



Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore

SEMESTER- IV (Core)

MBAI401C STRATEGIC MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME							
		THEORY			PRACTICAL		L	T	P
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment			
MBAI401C	Strategic Management	60	20	20	-	-	4	-	-

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

The objective of teaching this course is to enable students to integrate knowledge of various functional areas and other aspects of management, required for perceiving opportunities and threats for an organization in the long run and second generation planning and implementation of suitable contingency strategies for seizing / facing these opportunities & threats.

Course Outcomes

Students will develop understanding of project planning and ability to monitor and control projects and risk involved. In addition, they become familiar with tools and techniques used in managing projects.

Unit I: Introduction

1. Meaning, Need and Process of Strategic Management
2. Business Policy, Corporate Planning and Strategic Management
3. Single and Multiple SBU organizations
4. Strategic Decision-Making Processes – Rational-Analytical
5. Intuitive-Emotional, Political – Behavioral; Universality of Strategic Management
6. Strategists at Corporate Level and at SBU Level
7. Interpersonal, Informational and Decision Roles of a Manager

Unit II: Mission, Business Definition and Objectives

1. Need, Formulation and changes
2. Hierarchy of objectives, Specificity of Mission and Objectives
3. SWOT Analysis, General, Industry and International Environmental Factors
4. Analysis of Environment, Diagnosis of Environment – factors influencing it



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5. Environmental Threat and Opportunity Profile (ETOP)
6. Internal Strengths and Weaknesses
7. Factors affecting; Techniques of Internal Analysis; Diagnosis of Strengths and Weaknesses; Strategic Advantage Profile (SAP)

Unit III: Strategy Alternatives, Grand Strategies and their sub strategies

1. Stability, Expansion, Retrenchment and Combination
2. Internal and External Alternatives
3. Related and Unrelated Alternatives
4. Horizontal and Vertical Alternatives
5. Active and Passive Alternatives
6. International Strategy Variations

Unit IV: Strategic Choice and Analysis

1. Managerial Choice Factors, Choice Processes – Strategic Gap Analysis
2. ETOP-SAP Matching, BCG Product – Portfolio Matrix
3. G.E. Nine Cell Planning Grid; Contingency Strategies
4. Prescriptions for choice of Business Strategy; Choosing International Strategies

Unit V: Strategy Implementation, Concept, Barriers, Implementation Process

1. Project & Procedural Implementation
2. Resource Allocation; Structural Implementation
3. Plan and Policy Implementation; Leadership Implementation
4. Behavioral Implementation, Implementing Strategy in International Setting

Suggested Readings

1. Kazmi, A. (2009). *Strategic Management and Business Policy*. New Delhi: Tata McGraw Hill.
2. Lomash, Sukul & Mishra P.K. (2003). *Business Policy & Strategic Management*. New Delhi: Vikas Publication.
3. Trehan, A. (2010). *Strategic Management*. Dreamtech: Wiley.
4. Nag, A. (2011). *Strategic Management. Analysis. Implementation. Control*. Delhi: Vikas Publication.
5. Parthasarthy, R. (2008). *Fundamentals of Strategic Management*. India: Wiley.
6. Pankaj, G. (2006). *Strategy and the Business Landscape*. Pearson.
7. Haberberg, Adrian & Rieple A. (2010). *Strategic Management*. New York: Oxford Press.
8. Tushman, (2010.) *Managing Strategic Innovation & Change*. New York : Oxford Press

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MBAI402C SUPPLY CHAIN MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBA I 402C	Supply Chain Management	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

The objective of this course is to understand how the chain involved in the marketing and distribution is working and decide the routing and scheduling of the products.

Course Outcomes

1. Students having experience in the field of production can learn the techniques of materials and logistics management and implement them in their daily operations.
2. Provide a wider scope to the students interested in working in the manufacturing as well as shipping and retailing fields.
- 3.

COURSE CONTENT

Unit I: Introduction to SCM

1. Importance of materials management
2. Codification, Simplification
3. Value analysis, Value engineering, Vendor analysis
4. Concepts and importance of a Supply Chain (SC)
5. Evolution of Supply Chain Management (SCM)
6. Key issues of Supply Chain Management, Competitive and SC strategies

Unit II: Dynamics of Supply Chain

1. Supply Chain Interventions
2. Push-based, Pull-based and Push-Pull based supply chain
3. Network design and Operations in the Supply Chain
4. Demand Forecasting in a Supply Chain
5. The value of information, Bullwhip effect, its Causes and remedial measures



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Unit III: Managing inventory in SC environment

1. Basic and advanced inventory models
2. Multi-echelon inventory models

Unit IV: Transportation in SC environment

1. Design options for a transportation network
2. Strategic Outsourcing and Strategic Alliances
3. Third party and fourth party logistics

Unit V: Retailing and Supply Chain Management

1. Retailer- Supplier partnerships (RSP)
2. Supplier evaluation and selection
3. Information Technology (IT) in Supply Chain Management
4. SC performance model: SCOR model

Suggested Readings

1. Muthaiah, K. (2015). *Logistics management and World Sea Borne Trade*. Mumbai; Himalaya Publishing House Ltd.
2. Aserkar, R. (2007). *Logistics in International Business*. Mumbai; Shroff Publication and Distribution Ltd.
3. Chopra, S. (2009). *Supply Chain Management*. New Delhi; Prentice Hall Publication.
4. Jaikrishna, S. *Supply Chain Performance Management*. Hyderabad; ICFAI Unit Press.
5. Raghoramay, G., and Rangaraj, N., (2000). *Logistics and Supply Chain Management*. New Delhi; MacMillan India Ltd.
6. Donald, B., (2007). *Logistics Management*. New Delhi; Tat McGraw Hill Publication.

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SEMESTER-IV

MBAT401 DESTINATION MARKETING

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Assessment *	END SEM University Exam	Assessment *				
MBAT401	DESTINATION MARKETING	60	20	20	-	-	4		-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P - Practical; C - Credit;

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

The purpose of this course is to acquire an in-depth knowledge about the profession of destination marketing and interpretation and to become familiar with the techniques and approaches for successful presentations of the destinations to the tourists.

Course Outcomes

1. Familiarity with concept, processes used to determine product cost.
2. Will demonstrate skill for controlling and decision-making.

COURSE CONTENT

Unit I: Tourism Attraction

1. Definition, Characteristics, Typology
2. Criteria for Tourist Attractiveness,
3. Development and design of tourist attractions, Life Cycle.

Unit II: Tourism Definition Planning

1. Environmental Analysis, Resource Analysis,
2. Regional Environmental Analysis, Market Analysis,
3. Competitor Analysis, Regional Environmental Scanning.

Unit III: Regional Goal Formulation



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1. Strategy formulation, Product Portfolio Strategies
2. Tourism Portfolio model, analysis of Portfolio, approaches
3. Market segmentation in the regional context – Bases, Steps and categories
4. Target Marketing – targeting options, positioning strategy.

Unit IV: Components of Destination Marketing Mix

1. Product Strategy – Nature & characteristics, managing existing Tourism Products,
2. New Product development in Regional Tourism, Pricing Strategies
3. Tourists Perception of Price.

Unit V: The Tourism Distribution Strategy –

1. Choice of distribution channel,
2. Developing a Destination Promotional strategy,
3. Evaluation and Control.

Suggested Readings

1. Ernie H. & Geoffrey W. (1992). *Marketing Tourism Destinations*. John Wiley & Sons. Inc.
2. Holloway, J. and Robinson, C. (1995). *Marketing Tourism*. Third edition. Longman, London.
3. Kotler, P. and Bower, J. (2010). *Marketing for Hospitality and Tourism*. Pearson Education South Asia Pte. Ltd.

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MBAT402 HOSPITALITY & AVIATION MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Assessment *	END SEM University Exam	Assessment *				
MBAT402	HOSPITALITY & AVIATION MANAGEMENT	60	20	20	-	-	4		-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course objectives

To acquaint the students with hospitality and aviation used in management. To Guide students about the importance and utility of concepts in Business.

COURSE CONTENT

Unit I: Introduction to Hospitality Management

1. Overview of the Travel and Tourism Industry
2. Relationship between Hospitality and Travel and Tourism
3. Nature and Scope of the Hospitality industry
4. Historical background of the Hotel Industry of India and the World
5. Trends that accelerate the growth of the industry
6. Role of Travel Agents and Airlines in the industry

Unit II: Classification of Hotels

1. Classification of hotels
2. Classification bodies from various countries;
3. Criteria for different star categories in India and procedure
4. Operating Arrangements

Unit III: Introduction to Hotels

1. Structure of hotel – functions and departments in a hotel
2. Inter departmental coordination, major functions of departments



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3. Front office, housekeeping, food and beverage, back office, engineering and security, marketing, uniformed service department, performance indicators
4. Occupying ratio,
5. Table turn over.

Unit IV: Introduction to Aviation

1. History: Origin of civil aviation
2. History of civil aviation in India
3. Public and private sector airlines in India – open sky policy
4. Role of AAI and DGCA. A brief account of IATA/ICAO – Warsaw – Chicago Conventions – Bilateral agreements & Multilateral Agreements – Freedoms of Air, Air Corporation Act, 1953, Role of Aviation Sector in tourism.

Unit V: Airport management

1. Different airports in India (domestic & international)
2. Guidelines for airport management
3. Types of Airlines: Scheduled and nonscheduled,
4. Air taxis, domestic and international, commuter, short haul and long haul, low cost carriers, cabin crew – inflight services – types of class-up grading and down grading.
5. Organizational structure of Airlines,

Suggested Readings

1. Malhotra, R. (2002). *Fundamentals of Hotel Management and Operations*. Anmol Pub, New Delhi
2. Zulfiker, M. (1998). *Introduction to Tourism and Hotel Industry*. UBS Pub, New Delhi.
3. Dennis, L. F. (2009). *VIP and Introduction to Hospitality*. McGraw Hill.
4. Introduction to Airline Industry: IATA Study KIT
5. Negi, J. (2009). *Travel Agency & Tour Operation – Concepts and Principles*. Kanishka Pub, New Delhi.
6. Study Kit for IATA/UFTAA

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MBAT403 TRAVEL GEOGRAPHY

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Assessment *	END SEM University Exam	Assessment *				
MBAT403	TRAVEL GEOGRAPHY	60	20	20	-	-	4		-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

1. The objective of the course is to acquire the students various geography and environment terms, which are to be observed in performing the day-to-day business.
2. To help them develop abilities and skills required for the applications of Tourism.

Course Outcomes

Develop an understanding of the linkages of Tourism, Geography, Environment and other functions of a country.

COURSE CONTENT

Unit I: Introduction to Ecotourism

1. Environment & Ecology
2. Environmental factors (Ecological factors) - Climate, topography, Edaphic and biotic factors
3. Ecosystem, Kinds of ecosystem, Structure of ecosystem
4. Definitions and principles of ecotourism, Responsible tourism, Alternative tourism
5. Environmental ethics in tourism - Sustainable development –Sustainable development of tourism.

Unit II: Environment Protection and Environmental Impact

1. Environment protection, Earth summits – Kyoto Protocol – Climate Change Convention
2. Conservation in India – Acts related to environment and wildlife protection
3. CRZ (Coastal Regulation Zone)



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4. Tourism as strategic tool for environmental protection Impact of Tourism on environment
5. Environmental pollution, Kinds of pollution – air, water, soil, solid waste, noise and radioactive pollution
6. Global warming and Climate Change – Depletion of natural Resources - Environmental Impact Assessment.

Unit III: Introduction to Travel Geography

1. Travel and Geography
2. Role of geography in tourism
3. IATA Traffic Areas (ITCS)
4. countries, capital ,cities codes
5. Airports and codes,
6. Currencies, currency codes.

Unit IV: Time Calculation

1. Time calculation
2. Flying time calculation
3. Time zones
4. Day light saving time
5. International date line
6. Marking of cities on outline maps.

Unit V: Asian Geography

1. Physical geography of Asia
2. Pacific Regions
3. Tourist destinations
4. Attractions and accessibilities of major countries such as India, China, Singapore, Sri Lanka, Indonesia, Thailand, Maldives, Malaysia, Australia, New Zealand, Japan, Nepal (in brief).

Suggested Readings

1. Singh, L. (2008). *Ecology, environment and tourism*. Gyan Books.
2. Datt, N. (19910. *Ecology and tourism*. Universal Publishers Distributors
3. Sharma, S. (2007). *Emerging International Tourism Markets*. Rajat Publication.



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4. Dhar, P. (2000). *International Tourism Emerging Challenges & Future prospects*. Kanishka Publishers Distributors
5. Alan Lew, C., Hall M. and Dallen J. (2008). *World Geography of Travel and Tourism: A Regional Approach*. Butterworth-Heinemann
6. Hall, M.C. and Stephen J. (1961). *The Geography of Tourism and Recreation Environment*. Place And Space, Routledge

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MBAT404 TRAVEL AGENCY & TOUR OPERATION MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Assessment *	END SEM University Exam	Assessment *				
MBAT404	TRAVEL AGENCY & TOUR OPERATION MANAGEMENT	60	20	20	-	-	4		-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

To understand various skills necessary for travel agency and tour operation business.

Course Outcomes

1. Gain familiarity with the concepts and terminology used in the tour and guide profile, implementation and operation of Indian Tourism business.
2. Investigate emerging technology in shaping new processes, strategies and business models.

COURSE CONTENT

Unit I: Travel and Business

1. Travel agent – definition – types of travel agencies and history.
2. Departments of travel agencies, major activities, functions of travel agencies.
3. Income sources of travel agencies, how to set up a travel agency? Approval (DOT/IATA), linkages with service providers.
4. Influence of IT in travel agency business.

Unit II: Evolution of Tour Operations

1. Evolution of tour operation business – definition – tour operation – types of tour
2. FIT, GIT, inbound outbound, escorted, guided –
3. Pricing – Holiday packages, itinerary – meaning, types preparation (prepare itinerary of assumed tour packages)



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4. Various holiday packages – starting of tour operation business, departments of tour operation, tour departure procedures, and activities.

Unit III: Tour Operation and Companies

1. Case studies of major tour operation companies and packages – Kuoni, Cox & Kings, Thomas Cook, Carlson. (Areas of operation, packages, rates, itineraries, marketing strategies).
2. Role and relevance of tour operation business in modern scenario.

Unit IV: Tour Promotion

1. Marketing & Promotion of tour – marketing strategies of tour operation business
2. Tour brochure, how to prepare a tour brochure, items to be included in tour brochure
3. Tools used to market tour packages.

Unit V: Tour Guide and Management

1. Guiding & Escorting: Meaning, concepts in guiding, golden rules of guiding.
2. Difference between guide & escort, skills, responsibilities of guides,.
3. Interpreting sites, escorts, personal hygiene, grooming, pre, post and during tour responsibilities, check list, handling emergencies
4. Leading a group, code of conduct

Suggested Readings

1. Gupta, S.P., Lal, K. and Bhattacharya, M. (2002). *Cultural Tourism in India*. DK Print
2. Dixit, M. and Sheela, C. (2001). *Tourism Products*, New Royal Book
3. Morihiro, O. (1988). *Fairs and Festivals, World Friendship Association*. Tokyo
4. Brown, P. (1942). *Indian Architecture. (Buddhist and Hindu)*. Bombay. .
5. Jain, J. & Aggrawala, A. (1989). *National Handicrafts and Handlooms Museum*. New Delhi
6. Mehta, R.J. (1960). *Handicrafts & Industrial Arts of India*. New York.

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