Resource of India**

**Subject Code: SOM/MBAT/C-05**

**Contact Hours: 45 Hours**

**Work Load: 03 Hours Per week**

**Credit Points: 03**

**Objective:** The module gives information of country's tourist places of national and international importance and it helps students to know the background elements of tourism industry of our country.

### **Course Contents:**

#### **Unit I**

**Introduction:** Concepts, meaning and characteristics, typologies and nature, definition and differentiation and nature and scope of tourist places in India.

#### **Unit II**

**Natural Resources:** Wildlife Parks, Sanctuaries and Tiger reserves in India with case studies of Raja-ji-National Park, Jim Corbett Tiger Reserve, Har-Ki-Doon Sanctuary, Bharatpur Bird Sanctuary and Bhuyandar-Valley of Flowers.

#### **Unit III**

#### **Natural Resources : Hill Stations and Coastal Tourism:**

Study of Hill station attractions and their environs with case studies of Mussoorie, Nainital, Shimla, Darjeeling. Sustainable Tourism Development and Carrying capacity in Hill stations

**Beaches and Islands :** Resources and their use patterns. Case studies of Goa, Kovalam and Gopalpur Sea beaches.

## **Unit IV Socio-Cultural Resources**

**Buddhist and Islamic Resources:** Bodh Gaya, Nalanda, Kushinagar, Sarnath, Sanchi and Ajanta. Islamic resources: Delhi, Agra and Fatepur Sikri.,

**Important fairs and festivals** with case studies of Kumbh Mela, Puskar Fair, Surajkund Craft Mela and Puri Rath Yatra.

## **Unit V Socio- Cultural Resources**

**Hindu Resources:** Khajuraho, Jaipur, Mahabalipuram, Tanjore, Hampi, Ellora, Elephanta and Konark. National Museum, New Delhi

### **Suggested Readings:**

1. Mukarjee, R.K. The Culture and Art of India, George Alleene Unwin Ltd., London, 1959.
2. Oki Morihiro - Fairs and Festivals, World Friendship Association, Toyko, 1988.
3. The Treasures of Indian Museum, Marg Publication, Mumbai.
4. Archaeological Survey of India publication on archaeological places of India.
5. Mitra, Devla - Buddhist Architecture, Calcutta.

## **Title: Computer Application in Tourism & Hospitality Industry**

**Subject Code: SOM/MBAT/C-06**

**Contact Hours: 30 Hours**

**Work Load: 02 Hours Per week**

**Credit Points: 02**

**Objective:** The module is prescribed in the course to impart practical knowledge on computer application and train the students on office automation.

### **Course Contents**

**Unit I: Introduction to Computer Terminology and Hardware:** The use of an Operating System. Various Programming Languages, A descriptive survey of some of the important Application: Communication, Office Systems, Information Storage and Retrieval and Artificial Intelligence.

**Unit II: Operating System, Window and its Application:** Typical Micro Computer Storage, Software Packages such as Word Processor, Spreadsheet and MS Office.

**Unit III: Management Information Systems,** Office automation, E-mail and Electronic Highway, Internet.

**Unit IV: Computer Networking and its Application in Tourism:** CRS for Rail Transport, Hotel Bookings, Airlines: Different packages used: Amadeus, Apollo-Galileo, Sabre etc.

**Unit V: Introduction to a Statistical Package (SPSS),** Presentation Graphic Tools. Multi-media Technology.

**Suggested Readings:**

1. London, K.C & London, J.P, Management System Information Systems - a Contemporary Perspective, Mcmillan, 1988.
2. Lucey, T. Management Information Systems, DP Publications.
3. Clark, A. Small Business Computer Systems, Hodder & Stoughton, 1987
4. Parkinson, L.K & Parkinson ST, Using the Micro-Computer in Marketing, McGraw Hill, 1987.
5. Braham, B. Computer System in Hotel & Catering Industry, Cassell, 1988
6. Basandra S.K., 'Computer Today', New Delhi : Galgotia Publications.
7. Mehta Subhash, 'Wordstar-7', New Delhi : Comdex Computer Publishing, Pustak Mahal.
8. Taxali, R.K., 'Lotus 1-2-3 Made Simple', New Delhi : Tata McGraw Hill.

**Title: Field Tour & Viva-voce**

**Subject Code: SOM/MBAT/C-07**

**Contact Hours: 30 Hours**

**Work Load: 02 Hours Per week**

**Credit Points: 02**

**Objectives:** This module is prescribed to make students appraised on tourists' places in the Himalaya. There will be a field visit of six to ten days duration in a specific destination in Himalaya during the semester period duly approved by the Director. All students are required to submit the field study tour reports of their field visits in the department 15 days before the first semester Viva-voce examination. The Viva-voce shall be conducted on the basis of theory papers and field visits and marks shall be awarded both by Internal and External examiners. The aggregate of both the examiners shall be awarded to the candidates there upon.

## SECOND SEMESTER

**Title: Introduction to Travel Agency and Tour Operation Business**

**Subject Code: SOM/MBAT/C-08**

**Contact Hours: 45 Hours**

**Work Load: 03 Hours Per week**

**Credit Points: 03**

**Objective:** In this module students will understand the conceptual meaning and differentiation between Travel agency and tour operation. Further, they can get Knowledge on formalities and documentation needed to set up tour and travel units.

**Course Contents:**

**Unit I:**

**Travel Agency and Tour Operation business :** Concept of Travel Agencies and tour Operators; History; Present status and future prospects of Travel Agency Business,. The Indian Travel Agents and Tour Operators- an overview. Travel Agency and Tour Operators: Linkages and arrangements with hotels, Airlines and Transport Agencies and other segments of Tourism Plants.

**Unit II:**

**How to Set Up a Travel Agency?** Various types of organizations: Proprietorship, Partnership, Private Limited and Limited. Procedure for approval of Travel Agents, Tour Operators by Department of Tourism, Government of India. IATA rules and regulations, Basis of approval of a Travel Agency. Study of various fiscal and nonfiscal incentives available to travel agencies and tour operators business.

**Unit III:**

**Travel Terminology and Travel Trade Organization:** Current and Popular Travel Trade Abbreviations and other terms for supporting sources. Travel Agency Manuals, ABC, TIM, and other relevant manuals. Travel organizations: Travel Agents Association of India (TAAI), Indian Association of Tour Operators (IATO), International Air Transport Association (IATA).

**Unit IV:**

**Function of a Travel Agent and Tour Operator:** Understanding the functions of a Travel Agent, travel information and counseling to the tourists, reservation, ticketing, documentation, handling business/corporate clients including Conference and Conventions, sources of income: commission,

service charges.

Market research and tour package formulation, assembling, processing and disseminating information on destinations, preparation of itineraries. Handling of tour file, sources of income for tour operation.

**Unit V: Organization structure, Management and Products of leading Travel Agencies of India:** Case Study of Kuoni. SOTC, Thomas Cook, Orbit; Le Passage, Make My Trip, ITDC& GMVN.

**Suggested Readings:**

1. Holloway, K.C., The Business of Tourism (1983), Mac Donbald and Evans, Plymouth.
2. Syratt Gwenda, Manual of Travel Agency Practice, Buutterworth Heinmann, London, 1995
3. Susan Webster, Travel Operating Procedures (Second Edition),- Van Nostrand Reinhold New York.
4. Fuller-Travel Agency Management, South-Vestern Publishing Co.
5. Chand Mohinder, Travel Agency Management, Anmol Publication Delhi.
6. Gupta S.K., International Airfare & Ticketing, UDH, Publilsher.

**Title: Organizational Behaviour**

**Subject Code: SOM/MBAT/C-09**

**Contact Hours: 45 Hours**

**Work Load: 03 Hours Per week**

**Credit Points: 03**

**Objectives:** The module helps to understand the key dimensions, processes and influences upon human behavior at the level of individual and group in the context of work organizations.

**Course Contents**

**Unit I**

**Introduction:** Meaning and Forms of an Organization. Theories of Organization, An Overview of Organizational Behavior (OB), Contributing Disciplines to the OB field. Challenges and opportunities and trends for OB.

**Unit II**

**Individual dimensions of OB:**

**Perception:** Concept, The Perceptual process, Person perception: Making judgment about others and perceptual errors.



**Learning:** Concept and process; Learning in organization, Theories of learning, Learning through reinforcement.

**Personality:** Concept, Personality determinants, Personality traits, Personality and OB, Different personality dimensions.

**Motivation:** Concept, Motivation in the workplace, Theories of Motivation.

### **Unit III**

**Interactive Dimensions of OB:** Interpersonal and Group Behavior: Analysis of Interpersonal behavior; Transactional analysis, Group dynamic: Groups at work: Nature, Classification, Structure.

### **Unit IV**

**Controlling and Directing the Behavior: Leadership:-** Nature of leadership, Styles, Theories of leadership, Successful versus effective leadership styles in travel trade and hospitality organizations.

**Organizational Climate:** Concept, Participative Management, Employee Moral, **Communication:** Process, Principles of effective communication, Barriers in Communication.

### **Unit V**

**Organizational Effectiveness and organizations Structure:** Organizational Change: Some determining factors, Process of change, Implementation, Planned organizational changes. Organizational effectiveness. Design of an organization structure and forms of Organization Structure.

### **Suggested Readings**

1. Robbins, Stephens P, Organizational Behaviour, Pearson Education.
2. Prasad, L.M, Organizational Behaviour.
3. Luthans, Fred, Organizational Behaviour.
4. Hersey and Blanchard, Management of Organizational.
5. Kakabadse et al, Working in Organization, Penguin, 1987.
6. Vecchio, R.P, Organizational Behaviour, Dryden Press, 1998.
7. Invancevich, J.M and Matteson. M.T, Organizational Behaviour and Management 3<sup>rd</sup> edition, Irwin/ISE, 1993.
8. Steven L. Mcshane & M.A. Von Glinow, Organization Behaviour, Tata MC Graw Hill.

## **Title: International Air Fare, Ticketing and Air Cargo Operation**

**Subject Code: SOM/MBAT/C-10**

**Contact Hours: 45 Hours**

**Work Load: 03 Hours Per week**

**Credit Points: 03**

**Objectives:** This Module is intended to prepare the students to make them well versed with the modalities the reservation and issuance of International air ticket.

### **Course Contents**

#### **Unit I**

**Aviation Geography:** IATA areas, Sub Areas, Sub Regions. Time Calculation: GMT variation, Concept of Standard Time and Day light saving time, Calculator of Elapsed time, Flying Time and Ground Time and Minimum Connecting Time.

#### **Unit II**

Minimum Connecting Time, CRS, Comparative Study of Different CRS System. CRS Functions: City pair Availability, Flight Bookings, Levels of CRS Participation, Airline Tickets, CRS Regulating Issues. PNR, Fare Quotes, Pre-assigned Seats, Special Traveler Account Records, Queues.

#### **Unit III**

Introduction to Fare Calculation: 3 letter City Code and Airport Code, Airline Designated Code, Global Indicator. Familiarization with Air Tariff: Currency Regulation, NUC Conversion Factors, General Roles, Mileage Principles. Fare Construction with extra Mileage Allowance (EMA), Extra Mileage surcharge (EMS). Higher Intermediates Point (HIP).

#### **Unit IV**

Fare Calculation for One Way Journey, Back Haul Minimum Check (BHC), Mixed class Journeys, Fare Calculation of circle Trip, Circle Trip Minimum Check, Practices of Filling of Passenger Ticket (With issuance of Ticket with Itineraries One way (OW) Return (RT) on EMA, EMS, HIP, CTM, BHC, add-on and mixed class.

#### **Unit V**

Air Cargo Operation: Types of Air Cargo, Cargo needing Special Attention. Introduction to Dangerous Goods Regulation, Documentation for Cargo handlers, Air wage bill.

## **Suggestive Reading:**

1. OAG
2. Air Tariff Book
3. World Wide Rules
4. IATA Ticketing Hand book
5. Airport Business - R. Boganis
6. All you wanted to know about Airlines Functions K. Sikdar
7. Gupta S. K. International Air Fare and Ticketing, UDH Publishers Delhi.

## **Title: Introduction to Basic Accounts & Financial Management**

**Subject Code: SOM/MBAT/C-11**

**Contact Hours: 45 Hours**

**Work Load: 03 Hours Per week**

**Credit Points: 03**

**Objectives:** The module will enable the students to understand principles of accounting in business operation and the basic objective is to teach students on principles of financial management and to brief inform them about the techniques of preparing financial information.

### **Course Contents**

#### **Unit-I:**

**Financial Accounting :** Concepts and Conventions Double Entry System, Preparation of Journal, Ledger and Trial Balance ; Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet.

#### **Unit-II: Nature of Financial Management and Financial Planning:**

Financial Function, Meaning, Role, Scope and Importance of Financial Management, Financial Planning: Capitalization, Capital Structure and Capital Budgeting. Capital Structure and Managerial Policies, Trading on Equity, Financial Leverage.

**Unit-III: Working Capital Management:** Concepts, need, determinant of working capital, estimates of working capital, estimates of working capital and financing of current assets, management of cash, inventory management and accounts receivable.

#### **Unit-IV: Management of Long Term & Short Term Funds:**

Sources of Finance Long term and short Term , shares and debentures, Trade Credit, Unsecured loans, loans from Commercial Banks and other institutions, public deposits etc , Advantages and Disadvantages of different

sources of funds.

**Unit V: Dividend decision:** Dividend Policy-Meaning and determinant, Formulation of stable dividend policy and advantage factors influencing dividend policy.

**Suggested Books:**

1. Anthony and Reece, Management Accounting Principles: Text and Cases
2. Pandey, I.M. Management Accounting: A Planning and Control Approach, Vikas Publication.
3. David, D., The Art of Managing Finance, Mc Graw Hill.
4. Pandey, I.M. Financial Management, Vikas Publication
5. Van Horne, Financial Management and Policy, Prentice Hall
6. Pandey, I.M., and Bhatt, Ramesh, Cases in Financial Management, TATA Macgraw Hill

**Title: Hospitality Industry Management**

**Subject Code: SOM/MBAT/ C-12**

**Contact Hours: 30 Hours**

**Work Load: 02 Hours Per week**

**Credit Points: 02**

**Objective:** This module is prescribed to appraise students about the important departments of a classified hotel and to know various aspects related to accommodation industry.

**Course Contents:**

**Unit I:- The Hospitality Industry :** Introduction to Hospitality Industry: Classification of Hotels - Star Rating of Hotels - Classification on the basis of size, Location, Clientele, Duration of stay, level of Service - Classification on the basis of ownership - Alternative Accommodations - Hotel Tariff Plans - Types of Guest Rooms, forces affecting growth and change in the Hospitality Industry.

**Unit II:- Organization Structure:** Structure of Major Departments of a hotel-Front Office, Housekeeping, Food and Beverage Service Departments, Food Production, Engineering and Maintenance, Accounts, Human Resource, Security, Sales Marketing, Purchase etc.

**Unit III:- Front Office Operations:** Room Reservations, Registration - Allotment of rooms - Stay, Departure - Handling FIT GIT - Guest - Handling

guest mail - Message -Handling - Custody and control of keys -Guest paging - Safe deposit locker, left luggage ,handling, wake up call, Handling Guest Complaints.

**Unit IV:- Housekeeping and Food and Beverage Services:** The operational areas of the Housekeeping, Room Cleaning, Public area Cleaning, food services and food and beverage department, job description of personnels of Housekeeping and F&B Service department.

**Unit V: - Management Contracts and Franchising:** Advantages and disadvantages of management contracts, franchise operation procedure, advantages and disadvantages of franchise, franchise fee, franchise selection. Major Hotel Chains of India and of World.

**Suggested Readings:**

1. Hotel and Lodging Management an Introduction: by Alan T. Stutis & James F.Wortman, John Willy & sons
2. Management in the Hospitality industry by Tom Power and Clatan W.Barrows, John Willy & sons
3. G. Raghubalan & Smritee Ragubalan: Hotel Housekeeping operations and Management.
4. Jagmohan Negi, Hotels for Tourism Development, S. Chand, New Delhi.
5. Jatashankar R Tewari (2009), Hotel front office operations and Management, Oxford publication New Delhi.
6. Gray and Ligouri (2000), Hotel and Motel Management and Operations, PHI, New Delhi.
7. Sudheer Andrews (2009), Hotel Front Office Training Manual, Tata McGraw Hill, Bombay.

**Title: Human Resource Management**

**Subject Code: SOM/MBAT/C-13**

**Contact Hours: 30 Hours**

**Work Load: 02 Hours Per week**

**Credit Points: 02**

**Objectives:** To develop an understanding of the human resource management with respect to various aspects of personnel management and industrial relations.

**Course Contents**

**Unit I**

Over view and model of personal/human resource management, nature,

scope and importance of human factor in managing modern organisation, personal/human resource activity, strategic human resource management.

### **Unit II**

Human Resource Planning: Meaning and nature of human resource planning, need for human resource planning, planning process. Job analysis, methods of job analysis, job description,

### **Unit III**

Recruitment, Sources of Recruitment, Process of Selection, placement and induction.

### **Unit IV**

Training & Development: Need, objectives and methods of training, significance of training, management development Program principles and methods, transfer and promotion, performance appraisal.

### **Unit V**

Wage and salary administration, wage policy concept, role and importance, developing a pay structure, determining individual rates of pay, benefits.

### **Suggested Readings**

1. Heneman, Schooab - Personnel/Human Resource Management
2. Aswathppa, A - Human Resource & Personal Management
3. Yoder Dale - Personnel Management and Industrial Relations
4. Singh Chandra - Personnel Management and Industrial Relations &Tunga Relations

### **Title: Field Tour Report and Viva-voce**

**Subject Code: SOM/MBAT/C-14**

**Contact Hours: 30 Hours**

**Work Load: 02 Hours Per week**

**Credit Points: 02**

There will be a field visit of six to ten days duration specific destination during the semester period duly approved by the Director. All students are required to submit the field study tour reports of their field visits in the department 15 days before the second semester Viva-voce examination. The Viva-voce shall be conducted on the basis of theory papers and field visits and marks shall be awarded both by Internal and External examiners. The aggregate of both the examiners shall be awarded to the candidates there upon.

## Self-Study Course

### Title: Conference Convention and Event Management

**Subject Code: SOM/MBAT/S-01**

**Contact Hours: 45 Hours**

**Work Load: 03 Hours Per week**

**Credit Points: 03**

**Objective:** This self-study course is identified for the students to gain basic knowledge on MICE segment, trade fairs, business conferences etc.

### Course Contents

#### Unit I

**Growth and Development:** Introduction to conventions, incentives, exhibition and meetings (MICE)

#### Unit II

**Selecting a Partner:** Initial enquiries, communicating & determining needs, menu planning details, contracting with an outside caterer, press kits.

#### Unit III

**Making Events Successful:** Marketing, advertising, preparation of brochures, publicity, campaign and joint publicity and direct sale.

#### Unit IV

**Emergency and Risk Management:** General preparation fire safety in the hotel, medical emergencies, facilities procedures for medical emergencies, bomb threats, other contingencies, inspecting a hotel, accommodation, meeting and banquets space, other information.

#### Unit V

**Budgeting Conference and Exhibition:** Use of Budget Preparation, estimating, fixed and variable costs, cash flow sponsorship and subsidies, operation guide to submitting a successful bid, supporting documents for convention bid, role of Indian Convention Bureau.

### Suggested Readings:

1. Coleman, Lee & Frankly, Powerhouse Conferences, Educational Institute of AH&MA, 1991.
2. Hoyle, Dort & Jones, Maning Conventions and Group Business, Educational Institute of AH & MA, 1995

## SEMESTER III

### Title: Research Methodology

**Subject Code: SOM/MBAT/C-15**

**Contact Hours: 45 Hours**

**Work Load: 03 Hours Per week**

**Credit Points: 03**

**Objectives:** In this module students will understand the conceptual meaning of research methodology. Further, they can get Knowledge on research design, processing & analysis of data, report writing.

#### Course Contents

- I. Research Methodology, Research Design and Sampling Design:** An Introduction- Meaning and Objectives of Research; Types of Research; Significance of Research; Defining a Problem. Meaning of Research Design; Need for Research Design; Features of a Good Design; Different Research Designs. Steps in Sampling Design; Criteria for Selecting a Sampling Procedure; Characteristics of a Good Sample Design; Different Types of Sample Designs
- II. Methods of Processing and Analysis of Data:** Collection of Primary Data; Collection of Data through Questionnaires; Collection of Data through Schedules; Some Other Methods of Data Collection; Processing Operations; Some Problems in Processing; Elements/Types of Analysis; Statistics in Research; Measures of Central Tendency; Measures of Dispersion; Measures of Asymmetry (Skewness); Measures of Relationship.
- III. Testing of Hypotheses- I :** What is Hypothesis? Procedure for Hypothesis Testing; Tests of Hypotheses; Hypothesis Testing. Chi-square test as a Test for Comparing Variance; Steps Involved in Applying Chi-square Test;
- IV. Analysis of Variance and Multivariate Analysis Techniques:** Analysis of Variance (ANOVA): What is ANOVA? The Basic Principle of ANOVA; ANOVA Technique; Setting up Analysis of Variance Table; Short-cut Method for One-way ANOVA; Coding Method. Important Multivariate Techniques; Important Methods of Factor Analysis; Rotation in Factor Analysis; R-Type and Q-Type.
- V. Interpretation and Report Writing:** Technique of Interpretation:



Significance of Report Writing; Different Steps in Writing Report.

### **Suggested Readings**

1. Kothari, SR, Research Methodology
2. N.D. Vohra, Quantitative Techniques in Managerial Decisions
3. Levin and Rubin, Statistics of Management
4. Yamane and Taro, Introduction to Statistical Methods
5. John Boot and F.D. Coxe, Statistical Analysis for Managerial Decision
6. Witt, S and Moutinho

### **Title: Foreign Language (French)**

**Subject Code: SOM/MBAT/C-16**

**Contact Hours: 45 Hours**

**Work Load: 03 Hours Per week**

**Credit Points: 03**

**Objectives:** This module intends to provide knowledge on the basic elements of French grammar, vocabulary and communication skill.

### **Course Contents**

#### **Unit I:**

**Grammar:** Conjugation of verbs in present tense, Change of gender and numbers (masculine to feminine and singular to plurals and vice versa) knowledge of selected nouns and adjective: Countries, Nationality and Professions. Articles definite and indefinite, Common Prepositions.

**French text and vocabulary:** Moment of the day, Numbers, Days of the week, Months of the year, Common greetings in French, Introduction of self and others, How to see the time?

#### **Unit: II**

**Grammar:** How to make interrogative and negative sentence? Conjugation of verbs in present tense.

**French text and vocabulary:** Fixing of an appointment and interview, Expression of sentiments (Liking and Disliking), Activities of the day, describing one Individual (description of Physique and Psychological character).

#### **Unit-III**

**Grammar:** Adjectives, Imperative, Partitif articles, Conjunction of verbs in present tense.

**French text & vocabulary:** Description of a house/apartments, Office set up and office materials, Common conversation in office.

#### **Unit-IV**

**Grammar:** Adjective, Demonstrative, Adjective, Possessive, Conjunction of verbs in present tense. (Pronominal verbs)

**French Text & vocabulary:** The activities of the day, the menu/cuisine, Conversation in a Restaurant between client and waiter.

#### **Unit-V**

**Grammar:** Conjugation of verbs in present tense.

**French text and vocabulary:** Family & relationship, Dresses & materials, Different types of shops, Shop keepers and Materials, Conversation in shop to purchase the articles.

#### **Suggested Reading:**

1. Le Nouveau sans Frontieres: Method de Francais by Phialippe Dominique, Michele Verdelham. Part-I, Goyal Saab Publication, Delhi.
2. Francois Makowski: French Made Easy, Goyal Pyblishers (P) Ltd.
3. A. Talukdar: Parlez A'L' hotel !, Aman Publications New Delhi
4. Dounia Bissar, Helen Phillips, Cecile Tschirhart: French 1, Printed by J.W. Arrowsmith Ltd, Bristol

### **Title: Tourism Policy and Planning**

**Subject Code: SOM/MBAT/C-17**

**Contact Hours: 45 Hours**

**Work Load: 03 Hours Per week**

**Credit Points: 03**

**Objectives:** The module discusses Tourism Policy of India and of Tourism states of the country.

#### **Course Contents**

##### **Part A: Policy**

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

**Formulating Tourism Policy:** The Public Policy Framework for Tourism Approach, Policy Consideration, Role of Government, Public and private Sectors, Tale of International, National, States and Local Tourism Organization in Carrying out Tourism Policies.

## **Unit - II**

**Tourism Developments:** forms of Tourism Development, Components of Tourism Developments, Linkages between Tourism Planning and Tourism Development, Development and Design Standards, Public and Private Sectors Role in Tourism Development, Analysis of Dayara Snow Skiing Tourism Project. Tourism Policy Through Different Five Year Plans in India and Tourism Policy of Uttarakhand.

## **Part B: Planning**

### **Unit III**

**Understanding Tourism Planning, Environment and Socio-Economic Consideration:** Conceptual Meaning of Tourism Planning, Evaluation of Tourism Planning, General Concepts of Planning, Levels and Types of Tourism Planning, Background Approach and Planning Scales. Environment Impact Assessment (EIA), Approach to Evaluating Impacts and Control Measures, Measuring Economic Costs and Benefits.

### **Unit IV**

**National and Regional Tourism Planning:** Process and General Surveys, Approach to Survey and Evaluation, Tourist Market Survey, Integrated Analysis and Synthesis, Technique of Plan Implementation.

### **Unit V**

**Community-oriented Tourism Planning:** Resort Planning Approach and Principles, Planning for Special Interest and Adventure Tourism, Planning Cultural Attractions, Case Studies of Garhwal Himalayas and Kerala.

## **Suggested Readings:**

1. The Tourism System: An Introductory Text Mill & Morrison 1992, Prentice Hall, New Jersey, 1992.
2. Tourism Planning: An Integrated and Sustainable Development Approach Inskip, Edward VNR, New York, 1991.
3. Gunn, Clare A, Tourism Planning: Basics, Concepts, Cases, Taylor & Francis, London, 1994.
4. Tourism Globalization and Developments: Responsible Tourism Planning, Donald & Reid Pluto Press, London.

**(Any one Group as Elective Major and Any One Paper From the Other Group as Elective Minor)**

**Elective(Marketing Management Group)**

**Title: Tourism and Hospitality Marketing**

**Subject Code: SOM/MBAT/E-1A**

**Contact Hours: 45 Hours**

**Work Load: 03 Hours Per week**

**Credit Points: 03**

**Objectives:** Course aims at understanding service marketing and marketing approaches for various components of tourism and hospitality.

**Course Contents**

**Unit I**

**Tourism and hospitality as Service Marketing:** Understanding the relationship between Services Phenomenon, Characteristics of Services, and Study of Consumer, hospitality and travel industry, relationships between customer value, satisfaction and quality, marketing management philosophies, services, characteristics of hospitality and tourism marketing, the marketing environment.

**Unit II**

**Understanding tourism and hospitality marketing:** Marketing information system, developing information: internal records, marketing intelligence, marketing research and process, analyzing and distribution of information. The external influence, consumer behaviour, competitive strategy.

**Unit III**

**Tourism and hospitality marketing mix:** tourism and hospitality products, designing and delivering service quality, pricing and cost structure, choosing the channel.

**Unit IV**

**Promotional mix in tourism and hospitality:** communication strategies using a an advertising agency, integrated direct marketing system, effective sales promotion, public relation as promotional tool, designing the packaging, the changing role of personal selling.

**Unit V**

**Implementing the marketing concepts:** joint marketing ventures,

marketing tourist destination, domestic airlines hotels and amusement parks, barriers to implementation, control and monitoring the marketing effects.

**Suggested Readings:**

1. Ravishankar: Service Marketing
2. Stephen Shaw: Airline Marketing & Management
3. Philip Kotler, John Bowen & James Makens: Marketing for Hospitality and Tourism.
4. Alastair M. Morrison: Hospitality and Travel Markets.

**Title: Consumer Behavior**

**Subject Code: SOM/MBAT/E-2A**

**Contact Hours: 45 Hours**

**Work Load: 03 Hours Per week**

**Credit Points:03**

**Objective:** The Course is intended to develop students' understanding of the complex interactions determining consumer choice behaviour. This module provides sound base to understand Services Marketing.

**Course Contents**

**Unit I: Characteristics Affecting Consumer Behaviour:** Cultural factors, Social factors, Personal factors, Psychological factors. Models of Consumer Behaviour - Black Box model, High Commitment and Low Commitment Consumer Behaviour.

**Unit II: Examination of Tourist Forms and Types and their Characteristics:** Activities, Interests and Opinions of Tourism Market Segments and their Buying Decision Behaviour.

**Unit III: Buyer Decision Process:** Need recognition, Information search, Evaluation of alternatives, Purchase decision, Post purchase behavior. Buyer Decision Process for New Products. Stages in the adoption process, Individual differences in innovativeness, Influence of product characteristics on rate of adoption.

**Unit IV: Specific Consideration of Host-Guest;** Interaction and their impact on Physical, Social and Cultural Environments, Cross-cultural impacts.

**Unit V: Management Implications:** Consideration of the implications for

Tourism Management, Communication, Promotion, and Tourist-Guide Interactions.

**Suggested Readings:**

1. Hoyer, Consumer Behaviour, 1998.
2. Kotler, Philip and Armstrong, Philip, Principles of Marketing, Prentice Hall of India- 1999.
3. Mathiesen A. and Wall G., Tourism : Economics, Physical and Social Impacts Longman, London,1992
4. Mayo, E. and Jaris, L., The Psychology of Leisure Travel CBI Publishing Co., Boston Mass,1991
5. Pearce P.L., The Social Physiology of Tourist Behavior Pergamon Press,1982
6. Krippendorf, L., The Holiday Makers Heinemann, 1987
7. Smith, L.V. (ed.), Hosts and Guests : The Anthropology of Tourism Basil Blackwell,1978
8. Assael, H., Consumer Behaviour and Marketing Action, Kent, Boston, 1985

**Elective (Financial Management Group)**

**Title: Advanced Financial Management**

**Subject Code: SOM/MBAT/E-1 B**

**Contact Hours : 45**

**HoursWork Load: 03 Hours Per week**

**Credit Points: 03**

**Objectives:** The module discusses all the aspects of finance & Working capital management

**Course Contents**

**Unit I: Finance, financial manager and risk**

Role of financial manager, ownership and management, risk and return, capital investment decision and risk, CAPM, sensitivity analysis, decision tree. Concept of EVA and MVA.

**Unit II: Private equity market**

Raising of private equity funds, structuring of private equity funds, private equity funds, valuing private equity funds and interest rate. How corporate issues securities.

### **Unit III: Valuation and financing effect**

Cost of capital, WACC, why should firm borrow business risk and financial risk changes, options and financial alchemy with options , determination of option values binomial option, option and investment opportunities

### **Unit IV: Financial distress dividend decisions**

Dividend and its forms of payment, theories of dividend, debt policy and dividend decision

### **Unit V: Financial planning and Corporate restructuring**

Financial planning module, short term financial planning, current assets and current liabilities, short term financial plan, cash and credits management, inventory control Mergers motives, mechanics, profits and losses and cost, corporate buyouts and restructuring

### **References:**

1. Financial Management, S.N. Maheshawari, Sultan Pulication
2. Financial Management VIII edition, I.M. Pandey, Vikas Publication.
3. Financial Management III edition, Khan and Jain, Tata McGraw Hill.

## **Title: Working Capital Management**

**Subject Code: SOM/MBAT/E-2 B**

**Contact Hours: 45 Hours**

**Work Load: 03 Hours Per week**

**Credit Points: 03**

**Objectives:** The module discusses all the aspects of finance & Working capital management

### **Course Contents**

#### **Unit I: Concept and determination of working capital**

Conceptual framework, Operating environment of working capital, Determination of working capital ,Theories and approaches

**Unit II: Management of current assets,** Management of receivable, Management of cash Management of marketable of marketable securities, Management of inventory

**Unit III: Financing of working capital needs :** Short term finance: framework non banking finance, Short term finance appraisal and assessment, Other sources of short term finance

**Unit IV: Working capital management integrated views:** Optimal working capital policy Credit policy, Short term source of international

financial transactions

**Unit V: Investment and Financing:** Planning short term investment and financing

**References:**

1. Finance management VIII edition, Chandra, Tata McGraw Hill
2. Financial Management, S.N. Maheshawari, Sultan Publication
3. Financial Management VIII edition, I.M. Pandey, Vikas Publication.
4. Financial Management III edition, Khan and Jain, Tata McGraw Hill.

**Elective (Human Resource Management Group)**

**Subject Code: SOM/MBAT/E-1 C**

**Contact Hours: 45 Hours**

**Work Load: 03 Hours Per week**

**Credit Points: 03**

**Title : Legal Environment and Industrial Relationship**

**Course Contents**

**Objectives:**

The purpose of this course is to develop and understanding of the various facets of legal environment and Industrial relations.

**Unit-1**

**Factories Act, 1948** Factory, Manufacturing process and services, Provision related to Health, Safety and welfare of the employees, Holidays, Employment of young persons

**Unit-2**

**Workmen's Compensation Act, 1923-** Types of Disablement, Wages, Dearness allowance, rules regarding workmen's compensation, Occupational diseases, Compensation for death, permanent disablement, permqannt partial disablemenet, and temporary disablement, notice and claims

**Unit-3**

**Industrial Disputes Act, 1947-** Ingredients of industrial Dispute, Individual and collective Dispute, Layoff, lock out, Retrenchment, Strike, Unfair labour Practices, Procedure for settlement of Industrial disputes and authorities under the act, Collective Bargaining



#### **Unit-4**

**The industrial employment (Standing orders) Act, 1946-** Industrial establishment, Procedure for certification of standing orders, Payment of subsistence allowance,

#### **Unit-5**

**Trade Union Act, 1926-** Registration of trade union, Registration, Cancellation of registration, Rights and privileges of a registered trade union, duties and liabilities of a registered trade union, Regulations and Penalties, Workers participation in management

**ILO :** Formation and mandatory provisions on employee welfare, Child Labour, legal provisions to prohibit Child labour in Business enterprises

#### **Suggested Readings:**

- (1) Kuchhal M C - Mercantile Law
- (2) Kapoor N D - Mercantile Law
- (3) Singh Avatar - Company Law
- (4) Yodar, Dale - Personnel Management and Industrial Relations, Prentice Hall India, New Delhi.

### **Title : Performance Appraisal and Counseling**

**Subject Code: SOM/MBAT/E-2 C**

**Contact Hours: 45 Hours**

**Work Load: 03 Hours Per week**

**Credit Points: 03**

**Objectives:** To give Students complete exposure to all aspects of Performance Appraisals and Counseling, Post Appraisal and Performance Management.

#### **Course contents**

##### **Unit I**

Performance Appraisal: The Past and the Future Human Resource Development and Performance Appraisal, Meaning, Need, Purpose, Content.

##### **Unit II**

**Designing your Performance:** Key Business Process, Competitive Advantage, Role Clarity, Accountability and Effectiveness increasing Self Awareness and Understanding, Self Appraisal.

### **Unit III**

**Performance appraisal process:** Identifying KRAs, KPAS, SMART goals, and priority matrix, preparing a performance plan, using performance appraisals data, making performance appraisals work. Indian Successes Stories

### **Unit IV**

**Recent performance appraisal techniques and Score Card System:** 360 Feed Back System, HR Accounting, Assessment Centers, Capital MBO and BARS. Balanced Score Card, Employee Score Card, HR Score Card, PcMM Model.

### **Unit V**

**Performance Counseling and Mentoring:** Meaning and Definition, Principles of Counseling, Process, What is Counseling is NOT; Directive and Non-Directive Types of Counseling, Characteristics of Good Counselor, Post Appraisal Interviews, Potential Appraisal Performance improvement Strategies.

### **Suggestive Readings:**

1. Human Resource Management by Gary Desler Pearson/ PHI Education 10<sup>th</sup> Edition
2. Appraising and Developing Managerial Performance by TV Rao, Excel Books 360
3. Appraisal and Management by TV Rao and Uday Pareekh

## **Self-Study Course**

**Title : Eco-Tourism Principles and Practices**

**Subject Code: SOM/MBAT/S-02**

**Contact Hours: 45 Hours**

**Work Load: 03 Hours Per week**

**Credit Points: 03**

**Objective:** the module shall provide useful information on ecotourism operation and management in order to motivate a sizeable share of eco tourists from all over the world.

### **Course Contents**

**Unit I: Ecotourism Growth and Development:** Emergence of ecotourism, basic features ecotourism in the context of other tourism types, types of ecotourism activity.

**Unit II: Ecotourism Markets:** Motivation, attitude and behaviour, socio-demographic criteria, size of ecotourism market, western environmental paradigm, green consumers and travelers.

**Ecotourism as a Business Structure of Ecotourism Business:** Business participants, business planning, business sectors, quality control.

**Unit III: Ecotourism Environments:** Distribution of public and private protected areas, parks sanctuaries, biospheres reserves, wetlands, marine parks etc. IUCN categories and ecotourism compatibility, reasons for establishment, modified spaces like agriculture land, artificial wetlands, artificial reefs and wasteland.

**Unit IV: Ecotourism Impacts:** Ecological benefits, costs, impact management strategies, economic and socio-cultural impact: economic benefits and costs, socio-cultural benefits and costs, indirect socio-cultural costs, and community based ecotourism.

**Unit V: Ecotourism Organizations and Policies:** Ecotourism organizations, characteristics, international ecotourism society, ecotourism societies of India, ecotourism policy of Sikkim, Kerala, Uttarakhand, Himachal states and govt. of India.

### **Suggested Readings:**

1. **Ecotourism** :- David Weaver, John Wiley & Sons
2. **Special Interest Tourism (1992):** Betly Weiler, Bel Haven Pres, London.

## **FOURTH SEMESTER**

### **Title : Inbound and Outbound Tour Operation**

**Subject Code: SOM/MBAT/ C-18**

**Contact Hours: 45 Hours**

**Work Load: 03 Hours Per week**

**Credit Points: 03**

**Objective:** The module will enable the students to acquire and upgrade professional knowledge in the area of inbound tour operation.

### **Course Content**

#### **Unit - I**

Concept of Package Tour, Types of Package Tour, Principles of Making Effective Tour Itinerary, Study of the Popular Package Tour Itineraries in

India for inbound operation.

Inbound Tour Planning: Marketing Research, Understanding special needs of Inbound Tourists, Appointment of Handling Agencies, Pricing and Costing of Tour Packages.

## **Unit - II**

**Inbound Tour Handling and Operation:** Systematic Handling of a Tour File, Reservation, Billing, Facilitation, Documentation, Passenger Handling, Appointing Tour Escort, Destination Representative; Role & Functions.

## **Unit - III:**

**Outbound Tourism Packages:** Study of Selected Outbound Tour Packages to from India and their Salient Features, Study of Selected Outbound Tour Packages from India to Australia and Europe and their salient features.

## **Unit IV:**

**Documentation :** Procedures Rules and Regulation for obtaining VISA for major outbound market segment of India like USA, UK, Australia. VISA, Currency, Custom, Health Regulations for Inbound Travel to India.

## **Unit V:**

Handy Tips/ Guide lines for Outbound Tour, EURAIL, Travel Insurance for Outbound Tour

## **Suggested Readings**

1. Travel Information Manual (TIM)
2. Mayo, E. and Jaris, L., The Psychology of Leisure Travel (1981), Publishing Co. Boston Mass.
3. Kotler, P., etal (1996), Marketing for Hospitality and Tourism, Printice Hall.
4. Burton Rosemary; The Geography of Travel and Tourism (London).
5. ABC Guide to International Travel.
6. Eric Law, (1997), Managing Packaged Tourism, Thomas Buhron Press, London.
7. Travel Information Manual (TIM), 2004.

### **Title: Training Report and Viva-Voce**

**Subject Code: SOM/MBAT/C-19**

**Contact Hours: 45 Hours**

**Work Load: 03 Hours Per week**

**Credit Points: 03**

Each Student is required to undergo six to eight weeks practical training in any approved Tourism and Travel Unit in which he or she may be attached by the Department. On completion of Training all students are required to submit their training report to the HOD. On the basis of training report Viva-voce shall be conducted. Marks shall be awarded separately by Internal and External Examiners and marks awarded by them will be averaged to determine the marks of the students.

### **Title: Project Report/Dissertation and Viva-Voce**

**Subject Code: SOM/MBAT/C-20**

**Contact Hours: 45 Hours**

**Work Load: 03 Hours Per week**

**Credit Points: 03**

**Objectives:** This module is prescribed to make students skilled in data compilation and project report writings.

#### **Contents:**

During the fourth semester, each student is required to select a topic to write a dissertation. The dissertation would be the outcome of field enquiry and data analysis as well as review of the existing literature in the particular area of study done under the supervision of one of the teaching faculty members of the Department. The Viva-Voce will be based on the dissertation completed by students and theory papers.

The distribution of marks for the dissertation will be as below:

Periodical presentation	20 Marks
Project report, Dissertation, Field Tour report and Training report	60 Marks
Viva-voce	20 Marks Total
100 Marks Dissertation/project report shall be valued jointly by eternal and one external examiner.	

**(Any one Group as Elective Major and Any One Paper From the Other Group as Elective Minor)**

**Elective(Marketing Management Group)**

**Title: Advertising and Public Relation in Tourism & Hospitality Business**

**Subject Code: SOM/MBAT/E-1 D**

**Contact Hours: 45 Hours**

**Work Load: 03 Hours Per week**

**Credit Points: 03**

**Objectives:** This module intends to train the students on Planning and Management of Advertising and Public Relation in Services Industries.

**Course Contents:**

**Part A: Advertising**

**Unit I : Advertising** - Its purpose and functions, Advertising Spectrum : Role of Advertising, Benefits of Advertising; Non-Commercial Advertising; Ethical Issues in Advertising; Need for Advertising; Advertising Process: Effectiveness of Advertising; Speed of Response; Audience Perception; Perceptual mapping; Media Decisions : Role of Media; Print media; related decisions; Media research and Advertising decisions.

**Unit -II : Advertising Appropriation :**

**Introduction:** Methods of Determining Appropriations; Current practices; Advertising Appropriation for Services Products; Allocation of Advertising Budgets; Area of Assessment; Pre-placement Evaluation of Advertising; Post Testing

**Unit - III : Advertising Agency Function, Selection and Co-ordination:**

A Consultant's role; Function of Advertising Agency; Consideration for Advertising Agency Selection; Co-ordination with the Agency; Changing Agency; Specialized Advertising; Industrial Advertisements; Institutional Advertisements; Non-Commercial Advertisements

**Part B: Public Relations**

**Unit - IV : Introduction to Public Relation:** What is Public Relation? Public relation and other disciplines; Public Relation Business; Public Relations Strategies and Programmes; Preparing a Budget of Public Relation, Media Relations; Introducing the Media; Media Relation Development; Managing and Targeting News and Features.

**Unit V: Sponsorship** : Managing and Developing Sponsorship; Events, Organising Events; Public Relation at Exhibitions, Conferences; Openings and Inauguration; Developing PR skills and activities

**Suggested Readings:**

- (a) Diwan, Parag, 1998, Advertising Management.
- (b) Thakur, D., 1998, Advertising Marketing and Sales Management.
- (c) Gupta, S.L., & Ratna, V.V., 2004, Advertising & Sales Promotion, Sultan Chand & Sons.

**Title: Airline Marketing**

**Subject Code: SOM/MBAT/E-2D**

**Contact Hours: 45 Hours**

**Work Load: 03 Hours Per week**

**Credit Points: 03**

**Objective:** The objective of this Course is to give students a complete exposure to all aspects of Airline Marketing.

**Course contents**

**Unit I**

**The Airline Industry:** Marketing Environment: Historical Growth of Airline Industry, Scenario in Deregulated and Liberally Regulated Air Travel, Privatization of State Owned Airlines, Mega Carriers and Globalization, Internal Growth and Acquisition, Marketing Alliances.

**Unit II**

**Market Segmentation:** Air Passenger Market: Segment Variables, Need, Bond and Demographic Characteristics of Long Haul and Short Haul Travelers, Business Travel Market and Leisure Travel Market. Segmentation Variables: Air Freight Market, Future Changes in Customer requirements.

**Unit III**

**Airline Marketing Strategy:** The Business Market Strategy, Leisure Market Strategy, Air Freight Strategy, Diversification versus Specialization.

**Unit IV**

**Designing the Product:** The Product lifecycle Model and Airline Marketing, The Product Analysis for Airlines: Fleet and Scheduled Related Product Features, Customer Service Related Product Feature.

## **Unit V**

The Structure of Passenger Pricing Policy, Distribution of Product: CRS/ GDS. Airline Selling, Advertising and Sales Promotion: Methods and Policies.

### **Suggested readings:**

1. Stephen Shaw, Airline Marketing and management, Pitman publication
2. International Marketing Management, Jain, CBS Publication
3. International Marketing Rather & Jani, HH Publication
4. Service Marketing, PN Pandey, HR Appannaiah, S Anil Kumar

## **Elective (Financial Management Group)**

### **Title: Global Financial Market**

**Subject Code: SOM/MBAT/E-1 E**

**Contact Hours: 45 Hours**

**Work Load: 03 Hours Per week**

**Credit Points: 03**

**Objective:** To get an understanding of the global financial system and certain key issues of international finance.

### **Course Contents**

**Unit 1: A framework for global finance:** Emergence of International finance, Need, scope and importance, global financial system-components and functioning , Global Money Markets and overview of Money Markets Instruments, International Capital Markets, The International Bond Markets, Currency and Interest Rates Swaps. The Emerging Challenges, Recent Changes in Global Financial Markets.

### **Unit II**

The Balance of Payments: Understanding the Balance of Payment, Accounting Principles in Balance of Payment, Valuation and Timings, Components of Balance of Payment, Meaning of Current Account Deficit and Current Account Surplus, Importance of BOP Statistics.

### **Unit III**

**Exchange rate economics:** Definition of Exchange rate, fixed versus floating exchange rate, approaches to determination of exchange rate-Asset market approach, balance of payments approach, keynesian approach, monetary approach. Foreign exchange contracts- forwards and



futures contracts , an over view of India's forex market The Structure of the Foreign Exchange Market, Types of Transaction and Settlement Dates, Exchange Rate Quotations and Arbitrage.

#### **Unit IV**

##### **International Financial Institutions**

IMF,World Bank, WTO, Asian Development Bank Functions, issues and challenges

#### **Unit V**

##### **An over view of major crises in global financial system**

Overview of US Market, European Markets, Asian Markets and the Indian Market.,The Global Debt problem, Asian Financial Crisis (1997), Global financial crisis(2007), European Sovereign Debt Crisis(2010)- Causes, consequences and policy responses

##### **Suggested readings:**

1. International Financial Management-Jeff Madura
2. Internatioinal Economics-Paurl.R.Krugman and Maurice Obstedfield
3. Global recession in Historical and Recent Perspectives- D.Sambandhan & M.B.Mohandas , New century publications
4. Financial accounting for management, 3<sup>rd</sup> edition, Gupta
5. Foundations of finance markets & institutions, 3<sup>rd</sup> edition, Fabozzi
6. Foundations of finance markets & institutions, 3<sup>rd</sup> edition, Fabozzi

#### **Title: Security Analysis & Portfolio Management**

**Subject Code: SOM/MBAT/E-2 E**

**Contact Hours: 45 Hours**

**Work Load: 03 Hours Per week**

**Credit Points: 03**

**Objective:** The objective of this Course is to give students a complete exposure to all aspects of Security Analysis & Portfolio Management

#### **Course Contents**

##### **Unit-I:**

**Securities market:** Equities in India ,The dismal decade, investment versus speculation, financial Market: function of financial markets.

##### **Unit-II:**

##### **Trading of securities**

Primary equity market, secondary market and its operation, NSE and BSE, buying and selling shares, stock market quotations and stock market

indices, securities and exchange board of India, stock market board.

**Unit-III:**

**Security analysis and valuation:** Analysis and valuation of debt and equity, Types and feature of debt instrument, bond terminology, bond pricing, bond yields, risk in debt, interest rate risk. Equity valuation: balance sheet valuation, dividend discount model, earning multiplier approach, and equity portfolio management

**Unit-IV:**

**Fundamental and technical analysis**

Macro economic analysis, industry analysis, company analysis, estimation of intrinsic, equity research in India, technical analysis: difference between fundamental and technical analysis, charting technical indicators and evaluation of technical analysis, Efficient market hypothesis strong, semi strong & weak form of market, random walk theory

**Unit-V:**

**Introduction to portfolio theory:** Portfolio management, introduction, approaches: traditional and modern(Markowitz), portfolio risk & return, optimal portfolio: basic assumption, capital market line (CML), Security market line, capital asset pricing model(CAPM), Arbitrage pricing model, Markowitz model, Portfolio evaluation

**Introduction and common features of mutual funds:** Sharps, Treynor, Jensen and performance index

**Suggested readings:**

1. Bond markets: Analysis and Strategies, 5<sup>th</sup> edition, Fabozzi
2. Foundations of finance markets & institutions, 3<sup>rd</sup> edition, Fabozzi
3. Security Analysis & Portfolio Management, 6<sup>th</sup> edition, Fischer

**Elective (Human Resource Management Group)**

**Title :Wages and Salary Administration**

**Subject Code: SOM/MBAT/E-1 F**

**Contact Hours: 45 Hours**

**Work Load: 03 Hours Per week**

**Credit Points: 03**

**Objective:** The objective of this Course is to give students a complete exposure about salaries and wages management.

## **Course Content**

### **Unit -1**

**Wages and Salary** - Concepts of wages, Minimum wages, Fair wages, Living wages and other types of wages, Theories of remuneration, Components of remuneration, Incentives, Fringe Benefits, Types of Fringe benefits, Factors in determining the wages.

### **Unit-2**

**The Payment of Wages Act, 1936**- Rules for payment of wages, Fixation of wage periods, Time of payment of wages, Medium of payment of wages, Deductions from wages, Limits on deductions, Maintenance of registers and records.

### **Unit-3**

**The Minimum Wages Act ,1948**- Concept of adolescent, child, Cost of living index, wages as defined in Sec2(h)Minimum rate of wages, Different minimum rates, Minimum rate of wages, Procedure for fixing and revising minimum wages safeguards in payment of minimum wages, Rates of overtime, wages in kind, fixing hours for a normal working day.

### **Unit-4**

**The payment of Bonus Act, 1965** : Meaning of Bonus, Accounting Year, available surplus, Eligibility and disqualification for bonus, determination of Bonus, Allocable surplus, concept of maximum and minimum bonus, Time limit for payment of bonus, Penalties and offences.

### **Unit-5**

**Gratuity**-Difference between gratuity and pension, Concept of superannuation, Rate of gratuity and provisions as per Payment of Gratuity act 1972.

### **Suggested Readings:**

- (1) Mamoria C.B. Human Resource Management
- (2) Kapoor N. D. - Mercantile Law
- (3) Flippo, E.B. Principles of Personnel management
- (4) Heneman, Schwab, Fossum Dye:- Personnel/Human Resource Management.
- (5) K. Aswathapa:- Human Resources and Personal Management.
- (6) L.M. Prasad:- Principles and Practices of Management

## **Title : Corporate Restructuring and Human Dimension**

**Subject Code: SOM/MBAT/E-2 F**

**Contact Hours: 45 Hours**

**Work Load: 03 Hours Per week**

**Credit Points: 03**

**Objectives:** To prepare Students as Organizational Change Facilitator.

### **Course Contents**

#### **Unit I**

**Organizations and the Need for Change:** Why Organizations, Factors Influencing Organizations, Types of Change.

#### **Unit II**

**Preparation for Corporate Restructuring:** Human Aspects Plans, Restructuring Designs, Re-engineering, Downsizing, Optimization etc.

#### **Unit III**

**Training and Development:** Overview, Objectives, Definitions, System View, Needs Assessments, Organizational Analysis, Employee Obsolescence, Multi skilling. Job Analysis, Personal Analysis, Designing a Learning Environment, Learning Patterns

#### **Unit IV**

**Development of Training Materials:** Training Transfer, Training Methods (Benefits, Limitations) Evaluation, Cost Factor in Training.

#### **Unit V**

**Special Training Programs:** Employee Orientation Programme, Training for Teams, Creativity Training, Training for International Assignments.

### **Suggestive Readings:**

1. Udai Pareekh Training Instruments for Health Management, TATA Mc Graw Hill, New Delhi.
2. Jeffery N. Lowenthal, Re-engineering TATA Mc Graw Hill, New Delhi.
3. Joseph Weiss, O.B. and Change (Vikas Pub. II edition).
4. M.N. Mishra, O.B. and Corporation Development (Himalaya Publication)
5. Bohlander/ Snell/ Sher Man, Managing HR (For Training and Development) Thompson Publication.

## Self-Study Course

### Title: Adventure Tourism Management

**Subject Code: SOM/MBAT/S-03**

**Contact Hours: 45 Hours**

**Work Load: 03 Hours Per week**

**Credit Points: 03**

**Objective:** The objective is to provide an understanding of basic of adventure sports and enable students to research, plan, market, implement and evaluate plethora of adventure tourism activities. The course contents help in understanding various processes and factors affecting the adventure tourism in a country like India.

### Course Contents

#### Unit I: Understanding of Adventure Tourism

Definition, Scope and Nature of Adventure Tourism, History of Adventure Tourism, Adventure sports expeditions and Discoveries. The Existing Infrastructure, Growing Trends and Assessment of hard core and soft core adventure activities.

#### Unit II: Trends in Adventure Sports

Trend and prospects of different types of adventure sports in the Himalayan states of India and their tourism significance

#### Unit III: Forms of Adventure Tourism

Places of importance for Land based, water based and aero based adventure sports of India

**Land-based Adventure i.e.,** Mountaineering, trekking, rock climbing, skiing, eco-trekking, mountain expedition, cycling, jungle camping, wildlife safari, nature walk, ice-climbing

**Water-based Adventure i.e., white-water** rafting, Body surfing, scuba diving, canoeing, kayaking, angling, sailing, snorkeling, para-sailing, motor biking

**Aerial-based Adventure i.e.,** Parachute jumping, Gliding, para-gliding, bungee jumping, para sailing

#### Unit IV: Mechanics and Technicalities of Adventure Tourism

Equipment's used in adventure sports, safety management, high altitude sickness, technical skills and physical fitness, professional training for adventure tourism

## **Unit V: Case Studies**

Nehru Institute of Mountaineering, Gulmarg Ski Resort, National Institute of Water Sports Goa

### **References:**

1. Atkinson, E.T. Himalayan Gazetteer, Cosmo Publication, New Delhi, 1993.
2. Gupta.S.K.(2002)Tourism and Heritage Resources of Garhwal,Kavery Books,New delhi.
3. Bisht, D.S. Garhwal and Kamaon Hills, Trishul Publication, Dehradun, 1982.
4. Bose, S.C. Geography of the Himalaya, National Book Trust, 1976.
5. Kaur, J, Himalayan Pilgrimages and the New Tourism, Himalayan Books, New Delhi, 1985.

**ACADEMIC ORDINANCES**  
**FOR UNDER GRADUATE AND POST GRADUATE COURSES**  
**OF STUDY**  
(Under section 28)

**ADMISSIONS TO COURSES OF STUDY**

1. The admission of candidates to courses of study in the University shall not be made, except in accordance with the provisions of this ordinance.
2. (a) Subject to the provisions of sub-clause (b), admission to a course of study shall be made in the order of merit of
  - (i) the marks obtained at the Qualifying Examination; or
  - (ii) the score at an Admission Test, comprising one or more written Papers, and, where so provided in the Rules, a Group Discussion or Personal Interview or other presentation, or more than one of them; or
  - (iii) the marks, referred to in serial number (i), and the score referred to in serial number (ii), taken together, as such or proportionately, as modified, in accordance with the provisions of the Rules, by the application of weightages, premia and discounts, and of special considerations for specified categories of candidates:  
Provided further that the admissions of foreign students and of candidates sponsored by any approved institution or organization against earmarked seats for such institutions or organizations shall be governed by the special rules in that regard.
- (b) Not with standing anything to the contrary contained in this Ordinance, or in the general or particular Ordinances or Regulations governing the courses of study to which this Ordinance applies, seats shall be reserved in each course of study for different categories of candidates, in accordance with the directions of the University Grants Commission and the Government of India and with the provisions of laws made by Parliament.
3. (a) There shall be an Admission advisory Committee of the University for the course of study which shall comprise
  - (i) the Vice-Chancellor (Chairperson)
  - (ii) the Pro-Vice-Chancellor or, where there is no Pro-Vice-Chancellor, a Professor nominated by the Vice-Chancellor, for such period as he/she may determine ;

- (iii) the Deans of the Schools;
  - (iv) the Director of Campuses.
  - (v) Dean Student Welfare
  - (b) The Registrar shall ex officio be the Secretary of the Admissions Committee, but shall not be deemed to be a member thereof.
  - (c) The International student Advisor, if any, and the Proctor shall be specially invited to all meetings of the Admissions Committee.
4. (a) Subject to the provisions of this Ordinance or Regulations governing courses of study in the University, the Admission Committee shall, in respect of the courses of study within their respective jurisdiction :-
- (i) lay down the principles or norms governing the policy of admission and determine the criteria, programme and procedure of admission thereto, in general or for each academic year;
  - (ii) frame the Admission Rules and revise them from time to time;
  - (iii) except in cases where the seats in a course of study have been specified in the Ordinance or the Regulations governing it, determine, for each academic year, the seats in the courses of study concerned the seats in different subjects under each course of study; Provided that in the case of professional discipline, such seats shall be in conformity with the provisions of the Regulation of Guidelines of the Apex Body for such professional discipline;
  - (iv) lay down the last date for admissions to the course of study concerned, which shall, in the case of academic programmes on the Annual system, not be more than five weeks after the date of commencement of the academic year or, in the case of an academic programme on the Semester system, not be more than three weeks after the date of commencement of the concerned Semester;
  - (v) appoint such number of sub-committees as it thinks fit and nominate a person or a Committee as the admitting authority in respect of each such course of study ; and
  - (vi) consider matters referred to it by any authority or other body of the University, or the Vice- Chancellor, and perform such other functions as may be assigned to them by the Ordinance or Regulations, the Executive Council, the Academic Council or the Vice- Chancellor .
- (b) The rules and procedure of admissions, including the structure, organization and conduct of Admission Tests, in respect of different courses of the study in the University, as subsisting on the date immediately preceding the commencement of this Ordinance, shall



continue in force upon such commencement, pending the framing and implementation of the Rules and Procedure in that regard under the provisions of the Ordinances and Regulations, subject to such adaptations or modifications therein, as the Vice- Chancellor may direct in order to bring the same into accord with the Ordinances and Regulations, or as may appear to the Vice-Chancellor to be expedient or necessary in the circumstances;

Provided that all such adaptations and modifications shall be reported by the Registrar to the Admission Committee.

- (c) While deciding any matter in respect of the rules, procedure and programme of admissions to degree-granting courses of study under the provisions of sub-clause (a), the Admission Committee shall give due consideration to the recommendations made in respect thereof by, or may seek the advice of, the Boards of Admissions for the said courses of study for degree programmes in the University under the Schools;
- (d) The constitution of the Boards of Admissions, referred to in sub-clause (c), shall be as follows:-
  - (i) the Dean of the School concerned (Chairperson)
  - (ii) the Heads of the Departments assigned to the School, and
  - (iii) the two senior most Professors of the School (not being the Dean or the Head of the Department), by rotation in the order of seniority, for a period of two years.
- (e) Every student admitted to a course of study in the University shall be required to complete the prescribed formalities of enrollment in the Schools, not later than one week from the date of his/her admissions: Provided that the Dean, may extend the last date for the completion of such formalities, but no such extension shall be granted beyond two weeks of the last date for admission.
- (f) Within two weeks of the last date for completing the formalities of enrollment by the admitted students, referred to in sub-clause (e) the person or committee responsible for admission to courses of study in the School and Departments of the University, shall submit to the Registrar the final list of students admitted to different courses of study for the academic year concerned specifying in the score on which the order of merit was determined, in respect of each admitted candidate, and shall submit therewith the Transfer or Migration Certificates of such students as have been admitted to the University

system for the first time or have rejoined the University.

- 5 (a) The admissions Committee shall function under the general superintendence of the Academic Council, and their proceedings shall be reported to Academic Council, which may review any decisions taken by them and issue directions to them.
- (b) The Academic Council may constitute a Standing Committee on Admissions, to deal, on its behalf, with matters relating to admissions.

## **GENERAL PROVISIONS ON COURSES OF STUDY**

### **(Under Section 28)**

1. The Ordinances and Regulations governing courses of study for degrees, Diplomas, Certificates of Proficiency and Special Certificates, as were in force on the date immediately preceding the commencement of this ordinance, or as had been approved by the Academic Council on or before the said date, shall continue to apply, or shall apply, as the case may be, to the courses of study concerned, up to their amendment, notification or repeal by the Executive Council on the recommendations of the Academic Council.
2. (a) The Academic Council may constitute a committee to review the Ordinance and Regulations referred to in clause 1, and recommend such changes in them as may be appropriate to effect structural rationality and uniformity in the same, and also to recommend the norms that may be followed in the framing of such Ordinances and Regulations and the distribution of the subject-matter thereof between each such Ordinance and the related Regulations.  
  
(b) The Vice-Chancellor shall take all necessary steps towards the application and observance of the recommendation of the Committee referred to in sub-clause (a), as approved by the Academic Council and the Executive Council.
3. Admissions to the Masters Programme shall be through entrance examination conducted by the University or such agency as may be authorized by the University, and each programme shall be based on the choice based credit system in which Credit defines the quantum of contents/ syllabus prescribed for a course and determines the number of hours of instruction required per week. (Under clause 2 (iv) of Section 6)

#### **4. Eligibility:**

- (a) No student shall be eligible for admission to a Master's degree programme in any of the school/faculty unless he/she has successfully completed a three year undergraduate degree or earned prescribed number of credits for an undergraduate degree through the examinations conducted by a University /autonomous institution or possesses such qualifications recognized by the HNB Garhwal University as equivalent to an undergraduate degree.
- (b) In case of integrated Master's Degree programmes of five or more years, no student shall be eligible for admission unless he/she has successfully passed the examination conducted by a Board/ University at the Plus two level of schooling (either through formal schooling for 12 years or through open school system) recognized by the Central/State Government for this purpose or its equivalent.

#### **5. Courses**

- (a) A Master's programme shall consist of a number of courses and a 'Course' shall be a component (a paper) of a programme.
- (b) Every course offered by any department shall be identified by a unique course code. A course may be designed to involve lectures / tutorials / laboratory work / seminar / project work / practical training /report writing / viva voce, etc or a combination of these, to meet effectively the teaching and learning needs and the credits may be assigned suitably.

#### **6. Semesters**

- (a) An academic year shall consist of two semesters:  
Odd Semester (I and III Semesters): generally July to November  
Even Semester (II and IV Semesters): generally December to April  
The academic calendar for each semester shall be notified well before the commencement of the semester by the University.
- (b) A semester shall normally extend over a period of 15 weeks. Each week shall have 30 hours of instruction including lab/field/project work as applicable.

#### **7. Credits**

- (a) Credit defines the quantum of contents/syllabus prescribed for a course and determines the number of hours of instruction required per week. Thus, normally in each of the courses, credits shall be assigned on the basis of the number of lectures / tutorials /

laboratory work/ project work and other forms of learning required to complete the course contents in a 15 week schedule:

- (b) 1 Credit = 1 hour of lecture/instruction per week (1 Credit course = 15 hours of lectures per semester). Instruction can be in the form of lectures / tutorials / laboratory work / fieldwork or other forms. In determining the number of hours of instruction required for a course involving laboratory/field-work, 3 hours of laboratory/, field work shall be considered equivalent to 1 hour of lecture.

### **8. Roll Numbers and Enrollment Numbers**

The Dean of a particular school shall allot a roll number to the students after payment realization, thorough scrutiny and verification of the required documents for a particular course. After the completion of the admission procedure the enrolment numbers for the students shall be allotted by the University at the entry point which shall remain same for the entire period of study in the University.

### **9. Course Numbering**

Every course offered by any Department shall be identified by a unique course code.

Illustration

		L	T	P	C
SOS/FOA/ C 001	International Relations	3	0	0	3

In this example:

SOS C 001 is the course code in which:

SOS/FOA - is the school /faculty code (School of Social Sciences/  
Faculty/School of Arts)

C - indicates that this is a Core Course

001 - is the serial number of the Course

International Relations - is the title of the Course

The figures under L, T and P indicate the weight (credits) attached to lectures, tutorials and practical work respectively. The figure under C indicates the total number of credits that the course carries (3 credits in this case)

### **10. Management and Administration of Choice Based Credit System**

- (a) Advertisement of CBCS programmes, Approval of Admission of Students made by Departments, Course Registration, issue of Identity

Cards, Coordination of Time Table and preparation of Academic Calendar, Attendance and Consolidation of awards in First Assessment and Second Assessment and forwarding the consolidated awards lists to the Controller of Examinations for scrutiny and distribution of Grade Sheets, Cumulative Grade Sheets and Provisional Pass Certificates.

- (b) In order to optimize the use of resources and talents, to avoid duplication of courses and, for effective coordination of CBCS programmes within a School/Faculty, there shall be a School Committee consisting of all the teachers of all departments of the School/Faculty headed by the Dean of the School/Faculty.
- (c) The School Committee shall prepare the common time-table in consultation with the Head of the Departments of that School/Faculty.
- (d) The Departmental Committee consisting of all the teachers of Department shall be responsible for admission to all the programmes offered by the Department.
- (e) The Departmental Committee will deliberate on courses and specify the distribution of credits semester-wise and course-wise, for each course. It will also specify the number of credits for lecturers, tutorials, practical, seminars etc.
- (f) Courses (Core/Elective) shall be designed by the Board of Studies and approved by the School/ Faculty Board.
- (g) Course teacher: A teacher offering a course will also be responsible for maintaining attendance and performance sheets of all the students registered for the courses.
- (h) Each teacher offering a course will give the attendance and performance sheets for Sessional Test I and Sessional Test II to the Head of the Department who shall consolidate all such performance sheets of courses pertaining to the programmes offered by the department including the end semester and forward it to the Controller of Examination through the Dean.

### **11. Student Advisor**

Every student shall have a teacher of the Department as his/her Student Advisor. All teachers of the department shall function as Student Advisors and will have more or less equal number of students. The Student Advisor will advise the students in choosing Elective courses and offer all possible student support services.

## 12. Structure of Master's Programme

- (a) The term Master's programme is used to denote M.A., M. Sc., M. Com., M.B.A., M.C.A., M.Ed. or M. Pharm. Or any other Masters Degree programmes offered by the various departments of the University.
- (b) A Master's Programme shall consist of:
- (i) Core courses prescribed for every programme which shall be mandatory for all students registered for that Master's programme. A Core course may carry 2 to 4 credits.
  - (ii) An Elective courses shall carry not more than 3 credits
  - (iii) A Self-Study Course shall carry not more than 3 credits
  - (iv) A course (Core/Elective/Self-study) may also take the form of a Dissertation/Project work/Practical training / Field work / Internship/ Seminar, etc. However, a dissertation / project work may carry up to 6 credits; a semester-long field work may carry 10-15 credits.
- (c) All Two-Year Masters programmes will have the following components, viz.
- (i) Core Courses - Minimum 54 credits
  - (ii) Electives - Minimum 18 credits
  - (iii) Self-study courses - Maximum 9 credits (one minimum 03 credits course shall be mandatory but not to be included while calculating the grades)

The credits in the Post Graduate programme of two years shall be distributed in the following manner:

Course with Credits	Semester-I	Semester-II	Semester-III	Semester-IV
Core	18	18	08-12	08-12
Elective/Optional	Nil	Nil	08-12	08-12
Self-Study Courses		03	03	03

- (d) In order to qualify for a two-year master's degree a student must acquire a minimum of 72 credits including a minimum of 18 credits in electives choosing at least two electives ( leading to a minimum 6 credits) offered by other departments/other streams of specialties in the Department and one qualifying self study course of minimum 3 credits.

To qualify a three year Master's degree (MCA) a student must acquire a minimum of 108 credits. The minimum Core Courses shall be of 81 credits, Elective Courses 27 credits and Self Study Courses 12 credits, choosing at

least three electives offered by other departments (leading to a minimum of 9 credits) and one qualifying self study course of minimum 3 credits.

Courses/Papers	Semester I	Semester II	Semester III	Semester IV	Semester V	Semester VI
Core Papers	18	18	9-12	9-12	13	14
Elective/ Optional papers	NIL	NIL	9	9	5	4
Self Study Courses		3	3	3		

- (e) The minimum duration for completion of a two year Master's Programme in any subject shall be four semesters. The maximum period for completion shall be eight semesters.  
However, the minimum duration for completion of a three year Master's Programme in any subject shall be six semesters. The maximum period for completion shall be ten semesters
- (f) Core courses shall be those, knowledge of which is deemed essential for students registered for a particular Master's programme. As such all core courses shall be mandatory and a student shall have to pass in all the core courses prescribed for the programme. Where feasible and necessary two or more programmes offered by the same department or two different departments may prescribe one or more common core courses. Core courses shall be spread over all the four semesters.
- (g) Elective courses are intended to allow students to specialize in one or more branches of the broad subject area; to acquire knowledge and skills in a related area that may have applications in the broad subject area; or bridge any gap in the curriculum and enable acquisition of essential skills (e.g. statistical, computational, language, communication skills, etc); or help pursue an area of interest to the student
- (h) A Department may also allow students to choose two additional courses to enable them to acquire extra credits through self-study (Not to be taken into account for awarding grades / class). The Self Study courses shall be in advanced topics in a subject (core or elective) under the supervision of a faculty member. The student shall be required to make a minimum of two seminar presentations (as sessional tests for assessment) for 40 marks and 60 marks for theory paper along with the other students of that department.

### **13. Course Advisement**

- (a) In P.G. and U.G. (Honors) classes every student shall register in the concerned department (in consultation with his/her advisor) and for the UG courses in the office of the concerned Dean for the courses he/she intends to undergo in that semester by applying in the prescribed proforma (duly signed by the candidate, student advisor and the Head of the Department), within the deadline notified in the Academic Calendar by the concerned Dean.
- (b) After registration, a student shall be allowed to drop an elective course agreed to earlier and substitute it by another elective course for valid reasons with the consent of the Student Advisor, but before the deadline for withdrawal of courses provided that the candidate is able to fulfill the required minimum attendance in the substitute course. Withdrawal from a course will not be permitted for those who undergo late registration. Cancellation of a course (Core / Elective/ Self-study) may be permitted before the conduct of First Sessional test.
- (d) From the Second Semester onwards, registration for the courses should be completed by students on or before a specified date in consultation with their Student Advisors. A student will become eligible for registration only if he/she has cleared all dues to the Institution, during the previous semester.
- (e) The courses registered after withdrawal should enable the student to earn a minimum of 15 credits.
- (f) A student shall register for a minimum of 15 credits and can register for a maximum of 24 credits in a semester, however, in the final semester, a student shall register for a minimum of 12 credits. Late registration may be permitted by the Dean up to two weeks after the commencement of the semester.

### **14. Attendance**

- (a) The teacher handling a course shall be responsible for maintaining a record of attendance of students who have registered for the course.
- (b) All teachers shall intimate the Head of the Department at least seven calendar days before the last instruction day in the semester, the particulars of all students who have less than 75% attendance in one or more courses.
- (c) A candidate who has less than 75% attendance shall not be permitted to sit for the End-semester examination in the course in which the shortfall



exists. However, it shall be open to the Dean to grant exemption to a candidate who has failed to obtain the prescribed 75% attendance for valid reasons on payment of prescribed fee and such exemptions shall not under any circumstances be granted for attendance below 65%.

- (d) A candidate who fails to put in least 75% attendance in I semester shall not be allowed to pursue the studies in II semester. Such candidates may apply to the Dean of the concerned school for re-registration in the I semester in the next academic session. A candidate who fails to put in at least 75% attendance in the II semester shall not be promoted to III semester. Such candidates may apply to the Dean of the school for re-registration in the II semester in the next academic session.

A Candidate who puts in 75% attendance in the I and II semesters separately but fails to acquire 18 credits in the I and II semester examination taken together shall not be promoted to the III semester. He/She shall cease to be a regular student.

However, he/she may appear as an ex-student only in End Semester Examination of the course(s) in which he/she has failed, at the next semester examinations and subject to permission by the Academic Council at any further subsequent examination. A candidate who thus having ceased to be a regular student, acquires the minimum number of credits for promotion to III semester, shall re-register himself/herself as a regular student for appearing at the examination of III semester.

Provided that a regular candidate who having fulfilled the minimum attendance requirement, fails to secure the required number of credits for promotion to the III semester, may apply for re-registration as a regular student in the I or/and II semester. He/She shall have to fulfill the attendance requirement afresh and shall again perform sessional work and practical and shall appear in the End Semester Examination of all the courses at the next examination of I and II semesters. Any marks obtained in the immediately preceding year and the attendance being disregarded. Similarly a regular candidate who having fulfilled the minimum attendance requirement, fails to secure the required number of credits for attaining degree, may apply for re registration as a regular student in III and/or IV semester. He/She shall have to fulfill the attendance requirement afresh and shall again perform Sessional work and practical and shall appear in the End Semester Examination of all the courses at the next examination of III and IV semesters. Any marks obtained in the immediately preceding year

and the attendance being disregarded. However, no candidate shall be permitted to continue as a regular student for more than two times in any semester.

- (d) The Head of the Department shall announce the names of all students who will not be eligible to take the End semester examinations in the various courses and send a copy of the same to the Dean's Office. Registrations of such students for those courses shall be treated as cancelled. If the course is a core course, the candidate should register for and repeat the course when it is offered next.

## **15. Examination and Evaluation**

- (a) Evaluation will be done on a continuous basis, three times during each semester. For the purpose of uniformity, particularly for interdepartmental transfer of credits, there will be a uniform procedure of examination to be adopted by all teachers. There will be two Sessional tests and one End-semester examination.
- (b) Sessional tests (of one to two hours duration) may employ one or more assessment tools such as objective tests, assignments, paper presentation, laboratory work, etc suitable to the course. This requires an element of openness. The students are to be informed in advance about the nature of assessment. Students shall compulsorily attend the two Sessional tests. The Sessional test as part of the continuous internal assessment shall be conducted and evaluated by the teacher offering the course.

A Student cannot repeat Sessional Tests. However, if for any compulsive reason the student could not attend the test, the prerogative of arranging a special test lies with the teacher with the approval of the Head of the Department. In case of students who could not attend any of the Sessional tests due to medical reason or under extraordinary circumstances, a separate test may be conducted before the Examinations by the concerned faculty member after the approval of the Head of the Department and the Dean concerned.

- (c) The Sessional tests will carry 40% of total marks for the course. The marks of the two Sessional Tests shall be taken into account for the computation of Grades.
- (d) There shall be a written End Semester Examination which shall be of 2 hours duration carrying 60% of total Marks assigned for the course,

covering the entire syllabus prescribed for the course. The End semester Examination shall be conducted by the University in consultation with the Dean concerned.

(e) The End Semester practical examinations shall normally be held before the theory examination. The internal faculty shall associate themselves with the examination process.

(f) Evaluation of Project Report / Dissertation and viva-voce

The distribution of marks for the dissertation will be as below:

Periodical presentation	-	20 Marks
Dissertation	-	60 Marks
Viva-voce	-	20 Marks
Total		100 Marks

Dissertation / project report shall be valued jointly by external and one external examiner.

## 16. Marks and Grading

(a) The total performance within the semesters shall be indicated by a Grade Point Average (GPA), Weighted Average Marks (WAM), Cumulative Grade Point Average (CGPA) and Overall Weighted Percentage Marks (OWPM), respectively. Hence CGPA and OWPM shall be the real indicators of a student's performance, the calculation of which is given below:

$$WAM = (\sum C_i M_i) / (\sum C_i), \quad GPA = (\sum C_i G_i) / (\sum C_i)$$

$$OWPM = (\sum \sum C_{ni} M_{ni}) / (\sum \sum C_{ni}),$$

$$CGPA = (\sum \sum C_{ni} G_{ni}) / (\sum \sum C_{ni}) \text{ where}$$

$C_i$  - number of credits for the  $i^{\text{th}}$  course,

$M_i$  - marks obtained in the  $i^{\text{th}}$  course

$G_i$  - grade point obtained in the  $i^{\text{th}}$  course,

$C_{ni}$  - number of credits of the  $i^{\text{th}}$  course of the  $n^{\text{th}}$  semester,

$M_{ni}$  - marks of the  $i^{\text{th}}$  course of the  $n^{\text{th}}$  semester,

$G_{ni}$  - grade points of the  $i^{\text{th}}$  course of the  $n^{\text{th}}$  semester

(b) A candidate has to secure a minimum of 50 percent marks in aggregate and 40 percent in each paper to pass. (Two Sessional Tests marks plus End-Semester examination marks) A student shall not be allowed to repeat the End Semester examination in a course in which he / she has passed, to improve the score.

- (c) A student with arrears can reappear in examinations for a maximum of three times excluding the first appearance along with the subsequent examinations. The Sessional Marks obtained by the student shall be carried over for declaring the result. Final semester student of the P.G. programme be allowed to appear for arrears in July each year.
- (d) A candidate who fails to obtain the minimum required marks to pass a semester may be allowed to appear only at the subsequent End Semester Examination as an Ex- student prescribed for that particular semester. In no case, supplementary or special examination shall be held. The marks awarded at the subsequent examination and the sessional marks obtained earlier as a regular student shall be taken into account. Ex-student shall not be allowed to take regular admission in any of the semester.
- (e) Provided further that in case, a candidate fails to accumulate required number of credits to obtain the degree within 8 semesters from the date of his/her first admission, he/she shall cease to be a regular student. He/She may be permitted to appear at the next immediately following end semester examinations of I and II and/or of III and IV semester(s), as the case may be, as an ex-student permitted by the Academic Council only if he/she has undergone a regular course of study in III and IV semester and after having fulfilled attendance and other requirements of III/IV semesters;
- (g) A candidate pursuing a regular course of study, promoted to III/IV semester cannot receive instruction or undertake sessional work in any course of the I/II semester. Provided that a candidate while studying as a regular student of III/IV semester, may appear in the End Semester Examination of the backlog courses of I/II semester as the case may be.
- (h) A candidate who fails to obtain minimum required marks to pass in the courses at the I or/and III Semester Examinations, or is unable to take that examination for reasons beyond his/her control may be allowed to pursue the course of study for the II and/or IV semester examination as the case may be, approved by the Dean of the concerned school.
- (i) No candidate shall be eligible for M.A./M.Sc./M.Com Degree in a subject unless he/she has passed in all courses for the I, II, III, and IV semester examinations.
- (j) No candidate shall be promoted to Second Year of MCA if:
- i) he/she failed in sessional work of more than two courses prescribed

for I and/or II Semester.

- ii) he/she failed end semester examination in more than two courses prescribed for I year and II Semester.
- iii) No candidate shall be promoted to Third year of MCA unless:
  - a) he/she has passed in sessional works of all courses prescribed for I, II, III and IV semester.
  - b) he/she passed in all courses prescribed for I and II semester and not failed in more than two courses prescribed for III and IV semester.
- (iv). There shall be supplementary after VI semester for candidates, who have failed in not more than two courses of V & VI semesters.
- (k) A candidate, who fails to accumulate the requisite credits within Ten Semester after his/her admission, shall not be allowed to further pursue courses for the degree without the permission of the Academic Council on the recommendations of the Head of the Department and the Dean concerned.

Provided that he/she had been a regular candidate for V and VI semester and has fulfilled attendance requirements;

- (m) A student who has passed in all the core courses and the minimum number of electives prescribed for the programme and earned a minimum of 72/108 credits shall be considered to have passed the Masters Programme.

#### **(n) Grading System**

- (i) The marks and the grades obtained in the courses corresponding to the best 72 credits including the best 54 core credits and the best 18 credits for electives will be taken into consideration account in arriving at the OWPM (for two year Masters' Programme).
- (ii) The OWPM obtained by a student in a course shall be indicated by a grade point and a letter grade. A Ten (10) point scale shall be used for the evaluation of the performance of the student as given below

## TEN POINT SCALE (10 Point Scale)

Letter Grade	Grade Point
A+	9+
A	8
A-	7
B+	6
B	5
B-	4
C+	3
C	2
C-	1
F	0

- iii. Grade Point 9 is the highest possible grade in 10 point scale. The grade point between 8.01 and 9.00 is allotted A+ Letter grade: between 7.01- 8.00 A ; between 6.01 to 7.00 A-; between 5.01-6.00 B+; between 4.01-5.00 B; between 3.01-4.00 B-; etc.

CGPA	Class
8.5 and above	Outstanding
7.5 and above but less than	Middle First
6.5 and above but less than 7.5	Lower First
5.5 and above but less than 6.5	High Second
4.5 and above but less than 5.5	Middle Second
4.0 and above but less than 4.5	Lower Second
Less than 4.00	Fail

- iv. The percentage of marks obtained by a candidate will be indicated in a letter grade. A student is considered to have completed a course successfully and earned the prescribed credits if he/she secures a letter grade other than B-. A letter grade B- in any course implies a failure in that course. A letter grade F implies a failure in that course. A Course successfully completed cannot be repeated for the purpose of improvement.
- v. The B- grade once awarded stays in the grade card of the student and is not deleted even when he/she completes the course successfully later. The grade acquired later by the student will be indicated in the grade sheet of the subsequent semester in which the

candidate has appeared for clearance of the arrears.

- vi. A student who secures B- grade in a core course has to pass it compulsorily. A candidate who does not pass a core course in the stipulated period (eight semesters) may be permitted to re-register for the same course or a substitute core course by paying the prescribed fee when it is offered next in consultation with the student advisor.
- vii. If a student who secures B- grade in an elective wants to change the elective he/she has to register by paying the prescribed fee and attend the classes for that course when it is offered.
- viii. Any candidate who falls short of the required number of credits for the award of the degree may be permitted to register, by paying the prescribed re-registration fee, for the required number of course (core and/or elective) when it is offered.
- ix. If a student secures F grade in the Project Work / Dissertation, Field tour report/ training report, either he/she shall improve it and resubmit it if it involves only rewriting/incorporating the revisions suggested by the evaluators or the student can re-register by paying the prescribed re-registration fee and complete the same in the subsequent semesters.

**(o) Conversion of Percentage of Marks to Grade points**

- (1) The marks obtained by a student will be indicated by a grade point and a letter grade. A Ten (10) point scale is used for the evaluation of the performance of the student as given below:

Marks	Grade Point
75-100	8.16-9.0
65-74	6.5-8.15
60-64	5.66-6.49
55-59	4.83-5.65
50-54	4.00-4.82
0-49	0.00-3.99

- (2) The multiplication factors of 0.0336 per mark between 75 and 100 marks, 0.1833, per mark between 65 and 74, 0.1778 per mark between 50 and 64 and 0.0814 per mark between 0 and 49 may be applied in calculating the exact Grade Point. These multiplication factors should not be applied to OWPM for conversion to CGPA.

**(p) Grade Card**

- (i) The Grade Card issued at the end of the semester to each student will contain the following:
  - (a) The marks obtained for each course registered in the semester
  - (b) The credits earned for each course registered for that semester
  - (c) The performance in each course indicated by the letter Grade
  - (d) The Grade Point Average (GPA) and Weighted Average Marks (WAM) of all the courses registered for that semester and
  - (e) The Cumulative Grade Point Average (CGPA), Overall Weighted Percentage of Marks (OWPM), the class and grade, after completing the programme.

**Illustration: CUMULATIVE GRADE STATEMENT**

Course Code	Course Title	Credits earned	Marks Secured-	Grade Point,	Letter Grade	Result
First Semester			(i)	(ii)	(iii)	
PS C001	Political Science	4	80	8.33	A+	PASS
PS C002		4	70	7.42	A	PASS
PS C003		3	60	5.66	B+	PASS
PS C004		3	75	8.16	A+	PASS
PS C005		2	75	8.16	A+	PASS
PS C006		2	80	8.33	A+	PASS
Grade Point Average		18	73.34			PASS
Weighted Average Marks						

Similar mark Sheet/ Grade statement can be prepared for other semesters as well for example GPA & WPA for the second, third and fourth Semester are given below.

First Semester	Credits (i)	Marks secured (ii)	Grade Point (iii)
GPA/WPA	24	73.34	5.20
-----			
Second semester	(i)	(ii)	(iii)
GPA/WPA	24	63.89	4.40
-----			



Third Semester				
GPA/WPA	(i)	(ii)	(iii)	
	24	62.50	4.26	
-----				
Fourth Semester				
GPA/WPA	(i)	(ii)	(iii)	
	24	72.61	4.88	
-----				
Commutative CGPA/ OWPM		96	68.08	4.78 A+ First Class
(Result First Class with 'A+' Grade)				

### 17. Performance sheets, Results and Student Redress:

- (a) The system of evaluation shall be transparent and students shall have the right to examine their marked answer scripts and for redress. The teacher of a course shall give the attendance and performance sheets for Sessional Test 1, Sessional Test II to the Head of the department who in turn shall *consolidate* all such sheets and forward these to the Controller of Examination through the Dean of the School/Faculty.
- (b) After the successful conduct of the End Semester examination The Controller of Examinations shall finalize the results and issue Mark and. Grade Statements to the Students.

Distribution		Credits	Model I		Model II			Model III			Model IV				
			P1	P2	P1	P2	PRA	P1	P2	P3	P1	P2	P3	PRA	
Core/elective Courses	Course –I	6	3	3	2	2	2	2	2	2	2	1	1	2	
	Course –II	6	3	3	2	2	2	2	2	2	2	1	1	2	
	Course –III	6	3	3	2	2	2	2	2	2	2	1	1	2	
Non-mandatory courses (self study courses)	Course –I	2	P1		P1			P1			P1				
	Course –II	2	P2		P2			P2			P2				
Total		22													

### Note :

- P1, P2, P3 are theory papers and PRA denotes practical.
- The credit distribution for different papers is given in the model I, II, III and IV.

- iii) Any one model may be selected (column-wise) for a undergraduate program. However, in core/ elective-courses, different rows of different models may be selected for courses (as the case may be) according to the nature of course and its requirement.
- iv) The entire UG program should not exceed to 22 credits with 18 credits for core/elective-courses and 4 for non- mandatory (self-study) courses.
- v) The result at the end of each semester shall be prepared only on the basis of core/elective courses.
- vi) Other rules and regulations shall be as laid down in the structure of Master's Program.
- vii) General English shall be mandatory non credit course to all Under Graduate students.

### **Post Graduate Diploma/ Diploma/ Certificate Programmes**

- (a) The procedures for the P. G. Diploma, Diploma and Certificate Programmes such as course registration, etc shall be similar to the Master's programme.
- (b) Eligibility:
  - (i) A Graduate
  - (ii) P.G. Diploma programme may be offered as a full-time programme or as a part-time add-on programme. The number of credits for a P. G. Diploma programme shall be 48 credits
  - (iii) The courses prescribed for a P. G. Diploma programme may be fully independent of the courses for the master's programme. Alternatively a Department may include some of the courses (Core or Electives) offered under the Master's programme in the P. G. Diploma programme. The Departmental / School committee shall decide on the exact structure and content of the P. G. Diploma programme conforming to the above broad structure.
  - (iv) The duration of a P. G. Diploma programme shall be 2 semesters (Full-time) or 3 or 4 semesters (Part-Time).
  - (v) Passing minimum for Post Graduate Diploma programme shall be 50% of marks in each paper/course.
- (c) Distribution of Credits
  - (i) A Diploma programme shall carry 36 credits distributed as under: Core Courses 24 credits, Elective Courses 12 credits
  - (ii) The duration of a diploma programme shall be two semesters

(iii) Passing minimum for Diploma programme shall be 40% of Marks in each paper/course.

Courses with credits	Semester I	Semester II
Core	12	12
Elective/Optional	6	6

#### Short-term Certificate Programmes

- (i) A certificate programme shall carry 12 credits.
- ii) The duration of a certificate programme shall be one semester (Part-time) or 10 weeks full-time.
- iii) Passing minimum for Certificate programme shall be 40% of marks in each paper/course.