

**GOA UNIVERSITY**

**Taleigao Plateau, Goa 403 206**

**FINAL AGENDA**

**For the 10<sup>th</sup> Meeting of the Standing Committee of**

**IX ACADEMIC COUNCIL**

**Day & Date**

**25<sup>th</sup> October, 2019**

**Time**

**10.30 a.m.**

**Venue**

**Council Hall**

ii. The Minutes of the Extended Meeting of Board of Studies in Architecture dated 20/08/2019 (enclosed at Annexure I & II), regarding the modification to the PG Programme in M. Arch in Urban Design and M. Arch. in Sustainable Habitat.

Date : 14/10/2019

Place : Goa College of Architecture, Altinho - Panaji.

sd/-

(Signature of the Chairman)

**Part G.**

**The remarks of the Dean of the Faculty :**

- i. The Minutes are in order.
- ii. The Minutes may be placed before the Academic Council with remarks if any.
- iii. May be recommended for approval of Academic Council

Date :15/10/2019

sd/-

Place : Panaji -Goa

(Signature of the Dean)

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**D 3.11**

**Minutes of the meeting of the Board of Studies in Management Studies held on 4<sup>th</sup> and 15<sup>th</sup> October 2019.**

**Part A.**

i.Recommendations regarding courses of study in the subject or group of subjects at the undergraduate level:

1. BBA Optional Business Courses
2. BBA Optional Non Business Courses
3. BBA (Travel and Tourism) Study Tour
4. BVoC Culinary Management (Two Semesters)

ii. Recommendations regarding courses of study in the subject or group of subjects at the postgraduate level:

5. Core Courses in MBA (Executive)
6. Optional Business Courses in MBA(Executive)
7. Optional Non Business Courses in MBA (Executive)

[Annexure I](#) (refer page no 256)

**Part B**

- i.Scheme of Examinations at undergraduate level: **NIL**
- ii.Panel of examiners for different examinations at the undergraduate level: **NONE**
- iii.Scheme of Examinations at postgraduate level: **NIL**
- iv.Panel of examiners for different examinations at post-graduate level: **NONE**

**Part C.**

- i.Recommendations regarding preparation and publication of selection of reading material in the subject or group of subjects and the names of the persons recommended for appointment to make the selection: **NIL**

**Part D**

- i.Recommendations regarding general academic requirements in the Departments of University or affiliated colleges: **NIL**
- ii.Recommendations of the Academic Audit Committee and status thereof:
  - a. The committee analysed the various suggestions given by the Academic Audit Committee which included, to a large extent, courses in specialized areas like Digital Marketing and others which were recommended at one credit courses. The BoS has taken note of this and as these suggestions involve a relook at the ordinance governing the Management Programmes it will be taken up for suggestions with the School Board.

**Part E.**

- i.Recommendations of the text books for the course of study at undergraduate level:  
**NIL**
- ii.Recommendations of the text books for the course of study at post graduate level:

**Part F.**

	<p style="text-align: center;"><u>Important points for consideration/approval of Academic Council</u></p> <p>i.The important points/recommendations of BoS that require consideration/approval of Academic Council (points to be highlighted) as mentioned below:</p> <p style="padding-left: 40px;">a. It was suggested that the tours of the BBA (Travel and Tourism) course should be organized and funded by the respective colleges as this is a specialized course and is self financed. The course fees are such that the two tours can be funded by the revenues generated by the batch during its course duration.</p> <p style="padding-left: 40px;">ii. The decisions/minutes were read out by the Chairman at the meeting and circulated via email.</p> <p>Date:</p> <p>Place: Goa University, Taliegao Plateau</p> <p style="text-align: right;">Signature of the Chairman</p> <p><b>Part G.</b> The Remarks of the Dean of the Faculty</p> <p style="padding-left: 40px;">i.The minutes are in order</p> <p style="padding-left: 40px;">ii.The minutes may be placed before the Academic Council with remarks if any.</p> <p style="padding-left: 40px;">iii.May be recommended for approval of Academic Council.</p> <p style="padding-left: 40px;">iv.Special remarks if any.</p> <p>Date: <span style="float: right;">Sd/-</span></p> <p>Place: Goa University, Taliegao Plateau <span style="float: right;">Signature of the Dean</span></p> <p style="text-align: right;"><a href="#">(Back to Index)</a></p>
<b>D 4</b>	<p><b>REPORTS OF AFFILIATION INQUIRY COMMITTEE</b></p> <p>Affiliation Inquiry Committee Reports in respect of following Colleges are placed before the Standing Committee of the Academic Council for its consideration and approval.</p>
<b>D 4.1</b>	<p><b>Goa College of Pharmacy, Panaji-Goa.</b></p> <p><b>M. Pharm. Pharmacognosy.</b></p> <p><b>M. Pharm. Pharmacology</b></p> <p><b>M. Pharm. Quality Assurance.</b></p> <p>Date of Visit: 11/10/2019 <span style="float: right;">Type of Programme: Aided</span></p>

**D 3.11 Minutes of the meeting of the Board of Studies in Management Studies held on 4<sup>th</sup> and 15<sup>th</sup> October 2019.**

**Annexure I**

**Syllabus for BBA Travel and Tourism**

Code: BTC 101	Study Tour (Local tour)	Credits 1
Code: BTC 102	Study Tour (Outside Goa)	Credits 2

BTC 101

Study Tour (Local tour)

Credits 1

Prerequisite	Course on Tourism Concepts	
Learning Objective	To familiarise the participants with the tourism products of Goa and to sensitise them regarding tourism, tourists and tourism process at a destination.	
Content	<ol style="list-style-type: none"> <li>1) Planning – Attractions, Budget, Coordination and implementation</li> <li>2) Study tour in North Goa covering the destination attractions</li> <li>3) Study tour in South Goa covering the destination attractions</li> <li>4) Report, Presentations</li> </ol>	<p>4 hours</p> <p>8 Hours</p> <p>8 Hours</p> <p>10 hours</p>
Pedagogy	Field work/ viva /seminars / assignments / presentations / self-study. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Learning Outcome	<p>After completion of the course, students will develop the ability</p> <ol style="list-style-type: none"> <li>1. To experience being a tourist in their home state.</li> <li>2. To identify the problems and difficulties involved in organizing a tour.</li> <li>3. To appreciate the process of tourism through their experience.</li> </ol>	
Suggested Reading	<ol style="list-style-type: none"> <li>1. Charles R. Goeldner and J.R. Brent Ritchie, “Tourism Principles, Practices, Philosophies”, Wiley India Pvt. Ltd. At New Delhi 110002,2007/Tenth Edition.</li> <li>2. Eric Laws, “Managing Packaged Tourism: Relationships, Responsibilities and Service Quality in the Inclusive Holiday Industry”, International Thomson Business Press, 1997.</li> <li>3. Dr. Jagmohan Negi, “Travel Agency &amp; Tour Operation concepts &amp; Principles” , Kanishka Publishers, Distributors, New Delhi 110002</li> <li>4. Sunitra Roday, Archana Biwal, Vandana Joshi, “Tourism</li> </ol>	

	Operations & Management” Oxford University Press, New Delhi 11001,2009	
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BTC          102                                  Study Tour (Outside Goa)                                  Credits 2

Prerequisite	Fundamental course in Tour Operations Management	
Learning Objective	To familiarise the participants with tour operations and tour planning and the process of tour management.	
Content	<ul style="list-style-type: none"> <li>1) Planning – Attractions, Budget, Coordination and implementation</li> <li>2) Study Tour to destinations outside Goa</li> <li>3) Report, Presentations</li> </ul>	10 Hours  40 Hours 10 Hours
Pedagogy	field work/ viva /seminars / assignments / presentations / self-study. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Learning Outcome	After completion of the course, students will develop the ability of <ul style="list-style-type: none"> <li>1. Planning and designing packaged tours.</li> <li>2. Creating travel itineraries</li> <li>3. Appreciating the tourism process nationwide.</li> </ul>	
Suggested Reading	<ul style="list-style-type: none"> <li>1. Charles R. Goeldner and J.R. Brent Ritchie, “Tourism Principles, Practices, Philosophies”, Wiley India Pvt. Ltd. At New Delhi 110002,2007/Tenth Edition.</li> <li>2. Eric Laws, “Managing Packaged Tourism: Relationships, Responsibilities and Service Quality in the Inclusive Holiday Industry”, International Thomson Business Press, 1997.</li> <li>3. Dr. Jagmohan Negi, “Travel Agency &amp; Tour Operation concepts &amp; Principles” , Kanishka Publishers, Distributors, New Delhi 110002</li> <li>4. Sunitra Roday,Archana Biwal, Vandana Joshi, “Tourism Operations &amp; Management” Oxford University Press, New Delhi 11001,2009</li> </ul>	

Syllabus for BBA Course

Optional Operations Courses

Code: BBO 201	Project Management
Credits 2	
Code: BBO 202	Supply Chain Management
Credits 2	
Code: BBO 203	Total Quality Management
Credits 2	

BBO 201

**Project Management**

Credits: 2

<b>Prerequisites for the course</b>	Fundamental knowledge of project management through a course in production operations management	No. Of Hours
<b>Objective</b>	To familiarize the participants with various approaches and strategies used in project management	
<b>Content</b>	<ol style="list-style-type: none"> <li>1. Introduction and the organizational Context -Project definition and importance of project management, Project Life cycles, determinants of project success, Project elements. Project and organizational strategy, stakeholder management, organizational structures, organizational culture and project management.</li> <li>2. Project selection and portfolio management -Project selection, approaches to project screening and selection, financial models, Project portfolio management.</li> <li>3. Leadership and the project manager -Leaders V/s managers, Different approaches of leadership, Traits of effective project leader, Project management professionalism. Project Team building, Conflicts and Negotiations. Building the project team, Characteristics of effective project team; Reasons for team failure; Stages in group development; Achieving cross-functional co-operation, Conflict Management and Negotiation.</li> <li>4. Conceptual development; the scope statement; Work authorization; Scope reporting; Control systems; Project closeout. Cost Estimation and Budgeting - Cost management, cost estimation, creating a project budget.</li> <li>5. Project Scheduling &amp; Networks -Project scheduling, developing a network, Duration estimation and critical path, Identifying lags and crashing of activities.</li> <li>6. Resource management -Basics of resource constraints; Resource loading, resource leveling; managing resources in multi-project environment.</li> <li>7. Project Evaluation and Control - Control cycles, monitoring project performance, earned value management</li> </ol>	<p>2 Hours</p> <p>6 Hours</p> <p>4 Hours</p> <p>5 Hours</p>

		5 Hours
		5 Hours
		3 Hours
<b>Pedagogy</b>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<b>Learning Outcomes</b>	At the end of the course the participant will be able to : <ol style="list-style-type: none"> <li>1. Analyze various levels of project</li> <li>2. Apply various approaches for project evaluation, selection and control</li> <li>3. Use scheduling techniques for allocation of resources.</li> </ol>	
<b>References/Readings</b>	<ol style="list-style-type: none"> <li>1. Pinto Jaffrey K., "Project Management-Achieving Competitive Advantage", Pearson Education India, Latest edition</li> <li>2. Maylor Harvey, " Project Management" Pearson Education India, Latest edition</li> <li>3. Meredith J.R. &amp; Mantel S.J. " Project Management" Wiley India, Latest edition.</li> </ol>	

BBO 202

**Supply Chain Management**

Credits: 2

<b>Prerequisites for the course</b>	Fundamental knowledge of supply chain management through a course in production operations management	No. Of Hours
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<b>Objective</b>	To familiarize the participants with various factors affecting the supply chain and strategies for effective supply chain management	
<b>Content</b>	<ol style="list-style-type: none"> <li>1. The Role of Supply Chain Management in Economy and Organization. Introduction to supply chain, Key concepts in supply chain management, Enablers of supply chain performance, challenges in supply chain management.</li> <li>2. Supply Chain Strategy and performance measures- Customer service and Cost Trade-off, Supply chain performance measures, Linking supply chain and Business performance, Enhancing supply chain performance.</li> <li>3. Outsourcing Make Verses Buy decisions - Strategic approach in make verses buy decisions, Market Verses Hierarchy, The make verses buy continuum; sourcing strategy.</li> <li>4. Types of Inventory, Inventory related costs, Managing Cycle, Safety and Seasonal stocks, Analyzing impact of Supply chain redesign on the inventory, Managing inventory for short life Cycle products, Multiple item &amp; Multi-location inventory management.</li> <li>5. . Transportation -Drivers of transportation decisions, Modes of transportation – choices and performance measures, transportation strategy formulation, Vehicle scheduling.</li> <li>6. Network Design and Operations: Facility location, Network operations planning &amp; Design, Network designs and operations models, Data for network designs, Location of service systems.</li> </ol>	<p>4 Hours</p> <p>6 Hours</p> <p>4 Hours</p> <p>6 Hours</p> <p>5 Hours</p> <p>5 Hours</p>
<b>Pedagogy</b>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-	

	study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<b>Learning Outcomes</b>	At the end of the course the participant will be able to : 1. Identify various factors affecting supply chain management at different levels 2. Analyze the impact 3. Suggest strategies to minimize the effect	
<b>References/Readings</b>	1. Shah, Janat, "Supply Chain Management, Text and Cases ", Pearson Education India, Latest edition 2. Chopra Sunil, Meindl Peter, Kalra D.V. " Supply Chain Management" Pearson Education India, Latest edition 3. Bozarth Cecil C., Handfield Robert B.; Introduction to Operations and Supply Chain Management , Pearson Education, Latest Edition.	

BBO 203

**Total Quality Management**

Credits: 2

<b>Prerequisites for the course</b>	Fundamental knowledge of Total quality management through a course in production operations management	No. Of Hours
<b>Objective</b>	To familiarize the participants with principles, practices and concepts of Total Quality management.	
<b>Content</b>	1. Introduction to Total Quality Management approach, Gurus of TQM, defining quality and benefits of TQM. Quality leadership - characteristics of quality leaders, ethics, core values, strategic planning.	4 Hours
	2. Customer satisfaction – Customer perception of quality, service quality, translating needs into requirements. Employee Involvement – Motivation, Employee surveys, Gain sharing, employee involvement.	4 Hours
	3. Continuous process Improvement - Process, improvement strategies, Types of problems, problem solving method. Supplier partnership – Sourcing, supplier selection and certification.	4 Hours
	4. Performance measures – Strategy, performance measure presentation, Quality costs. Benchmarking – Definition, process, reasons, understanding current scenario.	4 Hours

	<p>5. Quality Management and Environmental Management Systems.</p> <p>6. Quality Function Deployment – Benefits of QFD, House of quality, building house of quality, QFD process</p> <p>7. Failure Mode and Effect Analysis – Reliability and its requirements, Failure rate.</p> <p>8. Statistical Process control – Pareto Diagram, Process flow diagram, Introduction to control charts, process capability.</p>	<p>4 Hours</p> <p>2 Hours</p> <p>4 Hours</p> <p>4 Hours</p> <p>4 Hours</p>
<b>Pedagogy</b>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<b>Learning Outcomes</b>	At the end of the course the students will be able to Use the tools and techniques for Total Quality Management in an organization.	
<b>References/Readings</b>	<p>1. Besterfield Dale H., Besterfield – Michna Carol, Besterfield Glen H., Besterfield – Sacre Mary “ Total Quality Management” Pearson Education India, Latest edition</p> <p>2. Bhat Shridhara K.; Total Quality Management –Text and Cases, Himalaya Publishing House, Latest edition.</p> <p>3. Mandal S.K., Total Quality Management Principles and Practice, Vikas Publication , Latest edition.</p>	

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### Syllabus for BBA- Culinary and Hospitality

<b>Code: BHN 030</b>	<b>Gender Issues</b>	<b>Credits 2</b>
<b>Code: BHN 031</b>	<b>Human development and Interpersonal Relationships</b>	<b>Credits 2</b>

#### BBA – Culinary and Hospitality

**BHN 030**  
**Credits 2**

**Gender Issues**

		No. Of Hours
Learning Objective	To understand the historical and socio cultural background that has resulted in current gender issues in the society.	

Content	<ol style="list-style-type: none"> <li>1. Introduction and overview of the concept. Gender and sex, gendering and socialization. A historical background of the status of women in Indian society. The current situation: urban and rural women, dual careers. Concepts of glass ceiling and glass cellar. A historical background to the socio-cultural practices and interconnections of gender, religion, caste and class through social customs and practices- sati, widow remarriage. The role of NGOs, govt. efforts to change the situation.</li> <li>2. Cultural, social factors and the violation of rights through the practices of child marriage, arranged/ forced marriage. The issues and challenges faced by women and society. To realize the need for a change in the social mind set to improve the situation. Purdah system, Devadasi system, prostitution and trafficking. To understand the issues and challenges faced by women, children and society. To realize the need for change.</li> <li>3. Existing taboos, superstitions and customs. Witch hunting, female genital mutilation, menstruation taboos, fasts and rituals. Understanding the need for change. The need for education and empowerment of women.</li> <li>4. The various forms of abuse, violence, power and control, the myths regarding abuse and violence. Gender based violence, the effects of the various forms of abuse and violence on victims, the family and the community. To view the cycle of violence, effects of abuse on the victim and the family. To understand the victims continuing to stay in abusive relationships.</li> <li>5. Rape and sexual assault as a violation of rights, types of rape. The connection between status, control and power. Awareness about rape and its impact on the victims/ survivors. The reasons for rape and its consequences. The attitude of society towards victims/survivors – blame, stigma. The need for change in the thinking patterns and attitude of society. Sexual harassment at the workplace, the effects on the victims, work team and the workplace.</li> <li>6. Subjugation of women; dowry, honour killing</li> <li>7. Issues and the challenges faced by the lesbian, gay, transgender community. Changing sexual trends and the attitude of family and society.</li> </ol>	<p>6 Hours</p> <p>6 Hour</p> <p>2 Hours</p> <p>5 Hours</p> <p>7 Hours</p> <p>2 Hours</p> <p>2 Hours</p>
Pedagogy	Class discussions, individual presentations, PPT, documentary and films, newspaper articles, internet (YouTube), case illustrations	
Learning Outcome	Upon completion of this course students should understand the historical, political, legal and social influences that have shaped gender roles and status. They will be sensitised to atrocities and violations and will be encouraged to develop a sensitive and empathetic attitude to survivors/victims whose rights have been violated.	
Suggested Reading	<ol style="list-style-type: none"> <li>1. Kimmel, Michael S., The Gendered Society: Oxford University Press. 2008. Third or later edition.</li> <li>2. Rehman Zainab. Women and Society: Kalpaz Publications, 2005 or later edition</li> <li>3. Kaila, H.I. Women, work and Family. Rawat Publications, 2005.</li> <li>4. Suchinmayee Rachna. Gender Human Rights and Environment: Atlantic Publishers and Distributors Pvt. Ltd.,</li> </ol>	

	<p>New Delhi. 2008 or later Edition</p> <p>5. Kramer Laura: The Sociology of Gender. Oxford University Press. 2011. Fourth or later Edition.</p> <p>6. Forbes, Geraldine. South Asia Edition. Cambridge University Press,. 1996 or later Edition.</p> <p>7. Gaag, Nikki ,The No-Nonsense Guide to Women's Rights.. Rawat Publications, First Indian Edition, 2005 or later edition</p>	
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**BHN 031**

**Human development and Interpersonal Relationships**

**Credits 2**

		No. of Hours
Learning Objective	<p>(i) To understand family systems and their importance</p> <p>(ii) Developing and maintaining relationships</p> <p>(iii) To become aware of coping strategies and dealing with situations</p>	
Content	<p>(1) Introduction and Overview- Human Growth, stages of human development and changes in the life span. Challenges faced.</p> <p>(2) Family systems and roles. Types of family. Socialization and the importance of family and home. Responsibilities of family and parenthood. Neglect, inconsistent and inadequate discipline, lack of family care and its impact.</p> <p>(3) Types of relationships and factors contributing to development of relationships. The importance of communication and listening. Influence of media.</p> <p>(4) Relationships between siblings, twins and extended family. The importance of bonding and attachment. Caring and sharing.</p> <p>(5) Understanding puberty, adolescence. Myths and Facts. Roles and responsibilities of youth. Peer pressure and peer influences. Interpersonal skills, making friends. Attraction, building relationships with the opposite sex.</p> <p>(6) Personality and character development, etiquette and manners. Having a balanced lifestyle- importance of adequate rest, diet, exercise and lifestyle. Hobbies, leisure activities. Academic pursuit and career choices. Saving for the future. Courtship and Marriage. Responsibilities and roles of an adult in the family and the community.</p> <p>(7) Emotions: positive and negative. Dealing with emotions. Frustration, stress, anxiety, guilt, jealousy and envy. Coping strategies, defence mechanisms. Dealing with success and failure.</p> <p>(8) Coping with loss: adultery and extra marital relationships. Break up, death, divorce and separation- impact on the</p>	<p>3 Hour</p> <p>4 Hours</p> <p>3 Hours</p> <p>3 Hours</p> <p>3 Hours</p> <p>4 Hours</p> <p>3 Hours</p> <p>4 Hours</p> <p>3 Hours</p>

Course codes	Course Name	Credit
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	<p>individual and the family. Starting anew- adjustment and changes in lifestyle.</p> <p>(9) Understanding ageing. Dementia and senescence- physical and mental health issues in old age. Coping with aged care, need for institutionalization.</p>	
Pedagogy	Class discussions, individual presentations, PPT, documentary and films, newspaper articles, internet (YouTube), case illustrations	
Learning Outcome	Upon completion of this course, students should have an awareness of self, that will help to shape their relationships and personality. They will be sensitised to the needs, roles and responsibilities in the stages of growth and encouraged to develop the appropriate attitude to those they live and work with.	
Suggested Reading	<ol style="list-style-type: none"> <li>1. Papalia, Diane E., Olds, Wendkos Sally., Feldman Duskin Ruth. Human Development. Indian Edition. Mc Graw Hill Education (India) Private Limited. Ninth Edition. 2004</li> <li>2. Feldman Sarah, PhD. Change Your Thinking. ABC Books for the Australian Broadcasting Corporation, Sydney. 2005 or later Edition.</li> <li>3. Haas, Aaron. PhD. The Gift of Fatherhood: How Men’s Lives are transformed by their Children. A Fireside Book published by Simon &amp; Schuster, New York, 1994 or later Edition.</li> <li>4. Morgan Clifford T. King, Richard A. , Weisz John R., Schopler, John. Introduction to Psychology. Tata McGraw Hill Edition (India) 1994 or later Edition</li> <li>5. Newspaper and magazine articles</li> </ol>	

EMC 010	Economics	2 Credits
EMC008	Production and Operations Management	2 Credits
EMC011	Legal Aspects of Business	2 Credits
EMC 012	Business Ethics	2 Credits
EMN 001	Yoga	2 Credits
EMN002	Sociology of Food	2 Credits
EMN003	Appreciation of Films	2 Credits
EMO 101	Hiring and Talent Management	2 Credits
EMO 102	Labour Laws and Industrial Relations	2 Credits
EMO 103	Organisational Development and Change Management	2 Credits
EMO 104	Designing High Performance Organisations	2 Credits
EMO 105	Learning and Development	2 Credits
EMO 106	Consultancy Management	2 Credits
EMO 107	Occupational health and safety Management	2 Credits
EMO 108	Indian Ethos and Human Quality Development	2 Credits
EMO 109	Leadership	2 Credits
EMO 110	Compensation and Benefits Management	2 Credits
EMO 201	Financial Accounting	2 Credits
EMO 202	Taxation	2 Credits
EMO 203	Project Planning and Implementation	2 Credits
EMO 301	Sales Management	2 Credits
EMO 401	Supply Chain Management	2 Credits
EMO 402	Logistics Management	2 Credits
EMO 403	Project Management	2 Credits
EMO 404	Total Quality Management	2 Credits
EMO 405	Materials Management	2 Credits

### Syllabus for Executive MBA

**Programme:** M.B.A. (Executive)

**EMC 010 Economics 2 Credits**

<b>Prerequisites for the course:</b>		
<b>Objective:</b>	To familiarize the participants with essential concepts in economics.	
<b>Content:</b> - -	Demand: Factors influencing demand, Demand Theories, Elasticities, estimation and forecasting; Supply: Factors affecting supply, theories of supply, Elasticities, Supply budgeting, Economic Theories: Production theory, Cost theory. Decisions of the firm: Market structure and pricing. Risk, uncertainty and game theory. National income accounting frameworks and economic	10 hours



	environment of an economy. Classical, Keynesian micro-economic theories Open economy macroeconomics; The process of structural adjustment and economic reforms-industrial policy, sectoral reforms; Monetary and fiscal policies	6 hours
		6 hours
		8 hours
<b><u>Pedagogy:</u></b>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<b><u>Learning Outcomes</u></b>	The participant will be able to take managerial decisions using Micro and Macro Economic concepts	
<b><u>References/Readings</u></b>	1. Samuelson, Paul A. and William D. Nordhaus; 'Economics'; Tata McGraw–Hill, Latest edition.  2. Buckley, Adrian; "The Essence of International Money"; Prentice – Hall of India Pvt. Ltd.; New Delhi, Latest edition.	

**EMC008**      Production and Operations Management

**2 Credits**

<b><u>Prerequisites for the course</u></b>		
<b><u>Objective:</u></b>	To introduce the participants to the function of Production and Operations Management , Quality Management, and Productivity Management	
<b><u>Content:</u></b>	Classification of operations; Process types in manufacturing and Services, Plant layout & Location; Production Planning and Control.	8 hours
	Quality Management, Quality Control, Tools for improving	9hours

	<p>Quality, Total Quality Management, Quality Assurance, Six Sigma Concept.</p> <p>Productivity Improvement Techniques, Work study and Time Study, Maintenance policies for facilities and equipment, Preventive versus breakdown maintenance, Procedure for maintenance, total productive maintenance (TPM).</p>	13 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	After completion of the course, students will develop the ability to use Quantitative methods to solve business decision issues arising in the domain of Production Operations in a Manufacturing and Service setup.	
<u>References/Readings</u>	<ol style="list-style-type: none"> <li>1. Adam Jr Everetl E. R J – Production and Operations Management (Prentice-Hall, 1992), latest Edition.</li> <li>2. Krajewski, Lee J. and Larry P. Ritzman; ‘Operations Management: Strategy and Analysis’; Pearson Education India; Latest Edition.</li> <li>3. Production &amp; Operations Management.- Kanishka Bedi, (Oxford University Press)</li> <li>4. Krishnaswamy, K. N. ‘Cases in production / Operations Management’; Prentice Hall of India Private Ltd., New Delhi, Latest edition</li> </ol>	

**EMC011**

**Legal Aspects of Business**

**2 Credits**

<u>Prerequisites for the course</u>		
<u>Objective:</u>	To develop competence in considering legal aspects while taking business decisions. The objective is to enable potential executives to comply with legal provisions where required	
<u>Content:</u>	<p>Indian Legal system, structure and processes, basics of court room and legal procedures such as jurisdiction, writ, civil, criminal courts, appeal, power of attorney, registration of documents, etc.</p> <p>Introduction, essentials of valid contract, Consideration, free consent and Void agreements; Breach of Contract and its consequences, Indemnity and Guarantee, Bailment, Pledge, and Agency.</p>	<p>6 hours</p> <p>5 hours</p>

	Incorporation, memorandum and articles of Association of company including prospectus, Shares and debentures. Position of a director and winding up of a company including meetings	4 hours
	Essentials of Industrial Disputes Act and Workmen's Compensation Act, Factories Act, ESI Act, Consumer Protection Act, Contract of Employment.	15 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	After completion of the course, students will develop the ability to 1. Use relevant laws in managerial decisions. 2. Help organisation in statutory compliances	
<u>References/Readings</u>	1. Nabhi's Business Law'; Jain Book Agency (Latest Edition) 2. Singh, Avatar; 'Company Law'; Eastern Book Co. (Latest Edition) 3. Singh, Avtar; 'Mercantile Law'; Eastern Book Co. (Latest Edition) 4. Malik, P.L; 'Labour and Industrial Law'; Eastern Book Co. (Latest Edition)	

**EMC 012**

Business Ethics

**2 Credits**

<u>Prerequisites for the course</u>		
<u>Objective:</u>	To understand role of Ethics in business and highlight the common conflicting ethical situations one faces in life	
<u>Content:</u>	<b>Business Ethics:</b> Role of various agencies in ensuring ethics in an organisation, Setting standards of ethical behaviour, Managing stakeholder relations,  Assessing ethical performance, Organizing for Business Ethics management; Difference between workplace ethics and the Law	9 hours  5 hours
	<b>Corporate Governance and Corporate social Responsibility:</b> Role of senior management, employees, Government and other stakeholders	8 hours

	<b>Environmental Ethics:</b> Ecological Crises, Dominion Perspective, Stewardship Perspective and Participation Perspective	8hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	After completion of the course, students will develop the ability to 1. To identify and critique conflicting ethical situations, and to broaden one's ethical perspectives in life	
<u>References/Readings</u>	1. Hugh LaFollette (ed); Ethics in Practice: An Anthology; Wiley-Blackwell, Latest Edition 2. Peter Singer, Practical Ethics, Cambridge University Press, Latest Edition	

**EMN 001**

**Yoga**

**2 Credits**

Prerequisites for the course		
<u>Objective:</u>	To enable the participants appreciate the role of Yoga in life and to practice the aspects of Yoga in their daily life.	
<u>Content:</u>	Introduction to Yog, What is Yog, Ashtang Yog as identified by Maharishi Patanjali, Types of Yog.	4 Hours
	Introduction to Asanas or Yog Postures, Basic Sitting Postures and their effects on health and wellbeing. Paschimottanasana, JanuShirasana, Naukasana, Vakrasana, Padmasana , Vajrasana and others.	5 Hours
	Basic Standing Postures and their effects on health and wellbeing. Tadasana, Garudasana, Trikonasana and others.	5 Hours
	Basic Supine Postures and their effects on health and wellbeing. Makarasana, Dhanurasana, Bhujangasana, Halasana, Sarvangasana, Shalabhasana, Naukasana, Shavasana and others.	10 Hours
	Pranayama (breathing Techniques & Exercises) types and methods.	6 Hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/	

	seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	After completion of the course, students will develop the ability to use the techniques of Yoga postures, breathing techniques & exercises and meditation for healthier life.	
<u>References/Readings</u>	<ol style="list-style-type: none"> <li>1. BKS Iyengar, Light on Yoga, Allied Publishers, Latest Edition.</li> <li>2. Freedom &amp; Leela, Yoga Manual for Beginners – Yogic poses, postures &amp; Exercises, Sound Yoga Body publishers, www.soundbodyYOGA.com</li> </ol>	

**EMN002**

Sociology of Food

**2 Credits**

<u>Prerequisites for the course</u>		
<u>Objective:</u>	To examine the development of culinary cultures and the impact of migration on food at the macro level and food preparation and consumption at the micro level	
<u>Content:</u>	<p><b>Food</b> as an area of academic interest</p> <p><b>Culinary cultures:</b> The development of culinary cultures; impact of colonialism and migration on food; Food in oriental history.</p> <p style="text-align: right;"><b>Food</b></p> <p><b>production, preparation, distribution and consumption:</b> Food production in India, Food preparation and consumption at home: Gender implications, Professional cooks and eating outside the home, Sociology of annadana</p> <p><b>Food and quality of life:</b> Food and health, Food rationing, Poverty, famine and food</p>	<p>5 Hours</p> <p>10 Hours</p> <p>10 Hours</p> <p>5 Hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	<p>After completion of the course, students will develop the ability</p> <ol style="list-style-type: none"> <li>1. to appreciate systemic and social dynamic dimensions of food and eating.</li> <li>2. to consider taste and food consumption as socio-cultural constructions and ideological</li> </ol>	

	determinants.	
<u>References/Readings</u>	<ol style="list-style-type: none"> <li>1. Breckenridge, Carol A. Consuming Modernity: Public Culture in Contemporary India. Oxford University Press, Latest Edition</li> <li>2. Counihan, C. and P. Van Esterik (Eds.). Food and Culture: A Reader Routledge; Latest Edition</li> <li>3. Goody, J. Cooking, Cuisine and Class: A Study in Comparative Sociology. Cambridge University Press, Latest Edition</li> <li>4. Janeja, Manpreet, K. Transactions in Taste: The Collaborative Lives of Everyday Bengali Food. New Delhi: Routledge; Latest edition</li> </ol>	

**EMN003**

Appreciation of Films

**2 Credits**

<u>Prerequisites for the course</u>		
<u>Objective:</u>	To help the participants appreciate cinema (national and international) as having its own distinct language and philosophy, the way it stimulates people, and helps in making sense of the world.	
<u>Content:</u>	<p><b>Approaches to Films</b> Document, Documentary and Narratives; Thought Orientation in Films; Text, Context and Non-Text</p> <p><b>Film and Other Art Forms</b> Photography and Representation; Symbolism and Metaphors; Music, Dance and Drama; Presenting Reality and Fiction</p> <p><b>Films and our Minds</b> Films and Emotions; Imagination; Identifying the Audience (Spectatorship); Communication and Persuasion</p> <p><b>Films and Morality</b> Lessons from Films; Authorship and Copyright; Film Criticism; Evils and Issues – Pornography, Free Will, Laws and Artistic License</p>	<p>7 Hours</p> <p>8 hours</p> <p>8 hours</p> <p>7 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	After completion of the course, students will develop the ability to <ol style="list-style-type: none"> <li>1. Appreciate films as works of art</li> <li>2. Recognize the impact of films on society</li> <li>3. Critique films</li> </ol>	
<u>References/Readings</u>	1. David Bordwell; Principles of Narration; University	

	<p>of Wisconsin Pres; Latest Edition</p> <ol style="list-style-type: none"> <li>2. Gregory Currie ; Image and Mind, Film, Philosophy and Cognitive Science; Cambridge University Press; Latest Edition</li> <li>3. Noel Carroll and Jinhee Choi (Eds); Philosophy of Film and Motion Pictures - An Anthology – Wiley Blackwell; Latest Edition</li> <li>4. Felicity Colman-Film, Theory, and Philosophy_ The Key Thinkers; McGill-Queen's University Press,, Latest Edition</li> </ol>	
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**EMO 101**

**Hiring and Talent Management**

**2 Credits**

<u>Prerequisites for the course</u>	A core course in Human Resource Management	
<u>Objective:</u>	To introduce the concepts and tools of Hiring and Talent Management	
<u>Content:</u>	<p><b>Effective Hiring</b> Talent Acquisition: Identification of Talent; Sources of Talent; Recruitment, Selection; Screening; Selection methods, Person-job fit; Ethics; Impact on individual, team, and organizational effectiveness. Assessment Centres : Role in Hiring and Talent Management; Psychometric Testing Tools;</p> <p><b>Talent management</b> Career Management &amp; Succession Planning; Employee Attrition and Role of Employee Career Paths; Career Development in a Changing Environment; Mentoring for Employee Development; Flexible Working Practices ; Talent Retention, Communication &amp; Leadership: Integration of Human Capital Systems; Attracting and retaining high performers; Utilizing and managing excess manpower</p>	<p>10 Hours</p> <p>6 Hours</p> <p>8 Hours</p> <p>6 Hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> <li>1. Berger &amp; Berger, Talent Management Handbook, McGraw Hill Publishing, latest edition.</li> <li>2. D Arthur 'Recruiting, Interviewing, Selecting &amp; Orienting New employees', Prentice Hall India, latest edition,</li> <li>3. R Edenborough 'Assessment Methods in Recruitment, Selection &amp; Performance', Kogan</li> </ol>	

	Page , Latest edition	
<u>Learning Outcomes</u>	At the end of the course the participant should be able to hire and manage talent in Organisations	

**EMO 102**

Labour Laws and Industrial Relations

**2 Credits**

<u>Prerequisites for the course</u>	A core course in Human Resource Management	
<u>Objective:</u>	To introduce the implications of select labour laws and to bring out the importance of industrial relations in an organisation	
<u>Content:</u>	<p>Objective of the Acts, Definitions, Employer liabilities, Reporting and Documentation required, Provisions and Penalties for the following Acts and their Implications</p> <ol style="list-style-type: none"> <li>1. Trade Unions Act, 1926</li> <li>2. Industrial Disputes Act, 1947</li> <li>3. The Payment of Bonus Act, 1965</li> <li>4. Employees' State Insurance Act, 1948 (ESI Act)</li> <li>5. Child Labour (Prohibition &amp; Regulation) Act, 1986</li> </ol> <p><b>Industrial Relations</b>            Various approaches - The systems model; The Pluralist Approach; The Structural Contradictions Perspective; The Indian IR framework</p> <p>The role of Government in Indian IR; Regulative and Participative bodies; Employers Associations; Contemporary Issues in Industrial Relations; Grievance Management</p>	<p>15 hours</p> <p>7 hours</p> <p>8 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	At the end of the course the participant should be able to interpret and apply the labour laws at workplace	
<u>References/Readings</u>	<ol style="list-style-type: none"> <li>1. S.D.Puri &amp; Sandeep Puri, Labour Laws for Everyday Made easy, Snow White Publications, latest edition.</li> <li>2. P.Subba Rao Labour Welfare and Social Security, Himalaya Publishing Co., latest edition.</li> </ol>	

**EMO 103**

Organisational Development and Change Management

**2 Credits**



Prerequisites for the course	A core course in Human Resource Management	
Objective	The course is designed to help the students develop as potential change agents and Organisational Development professionals.	
Contents	<p><b>Planned Organisational Change-</b> Organisational Change Management (OCM): Understanding Organizational Transformation; Transformation Strategies; Process models and techniques of managing change; OCM Framework; Resistance to change; Change Agents; Evaluating Change; Role of Leadership; Role of Training</p> <p>Organizational Learning and Learning Organization ; Organisation Culture; Learning orientation of organisations and Individuals; Organizational effectiveness;</p> <p><b>Foundations of Organisational Development (OD)</b> The OD Consultant: Role, Skills and Dilemmas Entry and Contract, Organisational Diagnosis – Methods of Diagnosis; Feedback and OD;</p> <p>OD Interventions: Individual and Interpersonal Interventions; Team / Group Interventions; Intergroup Interventions; Comprehensive Interventions; Success and Failure of OD; Future of OD &amp; New Perspectives</p>	<p>10 hours</p> <p>5 hours</p> <p>6 hours</p> <p>9 hours</p>
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	<p>At the end of the course the participant should be able to</p> <ol style="list-style-type: none"> <li>1. Use Change Management techniques</li> <li>2. identify skills required in an OD consultant</li> </ol>	
References/Readings.	<ol style="list-style-type: none"> <li>1. French &amp; Bell, 'Organisational Development', Sage Publishing, latest edition.</li> <li>2. M C Judge &amp; L Holbeche, 'Organization Development', Kogan Page, latest edition.</li> <li>3. S Allcorn, 'Organizational Dynamics and Intervention – Tools for changing workplace' , Prentice Hall India, latest edition.</li> <li>4. T.V Rao, 'The Handbook for Development Action Plans', TVRLS publications, latest edition.</li> </ol>	

Prerequisites for the course	A core course in Human Resource Management	
Objective	To introduce performance management tools and techniques required in designing high performance organisations	
Contents	<b>Performance Management</b> Relationship between development strategies and business performance; Skills related to performance planning, coaching and review/ appraisals; Interpersonal dynamics in performance management; Performance feedback and coaching;	10 Hours
	Competency Mapping, Holistic Frameworks for performance management - balanced scorecard, stake holder approach and their adaptations in India; Best Practices;	5 Hours
	Performance Appraisals – Methods, Documentation, Feedback, legal and Ethical Considerations, Role of Appraisers;	5 Hours
	<b>Drivers for designing High Performance Organisations</b> organizational effectiveness; structures and processes for excellence; Cultural Factors/Issues in Performance Management ; corporate social responsibility and corporate citizenship behavior; coaching for excellence; building and leading high performance teams; decision making to support high performance.	10 Hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	At the end of the course the participant should be able to 1. Conduct performance appraisals 2. use performance management skills required to design High Performing Organisations	
References/Readings.	1. A.S.Kohli & T.Deb , Performance Management, Oxford Higher education Press, Latest edition, 2. Richard Rudman, Performance Planning and Review- Making Employee appraisals, Allen & Unwin Publishers, Latest edition.	

**EMO 105****Learning and Development****2 Credits**

Prerequisites for the course	A core course in Human Resource Management	
Objective	To understand the role of Learning and Development in achieving the organisational and employee goals	
Contents	Elements of an effective learning and training process; Principles of Adult Learning; Linkages between performance management and effective learning and development processes;	5 Hours
	A Systematic Approach to Learning initiatives - Needs Assessment; Objective Setting; Programme Design: Incorporating Learning Principles; Instructional Techniques: An Overview; Competencies of an effective Trainer	15 Hours
	Evaluating Learning: Evaluation Designs, Reaction, Learning, Job Application, Business Impact and ROI Process Model; Transfer of Learning to workplace	5 Hours
	Training Department and Trainers' Roles; Moving from Training to Performance	5 Hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	At the end of the course the participant should be able to 1. Identify learning requirements 2. Design Learning and development interventions	
References/Readings.	1. Devendra Agochiya, Every Trainer's Handbook, Sage Publications, Latest Edition 2. David Mackey & S Livsey, Transforming Training, Kogan Page publishers, Latest edition. 3. P.N. Blanchard, J W Thacker & V A Anand Ram, Effective Training, Pearson Higher Education, Latest edition	

**EMO 106****Consultancy Management****2 Credits**

Prerequisites for the course	Knowledge in basic managerial concepts through a fundamental course in Management Processes	
Objective	To introduce the profession of management consulting	
Contents	Nature of Management Consulting; Why and where	10

	<p>consulting is used; The Consulting Industry – History and Growth; Types of Consulting Services- Generalist and Specialist Services; Internal Consultants</p> <p>Consultant Client Relationship; Key Stakeholders; Consulting Skills; Consulting and Culture; Consultant and Change; Tools of Consulting – Types of Interventions; Coaching and Counselling; Action Planning; Monitoring and Measuring Results</p> <p>Professional ethics in Consulting; Codes of Conduct; Responsibility and Accountability; Certification and Licensing; Termination: Withdrawal and ending a consulting relationship</p>	<p>Hours</p> <p>10 Hours</p> <p>10 Hours</p>
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	At the end of the course the participant should have skills enabling her/him to be a management consultant	
References/Readings.	<ol style="list-style-type: none"> <li>1. M Kubr, Consulting – A Guide to the Profession, ILO, Geneva, Latest Edition</li> <li>2. Simon a. Burtonshaw-gunn, Essential Tools for Management Consulting - Tools, models and Approaches for Clients and consultants, Wiley Eastern Publishers, Latest Edition</li> </ol>	

EMO 107 Occupational health and safety Management 2 Credits

Prerequisite	A core course in Human Resource Management	
Learning objectives	To provide insights into occupational health and safety training in a workplace	

Content	Occupational Health Hazards - Classification, permissible exposure limits, Threshold limit value; occupational diseases due to metals & dusts, fumes & chemical compounds, behavioural based safety; Role of Ergonomics in Employee safety & health	5 hours
	Accident Causes and prevention: Factors leading to accidents, Accident problem, need for prevention and preventive measures; Personal Protective Equipment: Need of PPE, Indian standards, factors of selection of PPE, non-respiratory equipment, respiratory equipment.	5 hours
	Safety: Nature, Philosophy, terminology, total safety concept, safety psychology, safety management & responsibilities of employees at different levels, safety organization, Safety measures required in different industries; Safety areas: Electrical Safety, Protection from Fire and Explosion; basic first aid and CPR	10 hours
	Hazards & Risk identification, Assessment and control techniques: Hazards, Risks & detection techniques, Preliminary hazard analysis (PHA) & hazard analysis (HAZAN), failure mode effect analysis (FMEA), Hazard and operability (HAZOP) study, Hazard ranking (DOW & MOND index), Fault tree analysis, Event tree analysis (ETA), major accident hazard control, onsite and off-site emergency plans.	10 hours
Pedagogy	Lectures/tutorials /field work/outreach activities/ project work/ vocational training/ viva /seminars / term papers/ assignments / presentations / self-study/case studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Learning Outcomes	At the end of the course the participant should be able to 1. Identify hazards, risks and their assessment 2. take precautionary measures for personnel safety	
References/ Readings	1. R. K. Mishra, Occupational health management, Aitbs Publishers and Distributors, latest edition 2. Charles D. Reese, Occupational Health and Safety Management: A Practical Approach, CRC Press; Latest Edition 3. Akhil Kumar Das, Principles of fire safety engineering, PHI Learning Pvt Ltd, Latest edition	

Prerequisites for the course	A core course in Human Resource Management	
Objective	a. To introduce basic philosophies of Indian culture and its importance in building of organizational culture. b. To make students aware about their inner qualities, potential and importance of human qualities in effective leadership	
Contents	<b>Indian Ethos in Management</b>  Foundation of Management, Indian Ethics and the Spirit of Development, Indian ethos & Indianity, Indian Model of Corporate Development	5 Hours  5 Hours
	<b>Management Ideas in Arthsastra</b>  Philosophy of Arthsastra, leaders as achievers, Use of authority & Power, Arthsastra and Modern Management, Kautilya Theory of Motivation, Management Competencies and Excellence in Men	5 Hours
	<b>Corporate Veda</b> Essence of Indian Ethos, PREM Approach to Relationship & Management, HOPE Model for Existence, Emergence of Corporates as State, VEDA Model of Leadership	5 Hours
	<b>Indian Theory of Relationship Management</b> Assumption of Theories X, Y and Z, Theory K & Relationship Management, Sama-Dam-Danda-Bhed and New Theories, Ethical Dimension in Theory K, OSHA Model,	5 Hours
	<b>Total Quality of Management:</b> Means Ends Analysis for Managerial Actions, Karma Theory & Market, Management Principles from Gandhian Thought, Guiding Principles for improving TOQM	5 Hours
	<b>Models of Self-Development</b> Three Level of Self, Three Types of Struggles, Three Levels of Existence, ,Three State of Mind, Three Views of Life, Three Types of Leadership, Three Styles of Management	
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	At the end of the course the participant should be able to 1. Manage better in Indian organisations	
References/Readings.	1. Subhash Sharma, New Mantras in Corporate corridors From Ancient Routes to Global Roots, New Age International Publishers, Latest Edition 2. Subhash Sharma, Western Windows Eastern Doors	

	<p>Management, New Age International Publishers, Latest Edition</p> <p>3. S.K. Chakraborty, Values for Ethics for Organization: Theory &amp; Practice, Oxford University Press, Latest Edition</p> <p>4. N M Khandelwal, Indian Ethos and Values for Managers, Himalaya Publishing, Latest Edition</p>	
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**EMO 109**

**Leadership**

**2 Credits**

Prerequisites for the course	A core course in Human Resource Management	
Objective	To familiarise participants with different facets of leadership.	
Contents	<p><b>Introduction to Leadership</b> Leadership and Person, Personality, cultural values and ability; Models of Leadership; Leadership theories: Traits, Situational, and Functional Leadership, Leadership and Power; Interpersonal Conflict and Negotiation; Leadership in Groups and Teams</p>	<b>7 Hours</b>
	<p><b>Leadership and Organisation</b> Organizations as Complex Systems: Strategy, Structure &amp; Environment; Organizational Culture; Leading Organizations Leading Teams: Design and Structure; Leadership and Communication; Leadership in Organizations; Leading Change</p>	<b>7 Hours</b>
	<p><b>Leadership Development</b> Identifying potential leaders; Leader Development Vs Leadership Development in Organisation; Process of leadership Development; Developmental Readiness of employees; Tools and interventions for developing leadership;</p>	<b>8 Hours</b>
	<p><b>Special Leadership dimensions</b> Identifying potential dark/ Negative leadership; Corrective measures; Public Leadership; Education Leadership; Spiritual Leadership; Transformational leadership; Leadership in different types of organisations.</p>	<b>8 Hours</b>
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Learning Outcomes	At the end of the course the participant should be able to identify effective leaders and help develop leaders.	

References/ Readings.	<ol style="list-style-type: none"> <li>1. R L Hughes, RC Ginnett, GJ Curphy, 'Leadership' Tata McGraw Hill latest edition,</li> <li>2. James Kouzes &amp; Barry Posner , The Leadership Challenge, Jossey-Bass Publications, Latest edition</li> <li>3. J Owen , The Leadership Skills Handbook, Kogan Page Publishing, latest edition</li> <li>4. J H Zenger &amp; J R Folkman, 'The Extra ordinary Leader', Tata McGraw Hill, latest edition,</li> </ol>	
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**EMO 110 Compensation and Benefits Management 2 Credits**

Prerequisites for the course	A core course in Human Resource Management	
Objective	To introduce compensation methods and strategies used in an organisation	
Contents	Historical development of payment systems basic concepts definition of compensation, wages, salaries and wage rates. Job Evaluation and strategic compensation; methods of job evaluation	5 Hours
	Theories of wages, subsistence theory, wage fund theory, surplus value theory, Residual claimant theory, marginal productive theory, Bargaining theory, Behavioural theories, Expectancy theories, Equity Theories.	5 Hours
	Wage Legislation- payment of wages act, minimum wages act, payment of bonus act, wage survey. Job Evaluation - definition, objectives, principles, methods, ranking classification, factor comparison method and point rating method.	5 Hours
	Wage structure, wage fixation, flat rate, merit rate. Wage payment, wage payment policies, wage payment systems, wage incentive plans, blue-collar employees. White-collar employees.	7 Hours
	Executive compensation plan- basic payments, fringe benefits, retirement benefits, Challenges of compensation, performance based compensation, skill based pay vs. job based pay, pay reviews, pay secrecy comparable worth	8 Hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Learning Outcomes	At the end of the course the participant should be able to <ol style="list-style-type: none"> <li>1. Appreciate the role of compensation systems within the Human Resource Management function.</li> <li>2. Use compensation tools for better performance</li> </ol>	
References/Re	1. Richard Henderson, Compensation Management in a	



adings.	<p>knowledge-based world, Pearson Education, Latest Edition</p> <p>2. Milkovich, Newman &amp; Venkataratnam, Compensation, McGraw Hill Publishing, Latest Edition</p> <p>3. Dipak Kumar Bhattacharya, Compensation Management, Oxford University Press, Latest Edition</p>	
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EMO 201

Financial Accounting

2 Credits

Prerequisites for the course	A core course in Finance Management	
Objective:	To introduce various books of Accounts, Financial statements and Basics of using Financial Accounting software.	
Content:	<p>Books of Accounts Books of Accounts, Concepts and conventions, Journal entries, Writing of Cash Book and Journal as Primary books of accounts, Posting in Ledger as Secondary book, Subsidiary books, and Trial Balance.</p> <p>Financial Statements Bank Reconciliation Statement, Preparation of Profit and Loss Account and Balance Sheet from Trial Balance, Preparation of Cash Flow Statement, direct and indirect methods. Notes to Accounts, Schedule VI to Companies Act 2013, IFRS.</p> <p>Inventory Records, Depreciation and Introduction to Financial Accounting Inventory valuation with reference to Accounting Standard and its impact on final Accounts and disclosure requirements. Methods of charging depreciation and amortization and their impact on profits, sales and purchase of assets, disclosure requirements.</p> <p>Transactions relating to shares and debenture Entering transactions and making Final accounts in a financial accounting software package</p>	<p>10 Hours</p> <p>10 Hours</p> <p>10 Hours</p>
Pedagogy:	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Learning Outcomes	At the end of the course the participant should be able to <ol style="list-style-type: none"> <li>1. write books of accounts,</li> <li>2. present Final Accounts of business entities</li> </ol>	
References/Readings	1. K. Narayanswamy, 'Financial Accounting': A Managerial Perspective; PHI Learning Pvt. Ltd; Delhi 110092. Latest edition.	

	<p>2. Anthony Robert N. Hawkins D., Merchant K.; 'Accounting Text and Cases' McGraw-Hill Education (India) Pvt. Ltd. New Delhi, Latest edition</p> <p>3. Garg Kamal, 'Advanced Auditing', Bharat Law House Pvt. Ltd, New Delhi, latest edition</p>	
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EMO 202

Taxation

2 Credits

Prerequisites for the course	A core course in Finance Management	
Objective:	To introduce the concepts of taxation and procedures to calculate different types of taxes	
Content:	Definitions, Salary and Income From House Property	5 Hours
	Definitions- Income, agricultural income, Person Assessee, Company, Previous year and Assessment Year, Gross Total Income, Incomes exempt from tax, Basis of charge, Heads of Income, Salary, meaning, Perquisites, Allowances, Profit in lieu of salary deductions, Income from House Property, Annual value, self-occupied, let out and deemed to be let out, deductions. Computation of Income with all Heads of Income and Assessments	10 Hours
	Profits and Gains of Business and Profession, chargeability, admissible deductions, disallowance u/s 40(a) , 40(A).	5 Hours
	Capital Gains, capital asset, transfer, Long term and short term capital gains, indexation, cost of acquisition and improvement, exemptions. Income from Other Sources, Chargeability and deductions Deductions under chapter VI –A, 80C, CC, CCC,D, E, G,GG, Computation of Income, Filing of Returns, Assessments, Advance Tax and Tax Deducted at Source	10 Hours
Pedagogy:	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Learning Outcomes	At the end of the course the participant should be able to <ol style="list-style-type: none"> <li>1. Apply tax compliance rules for individuals</li> <li>2. Use knowledge of firms' taxation in taking financial decisions.</li> </ol>	
References/Readings	<ol style="list-style-type: none"> <li>1. Singhania Vinod and Singhania Kapil; 'Direct Taxes Law and Practice with sp. Reference to Tax Planning', Taxmann Publications (P) Ltd, New Delhi, Latest edition.</li> <li>2. Manoharan T. N. &amp; Hari G. R., 'Students' Handbook</li> </ol>	

	on Taxation', Snow White Publications Pvt. Ltd, Mumbai, Latest edition.	
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EMO 203

Project Planning and Implementation

2 Credits

Prerequisites for the course	A core course in Finance Management	
Objective:	To introduce capital budgeting techniques and to learn basics of cost of capital and risk analysis of projects.	
Content:	Capital Budgeting Financial Goal of the Corporation, Corporate Decisions-Investment, Financing Liquidity and dividend	5 Hours
	Capital Budgeting, Net present Value and Other techniques of Project evaluation, estimation of Cash Flows especially for new product decisions and machine sale or purchase decisions, replacement decisions, Capital Rationing, projects with different lives.	10 Hours
	Cost of Capital and Risk analysis Investment decisions with risk analyses-sensitivity analysis, scenario analysis and decision trees. Cost of Capital as discounting rate for capital budgeting decisions, Financing of projects with reference to leverage and risks, Theories relating to financing.	5 Hours 10 Hours
Pedagogy:	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Learning Outcomes	At the end of the course the participant should be able to analyse financial information and take long term financial decisions.	
References/Readings	<ol style="list-style-type: none"> <li>1. Chandra, Prasanna; 'Financial Management: Theory and Practice; Tata McGraw-Hill, New Delhi; Latest edition.</li> <li>2. Pandey, I. M. Financial Management; Vikas Publishing House Pvt. Ltd.Noida UP; Latest edition.</li> <li>3. Brealy, Myers, Allen and Mohanty; 'Principles of Corporate Finance' Tata McGraw-Hill, New Delhi; Latest edition.</li> </ol>	

EMO 301

Sales Management

2 Credits

Prerequisites for the course	A core course in Marketing Management	
Objective:	To introduce the students to the theories and tools used in	

	managing sales and distribution functions of an organisation.	
Content:	Overview of Sales Management- Personal Selling v/s Salesmanship, Importance of Personal selling, Approaches to Personal Selling, Process of Personal Selling, AIDA model, Merits and limitation of Personal selling. Automation in Personal Selling,	6 Hours
	Organization Design and Staffing, Sales Planning, Time and Territory Management, Managing the Sales, Sales forecasting, Sales Quota Quantitative methods, Qualitative methods	10 Hours
	Recruitment and Selection, Training, Compensation management, Sales force motivation, Methods of performance appraisal	6 Hours
	Channel Management Systems: Designing Channels, Selection and Recruitment of Channel Partners, Channel Decisions, Information Systems for Channels Role of E-commerce in Selling, Strategic Issues , Technology, Trends, Challenges, Future of E-commerce in Selling	8 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Learning Outcomes	At the end of the course the participant should be able to 1. Use selling skills effectively. 2. Take decisions related to Sales and Distribution Management	
References/Readings	1. Spiro, Stanton and Rich, Management of a Sales Force, Tata McGraw Hill, Latest Edition 2. Havaladar and Cavale, Sales and Distribution Management, Tata McGraw Hill, Latest Edition 3. Charles M Futrell, Thomas South, Sales Management, Western Publications, Latest Edition 4. Richard R. Still, Edward W. Cundiff, Norman A. P. Govoni, Sales Management, Decisions, Strategies and Cases, Pearson Education , Latest Edition	

EMO 401

Supply Chain Management

2 Credits

Prerequisites for the course	A core course in Production Operations Management	
Objective:	To impart knowledge and understanding on Supply Chain Management and its relevance to today's business decision making..	
Content:	Supply Chain Management - Introduction – SCM decisions and	4 Hours

	<p>skills – Strategy formulation in SCM – Value in Supply Chain – Tradeoffs – CRM Strategy relationship matrix</p> <p>Strategic Sourcing – Source evaluation – collaborative perspective – Buyer Supplier Relationship – Partner Selection – develop of Partnership – importance of inventory – imbalances – uncertainties – inventory costs – inventory turnover ratio</p> <p>Transportation Selection – Tradeoff – modes of transportation – models for transportation and distribution – factors affecting network effectiveness – Indian transport infrastructure – IT solutions – EDI, e-Commerce, eProcurement – Bar Coding and RFID technology</p> <p>Reverse Vs forward supply chain collaborative SCM’s and CPFR – agile systems – sources of variability– supplier interface – internal processes</p> <p>Supply Chain Management and profitability – quality management – mass customization and globalization – ethical Supply Chains – e-business and SCM</p>	<p>8Hours</p> <p>6 Hours</p> <p>6 hours</p> <p>6 hours</p>
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Learning Outcomes	At the end of the course the participant should be able to <ol style="list-style-type: none"> <li>1. Use supply chain tools.</li> <li>2. Take decisions related to supply chain management</li> </ol>	
References/Readings	<ol style="list-style-type: none"> <li>1. Mohanty R.P, S.G Deshmuki “Supply Chain Management” Biztantra, New Delhi, Latest Edition</li> <li>2. Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, Latest Edition</li> </ol>	

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EMO 402

Logistics Management

2 Credits

Prerequisites for the course	A core course in Production Operations Management	
Objective:	To introduce different methods of transportation and tools for managing logistics and risks involved	
Content:	The Logistics of Business – The Logistical Value Proposition – The Work of Logistics – Logistical Operating Arrangements – Flexible Structure – Supply Chain Synchronization,	4 Hours

	<p>Transport Functionality, Principles and Participants – Transportation Service – Transportation Economics and Pricing – Transport Administration – Documentation</p> <p>International Logistics and Supply Chain Management: Meaning and objectives, importance in global economy, Characteristics of global supply chains,: Global Supply Chain Integration – Supply Chain Security – International Sourcing – Role of Government in controlling international trade and its impact on Logistics and Supply Chain.</p> <p>International Insurance – Risk Retention – Risk Transfer – Marine Cargo Insurance – Coverage A,B,C classes – Elements of air freight Policy – Commercial Credit Insurance; Non Traffic barriers – customs duty – customs clearing process; International logistics Infrastructure</p> <p>Types of Transportation: International Air transportation — Truck and Rail Transportation –pipe lines; Packaging objectives;</p>	<p>6Hours</p> <p>8 Hours</p> <p>8 hours</p> <p>4 hours</p>
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Learning Outcomes	At the end of the course the participant should be able to <ol style="list-style-type: none"> <li>1. Plan transport logistics.</li> <li>2. Cover transport risks with appropriate insurance cover</li> </ol>	
References/Readings	<ol style="list-style-type: none"> <li>1. Bowersox, Closs, Cooper, Supply Chain Logistics Management, McGraw Hill.</li> <li>2. Burt, Dobbler, Starling, World Class Supply Management, TMH.</li> <li>3. Donald J Bowersox, David J Closs, Logistical Management, Tata McGraw Hill</li> <li>4. Pierre David, “International Logistics”, Biztantra.</li> <li>5. Su Chopra, Peter Meindl, Supply Chain Management ,Pearson Education, India.</li> </ol>	

EMO 403

Project Management

2 Credits

Prerequisites for the course	A core course in Production Operations Management	
Objective:	To introduce fundamental project management concepts and skills needed to successfully launch, lead, and realize benefits from projects	
Content:	Project Management Concepts & Standards Project, Program and Portfolio management. Project	5 Hours

	<p>Management Office; Project life cycle and organization, Project v/s Operational, PM Process groups and Knowledge Areas.</p> <p>Initiating Process Group Derivation of Project from Organizations Vision, Mission and goals and objectives, Business Case, Project Charter, identification of Stakeholders, Identify risks</p> <p>Planning Process Group Develop Project Management Plan, Requirement Specifications, Ms Project Plan, Critical Path, Gantt Charts, Identifying and planning of Project Activities, Work Breakdown Structure (WBS), Resources and Timelines. estimate Cost/Budget, Plan Quality, Risk and Communications, Project Milestones.</p> <p>Executing Process Group Conduct Procurements, Ensure Quality, Engage Stakeholders, Management Information Systems, Manage Stakeholder expectations and Risks</p> <p>Monitoring and Controlling Process Group Perform integrated change control, Change Management, Verify Scope &amp; Schedule, cost and quality. Monitor and control risks, Tools and techniques to manage Cost, Quality and Risk. Key Performance Indicators (KPI), Steering Dashboards.</p> <p>Closing Process Group Close Project, Close procurements, lesson learned, Transition to Operations, NPS survey, Service Level Agreements (SLA)</p>	<p>4Hours</p> <p>7 Hours</p> <p>4 hours</p> <p>7 hours</p> <p>3 Hours</p>
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Learning Outcomes	<p>At the end of the course the participant should be able to</p> <ol style="list-style-type: none"> <li>1. Use project management tools, techniques, and skills</li> <li>2. Identify and use key performance metrics for project success</li> <li>3. Recognize and mitigate the early seeds of failure in the project life cycle</li> </ol>	
References/Readings	<ol style="list-style-type: none"> <li>1. Scott Berkun, Art of Project Management, O Reilly Publications, Latest Edition</li> <li>2. Eric Verzuh The Fast Forward MBA in Project Management, Wiley Publications, Latest Edition</li> <li>3. A Guide to Project Management Body of Knowledge, Project Management Institute, Latest Edition</li> </ol>	

EMO 404

Total Quality Management

2 Credits

Prerequisites for the course	A core course in Production Operations Management	
Objective:	To introduce fundamental Total Quality management concepts	

	and tools used in operations.	
Content:	Introduction	3 Hours
	Basic concepts of Total Quality Management -Dimensions of Quality, Quality Planning, Quality in Manufacturing and Service Systems, Role of Senior Management, Economic Issues – Price, Market Share, Costs, Quality Councils, Barriers to TQM	6 Hours
	Principles of Total Quality Management A Customer Focus – Fact-Based Management – Continuous Improvement –Teamwork and Participation. Customer Perception of Quality, Service Quality, Employee Involvement, Quality Awards, Benefits of Total Quality Management.	6 hours
	Approaches to Quality Management, Management- 5S, Kaizen, TQM Tools	6 Hours
	Different types of Quality Tools, Ishikawa Fish bone diagram – Nominal Group Technique – Quality Circles – Flow Charts – Pareto Analysis– Poka Yoke (Mistake Proofing), Benchmarking, Quality Function Deployment (QFD), House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) Concept, Reliability	5 Hours
	Concept and Components – Types of failure – Reliability of system – Success and Failure models in series and parallel – Methods and Different Reliability models	4 Hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Learning Outcomes	At the end of the course the participant should be able to identify Total Quality Management tools that can be used in a workplace	
References/Readings	<ol style="list-style-type: none"> <li>1. J J Dahlgard, K Kristensen &amp; Gopal K Kanji, Fundamentals of Total Quality Management, Taylor &amp; Francis, Latest Edition</li> <li>2. Omachonu &amp; Ross, Principles of Total Quality Management, CRC Press, Latest Edition</li> <li>3. J S Oakland, Total Quality Management for Operational Excellence, Routledge, Latest Edition</li> </ol>	



Prerequisites for the course	A core course in Production Operations Management	
Objective:	To introduce fundamental Materials management concepts and tools used in operations.	
Content:	<p>Introduction to materials management : Role, scope and importance of material control function, materials management in organization, cost aspects, materials management organization, specifications of materials, standardization and variety reduction, waste control, materials research, incoming materials control</p> <p>Stores Management: Layout of stores and warehouse, material handling in stores, physical control of stocks : obsolete, surplus and scrap Management, accounting and record keeping of stores, classification, coding and codification systems</p> <p>Purchasing Management: Purchasing functions and purchasing systems, ABC analysis and VED analysis in purchasing, make or buy decision, selection of sources and vendor rating, legal aspects of purchasing, materials budget, organization for buying. Imports Exports policy, procurement in shortage situation, estimation of dependent and independent demands, lead time analysis, buffer stock, materials requirement planning for organization, Purchasing and quality assurance, International buying and import purchasing</p> <p>Inventory models: Inventory management &amp; control systems, EOQ, concepts</p>	<p>5 Hours</p> <p>8 Hours</p> <p>12 hours</p> <p>5 Hours</p>
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Learning Outcomes	At the end of the course the participant should be able to take decisions for effective and efficient purchase, storage, inventory control and flow of materials in manufacturing and service organizations	
References/Readings	<ol style="list-style-type: none"> <li>1. AK Datta ,Materials Management Procedures, text and cases by, PHI Publication</li> <li>2. Gopalkrishnan &amp; Sundarsan, Material management an integrated approach, PHI Publication</li> </ol>	



Parixit Pai Fondekar Charitable Trust's

AMERICAN COLLEGE OF CULINARY & LANGUAGE ARTS

4TH FLOOR, RANGAVI BUILDING, OPP. MUNICIPALITY, MARGAO, GOA 403601.

BACHELOR OF VOCATION (B.Voc. – International Culinary)

With Specialization in

Goan Cuisine

Cruise Line Cuisine

Italian Cuisine

Mexican Cuisine

Oriental Cuisine

Bachelor of Vocation (B.Voc – International Culinary)

PROGRAM STRUCTURE AND SYLLABUS

	Nomenclature	Duration	Skill based Credits	General Education Credits	Total Credits
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1	Diploma – International Culinary	Two Semesters (One Year)	36	24	60
2	Advanced Diploma – International Culinary	Four Semesters (Two Years)	72	48	120
3	B.Voc Degree – International Culinary	Six Semesters (Three Years)	108	72	180

### List of Courses – First Year

#### Skill Based Courses:

Course Code	Course Name	Credits	Theory/ Practical	Page no.
BVC 101	Food Production Theory I	4	Theory	04
BVC 102	Bakery & Confectionary Theory I	2	Theory	06
BVC 103	Food Production Practical I	6	Practical	08
BVC 104	Bakery & Confectionary Practical I	2	Practical	09
BVC 105	Food & Nutrition Science	2	Practical	10
BVC 106	Hotel Internship in Kitchen I (12 Weeks; 48 hrs each week)	18	Practical	11
BVC 107	Internship Seminar I	2		12

#### General Education Courses:

Course Code	Course Name	Credits	Page No.
BVC 201	Hygiene & Sanitation	2	13
BVC 202	IT Skills	2	14
BVC 203	Soft Skills I (Oral Communication)	2	15
BVC 204	Basic English Communication Skills	2	17
BVC 205	First Aid	2	18
BVC 206	Soft Skills II (Presentation Skills)	2	19
BVC 207	Soft Skills III (Etiquette, Time Management)	2	20
BVC 208	Fire Fighting & Crisis Management	2	22
BVC 209	Soft Skills IV (Written Communication)	2	23
BVC 210	Community Service I	2	24
BVC 211	Cultural Heritage of Goa	2	25
BVC 212	Fundamentals of Tourism	2	26

### SEMESTER WISE DISTRIBUTION OF PROPOSED COURSES – FIRST YEAR

#### 1st Semester:

Course Code	Courses Proposed	Credits
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BVC 101	Food Production Theory I	4
BVC 102	Bakery & Confectionary Theory I	2
BVC 103	Food Production Practical I	6
BVC 104	Bakery & Confectionary Practical I	2
BVC 105	Food & Nutrition Science	2
BVC 201	Hygiene & Sanitation	2
BVC 202	IT Skills	2
BVC 203	Soft Skills I (Oral Communication)	2
BVC 204	Basic English Communication Skills	2
BVC 205	First Aid	2
BVC 206	Soft Skills II (Presentation Skills)	2
BVC 207	Soft Skills I1I (Etiquette, Time Management)	2
	Total:	30

2nd Semester:

Course Code	Courses Proposed	Credits
BVC 106	Hotel Internship in Kitchen I	18
BVC 107	Internship Seminar I	2
BVC 208	Fire Fighting & Crisis Management	2
BVC 209	Soft Skills IV (Written Communication)	2
BVC 210	Community Service I	2
BVC 211	Cultural Heritage of Goa	2
BVC 212	Fundamentals of Tourism	2
	Total:	30

BVC 101      Food Production Theory I      4 Credits (60 hours)

Prerequisite:	Basic understanding and knowledge of cooking.	No of Hours
Learning Objective:	To enable the student to gain knowledge & understanding of: 1. The organisational setup of a Professional kitchen. 2. Ingredients used in cooking, their characteristics & identification. 3. Basic methods of cooking and their application.	
Content:	1. Introduction to Art of Cookery, Culinary history, Development of Culinary art from the middle ages to modern times. Aims and objectives of cooking food, Effects of heat on constituents of food – Carbohydrates, Protein, Fats, Vitamins & Minerals. Kitchen Organization, layout, hierarchy, Classical kitchen brigade, duties and responsibilities of kitchen personnel. Professional attributes of chef. Professional standards for food handlers, guidelines and requirements of personal hygiene and food safety standards, avoiding food contamination, uniform and protective clothing.	15 hours

	<p>Kitchen equipment, classification, criteria for selection, usage, care, maintenance, SOP. Usage of knives, hand tools.</p> <p>2. Commodities/Ingredients: Vegetables and Fruits - Classification, selection, storage. Effect of different cooking methods, controlling changes in colour, texture, flavour, nutrient loss. Cuts of vegetables. Fish &amp; Sea food- Classification, selection and storage. Cuts of fish, Cooking methods. Meats-Physical and chemical characteristics of meat, cuts of Chicken, Beef, Pork, Lamb. Selection and storage.</p> <p>3. Cooking methods. Eggs- Structure, classification and grading of eggs, selection, storage and uses of eggs in food, Cooking methods. Cereals, pulses, seeds, nuts, herbs, spices and condiments, colouring and flavouring agents, leavening agents, flours, pasta, breakfast cereals, rice products, sugar, fats and oils, their selection and storage. Dairy products- Varieties, milk, curd, yoghurt, cream, butter, ghee, cheese, Selection and storage.</p> <p>4. Basic Preparations – Bouquet garni, mirepoix, roux, stocks, aspic, glaze, marinades, pastes, masalas, batters, dough.Soups, sauces, gravies – Classification of soups, sauces and gravies. Mother sauces and their derivatives.</p> <p>5. Methods of Cooking Food – Classification, moist heat, dry heat, combination of moist and dry heat method, blanching, poaching, boiling, steaming, sautéing, frying, grilling, roasting, braising, broiling. Indian and Western Culinary Terms.</p>	<p>15 hours</p> <p>6 hours</p> <p>12 hours</p> <p>12 hours</p>
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Learning Outcome:	<p>After completion of the course, students will develop the ability to:</p> <ol style="list-style-type: none"> <li>1. Plan organisational setup of a Professional kitchen.</li> <li>2. Identify the kitchen equipment, ingredients used in cooking &amp; their characteristics.</li> <li>3. Understand the basic preparations, methods of cooking and their application.</li> </ol>	
Suggested Reading:	<ol style="list-style-type: none"> <li>1. Thangam E. Philip, Modern cookery Vol.1, Orient Black swan Private Limited, Latest Available Edition..</li> <li>2. Thangam E. Philip, Modern cookery Vol.2, Orient Black swan Private Limited, Latest Available Edition.</li> <li>3. Parvindar Singh. Bali, Food Production Operations, Oxford Publication, Latest Available Edition.</li> </ol>	

	<p>4. John Campbell, David Foskett – Practical Cookery for Level 2 NVQ; Hodder Education, Latest Available Edition.</p> <p>5. Jerald W. Chesser, The Art and Science of Culinary Preparation, Educational Institute of the American Culinary Federation, Latest Available Edition.</p>	
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BVC 102

Bakery & Confectionary Theory I

2 Credits (30 hours)

Prerequisite:	Basic understanding and knowledge of bakery/confectionary.	No of Hours
Learning Objective:	<p>To enable the student to gain knowledge &amp; understanding of:</p> <ol style="list-style-type: none"> <li>1. The organisational setup of a Professional Bakery/Pastry.</li> <li>2. Ingredients/equipment used in baking, their characteristics &amp; identification.</li> <li>3. Principles of baking; bread, cookies, cakes, pastries &amp; desserts making methods.</li> </ol>	
Content:	<ol style="list-style-type: none"> <li>1. Introduction to Bakery &amp; Confectionary. Organisation of a Professional Bakery. Bakery equipment, classification, criteria for selection, usage, care, maintenance, SOP. Usage of hand tools; Baking temperature &amp; control.</li> <li>2. Principles of Baking, role of ingredients and their functions in baking process.</li> <li>3. Bread making – Basic dough, different techniques/methods of making bread(no time, straight, sponge batter, sour dough etc.); Quick breads, common faults in bread making; precautions in bread making.</li> <li>4. Introduction to cookies, cakes, pastries&amp; desserts. Basic types; techniques; common faults &amp; precautions.</li> </ol>	<p>6 hours</p> <p>6 hours</p> <p>9 hours</p> <p>9 hours</p>
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Learning Outcome:	<p>After completion of the course, students will develop the ability to:</p> <ol style="list-style-type: none"> <li>1. Plan organisational setup of a Professional Bakery/Pastry.</li> <li>2. Identify the bakery/pastry equipment, ingredients used in baking &amp; their characteristics.</li> <li>3. Understand the principles of baking; bread, cookies, cakes, pastries &amp; desserts making methods and their application.</li> </ol>	
Suggested Reading:	<ol style="list-style-type: none"> <li>1. Thangam E. Philip, Modern cookeryVol.2, Orient Black swan Private Limited, Latest Available Edition.</li> <li>2. Parvindar Singh .Bali, International cuisine and Food Production</li> </ol>	

	<p>Management, Oxford University press.Latest Available Edition</p> <p>3. Parvindar Singh. Bali, Food Production Operations, Oxford Publication.Latest Available Edition</p> <p>4. Jerald W. Chesser, The Art and Science of Culinary Preparation, Educational Institute of the American Culinary Federation, Latest Available Edition.</p> <p>5. John Campbell, David Foskett – Practical Cookery for Level 2 NVQ; Hodder Education, Latest Available Edition.</p> <p>6. The Culinary Institute of America, Baking and Pastry: Mastering the Art and Craft, Publisher: John Wiley &amp; Sons; Latest Available Edition.</p>	
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BVC 103

Food Production Practical I

6 Credits (90 hours)

Prerequisite:	Basic theoretical knowledge of Food Production	No of Hours
Learning Objective:	<p>To enable the student:</p> <ol style="list-style-type: none"> <li>To identify &amp; use of kitchen tools &amp; equipment hygienically.</li> <li>To learn &amp; practice cuts of vegetables, fish &amp; meat.</li> <li>To learn &amp; practice preparation of stock, sauces, soup, cooking methods &amp; basic menus.</li> </ol>	
Content:	<ol style="list-style-type: none"> <li>Equipment - Identification, Description, Uses &amp; handling; Hygiene - Kitchen etiquettes, Practices &amp; knife handling, Safety and security in kitchen. Basic Preparation techniques- Cuts of vegetables (Jardinière, Brunoise, Julienne, Paysanne, Macedonia, Chiffonade); Cuts of Chicken, Fish, Meat.</li> <li>Stock preparations (Chicken, Fish , Brown, Vegetable stock); Sauce preparation (Béchamel, Veloute, Espagnole, Hollandaise, Mayonnaise, Tomato sauce); Soup preparation.</li> <li>Cooking methods and dishes made using Blanching, Poaching, Boiling, Stewing, Braising, Roasting, Grilling, Sautéing, Frying, Baking.</li> <li>Practice of Indian &amp; Continental cuisine menus. (16 menus of 3 hours each= 48 hrs.)</li> </ol>	<p>15 hours</p> <p>18 hours</p> <p>9 hours</p> <p>48 hours</p>
Pedagogy:	Preparation & practice of dishes using basic preparation techniques and methods of cooking.	
Learning Outcome:	<p>After completion of the course, students will develop the ability to:</p> <ol style="list-style-type: none"> <li>Identify &amp; use kitchen tools &amp; equipment hygienically.</li> <li>Apply basic preparation techniques and cooking methods of food production.</li> <li>Prepare Indian &amp; Continental cuisine menus.</li> </ol>	

Suggested Reading:	<ol style="list-style-type: none"> <li>1. Thangam E. Philip, Modern cookery Vol.1, Orient Black swan Private Limited, Latest Available Edition.</li> <li>2. Thangam E. Philip, Modern cookery Vol.2, Orient Black swan Private Limited, Latest Available Edition.</li> <li>3. Parvindar Singh. Bali, Food Production Operations, Oxford Publication, Latest Available Edition.</li> <li>4. John Campbell, David Foskett – Practical Cookery for Level 2 NVQ; Hodder Education, Latest Edition.</li> <li>5. Jerald W. Chesser, The Art and Science of Culinary Preparation, Educational Institute of the American Culinary Federation, latest edition.</li> </ol>	
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BVC 104

Bakery & Confectionary Practical I

2 Credits (30 hours)

Prerequisite:	Bakery & Confectionary Theory I	No of Hours
Learning Objective:	<p>To enable the student:</p> <ol style="list-style-type: none"> <li>1. To identify &amp; use bakery tools &amp; equipment hygienically.</li> <li>2. To learn &amp; practice methods of bread making.</li> <li>3. To learn &amp; practice making basic sponges, cakes &amp; pastries.</li> </ol>	
Content:	<ol style="list-style-type: none"> <li>1. Equipment - Identification, Description, Uses &amp; handling</li> <li>2. Practice of making basic breads (4 practicals of 3 hours)</li> <li>3. Practice of making basic sponges, cakes &amp; pastries. (5 x 3 hrs)</li> </ol>	<p>3 hours 12 hours 15 hours</p>
Pedagogy:	<p>Practical preparation of Breads, Sponges, Cakes, &amp; Pastries. Demonstrations and practice sessions.</p>	
Learning Outcome:	<p>After completion of the course, students will develop the ability to:</p> <ol style="list-style-type: none"> <li>1. Identify &amp; use bakery/pastry tools &amp; equipment hygienically.</li> <li>2. Apply basic preparation techniques and prepare basic bread, basic sponges, cakes and pastries.</li> </ol>	
Suggested Reading:	<ol style="list-style-type: none"> <li>1. Thangam E. Philip, Modern cookery Vol.2 , Orient Black swan Private Limited, Latest Available Edition,</li> <li>2. Parvindar Singh Bali, International cuisine and Food Production Management, Oxford University Press, Latest Available Edition.</li> <li>3. Parvindar Singh. Bali, Food Production Operations, Oxford Publication. Latest Available Edition</li> <li>4. Jerald W. Chesser, The Art and Science of Culinary Preparation, Educational Institute of the American Culinary Federation, Latest Available Edition</li> <li>5. John Campbell, David Foskett – Practical Cookery for Level 2 NVQ; Hodder Education, Latest Available Edition.</li> <li>6. The Culinary Institute of America, Baking and Pastry: Mastering the Art and Craft, Latest Available Edition.</li> </ol>	

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Prerequisite:	Basic Knowledge of Food	No of Hours
Learning Objective:	To enable the students to: <ol style="list-style-type: none"> <li>1. Understand the essential constituents of food &amp; their role in nutrition/health.</li> <li>2. Be aware of nutritional aspects of food groups &amp; guide for food selection.</li> <li>3. Become familiar with dietary requirements and balanced diet of various age groups.</li> </ol>	
Content:	<ol style="list-style-type: none"> <li>1. Introduction to Food, Nutrition and Health. Constituents of food &amp; their role in nutrition; Carbohydrates, Proteins, Lipids, Vitamins, Minerals, Water; Energy Metabolism.</li> <li>2. Nutritional aspects of food groups &amp; guide for food selection: Cereals, Pulses, Vegetables, Fruits, Milk &amp; Milk Products, Meat, Fish, Eggs, Sweetening Agents, Spices &amp; Condiments, Fats &amp; Oils, Beverages.</li> <li>3. Dietary requirements of different age groups. Nutrition during Pregnancy, Infants, School Children, Old Age, Workers &amp; laborers Meal Planning and Balanced Diet. Nutrition and diets in diseases- Diabetes, Heart, Liver, Kidney diseases.</li> </ol>	15 hours  9 hours  6 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Learning Outcome:	After completion of the course, students will develop the ability to: <ol style="list-style-type: none"> <li>1. Appreciate the essential constituents of food &amp; their role in nutrition/health.</li> <li>2. Plan &amp; recommend dietary requirements and balanced diet for various age groups.</li> </ol>	
Suggested Reading:	<ol style="list-style-type: none"> <li>1. B. Srilakshmi, Food Science, New Age International Publishers; Latest Available Edition.</li> <li>2. Sunetra Rody, Food Science &amp; Nutrition, Oxford University Press; Latest Available Edition.</li> <li>3. Dr.Swaminathan, Handbook of Food and Nutrition, THE BANGALORE PRESS; Latest available edition.</li> <li>4. C. Gopalan, Nutritive Value of Indian Foods; Publisher: National institute of nutrition; Latest available edition.</li> </ol>	

Prerequisites:	A basic understanding of Food Production Theory and Practical	No of Hours
Learning Objective:	To enable the students to: <ul style="list-style-type: none"> <li>1. Experience the actual working environment in the industry, gain hands-on practical exposure in Industry and hone their culinary skills.</li> <li>2. Develop and build confidence, enhance learning from real-life situations.</li> <li>3. Learn to cope up/deal with work pressure/stress.</li> <li>4. Identify their key operational area of interest/specialization.</li> </ul>	
Content:	Industrial training would be exclusively in key areas of Food Production Operations in a 3-5 Star Hotel/Resort, comprising of a minimum of 8 hours work each day, 6 days each week for 12 weeks.	540 hours
Pedagogy:	On the job training in key area of Food Production in a 3-5 star Hotel/Resort.	
Learning Outcome:	After completion of the course, students will develop the ability to: <ul style="list-style-type: none"> <li>1. Work long hours in the industry environment.</li> <li>2. Gain essential culinary skills.</li> <li>3. Manage inter personal relations with co-workers.</li> <li>4. Handle work pressure/stress at work place.</li> <li>5. Identify their key operational area of interest/specialization &amp; gain expertise.</li> </ul>	

BVC 107

Internship Seminar I

2 Credits (30 Hours)

Prerequisites:	Hotel Internship in Kitchen I	No of Hours
Learning Objective:	To enable the students to: <ul style="list-style-type: none"> <li>1. Present his/her work/achievement accomplished during the hotel internship.</li> <li>2. Gain confidence in public speaking &amp; presentation skills.</li> </ul>	
Content:	Each student to present his/her internship work in hotel/resort through a PPT followed by discussion/ question answer session.	30 hours
Pedagogy:	PPT, discussion/ question answer session, case study.	
Learning Outcome:	After completion of the course, students will develop the ability to: <ul style="list-style-type: none"> <li>1. Prepare PPT and present his/her internship work.</li> <li>2. Gain confidence in public speaking.</li> <li>3. Address a gathering, face scrutiny &amp; audit of his/her work.</li> </ul>	

BVC 201

Hygiene & Sanitation

2 Credits (30 Hours)

Prerequisite:	Basic understanding of Hygiene & Sanitation	No of Hours
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Learning Objective:	To enable the students to: <ol style="list-style-type: none"> <li>1. Understand the importance of Hygiene &amp; Sanitation</li> <li>2. Know the safety procedures to be followed</li> <li>3. Be aware of Standard Operating Procedures of safety &amp; hygiene at the work place.</li> </ol>	
Content:	<ol style="list-style-type: none"> <li>1. Importance of hygiene and sanitation. The 5 groups of organisms, Growth curve, harmful effects and beneficial uses of microbial organisms.</li> <li>2. Spoilage indicators. Need for proper storage.</li> <li>3. Procedures for cleaning, washing, Sanitizing. Cleaning agents; Water- hard water, soft water, contamination, purification. Different types of garbage/waste, methods to store and dispose of the garbage/waste.</li> <li>4. Importance of Personal hygiene &amp; health. Grooming standards, habits. Importance of rest, exercise and recreation. Importance of safety at work place. Personal/equipment safety; Protective clothing; causes of accidents, prevention of accidents.</li> </ol>	<p>8 hours</p> <p>6 hours</p> <p>8 hours</p> <p>8 hours</p>
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Learning Outcome:	After completion of the course, students will develop the ability to: <ol style="list-style-type: none"> <li>1. Appreciate the importance of Hygiene &amp; Sanitation.</li> <li>2. Understand the safety procedures and implement SOP of safety &amp; hygiene at the work place.</li> </ol>	
Suggested Reading:	<ol style="list-style-type: none"> <li>1. Sunetra Roday, Hygiene and Sanitation with Case Studies; Publisher: McGraw Hill Education; Latest Available Edition.</li> <li>2. Parvinder Singh Bali, Theory of Cookery; Publisher: Oxford University Press; Latest Available Edition.</li> </ol>	

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BVC 202

IT Skills

2 Credits (30 hours)

Prerequisite:	Basic understanding & knowledge of computers & its operations.	No of Hours
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Learning Objective:	To enable the student to: <ul style="list-style-type: none"> <li>1. Gain basic knowledge &amp; understanding of fundamentals of computers- hardware &amp; software.</li> <li>2. Gain basic knowledge of operating systems, Word, Excel spread sheets.</li> <li>3. Gain basic knowledge of MIS systems</li> <li>4. Understand usage of internet, email etc.</li> </ul>	
Content:	<ul style="list-style-type: none"> <li>1. Computer Essentials including understanding basic networking concepts, protecting data and devices from malware and data backup. Understanding Word Processing, using proofing tools, using templates, using online forms, merge printing and mail merging, working with large documents. 9 hour</li> <li>2. Basic uses of Spread sheets and Data Bases. Understanding MIS Systems, securing and safeguards of resources. 8 hours</li> <li>3. History of Internet, Protocols of Internet, World Wide Web, URL, Web Server, Web Browser, HTML, XML, PHP, AJAX. 7 hours</li> <li>4. Making presentations, introduction to a presentation software, using sound, inserting video, charts, tables and objects. ERP Management Systems, Working with Management Information Systems. 6 hours</li> </ul>	
Pedagogy:	The course will be developed mainly by hands-on experience and relevant presentations with few class room lectures. Students will get acquainted with the basic concepts through practical approaches.	
Learning Outcome:	After completion of the course, students will develop the ability to: <ul style="list-style-type: none"> <li>1. Use/operate computer.</li> <li>2. Create word documents; excel spread sheets &amp; their use /applications in daily life/business.</li> <li>3. Understand &amp; operate MIS for industry related applications.</li> <li>4. Create email account &amp; be familiar with use of internet.</li> </ul>	
Suggested Reading:	<ul style="list-style-type: none"> <li>1. Tanenbaum, Andrew S. Modern Operating Systems, London: Pearson. Latest Available Edition.</li> <li>2. Frye, Joan LambertCurtis. Microsoft Office 2016 Step by Step. Washington: Microsoft Press. Latest Available Edition.</li> <li>3. Harnack, Andrew &amp; Kleppinger, Eugene. Online!: A Reference Guide to Using Internet Sources. New York: St. Martins Press. Latest Available Edition.</li> </ul>	

BVC 203

Soft Skills I (Oral Communication)

2 Credits (30 Hours)

Prerequisite:	Basic understanding of English language	No of Hours
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Learning Objective:	<p>To enable the students to:</p> <ol style="list-style-type: none"> <li>1. Acquire basic conversational skills.</li> <li>2. Learn the techniques of effective public speaking along with various verbal and non-verbal aspects of oral communication.</li> <li>3. Organize a speech and use of open-ended and closed-ended questions.</li> </ol>	
Content:	<ol style="list-style-type: none"> <li>1. Definition, Character and Range of oral communication, principles of effective oral communication, verbal and non-verbal communications, culture and non-verbal clues, types of non-verbal kinaesthetic. Visual Communication.</li> <li>2. Techniques of effective public Speaking, speech structure, delivery. Art of listening, types of listening, practicing focused listening, barriers to listening, benefits of effective listening. Attentiveness and receptivity.</li> <li>3. Stage Presence and Preparation, Working with props, Basic improvisation skills, Vocal Techniques, Use of Stage. Overcoming nervousness.</li> <li>4. Organize a speech and use of open-ended and closed-ended questions. Telephone etiquette, mastering voice inflection, controlling voice tone. Practice.</li> </ol>	<p>9 hours</p> <p>9 hours</p> <p>6 hours</p> <p>6 hours</p>
Pedagogy:	<p>Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.</p>	
Learning Outcome:	<p>After completion of the course, students will develop:</p> <ol style="list-style-type: none"> <li>1. Basic conversational skills.</li> <li>2. Techniques of effective public speaking along with various verbal and non-verbal aspects of oral communication, including how to organize a speech.</li> <li>3. Use of open-ended and closed-ended questions.</li> </ol>	
Suggested Reading:	<ol style="list-style-type: none"> <li>1. Adair, John. Effective Communication. London: Pan Macmillan Ltd. Latest available edition.</li> <li>2. Bonet Romero, Diana. The Business of Listening: New Delhi: Viva Books, Latest available edition.</li> <li>3. Collins, Patrick. Speak with Power and Confidence. New York: Sterling, Latest available edition.</li> </ol>	

BVC 204

Basic English Communication Skills

2 Credits (30 Hours)

Prerequisite:	Basic understanding of English language	No of Hours
Learning Objective:	To enable the students to: <ol style="list-style-type: none"> <li>1. Understand the basic structures of the English language.</li> <li>2. Express themselves in various everyday settings.</li> </ol>	
Content:	<ol style="list-style-type: none"> <li>1. Introduction to Basic Grammar, Spelling and Punctuation, Introduction to basic verb tenses. Conversational English, Everyday vocabulary. Conversation practice with peers.</li> <li>2. Communicating at the workplace, being polite, use of jargon. Identifying common objects, objects around the classroom. Practice.</li> <li>3. Introduction to Written English, fundamentals of writing, journaling techniques, Practice. Comprehension and Essays, introduction to essay writing, practice in essay writing and comprehension.</li> <li>4. Developing the reading habit, pre-reading strategies, Practice.</li> </ol>	8 hours 8 hours 8 hours 6 hours
Pedagogy:	The program will be introduced thorough use of charts, flipcharts, presentations, group activity, reading activity, writing workshops, term work, assignments and extensive practice sessions.	
Learning Outcome:	After completion of the course, students will develop: <ol style="list-style-type: none"> <li>1. Confidence in speaking in English with emphasis on correct grammar.</li> <li>2. Fluency to read and understand written English.</li> </ol>	
Suggested Reading:	<ol style="list-style-type: none"> <li>1. Reddy, N. S. A practical Approach to SPOKEN ENGLISH &amp; GRAMMAR made simple NOTTINGHAM: Leo Publishing House. Latest available edition.</li> <li>2. Murphy, Raymond. Essential English Grammar with Answers. Cambridge: Cambridge University Press. Latest available edition.</li> <li>3. Azar, Betty S. Fundamentals of English Grammar Workbook; London: Pearson Education. Latest available edition.</li> </ol>	

BVC 205

First Aid

2 Credits (30 Hours)

Prerequisite:	None	No of Hours
Learning Objective:	To enable the students to understand: <ol style="list-style-type: none"> <li>1. The importance &amp; general principles of First Aid.</li> </ol>	

	2. First Aid treatment/practices in various situations/conditions.	
Content:	<ol style="list-style-type: none"> <li>1. Introduction &amp; General Principles of First Aid. Body Structure &amp; Functions.</li> <li>2. Positioning of Casualty, Unconscious Casualty, Resuscitation.</li> <li>3. Bleeding, Management of Shock.</li> <li>4. Burn and Scalds, Bandaging, Rescue and Transport of Casualty; Infectious diseases, Personal health &amp; hygiene.</li> </ol>	6 hours 9 hours 6 hours 9 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Learning Outcome:	After completion of the course, students will develop the ability to: <ol style="list-style-type: none"> <li>1. Understand the importance of First Aid in case of accidents/emergency.</li> <li>2. Take immediate action in case of an accident or medical emergency until the arrival of a qualified medical person.</li> </ol>	
Suggested Reading:	<ol style="list-style-type: none"> <li>1. British Red Cross Society, First Aid Manual ( DK First Aid); Latest available edition.</li> <li>2. International Maritime Organization (IMO), Elementary First Aid – Course and Compendium; Latest available edition.</li> </ol>	

BVC 206

Soft Skills II (Presentation Skills)

2 Credits (30 Hours)

Prerequisite:	Soft Skills I (Oral Communication)	No of Hours
Learning Objective:	<b>To enable the students to:</b> <ol style="list-style-type: none"> <li>1. Understand essential elements &amp; structure of effective, inspirational, impressive presentation.</li> <li>2. Identify various tools/techniques to be employed in preparing an effective, inspirational, impressive presentation.</li> </ol>	
Content:	<ol style="list-style-type: none"> <li>1. Styles of Presenting. The 6-Step Planning Method, Analysing the audience, Topic Selection, Identifying the Objective, Prepare the body, Introduction and Conclusion, Practice Delivery.</li> <li>2. Defining &amp; Outlining the scope &amp; goal of presentation. Key message, Main Message Statement, Preparing the content &amp; structure. Awareness of plagiarism.</li> <li>3. How to Rehearse, Eliminating Crutch Words, Voice, pitch, rhythm and tone, Speaking from memory, Speaking from notes. Knowing the Audience and the Venue, Who:Why:What Process.</li> </ol>	7 hours 9 hours 6 hours

	<b>4. Non-verbal Factors in Presentations, Body Language, Personal Space, Voice Modulation. Tackling a Q&amp;A Session, Preparing Expected Questions, Techniques for Collecting Question during presentation.</b>	<b>8 hours</b>
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Learning Outcome:	After completion of the course, students will develop the ability to: <ol style="list-style-type: none"> <li>1. Plan, Prepare and Present structured effective, inspirational, impressive presentation using various tools/techniques.</li> <li>2. Deliver the planned/structured presentation effectively, by keeping the audience engaged &amp; delivering key message pertaining to the topic.</li> </ol>	
Suggested Reading:	<ol style="list-style-type: none"> <li>1. Mandel, Steve. Effective presentation skills. London: Kogan Press. Latest available edition.</li> <li>2. Ebbs, Patrick. Presentation Skills: The Ultimate Guide To Delivering The Perfect Presentation. Mailing: Book Publishing Academy. Latest available edition.</li> </ol>	

**BVC 207      Soft Skills III (Etiquette, Time Management) 2 Credits (30 hours)**

Prerequisite:	Soft Skills I (Oral Communication) & Soft Skills II (Written Communication)	No of Hours
Learning Objective:	To enable the students to: <ol style="list-style-type: none"> <li>1. Appreciate the importance of Time management in enhancing productivity.</li> <li>2. Understanding Time management tools/techniques such as, goal setting, setting priorities, time scheduling, time analysis, tackling self-distractions &amp; interruptions.</li> <li>3. Appreciate the importance of Good Manners and Etiquette, Common courtesies in different spheres of life.</li> </ol>	
Content:	<ol style="list-style-type: none"> <li>1. Introduction to Time Management, Goal setting, Setting priorities, Schedule Plan. Developing Good Time Management Habits. Time analysis. Create a Realistic and Productive Schedule.</li> <li>2. Tackling self-distractions and interruptions (Time-wasters), Effective time management strategies, Using technology efficiently in Managing Time.</li> <li>3. Basics of Good Manners and Etiquettes, Appropriate behaviours, Common courtesies. making good manners a habit. Good</li> </ol>	<p>9 hours</p> <p>6 hours</p> <p>9 hours</p>



	<p>Manners and Etiquette in Daily Schedules, Proper use of language, Workplace rules. Etiquette in daily conversations, Group-talk etiquette.</p> <p>4. Email and Writing Etiquette, Dining and Table Etiquette, Basic table manners.</p>	6 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Learning Outcome:	<p>After completion of the course, students will develop the ability to:</p> <ol style="list-style-type: none"> <li>1. Manage time efficiently through practice of time management techniques.</li> <li>2. Acquire and adopt Good Manners, Etiquette &amp; Common courtesies in different spheres of life through persistent practice.</li> </ol>	
Suggested Reading:	<ol style="list-style-type: none"> <li>1. Dodd, P. &amp; Sundheim, D. The 25 Best Time Management Tools and Techniques: How to Get More Done Without Driving Yourself Crazy. Ann Arbor, Michigan: Peak Performance Press, Inc. Latest available edition.</li> <li>2. Lakein, A. How to Get Control of Your Time and Your Life. New York: New America Library. Latest available edition.</li> <li>3. Smith, Jodi R. R. The Etiquette Book: A Complete Guide to Modern Manners. Sterling. Latest available edition.</li> </ol>	

**BVC 208 Fire Fighting & Crisis Management 2 Credits (30 hours)**

Prerequisite:	None	No of Hours
Learning Objective:	<p>To enable the students to:</p> <ol style="list-style-type: none"> <li>1. Have basic knowledge about fire, its prevention, fire fighting methods &amp; life safety arrangements on board ship.</li> <li>2. Understand the importance of crowd crisis management in the event of emergencies on ship.</li> </ol>	
Content:	<ol style="list-style-type: none"> <li>1. Introduction to fire prevention &amp; fire fighting. Classification of Fires and, Fire Prevention Principals, Safe Practices. Fire Detection &amp; Extinguishing Equipment.</li> <li>2. Fire Fighting Organization - General Emergency Alarm, Fire Control Plans and Muster List, Communications, Personnel Safety Procedures, Fire Drills. Fire Fighting Methods - Knowledge of Life Safety Arrangements, Fire Alarms.</li> <li>3. Crowd crisis management- control plans, mustering procedures. Effective Communication, Emergency Procedures. Crowd</li> </ol>	<p>10 hours</p> <p>5 hours</p> <p>9 hours</p>

	Management, Familiarization & Safety training. 4. Crisis Management & Human Behavior. Personnel, Property & Equipment Safety.	6 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Learning Outcome:	After completion of the course, students will develop the ability to: <ol style="list-style-type: none"> <li>1. Take appropriate measures to prevent fire.</li> <li>2. Operate fire fighting equipment &amp; fight fire and rescue life &amp; property by employing safety measures on board ship.</li> <li>3. Control and manage crowd in the event of emergencies on ship.</li> <li>4. Handle/operate lifesaving appliances; prevent/limit damage to life &amp; property during crisis/emergency situations.</li> </ol>	
Suggested Reading:	<ol style="list-style-type: none"> <li>1. IMO Model Course 1.20 – Fire Prevention &amp; Fire Fighting – IMO Publication, Latest available edition.</li> <li>2. IMO Model Course 1.28 – Crowd Management – IMO Publication, Latest available edition.</li> <li>3. IMO Model Course 1.29 – Proficiency in Crisis Management and Human Behaviour. IMO Publication, Latest available edition.</li> </ol>	

BVC 209

Soft Skills IV (Written Communication)

2 Credits (30 hours)

Prerequisite:	A basic course in English language	No of Hours
Learning Objective:	To enable the students to: <ol style="list-style-type: none"> <li>1. Understand the importance of effective written communication in business enterprises.</li> <li>2. Know different types/modes of written communications.</li> <li>3. Understand appropriate formats/templates for various written modes of communications.</li> <li>4. Appreciate the importance of the purpose, structure, style and content of all written communication</li> <li>5. Develop drafting skills.</li> </ol>	
Content:	1. Importance of Business Communication, Types of Business Writing - reports, letters, email, memos, proposals, press releases, Business plans.	7 hours
	2. Elements and functions of a Business Letter, Types of business correspondence, Planning and Structure of a Business correspondence, Practical application of business communication.	6 hours
	3. Effective Business Communications, Basic proof reading and editing skills, Observing business etiquette. Advantages and Disadvantages of Business Communications, Negative messages.	6 hours
	4. Writing Business Reports, Types of reports, Practical report writing.	6 hours

	Syntax and Grammar in Business Communications, Techniques for error-free writing, spelling techniques. 5. Email essentials, Online Syntax, Writing effective Emails. Written Communication in media, Blogging, Social Media.	5 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Learning Outcome:	After completion of the course, students will develop the ability to: <ol style="list-style-type: none"> <li>1. Communicate effectively, with special importance to grammar and spelling.</li> <li>2. Draft different types of business letters &amp; other written communications.</li> </ol>	
Suggested Reading:	<ol style="list-style-type: none"> <li>1. Bovee, Courtland L, John V. Thill &amp; Barbara E. Schatzman. Business Communication Today: New Jersey: Prentice Hall. Latest Available Edition.</li> <li>2. Guffey, Mary Ellen. Essentials of Business Writing: Ohio: South-Western College Publishing. Latest Available Edition.</li> </ol>	

BVC 210

Community Service I

2 Credits (30 Hours)

Prerequisite:	None	No of Hours
Learning Objective:	To enable the students to: <ol style="list-style-type: none"> <li>1. Understand &amp; appreciate the importance &amp; value of community service.</li> <li>2. Realize obligation of each individual towards community/society.</li> <li>3. Imbibe sense of selfless social service &amp; power of giving.</li> <li>4. Identify, plan, manage and participate in community service activity.</li> </ol>	

Content:	<ol style="list-style-type: none"> <li><b>1. Introduction and Overview of Community Service, goals of community based service. Identify problems at the community and organizational level.</b></li> <li>2. The Social System within a Community, social work practices around the college/work place, social service project within the college.</li> <li>3. Communication with diverse individuals/organizations, Participate in service/volunteer activities, Develop and practice empathy for others; Atmosphere and Climate Change, Environment Conservation, methodologies in environmental conservation, features of biodiversity protection.</li> <li>4. The Importance of Equality and Justice, gender and human rights issues; seminars and other interactive sessions.</li> <li>5. Interaction with Community (Community Service Visits), community-based policy planning, program planning, and program development.</li> </ol>	<p><b>6 hours</b></p> <p>6 hours 6 hours</p> <p>6 hours 6 hours</p>
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Learning Outcome:	<p>After completion of the course, students will develop the ability to:</p> <ol style="list-style-type: none"> <li>1. Appreciate the importance &amp; value of community service.</li> <li>2. Realize obligation/duty of each individual towards community/society.</li> <li>3. Imbibe sense of selfless social service &amp; power of giving.</li> <li>4. Identify, plan, manage and participate in community service activity.</li> </ol>	
Suggested Reading:	<ol style="list-style-type: none"> <li>1. Engelbrecht, Lambert K. Introduction to Social Work. Wellington: Lanzo. Latest available edition.</li> <li>2. P.D.Misra, Social Work Philosophy And Methods; Inter India Publications, Latest available edition.</li> <li>3. Rashmi Bansal, I have a Dream, Westland Books Pvt. Ltd. Latest available edition.</li> </ol>	

BVC 211

Cultural Heritage of Goa

2 Credits (30 Hours)

Prerequisite:	None	No of Hours
Learning Objective:	<p>To enable the students to:</p> <ol style="list-style-type: none"> <li>1. Know historical, Political &amp; religious influence on Goan culture over the ages.</li> <li>2. Understand &amp; appreciate the rich Goan Culture &amp; Heritage</li> </ol>	

	3. Know the influence/contribution of various rulers of Goa in shaping Goan culture & heritage.	
Content:	<ol style="list-style-type: none"> <li>1. Heritage: Meaning, Scope, Classification. Goa: The land and its people. Historical background: Prehistory. From the Bhojas to the Adhilshah.</li> <li>2. Natural Heritage: Geographical, Faunal, Floral, sacred Graves. Built Heritage: Domestic, Politico-Military, Religious.</li> <li>3. Cultural Heritage: Music, Dance, Folktales, Dress &amp; Cuisine.</li> <li>4. Religious precepts and practices, Syncretism in Goan society.</li> </ol>	10 hours 8 hours 6 hours 6 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Learning Outcome:	After completion of the course, students will develop: <ol style="list-style-type: none"> <li>1. Basic understanding of rich cultural heritage of Goa.</li> <li>2. Ability to appreciate the profound influence/contribution of various rulers &amp; religions in shaping cultural heritage of Goa.</li> </ol>	
Suggested Reading:	<ol style="list-style-type: none"> <li>1. V R Mitragotri, A socio- cultural Heritage of Goa from the Bhojas to the Vijayanagara, published by institute of Menezes Braganza Panaji; Latest available edition.</li> <li>2. Dhume, A.R.S., The Cultural History of Goa from 10,000 BC-1352 AD.; Broadway Book, Panaji; Latest available edition.</li> <li>3. Dr.Pandurang Phaldessai, Kaleidoscope Goa a cultural atlas, Vasantao Dempo Eductaion and Research Foundation. Latest available edition.</li> <li>4. Costa Cosme, Heritage of Govapuri; Latest available edition.</li> </ol>	

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BVC 212

Fundamentals of Tourism

2 Credits (30 Hours)

Prerequisite:	None	No of Hours
Learning Objective:	To enable the students to: <ol style="list-style-type: none"> <li>1. Appreciate the importance &amp; benefits of Tourism.</li> <li>2. Know about different segments of Tourism Industry &amp; employment opportunities therein.</li> </ol>	
Content:	1. Overview of Tourism: Economic Importance, Benefits and Costs of Tourism. Tourism through the Ages: Historic Transportations, Chronologies of Travel. Career Opportunities.	12 hours

	<p>2. Tourism Organization: International Organizations, Development Organizations, Regional Organizations. Passenger Transportation: Airline, Rail, Road, The Cruise Industry, Other modes.</p> <p>3. Attractions, Entertainment, Recreation: Introduction, Gaming, Festivals and Events, Shopping, Education, Publishing, Marketing and Publicity Organizations. Understanding Travel Behaviour, Sociology of Tourism.</p>	<p>9 hours</p> <p>9 hours</p>
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Learning Outcome:	<p>After completion of the course, students will develop the ability to:</p> <ol style="list-style-type: none"> <li>1. Comprehend the Tourism industry as a System.</li> <li>2. Appreciate the enormous contribution of Tourism industry to all sections of society.</li> </ol>	
Suggested Reading:	<ol style="list-style-type: none"> <li>1. Goeldner, Charles R. and J. R. Brent Ritchie, 'Tourism: Principles, Practices, Philosophies', Wiley, Latest Available Edition.</li> <li>2. Beech, J and Chadwick, S., 'The Business of Tourism Management', New York: Financial Times/Prentice Hall, Latest Available Edition.</li> <li>3. Cooper, Chris; 'Essentials of Tourism'; Pearson Publication; Latest Available Edition.</li> <li>4. Sampad Kumar Swain and Jitendra Mohan Mishra, 'Tourism: Principles and Practices', Oxford University Press, Latest Available Edition.</li> </ol>	

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