

Syllabus of Ph.D. Entrance Examination 2018

FACULTY OF COMMERCE AND MANAGEMENT

26. COMMERCE

- 1. Business Environment:** Meaning and Elements of Business Environment. Economic environment, Economic Policies, Economic Planning. Legal environment of Business in India, Competition Policy, Consumer protection, Environment Protection, Policy Environment: Liberalization, Privatization, Globalization, Industrial Growth and Structural changes.
- 2. Financial and Management Accounting:** Basic Accounting concepts, financial statement, partnership accounts: Admission, Retirement and dissolution of firms. Advanced Company Accounts: Issue, Forfeiture, and Purchase of Business, Liquidation, and Valuation of Shares, Amalgamation, Absorption and Reconstruction, Holding Company Accounts. Cost and management Accounting: Ratio analysis, Fund Flow Analysis, Cash Flow Analysis, Marginal Costing and Break Even Analysis, Standard Costing, Budgetary Control. Responsibility Accounting
- 3. Business Economics:** Nature and Uses of Business Economics, Concept of profit and Wealth maximization, Demand analysis and Elasticity of Demand, Indifference curve analysis. Utility analysis and Law, cost, Revenue, price determination in different market situations: Perfect Competition, Monopolistic Competition, Price Discrimination and Oligopoly, Pricing Strategies.
- 4. Business Statistics and data Processing:** Data type, data collection and analysis, Sampling, Need, errors and Methods of Sampling, Normal Distribution, Hypothesis Testing, Correlation and Regression and Chi-square test, Data processing Elements, data Entry, data processing and Computer applications, Computers application to functional areas- Accounting, Inventory Control.

- 5. Business Management:** Principal of Management, Planning- Objectives, Strategies, Planning process, Decision making, Organizing, Organizational Structure, Formal and Informal Organizations, Staffing, Leading: Motivation, Leadership, Communication Controlling, Corporate governance and Business Ethics.
- 6. Marketing management:** The evolution of marketing, Concept of marketing, Marketing Mix, Marketing Environment. Consumer Behaviour, Market Segmentation, Product Decisions, Pricing decisions, Distribution decisions, Promotion decisions, Marketing Planning , organizing and Control.
- 7. Financial Management:** Capital Structure, Financial and Operating Leverage, Cost of Capital, Capital Budgeting, Working capital management, Dividend Policy.
- 8. Human Resources management:** Concepts, Role and Functions of Human Resource management, Human Resource planning, Recruitment and Selection, Training and Development. Compensation: Wages and Salary Administration, Incentives and Fringe benefits, Morale and Productivity, Performance Appraisal, Industrial Relation in India, Health, Safety, Welfare and Social Security.
- 9. Banking and Financial Institutions:** Importance of Banking to Business, Types of Banks and their functions, Reserve Bank of India, NABARD and Rural Banking. Banking Sector reforms in India, NPA, Capital adequacy norms. E- Banking, Development Banking: IDBI, IFCI, SFCs, UTI, SIDBI
- 10. International Business:** Theoretical foundation of International business, balance of Payments, International Economic Institutions- IMF, World Bank, IFC, IDA, ADB World Trade Organization- its functions and Policies. Structure of India's foreign trade: Composition and Direction, EXIM Bank, EXIM Policy of India, Regulation and promotion of Foreign Trades.

27. MANAGEMENT

- 1. Managerial Economics:** Nature, Scope and Tools of Managerial Economics, Demand Analysis and Elasticity of Demand, Revenue concepts, Supply and Elasticity of Supply, Utility Analysis and Indifference of Return and Law of variable proportion, Cost, Revenue, Price determination in different market situations : Perfect competition, Monopolistic competition, Monopoly, Price discrimination and Oligopoly, Pricing strategies. Introduction to macro-economics: Structure, National Income Concepts, Government Budget and the Economy, Balance of Payment.
- 2. Organizational Behaviour:** Nature and Significance, Influence of Socio- Cultural factors on Organization, Classical, Neo-Classical and Modern theories of organizational structure, Line and Staff Relationship, Delegation and Decentralization, Formal and Informal Groups, Power and Authority, Organizational Roles and Status, Perception, Attitude, Motivation theories, Leadership: nature, style and approaches, Communication, Conflict and Controlling.
- 3. Human Resource Management:** Concepts, Role and Functions of HRM, HR Planning, Recruitment and Selection, Training and Development, Succession, Planning, Compensation: Wage and Salary, Administration, Incentive and Fringe Benefits, Morale and Productivity, Job analysis, Job description and Specification, Use of Job analysis, Information, Appraisal of Performance, Industrial Relations in India, Health, Safety, Welfare and Social Security, Workers participation in management, Trade Unions and Employers organization in the Industrial Disputes, Forms and trends of Industrial unrest in India, Status of Collective Bargaining in India, Employee Empowerment and Quality Management, Social Security Laws, Dispute resolution and Grievance Management, Future of Human Resource Management.

- 4. Financial Management:** Nature and Scope of Financial Management, Capital Structure, Financial and Operating Coverage, Cost of Capital, Capital Budgeting, Dividend Policy, Money and Capital Market, Working of Stock Exchanges in India: NSE, NASDAQ, Derivatives and Options, Venture Capital Funds, Merges and Acquisition, Mutual Funds, Lease, Financing, Factoring, Measurement of Risk and Returns, Securities Valuation and Portfolio Management, Corporate Risk Management. Working Capital Management: Determinants and Financing, Cash Management, Inventory Management, Receivables Management.
- 5. Marketing Management:** Evolution and Concepts of Marketing, Marketing Mix, Marketing Segmentation, Product Life Cycle: New Product Development, Branding and Packaging, Pricing Methods, Distribution Decisions, Promotion Decisions, Market Planning, Organizing and Control, Marketing Tasks, Concepts and Tools, Marketing Environment: Marketing Research, On-line Marketing. Direct Marketing, Social, Ethical and Legal Aspects of Marketing in India. Consumer Behavior Theories and Models, Export Marketing Indian and Global Context, New Issues in Marketing.
- 6. Business Environment:** Meaning and Elements of Business Environment, Changing Dimensions of Business Environment, Economic Policies, Policy Environment: Liberalization, Privatization and Globalization, First and Second Generation Reforms, Industrial Policy, FDI, MNC's, GATT, WTO, SAARC, NAFTA, IMF, World Bank, EXIM Policy, Regulations and Promotions of Foreign Trade, Monetary and Fiscal Policies and their Impact on Business. Global Environment Changes and Sustainable Development, Bio-diversity and its Impact on Business, Pollution and Waste Management.

- 7. Quantitative Techniques:** Role and Scope of Operations Research, Linear Programming, Sensitivity Analysis, Duality, Transportation Model, Inventory Control, Queuing Theory, Decision Theory, Markov Analysis, PERT/CPM, Probability Theory, Probability Distribution, Binomial, Poisson, Normal and Exponential, Correlation and Regression Analysis, Sampling Theory, Tests of Hypothesis, Large and Small Samples Tests-t,Z,F and Chi-square Test.
- 8. Business Management:** Nature and Significance of Management, Evolution and its Approaches, Principles of Management, Contribution of Taylor, Fayol and Bernard to Management Science, Social Responsibility of Managers. Planning: Objectives, Strategies, Planning Process and Techniques of Decision Making. Corporate Governance and Business Ethics.
- 9. Use of Computer Applications in Management:** Computer Application to Functional Areas, Management of Data Processing System in Business Organization, Data Base Management System, Types of Information System, Development of Management Information System and Decision Making, Emerging Trends in e-commerce and its Application, Introduction to Programming Approaches and Languages JAVA, HTML etc.
- 10. Teaching and Research Aptitude:** Teaching Aptitude, Research Aptitude, Reading Comprehension, Reasoning (Including Mathematical and Logical), Data Interpretation, Information and Communication Technology, Higher Education System: Governance, Policy and Administration.

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28. TOURISM SYLLABUS

1. Tourism Principles and Practices:

Basics to Tourism: Concepts and Definitions, Types and Forms of Tourism Interdisciplinary approaches to the study of tourism, Leiper's Model of Tourism, concept, Types and Features of Tourism Product, Major motivations and determinants to travel, Historical Development of Tourism. Structure of Tourism: Introduction to the elements of Tourism, Accessibility, Importance of Transport services, Different means of transportation, Meaning and Nature of Hospitality, Types of accommodation, Concept and Types of Attractions, Importance and types of amenities required in tourism. Impacts of Tourism: Concept of impact of tourism, Economic Impact – Tourism Revenue, Employment generation, Foreign Exchange Earning; Environmental Impact – Positive and Negative, Environmental impact assessment, sustainable tourism development; Socio – cultural impact – Guest Host relationships, Regional development, National Integration, Cultural Exchange, Preservation and Protection of Culture, Peace through tourism. Tourism Organizations: Origin, Objective, Functions, Working and Activities of - World Tourism Organization (WTO), WTTC, IATA, PATA Ministry of Tourism – GOI, ITDC, IHA, FHRAI, Department of Tourism.

2. Management and Organisational Behaviour:

Introduction: Evolution of management Thought- Classical, Behavioural and Management Science Approaches; The Hawthorne Studies; Systems and Contingency Approach for Understanding organizations; Application of Management thought to the current scenario; Fundamental Concepts of Organizational Behaviour; The role of OB in Management; Managerial Process, Functions; Managerial Skills and Roles in Organizations. Foundations of Individual Behaviour: Personality-Meaning; Development of Personality; Personality Determinants; the "Big Five" Personality Traits; Emotional Intelligence. Perception-Nature and importance, Factors influencing perception, managing the perception process, learning: Components of learning process; Theoretical process of learning-Classical Conditioning; Operant Conditioning; Cognitive and Social Learning Theory. Attitude: Nature and dimensions; Components and functions of attitude, Formation and attitude change. Motivation in organizations: Nature and importance; The Motivational framework; The content theories of work motivation-Maslow's Need Hierarchy Theory; The Dual Structure Theory of Motivation; Process theory of work motivation-Vroom's Expectancy Theory; J.Stacy Adam's Equity Theory.

3. Travel Agency Management & Tour Operations:

Travel Agency: History and growth of travel agency business, emergence of Thomas Cook. Emergence of Travel Intermediaries, Indian Travel agents and tour operators-An overview; Definition of travel agent and tour operator; differentiation, interrelationship of TA/TO and principles of present business trends and future prospects, problems and issues. Setting up a Travel Agency: Market research, sources of funding Comparative study of various types of organization proprietorship, partnership, private limited and limited, Government rules for getting approval. IATA rules, regulation for accreditation, Documentation, Sources of earning: commissions, service charges etc. Tour Operation: Definition-concept- History and Growth of Tour Operation business. Types of Tour Operators. Organizational Structure, Forms of Organization, Departments and its

functions. The Process of travel decision making, Mode and Destination selection. Reservation and cancellation procedures for Tour related services-Hotels, Airlines, Cruise Liners, Car rentals and Rail travel. Commission Structures from Suppliers of Service. Tour Documentations & Distribution: Voucher-Hotel and Airline Exchange Order, Pax Docket, Status Report, Daily Sales Record, AGT Statements-Credit Cards-Importance and Future. RBI Regulations for Tour Operators. Managing Tour Operation. Field Operations-inbound and outbound. Managing Distribution, Role of Distribution in exchange process and Distribution System in Tourism Operation. Management of In-house operations. Itinerary preparation, important considerations for preparing itinerary, costing, packaging and promotion.

4. Tourism Geography

Tourism Geography & Resource Mapping in Tourism: Fundamentals of Geography, Importance of Geography in Tourism, Weather and Climate, Climatic Regions of World, Map and its types, Map Science and its role in tourism, Remote Sensing & Geographical Information System and their application in Tourism. Occidental Tourism Geography: Destination knowledge of North America: United States of America, Canada, Mexico; Central America: Costa Rica; South America; Europe: Spain, Austria, Greece, Switzerland. Oriental Tourism Geography: Destination Knowledge of Africa: South Africa, Kenya; Middle East: Saudi Arabia United Arab Emirates; North & East Asia/Pacific: China, Malaysia, Australia, and South Asia: India, Bhutan.

5. Hospitality Management:

Hotel Organization: Hotel; Meaning & Definitions, Classification of Hotel, Hotel Tariff Plans-Hotel Types of Guest Rooms. – Star Rating of Hotels, Regional, National, International Hotel Associations and their Operations. Organizational Structure. Front office Operations: Main Sections of Front Office - Front Desk, Reception, Information, Cashier desk, Guest Relations Desk, Porter's Desk, Concierge Desk, Back office, Reservation Desk, Business Centre, Front office Techniques-Front office lay out and activities, guest activities in hotel reservation, role of reception- Role of Front Office Manager and Personnel, registration procedure, handling guests on arrival, Billing and departure activities. Food and Beverage and Housekeeping Department: Catering establishments and its types, Restaurant and its types. Menu-Meaning and types, Classification of beverages, Order taking procedures. F&B Department in a Hotel and its functional areas. House Keeping Department; Functional areas of Housekeeping department; Various Guest Services of this department.

6. Tourism Marketing:

Introduction: Tourism Marketing and its basic concepts, issues and challenges in tourism marketing, Marketing environment: macro and micro environmental factors affecting tourism concept of Marketing, Mix, Marketing information system, tourism Markets. Buyer Decision and STP: Buyer decision process: Concept and process, Tourist buyer decision process: Mathieson and Wall Model, Stanley Plog's Model of Destination Preferences, Market segmentation-Need, Bases for segmentation, Market targeting, Market positioning, Targeting, Demand forecasting. Marketing Strategies: Meaning and types of tourism product, Managing tourism products, new product development, Destination Development, Product lifecycle, Brand decisions. Tourism Pricing: Concept, Factors influencing pricing, Methods of price fixation, pricing strategies. Tourism Distribution, Distribution chain/Channel. Tourism Promotion: Concept, Promotion mix and its components, 5th P in Tourism: People: Service encounter quality, Managing people and encounters in tourism experience, Process: Elements, Managing process in tourism, Capacity and demand

management, Physical evidence: Concept, role & components, Inter Marketing and its process, Customer loyalty.

7. Tourism Policy, Planning and Development:

Introduction: Concept of Policy, Formulating tourism policy, Role of government, Public and private sectors in the formulation of Tourism Policy, Role of international multinational, state and local tourism organizations in carrying out tourism policies. Tourism Policy in India: An outline of L.K. Jha Committee – 1963, Study of National Tourism Policy 1982 and 2002, National Action Plan of Tourism, 1992, The Concept of National Tourism Board, Investment Opportunities and Government Policy for investment in hotel/tourism industry. Incentives & concessions extended for tourism project. Understanding Tourism Planning: Conceptual meaning of Tourism Planning, Evolution of Tourism Planning, Tourism Planning at international, national, regional, state and local level, Role of public and private sectors in Tourism Development, Public Private Partnership model in Tourism (PPP). Planning Process and Techniques: Techniques of Plan Formulation, Planning for Tourism Destinations- Objectives, methods and factors influencing planning. Carrying Capacity in Tourism Development, Tourism Area Life Cycle (TALC), Destination Development Process, Design considerations in the Tourism Development, Demonstration Effect – Dexty's Index in planning.

8. Airline Ticketing:

Aviation Geography: Time Difference, Flight Time, Divisions of World by IATA, Global Indicators, OAG (ABC) Book Familiarisation, Minimum Connecting Time, Coding & Decoding of Country, City, Airport, Airline, Important Airlines and Airports of World & Fare Construction Terms. Passengers Documentation/Travel Formalities: Passport, Visa, Taxes, Currency regulation, Neutral Units of Construction, Custom Regulation and Baggage Rules. Air Fare Calculation: Type of Journeys; One way (OW), Round Trip (RT), and Circle Trip (CT), International Sales Indicators, Special Fares and Discounted Fares, Limitations on Indirect Travel, Journey in different classes, Credit Cards, Universal Air Travel Plan (UATP). Air Familiarisation of Air Tariff: Introduction to Fare Construction, Mileage Principles, Fare Construction with Extra Mileage Allowance (EMA) & Extra Mileage Principle, Highest Intermediates Point (HIP), Circle Trip Minimum (CTM), Back-haul Check and Add-ons.

9. Research Methodology:

Research Design: Meaning and significance of research, types of research, research ethics in social science research. Research design, important features, & steps. Types of research design, selection and formulation of research problem. Hypothesis: Nature & its role in social science. Testing of Hypothesis – Parametric and Non – Parametric Test Measurement and scaling techniques. Sampling Design: Census and sample survey, sampling techniques or methods, sample design and choice of sampling techniques, sample size, sampling & non – Sampling errors, Data collection: Methods of collecting primary data, Various types of primary data. Data Processing: Introduction, editing of data, classification and coding of data, transcription, tabulation, graphical presentation of data. Data analysis; Measures of Central Tendency and Dispersion – Normal Distribution Correlation and Regression Analysis; t-test; F-test, Analysis of variance (ANOVA), Chi-Square (χ^2), Data Interpretation; Report Writing and Presentation, Art of citing references.

10. Accounting and Finance for Tourism Managers:

Introduction: - Concept and objectives, Accounting as source of information for tourism managers, internal and external users of Accounting information and their needs. Generally Accepted

Accounting principles – Accounting concepts and conventions. Journal and Ledger Posting: Accounting Cycle in tourism organizations; Double entry systems of accounting and usage of debit/credit in accounts; Recording of transactions; Books of original entry, Journal: Subsidiary books – Cash Book, Purchases book, Sales Book; Ledger: Meaning, utility format; posting from journal and Subsidiary books. Final Accounts: Trail Balance: Meaning, Objectives and Preparation. Meaning features, uses and preparation. Meaning, features, uses and preparation of Trading Account, Profit & Loss Account and Balance Sheet of tourism organizations-Adjusting and Closing entries. Depreciation – concept and objectives, Introduction to Finance: Concept, principles that form the basics in financial management, scope, goal of the firm; Time value of money – future value and present value computation, comparing P.V. with F.V; Cost of Capital – concept, significance, determining cost of specific sources of capital, the weighted average cost of capital, Capital Investment Decisions: concept and types of capital expenditures, capital budgeting process, Estimation of Cash Flows for investment analysis, Capital budgeting decision criteria:-pay-back period and post pay-back method, present value and net present value method, internal rate of return: Capitalization and Capital Structure-Meaning, theories of capitalization, over and under capitalization and Capital Structure- Meaning, theories of capitalization, over and under capitalization; concept of capital structure, factors affecting capital structure, relevance of capital structure-net income approach and traditional approach, Irrelevance of capital structure-net income approach and traditional approach, and MM hypothesis, EBIT EPS analysis, Indifference point computation; Leverage: Financial, Operating leverage and total leverage, Analysis and impact of leverage. Dividend Decision: Purpose of dividend decision, objectives of dividend policy, different dividend policies, forms of dividends, Dividend relevance theories: Walters Model Gordon's Model; Dividend relevance theories-M.M.Hypothesis Valuation: Corporate dividend behavior and value of firm, Valuation of shares and bonds.

11. Human Resource Management in Tourism:

Human Resource Management: Human Resource Management. – Nature, Philosophy, significance and core values of HRM, Evolution of HRM; Challenges facing HRM and Impact of technology on HRM practices. Role of HR managers. The qualities of good HR managers and determining personal effectiveness & sense of efficacy. Who am I exercises? Human Resource Planning: Concept and process: Job Analysis, Methods and purpose of job analysis-job description, job specification and job evaluation. Recruitment Search-process, sources and methods of recruitment. Selection Process. Placement, induction, internal mobility and separations. Performance Appraisal System (PAS): Concept, objectives and uses of PAS. PAS Methods and sources. Appraisal errors. Discipline and grievance handling Mechanism. Manpower Training: Determination training needs, methods and evaluation for operatives training and Management development programmes. HRD climate, OCTAPC culture and HRD mechanism.

12. Ethical, Legal & Regulatory Aspects in Tourism:

Introduction: Law and society – Branches of Law, Defining ethics and its significance in tourism. Principles and practices in business ethics, Global Code of Ethics for Tourism, Tourism Legislation, Sources of Tourism Law. Laws related to Tourism Service Providers: Laws relating to Accommodation, Travels Agencies, Tour Operators, Surface Transport, Airlines and Airports. DGCA Formalities for Recreational Flying in India Restricted Areas Permits: Special permits to restricted areas. For foreign tourist in India, restricted area in India for foreign tourists and related authorities at these places to obtain permits, permits related to various monasteries and wild life areas and their procedure, Law designed for Adventure Tour operations, IMF rules for mountain

expeditions, cancellation of permits and bookings. Travel Insurance and Tourism related Acts: Travel Insurance, International insurance business, consumer protection acts in tourism, Passport act, Visa act/extension, FEMA, Foreigners Registration Act, Customs, RBI guidelines, Environment Act, Forest Conservation Act, Wild life Protection Act, Ancient Monuments Act, Travel Trade Act

13. Adventure Tourism Management:

Introduction: Meaning, evolution, definitions of adventure tourism, core characteristics of adventure tourism, the adventure tourist, the adventure tourism market, management issues in the business of adventure tourism, Guidelines for recognition or renewal for extension as an approved adventure tourism operator. Managing Adventure Tourism at macro level: Conservation and restoration of adventure destinations, adventure tourism for growing biodiversity hot spots, impacts of adventure tourism, management of adventure tourism. Challenges of adventure tourism. River Tourism: River system, Meaning, nature and significance of river tourism, Motivations for river tourism, River expeditions: advantages, limitations, grading, training, experience requirements, Size of river, equipment, Research and planning: cost, map study, water volume, geology, access to support, contingencies, size of party, time management, portages, Administration and Safety guidelines. Wildlife Tourism: Meaning of wildlife, tourism system, primary goals of major wildlife stakeholders, importance of wildlife tourism, zoo tourism, the market of zoo tourism, hunting and fishing tourism, understanding recreational hunter's and fisher's motivations & perspectives, Impact of hunting and fishing impacts of wildlife tourism.

14. Heritage Tourism Management:

Introduction: Heritage – Meaning, Types of Heritage Tourism, Cultural Heritage of India – General Features, Sources, Components and Evolution. Tangible and Intangible Heritage, heritage Management Organisations – UNESCO, ASI, ICOMOS, INTACH. Art Galleries, Cultural forms and Museums: Important Museum, Art Galleries and Libraries of India; Performing arts of India: classical dances, folk dances, and folk culture; Handicrafts & textiles, craft melas; Souvenir industry; fairs and festivals: Social, religious and commercial fairs of touristic significance. Criteria and Types: Criteria for selection as heritage sites, monuments and zone by UNESCO (WHC). Types of Heritage Property. World famous heritage sites and monument in India and abroad. Heritage Management: Objectives and Strategies, Protection, Conservation and Preservation, Constitutional Provisions, Heritage Marketing, Heritage Hotels and its classification. Recent trends in Heritage Tourism.

15. Aviation and Cargo Management:

Airport Operations: Operational functions of the Airport, Airport Services, Airport Ground services, Check-in Procedures, Check-in Procedures, Security Checks, Arrival Facilities, Baggage Handling, Working in Airports, Public Private Participation in Indian Airports, Regulatory issues, Co-ordination of Supporting Agencies or Departments, Handling different types of passengers, Airport taxes and charges. Airline Operations: Types of Airlines, Types of Aircrafts, Working with airlines- air hostess/flight steward. Travel documentation and formalities, Itinerary planning and types of Journeys, Fees and Charges by Airlines, Classes of Service. Airline fare – Special and Discounted fare of Airline, Present Policies, Practices and Laws pertaining to Airlines. Cargo Handling & Documentation, Rates & Charges: Evolution and Growth of Cargo Industry, Rules Governing acceptance of Cargo Familiarization of Cargo Tariffs, Chargeable weights – Specific commodity rates, class rates, general cargo rates, valuation charges, Cargo capacity of Air,

Cargo needing special attention, Air way bill, cargo manifesto, Miscellaneous Charges order (MCO)
– Multiple Purpose Document (MPD) – Billing and Settlement plan (BSP)

16. Strategic Tourism Management:

Introduction: Nature, Scope, Significance and process of Strategic Management; Business Strategy; Different forms of strategy; strategy and tactics; Competitive advantages as focal point of strategy; strategic Intent; Dimensions of Strategic Decisions; Corporate level and business level Strategists and their role in Strategic Management, External Environmental Analysis: The General environment and the competitive environment; processes for analyzing the external environment; Internal environmental analysis, Resource – Based view of the firm; developing the company profile-value chain framework; Methods for assessing internal strengths and weakness; SWOT Analysis. Strategy formulation & Implementation: Corporate level Strategies; Expansion Strategies; Retrenchment Strategies; Generic Business level strategies; Expansion Strategies; Retrenchment Strategies; Generic Business level Strategies; Strategic analysis and choice; BCG Matrix; GE-Nine Cell Matrix; Grand Strategy selection Matrix; Model of Grand Strategy Clusters. Strategy Implementation – 7S Frame work for understanding implementation issues; Organizational Learning; Structures for Strategies, Organizational Leadership, and corporate culture. Strategic Evaluation and Control.

17. Emerging Trends in Tourism:

Introduction: Growth of tourism in recent years. Domestic and global tourist traffic and tourism receipt patterns in contemporary context, Regional distribution of tourist traffic and tourism receipts; Regional disparities and tourism gap. Changing market-destination trends and the determining factors to this effect. Leading tourism markets and tourist destinations of the world. Emerging concepts in tourism: Ethnic tourism (Rural, Urban, Tribal Agri and Farm Tourism etc.) Health and Medical Tourism; Spiritual tourism, Resort and holiday tourism, Green, Eco, and Wilderness tourism. Emerging trend: Factors responsible for changing tourism concepts and tourist demand pattern. Impact of cultural, economic, political technological, environmental and ecological perspectives on tourism, Future perspective & projections of domestic and international tourism; Tourism trends in SAARC region: India's performance in domestic and international tourism; over the years; Existing inbound and outbound tourism trends, Effective and potential tourism markets of India, Reasons responsible for India's poor share In International tourism.

18. Destination Management:

Tourism Destination: Definition, Concepts, and Perspectives. Typologies of Tourism Destination, destination Visioning, Destination attractiveness and competitiveness; Destination Management Planning (DMP): concepts, benefits, characteristics, process. Destination Management Organisations (DMOs); Meaning, roles, importance, types; Destination Management Companies (DMCs); performance measurement; two roles of DMOs-IDD and EMD. Internal Destination Development (IDD); IDD activities; feasibility analysis; integrated quality management of destination; destination benchmarking; destination e-business and information management. External Destination Marketing (EMD); EMD activities; understanding travel trends, destination market research, destination positioning, image and branding; promotion of destination through special events. Destination Marketing Strategy and Plan. Global forces and impacts on destinations-safely and security, health, economic, accessibility. Critical success factors of destination management organizations.

19. Sustainable Tourism Development:

Sustainable Tourism Development: Principles, Major Dimensions of Sustainability; Tourism, Environment and Society: Tourism & the Natural Environment; Environmental Impacts of Tourism, Tourism, & Resource Management; Ecotourism Theory & Practice; Tourism, Sustainability & Social Theory. Sustainable Tourism Planning (STP); Meaning & Principles of STP; Basic Concepts in Sustainable Design: Climate analysis, Locality analysis and Site analysis; Carrying Capacity Analysis; Zoning System. Instruments; for Sustainable Tourism: Measurement Instruments;; Command & Control Instruments; Economic Instruments; Voluntary Instruments & Supporting Instruments. Global Initiatives: Global Observatory on Sustainable Tourism (GOST); Global Sustainable Tourism Criteria & Council (GSTC), International Task Force on Sustainable Tourism; Agenda 21 for Travel and Tourism Industry.

20. Entrepreneurship Development in Tourism:

Entrepreneurship: concept, meaning, definition, importance, characteristics, Stages in Entrepreneurship Process. Types of Entrepreneurs, Entrepreneurial motivation, entrepreneurial climate. Role of entrepreneurship in economic development, entrepreneurial skill for travel, tourism and hospitality trade; problems of entrepreneurship in travel trade. Factors influencing the development of entrepreneur. Entrepreneurship in Tourism; Identification of opportunities, alternative fields of self-employment in tourism, Business plan, Feasibility Report, Funding options, Organizational Framework for Promotion and Development of Tourism and Travel Business, Venture Creation and Management in tourism. Conceptualizing a Business: Business model; Business Strategy – understanding customers and analyzing competition, Form of organization and legal considerations, networking and collaboration, good business practices. Setting up a tourism enterprise: steps, procedures, licenses, registration etc; Institutional support for Ministry of Tourism GOI/ J&K, MSMEs.

21. Tourist Transport Management:

Surface Transport System: Approved tourist transport operators, car hire companies including Rent-a-car and tour coach companies, Fare Calculation, Transport & Insurance documents, transportation cycle, calculation of rates for surface travel Regional Transport Authority, Road transport documentation and insurance, All India tourist transport permit, setting up of a tourist transport company. Scheduled and non-scheduled air services, LCC and its benefits, Factors likely to affect the future of air transport industry. Rail transport System: Major railway system of world (British Rail, Euro Rail, Japanese Rail and Amtrak Orient Express), Tibetan Rail. Indian Railways-Functioning and operations, Types of rail tours available in India, Indrail Pass, Major tourist trains-Palace on Wheels, Royal Orient, Fairy Queen Deccan Odyssey and Toy Trains. GSA's abroad. Water Transport System: An overview, Cruise ships, Ferries, Hovercraft and Boats, Terms used in water Transport, management strategies of star cruise, Ocean Odyssey, Queens Mary-2, Major water based leisure practices and their features in India, Shikara; importance, types and Architecture.