

## Department of Hotel Management

### Revised Curriculum Structure to be effective from 2021-2022

SEMESTER-1							
Sl. No.	Type	Course No.	Course Name - MBA IN H & HA	L	T	P	Credits
THEORY							
1		PMB1001	Food Production & Pâtisserie - I	2	0	0	2
2		PMB1002	Food & Beverage Management - I	2	0	0	2
3		PMB1003	Rooms Division Management-I	2	0	0	2
4		PMB1004	Tourism Management	2	0	0	2
5		PMB1005	Principles & Practices of Management	2	0	0	2
6		PMB1006	Organizational Behaviour	2	0	0	2
7		PMB1007	Accounting For Management	2	0	0	2
8		PMB1008	Managerial Economics	2	0	0	2
PRACTICAL							
1		PMB1101	Food Production & Pâtisserie – I Practical	0	0	3	1
2		PMB1102	Food & Beverage Management– I Practical	0	0	3	1
3		PMB1103	Rooms Division Management – I Practical	0	0	4	2
4		PMB1104	Personality Development/ Seminar/ Group Discussion/Case Studies	0	0	2	1
<b>TOTAL</b>				<b>18</b>	<b>0</b>	<b>12</b>	<b>21</b>

SEMESTER-2							
Sl. No.	Type	Course No.	Course Name - MBA IN H & HA	L	T	P	Credits
THEORY							
1		PMB2001	Food Production & Pâtisserie – II	3	0	0	3
2		PMB2002	Food & Beverage Management – II	2	0	0	2
3		PMB2003	Rooms Division Management – II	4	0	0	2
4		PMB2004	Human Resource Management	2	0	0	2
5		PMB2005	Facilities Design And Management	2	0	0	2
6		PMB2006	Financial Management	2	0	0	2
7		PMB2007	Hospitality Marketing & Sales	2	0	0	2
8		PMB2008	Strategic Management	2	0	0	2
PRACTICAL							
1		PMB2101	Food Production & Pâtisserie – II Lab	0	0	3	1
2		PMB2102	Food & Beverage Management – II Lab	0	0	2	1
3		PMB2103	Rooms Division Management – II Lab	0	0	2	1
4		PMB2104	Personality Development/Seminar/Group Discussion/Case Studies	0	0	2	1
<b>TOTAL</b>				<b>19</b>	<b>0</b>	<b>9</b>	<b>21</b>

SEMESTER-3							
Sl. No.	Type	Course No.	Course Name - MBA IN H & HA	L	T	P	Credits
SESSIONAL							
1		PMB3101	Internship in the Hospitality Industry (22 Weeks, 48 Hours/Week)	0	0		22
<b>TOTAL</b>				<b>22</b>	<b>0</b>	<b>4</b>	<b>22</b>

SEMESTER-4							
Sl. No.	Type	Course No.	Course Name - MBA IN H & HA	L	T	P	Credits
<b>CORE SUBJECTS :-- HUMAN RESOURCE MANAGEMENT</b>							
1		PMB4001	Production And Operations Management	3	0	0	3
2		PMB4002	Entrepreneurship And Small Business Management	2	0	0	2
3		PMB4003	Ethics And Values in Business	1	0	0	1

4		PMB4004	Dissertation In The Hospitality Industry – Specialization Based	2	0	0	2
<b>TOTAL</b>				<b>8</b>	<b>0</b>	<b>0</b>	<b>8</b>
<b>SPECIALIZATION ELECTIVE:-- HUMAN RESOURCE MANAGEMENT</b>							
1		PMB4005	Human Resource Planning	3	0	0	3
2		PMB4006	Human Resource Development And Change Management	3	0	0	3
3		PMB4007	Training & Development	3	0	0	3
<b>TOTAL</b>				<b>9</b>	<b>0</b>	<b>0</b>	<b>9</b>

Sl. No.	Type	Course No.	Course Name - MBA IN H & HA	L	T	P	Credits
<b>CORE SUBJECTS :--MARKETING MANAGEMENT</b>							
1		PMB4001	Production And Operations Management	3	0	0	3
2		PMB4002	Entrepreneurship And Small Business Management	2	0	0	2
3		PMB4003	Ethics And Values in Business	1	0	0	1
4		PMB4004	Dissertation In The Hospitality Industry – Specialization Based	2	0	0	2
<b>TOTAL</b>				<b>8</b>	<b>0</b>	<b>0</b>	<b>8</b>

SPECIALIZATION ELECTIVE:--MARKETING MANAGEMENT							
1		PMB4008	Consumer Behavior & Product Management	3	0	0	3
2		PMB4009	Sales And Distribution Management	3	0	0	3
3		PMB4010	Digital Marketing	3	0	0	3
<b>TOTAL</b>				<b>9</b>	<b>0</b>	<b>0</b>	<b>9</b>

Sl. No.	Type	Course No.	Course Name - MBA IN H & HA	L	T	P	Credits
CORE SUBJECTS :--RETAIL MANAGEMENT							
1		PMB4001	Production And Operations Management	3	0	0	3
2		PMB4002	Entrepreneurship And Small Business Management	2	0	0	2
3		PMB4003	Ethics And Values in Business	1	0	0	1
4		PMB4004	Dissertation In The Hospitality Industry – Specialization Based	2	0	0	2
<b>TOTAL</b>				<b>8</b>	<b>0</b>	<b>0</b>	<b>8</b>

SPECIALIZATION ELECTIVE:-- RETAIL MANAGEMENT							
1		PMB4011	Revenue and yield Management	3	0	0	3
2		PMB4012	Retail Management	3	0	0	3
3		PMB4013	Catering Management	3	0	0	3
<b>TOTAL</b>				<b>9</b>	<b>0</b>	<b>0</b>	<b>9</b>

## Detail Syllabus MBA IN H & HA Semester-1

SEMESTER-1							
Sl. No.	Type	Course No.	Course Name - MBA IN H & HA	L	T	P	Credits
THEORY							
1		PMB1001	Food Production & Pâtisserie - I	2	0	0	2
2		PMB1002	Food & Beverage Management - I	2	0	0	2
3		PMB1003	Rooms Division Management-I	4	0	0	4
4		PMB1004	Tourism Management	2	0	0	2
5		PMB1005	Principles & Practices of Management	2	0	0	2
6		PMB1006	Organizational Behaviour	2	0	0	2
7		PMB1007	Accounting For Management	2	0	0	2
8		PMB1008	Managerial Economics	2	0	0	2
PRACTICAL							
1		PMB1101	Food Production & Pâtisserie– I Practical	0	0	3	1
2		PMB1102	Food & Beverage Management– I Practical	0	0	3	1
3		PMB1103	Rooms Division Management – I Practical	0	0	4	2
4		PMB1104	Personality Development/ Seminar/ Group Discussion/Case Studies	0	0	2	1
<b>TOTAL</b>				<b>18</b>	<b>0</b>	<b>12</b>	<b>23</b>

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<b>Course Code</b>	PMB1001			
<b>Course Title</b>	Food Production & Pâtisserie - I			
<b>Category</b>	<b>MBA IN H &amp; HA</b>			
<b>LTP &amp; Credits</b>	L	T	P	Credits
	2	0	0	2
<b>Total Contact Hours</b>	24			
<b>Pre-requisites</b>	None			

**Learning Objective:**

**Course Outcome:**

**Course Content:**

- CULINARY HISTORY**
  - Culinary history-Development of the culinary art from the middle ages to modern cookery
  - Indian regional cuisine
  - Popular International cuisine, French, Italian, Chinese and their basic Characteristics
- INTRODUCTION TO COOKERY**
  - Levels of skills and experiences
  - Attitudes and behaviour in the kitchen
  - Personal hygiene
  - Uniforms & protective clothing
  - Safety procedure in handling equipment
- KITCHEN ORGANIZATION**
  - Classical Brigade
  - Modern staffing in various category hotels
  - Roles of executive chef
  - Duties and responsibilities of various chefs
  - Co-operation with other departments
- EQUIPMENTS & TOOLS**
  - Heavy equipment
  - Small equipment
  - Cleaning & maintenance
- CULINARY TERMS**
  - List of culinary (common and basic) terms



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- Explanation with examples
  - Western and Indian Culinary terms

#### 6. BASIC COOKERY PRINCIPLES

- Aims & objective of cooking
- Preparation of ingredients
- Texture
- Methods of cooking – Roasting; Grilling; Frying; Baking; Broiling; Poaching; Boiling; stewing
- Principles of invalid cookery
- Principles of food storage
- Menu planning
- Work methods in food production
- Reheating of food – réchauffé cooking
- Accompaniments & garnishes

#### 7. VEGETABLE AND FRUIT COOKERY

- Introduction – classification of vegetables
- Pigments and colour changes
- Effects of heat on vegetables
- Cuts of vegetables
- Classification of fruits Uses of fruit in cookery
- Salads and salad dressings

#### 8. STOCKS

- Definition of stock
- Types of stock
- Preparation of stock
- Recipes
- Storage of stocks
- Uses of stocks
- Care and precautions

#### 9. SAUCES

- Classification of sauces
- Recipes for mother sauces
- Derivatives of mother sauces
- Contemporary & Proprietary
- Storage & precautions

#### 10. SOUPS

- Classification of soups
- Basic recipes of Consommé with 10 Garnishes
- Other soups: Broths; Bouillon; Puree; Cream; Veloute; Chowder; Bisque
- Garnishes and accompaniments
- International soups

#### 11. EGG COOKERY

- Introduction to egg cookery
- Structure of an egg

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- Selection of egg
  - Uses of egg in cookery
  - Egg preparations: Boiled ( Soft & Hard); Fried ( Sunny side up, Single fried, Bull's Eye, Double fried); Poaches; Scrambled; Omelette (Plain, Stuffed, Spanish); En cocotte (eggs Benedict)

#### 12. MEAT COOKERY

- Introduction to meat cookery
- Cuts of beef/veal
- Cuts of lamb/mutton
- Cuts of pork
- Variety meats (offals)
- Poultry

(With menu examples of each)

#### 13. FISH COOKERY

- Introduction to fish cookery
- Classification of fish with examples
- Cuts of fish with menu examples
- Selection of fish and shell fish
- Cooking of fish (effects of heat)

#### 14. HOT & COLD DESSERTS

- Simple Hot and Cold Puddings
- Mousse, Soufflé & Bavarois

#### 15. COMMODITIES:

- a) Shortenings (Fats & Oils)
  - Role of Shortenings
  - Varieties of Shortenings
  - Advantages and Disadvantages of using various Shortenings
  - Fats & Oil – Types, varieties
- b) Raising Agents
  - Classification of Raising Agents
  - Role of Raising Agents
  - Actions and Reactions
- c) Thickening Agents
  - Classification of thickening agents
  - Role of Thickening agents
- d) Sugar
  - Importance of Sugar & Types of Sugar
  - Cooking of Sugar – various

#### 16. INTRODUCTION TO BAKERY AND PÂTISSERIE

#### 17. BAKERY EQUIPMENT

- Identification
- Uses and handling
- Ingredients - Qualitative and quantitative measures

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#### 18. BREAD MAKING

- Recipes and method of baking different types of breads eg. White, Brown, French bread loaf
- Cookies
- Simple Cakes

#### 19. PASTRY

- Short crust
- Laminated
- Choux
- Hot water/Rough puff
- Recipes and methods of preparation
- Differences
- Uses of each pastry
- Care to be taken while preparing pastry
- Role of each ingredient
- Temperature of baking pastry

#### 20. PASTRY CREAMS

- Basic pastry creams
- Uses in confectionery
- Preparation and care in production

**Text / Reference Books:**

**CO-PO Mapping:**

<b>Course Code</b>	PMB1101			
<b>Course Title</b>	Food Production & Pâtisserie – I Lab			
<b>Category</b>	<b>MBA IN H &amp; HA</b>			
<b>LTP &amp; Credits</b>	L	T	P	Credits
	0	0	3	1
<b>Total Contact Hours</b>	12			
<b>Pre-requisites</b>	None			

**Learning Objective:**

**Course Outcome:**

**Suggestive List of Experiments:**

### **COOKERY PRACTICAL**

1. INTRODUCTION TO THE KITCHEN
  - Equipments - Identification, Description, Uses & handling
  - Hygiene - Kitchen etiquettes, Practices & knife handling
  - Safety and security in kitchen
2. VEGETABLES
  - Classification
  - Cuts - julienne, jardinière, macédoine, brunoise, paysanne, mignonette, dices, cubes, shred, mirepoix
  - Preparation of salad dressings
3. BASIC COOKING METHODS AND PRE-PREPARATIONS
  - Blanching of Tomatoes and Capsicum
  - Preparation of concassé
  - Boiling (potatoes, Beans, Cauliflower, etc)
  - Frying -(deep frying, shallow frying, sautéing) Aubergines, Potatoes, etc.
  - Braising - Onions, Leeks, Cabbage
  - Starch cooking (Rice, Pasta, Potatoes)
4. STOCKS
  - Types of stocks (White and Brown stock)

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- Fish stock
  - Emergency stock
  - Fungi stock
5. SAUCES - BASIC MOTHER SAUCES
- Béchamel
  - Espagnole
  - Veloute
  - Hollandaise
  - Mayonnaise
  - Tomato
  - Derivative Sauces
6. SIMPLE SALADS & SOUPS
- Cole slaw
  - Potato salad
  - Beet root salad
  - Green salad
  - Fruit salad
  - Consommé
7. SIMPLE EGG PREPARATIONS
- Scotch egg
  - Assorted omelettes
  - Œufs Florentine
  - Œufs Benedict
  - Œufs Farcis
  - Œufs Portuguesa
8. SIMPLE POTATO PREPARATIONS
- Baked potatoes
  - Mashed potatoes
  - French fries
  - Roasted potatoes
  - Boiled potatoes
  - Lyonnaise potatoes
  - Allumettes
9. VEGETABLE PREPARATIONS
- Boiled vegetables
  - Glazed vegetables
  - Fried vegetables
  - Stewed vegetables
10. FISH COOKERY
- Fish-Identification & Classification
  - Cuts and Folds of fish
  - Preparation of fish dishes: Fish only, à l'anglaise, colbert, meunière, poached, baked
11. MEAT COOKERY
- Identification of various cuts of Meat
  - Carcass demonstration
  - Preparation of basic cuts-Lamb and Pork Chops , Tornado, Fillet, Steaks and Escalope
  - Preparation of meat dishes: Entrée-Lamb stew, hot pot, shepherd's pie, grilled steaks & lamb/Pork chops, leg of Lamb, beef
12. POULTRY COOKERY
- Identification of various cuts of Poultry
  - Preparation of basic cuts
  - Preparation of poultry dishes: Roast chicken, grilled chicken

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### 13. HOT / COLD DESSERTS

- Caramel Custard
- Bread and Butter Pudding
- Queen of Pudding
- Soufflé – Lemon / Pineapple
- Mousse (Chocolate Coffee)
- Bavaroise
- Diplomat Pudding
- Apricot Pudding
- Steamed Pudding - Albert Pudding, Cabinet Pudding

## **BAKERY PRACTICAL**

### 1. BAKERY EQUIPMENT AND INGREDIENTS – Identification, Uses and handling, Ingredients

### 2. BREAD MAKING

- Demonstration & Preparation of Simple and enriched bread recipes
- Bread Loaf (White and Brown)
- Bread Rolls (Various shapes)
- French Bread
- Brioche

### 3. SIMPLE COOKIES - Demonstration and Preparation of simple cookies like

1. Nan Khatai
2. Golden Goodies
3. Melting moments
4. Swiss tart
5. Tri colour biscuits
6. Chocolate chip
7. Cookies
8. Chocolate Cream Fingers
9. Bachelor Buttons

### 4. CAKE MAKING

10. Preparation of simple cakes

### 5. PASTRY

11. Demonstration and Preparation of dishes using varieties of Pastry
12. Short Crust – Jam tarts, Turnovers
13. Laminated – Laminated pastries – Puff , Flaky - Palmiers, Khara Biscuits, Danish Pastry, Cream Horns
14. Choux Paste – Éclairs, Profiteroles
15. Basic Pastry making & their Derivatives
16. Hot water crust Pastry
17. Suet Pastry
18. Fillings used in Pastry – Pastry Cream & its varieties
19. Ganache
20. Mousse & Mousseline
21. Cream Chantilly

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**Text / Reference Books:**

**CO-PO Mapping:**

<b>Course Code</b>	PMB1002			
<b>Course Title</b>	Food & Beverage Management - I			
<b>Category</b>	<b>MBA IN H &amp; HA</b>			
<b>LTP &amp; Credits</b>	L	T	P	Credits
	2	0	0	2
<b>Total Contact Hours</b>	24			
<b>Pre-requisites</b>	None			

**Learning Objective:**

**Course Outcome:**

**Course Content:**

1. THE HOTEL & CATERING INDUSTRY
  - Introduction to the Hotel Industry and Growth of the hotel Industry in India
  - Role of Catering establishment in the travel/tourism industry
  - Types of F&B operations
  - Classification of Commercial, Residential/Non-residential
  - Welfare Catering – Industrial/Institutional/Transport such as air, road, rail, sea, etc.
  - Structure of the catering industry – a brief description of each
2. DEPARTMENTAL ORGANISATION & STAFFING
  - Organisation of F&B department of hotel
  - Principal staff of various types of F&B operations
  - French terms related to F&B staff
  - Duties & responsibilities of F&B staff
  - Attributes of a waiter
  - Inter-departmental relationships (Within F&B and other department)
3. FOOD SERVICE AREAS (F & B OUTLETS)
  - Specialty Restaurants
  - Coffee Shop
  - Cafeteria
  - Fast Food (Quick Service Restaurants)
  - Grill Room
  - Banquets
  - Bar



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- Vending Machines
  - Discotheque

#### 4. ANCILLIARY DEPARTMENTS

- Pantry
- Food pick-up area
- Store
- Linen room
- Kitchen stewarding

#### 5. F & B SERVICE EQUIPMENT

- Familiarization & Selection factors of:
- Cutlery
- Crockery
- Glassware
- Flatware
- Hollowware
- All other equipment used in F&B Service

#### 6. MEALS, MENU AND COURSES

- Types of Meals
  - Early Morning Tea
  - Breakfast (English, American Continental, Indian)
  - Brunch
  - Lunch
  - Afternoon/High Tea
  - Dinner
  - Supper
- Origin of Menu
- Objectives of Menu Planning
- Types of menu
- Basic Courses of a French Classical Menu
  - Service, examples, cover, accompaniments and sideboard requirements for dishes from the different courses

#### 7. PREPARATION FOR SERVICE

- Mise-en-place
- Mise-en-scene
- Rules of laying a table

#### 8. FORMS OF SERVICE

- Silver
- American
- Russian
- Trolley
- Buffet
- Cafeteria
- Family
- QSR
- English

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- Room Service

#### 9. BREAKFAST SERVICE

- Cover, examples and menu and service of
- Continental BF
- American BF
- English BF
- Indian BF
- Buffet

#### 10. KITCHEN STEWARDING

- Role
- Hierarchy
- Equipment

#### 11. NON-ALCOHOLIC BEVERAGES

- Classification (Nourishing, Stimulating and Refreshing beverages)
- Tea
  - Origin & Manufacture
  - Types & Brands
- Coffee
  - Origin & Manufacture
  - Types & Brands
- Juices and Soft Drinks
- Cocoa & Malted Beverages
  - Origin & Manufacture

#### 12. ALCOHOLIC BEVERAGES

- Introduction and definition
- Production of Alcohol
- Fermentation process
- Distillation process
- Classification with examples

#### 13. BEER

- Classification
- Production of Beer
- Service
- Storage
- Brands

#### 14. SPIRITS

- Introduction & Definition
- Production of Spirit
- Pot-still method
- Patent still method
- Production of
- Whisky
- Rum
- Gin

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- Brandy
  - Vodka
  - Tequilla
  - Different Proof Spirits
  - American Proof
  - British Proof (Sikes scale)
  - Gay Lussac (OIML Scale)

#### 15. RETAIL BEVERAGE OUTLETS

- Coffee baristas
- Chai Bars
- Pubs
- Juice bars
- Operations in FOH, MOH, BOH

**Text / Reference Books:**

**CO-PO Mapping:**

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<b>Course Code</b>	PMB1102			
<b>Course Title</b>	Food & Beverage Management– I Lab			
<b>Category</b>	<b>MBA IN H &amp; HA</b>			
<b>LTP &amp; Credits</b>	L	T	P	Credits
	0	0	3	1
<b>Total Contact Hours</b>	12			
<b>Pre-requisites</b>	None			

**Learning Objective:**

**Course Outcome:**

**Suggestive List of Experiments:**

- Food Service areas – Induction & Profile of the areas
- Ancillary F&B Service areas – Induction & Profile of the areas
- Familiarization of F&B Service equipment
- Care & Maintenance of F&B Service equipment
- Cleaning / polishing of EPNS items by:
  - Plate Powder method
  - Polivit method
  - Silver Dip method
  - Burnishing Machine
- Basic Technical Skills
  - Task-01: Holding Service Spoon & Fork
  - Task-02: Carrying a Tray / Salver
  - Task-03: Laying a Table Cloth
  - Task-04: Changing a Table Cloth during service
  - Task-05: Placing meal plates & Clearing soiled plates
  - Task-06: Stocking Sideboard
  - Task-07: Service of Water
  - Task-08: Using Service Plate & Crumbing Down
  - Task-09: Napkin Folds
  - Task-10: Changing dirty ashtray

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Task-11: Cleaning & polishing glassware

7. TABLE LAY-UP & SERVICE

Task-01: A La Carte Cover

Task-02: Table d" Hote Cover

Task-03: English Breakfast Cover

Task-04: American Breakfast Cover

Task-05: Continental Breakfast Cover

Task-06: Indian Breakfast Cover

Task-07: Afternoon Tea Cover

Task-08: High Tea Cover

8. TRAY/TROLLEY SET-UP & SERVICE

Task-01: Room Service Tray Setup

Task-02: Room Service Trolley Setup

9. PROCEDURE FOR SERVICE OF A MEAL

Task-01: Taking Guest Reservations

Task-02: Receiving & Seating of Guests

Task-03: Order taking & Recording

Task-04: Order processing (passing orders to the kitchen)

Task-05: Sequence of service

Task-06: Presentation & Encashing the Bill

Task-07: Presenting & collecting Guest comment cards

Task-08: Seeing off the Guests

Task-09: Service of Hors d'oeuvres, Cheese, Dessert

10. Tea – Preparation & Service

11. Coffee - Preparation & Service

12. Juices & Soft Drinks - Preparation & Service

- Mocktails
- Juices, Soft drinks, Mineral water, Tonic water

13. Cocoa & Malted Beverages – Preparation & Service

14. Service of different types of beer

15. Service of Spirits

- Service styles – neat/on-the-rocks/with appropriate mixers
- Service of Whisky
- Service of Vodka
- Service of Rum
- Service of Gin
- Service of Brandy
- Service of Tequila

**Text / Reference Books:**

**CO-PO Mapping:**

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<b>Course Code</b>	PMB1003			
<b>Course Title</b>	Rooms Division Management-I			
<b>Category</b>	<b>MBA IN H &amp; HA</b>			
<b>LTP &amp; Credits</b>	L	T	P	Credits
	4	0	0	4
<b>Total Contact Hours</b>	48			
<b>Pre-requisites</b>	None			

**Learning Objective:**

**Course Outcome:**

**Course Content:**

**FRONT OFFICE MANAGEMENT**

1. INTRODUCTION TO LODGING INDUSTRY
  - Growth and development of lodging industry worldwide and in India
  - Major international and national lodging companies and their brief history
  - Future of lodging industry
2. CONSTITUENTS OF LODGING INDUSTRY (CLASSIFICATION OF HOTELS)
  - Different types of hotel-guests, necessity and criteria for classification of hotels
  - Definition and Classification of Hotels on the Basis of: size, location, clientele, ownership (management contracted, franchise and affiliated hotels), facilities and services (star classification)
  - Chain/group of hotels, supplementary accommodation, time shares and condominium
3. HOTEL ORGANIZATION AND CORE OPERATIONAL AREAS
  - Organization of large, medium and small hotels
  - Departmentalization and its necessity
  - Core (major) and non-core (minor) operational departments, revenue earning and non-revenue earning departments, sub-departments or sub-sections
4. INTRODUCTION TO HOTEL FRONT OFFICE AND ITS ORGANIZATION
  - Functions and importance of the hotel front office
  - Functional organization of front office
  - Layout of front office department including lobby and back office
  - Front office staff organization (hierarchy), job description and job specification, duties and responsibilities, personality traits

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## 5. FRONT OFFICE EQUIPMENT, FORMS AND FORMATS

- Equipment: Front desk and its layout, computer, printer, fax, telephone, EDC machine, key-card programming machine, folio bucket, key rack, room rack
- Forms and Formats: Reservation form, cancellation/amendment form, hotel diary, hotel register, guest registration card, arrival-departure register, message slip, vouchers, bill folio, feedback form

## 6. DIFFERENT ROOM TYPES AND RATES

- Room Types: Definition and description of single, double, twin, suite and all other room types, room configuration requirement for star hotels
- Room Rates: Rack rate, corporate rate, discounted rate, promotional rate, group rate, travel agent/tour operator rate, package rate and all other room rates

## 7. BASIS OF CHARGING AND MEAL PLAN

- Basis of Charging: Check out time basis, 24 hours basis, night basis and day rate
- Meal Plans: European, Continental, Bermuda, American and Modified American Plan, Go Plan, usage, purpose and benefit of different meal plans

## 8. FRONT OFFICE AND GUEST HANDLING

- Introduction to guest cycle (pre arrival > arrival > during guest stay > departure > after departure activities)

## 9. RESERVATIONS

- Importance of reservation, reservation handling sequence (for transient and group reservations), modes of reservation
- Channels and sources (intermediaries: tour operators and travel agents, airlines, referral groups, CRS, GDS, property direct)
- Types of reservations (tentative, confirmed, guaranteed reservations)
- Systems (non-automatic, semi-automatic, fully-automatic)
- Cancellation and amendments, reservation cancellation policies for transient and group reservations, no shows and overbooking, booking out

## 10. ARRIVALS AND CHECK IN

- Preparing for guest arrivals at reservation and front office, receiving and welcoming guests, pre-registration, registration sequence (non-automatic, semi-automatic, fully-automatic)
- Relevant records for FITs, GITs, VIPs and Crews

## 11. DURING THE STAY ACTIVITIES

- Information services
- Message and Mail Handling
- Key Handling
- Hospitality desk
- Complaints handling procedure
- Guest handling
- Guest history

## 12. ONGOING FRONT OFFICE RESPONSIBILITIES

- Interdepartmental Coordination
- Bell Desk- Layout & Organisation
- Concierge
- Telephone Handling

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## **HOUSEKEEPING MANAGEMENT**

### **1. THE ROLE AND IMPORTANCE OF HOUSEKEEPING IN HOSPITALITY OPERATION**

- Introduction to professional housekeeping, role of housekeeping in hospitality establishments, importance of housekeeping in guest satisfaction and repeat business

### **2. ORGANIZATION OF HOUSEKEEPING DEPARTMENT**

- Hierarchy in small, medium, large and chain hotels, identifying housekeeping responsibilities, personality traits of housekeeping management personnel duties and responsibilities of housekeeping staff, layout of the housekeeping department

### **1. CLEANING ORGANIZATION**

- Definition of Cleaning
- Purpose & Principles of cleaning
- Methods of organizing cleaning (conventional and block method)
- Frequency of cleaning (daily, weekly and spring cleaning)

### **2. CLEANING EQUIPMENT**

- General criteria for selection
- Manual Equipment
- Mechanical Equipment
- Use of Equipment – Hygiene and Safety factor
- Care of equipment

### **3. CLEANING AGENTS**

- General criteria for selection
- Classification
- Use, Care and Storage

### **4. HOTEL BEDMAKING**

- Sizes of linen
- Sizes of beds, type of beds and beddings
- STANDARD CONTENTS OF A GUEST ROOM
- Standard rooms, VIP Rooms and VVIP Rooms
- Guest's special requests

### **5. ACCOMMODATING PHYSICALLY CHALLENGED GUESTS AND LADY GUESTS**

- Facilities and services

### **6. DAILY CLEANING OF GUESTROOMS & BATHROOMS**

- Check-Out Room
- Vacant Room
- Occupied Room
- Evening service
- Reporting & follow up of maintenance tasks

### **7. KEYS**

- Types of Keys
- Computerized key cards
- Key control

### **8. FLOOR PANTRY**

- Location, Layout and essential features



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- Chamber Maid's trolley
9. DAILY ROUTINE SYSTEMS OF HK DEPARTMENT
- Reporting, Scheduling and Briefing of staff
  - Room Occupancy Report
  - Guest Room Inspection
  - Handing over at the end of the shift
  - Entering Checklists, Floor Register, Work Orders, Log.
  - Exchange of linen with necessary records
10. COMPOSITION, CARE AND CLEANING OF DIFFERENT SURFACES
- Metals
  - Glass
  - Leather, Leatherites, Rexines
  - Plastic
  - Ceramics
  - Wood
11. PUBLIC AREA CLEANING
- Front-of-the-house Areas
  - Back-of-the house Areas
12. LOST AND FOUND
- Procedure
  - Record Maintained
13. LINEN ROOM MANAGEMENT
- Activities of the linen room
  - Location, planning and layout of the linen room
  - Linen items used in the hotel
  - Selection criteria for various linen items
  - Calculation of linen requirements
  - Purchase of linen
  - Linen cycle and linen control
  - Daily routine control of linen procedures and records
  - Stocktaking procedures and records
  - Recycling of discarded linen
  - The importance of providing uniforms to staff
  - Selection and design of uniforms
  - Issuing and exchange of uniforms Procedures and records
  - Planning the layout of the uniform room
  - Activities of the sewing sections
  - Areas and equipment to be provided
14. COORDINATING LAUNDRY SERVICES
- Feasibility of establishing an On premises Laundry
  - Advantages and disadvantages
  - Flow process chart of industrial laundry
  - Stages in the wash cycle
  - Laundry equipment and their functions
  - Location and planning the layout of the laundry
  - Laundry agents and their role in the Laundry process
  - Dry cleaning and special techniques for fabric care
  - Guest laundry / Valet services
  - Stain removal

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15. PEST CONTROL

- Areas of infestation, preventive measures and control measure

16. FLOWER ARRANGEMENT

- Flower arrangement in hotels, equipment and material required for flower arrangement, conditioning of plant materials, styles of flower arrangements, principles of design as applied to flower arrangements

**Text / Reference Books:**

**CO-PO Mapping:**

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<b>Course Code</b>	PMB1103			
<b>Course Title</b>	Rooms Division Management – I Lab			
<b>Category</b>	<b>MBA IN H &amp; HA</b>			
<b>LTP &amp; Credits</b>	L	T	P	Credits
	0	0	4	2
<b>Total Contact Hours</b>	24			
<b>Pre-requisites</b>	None			

**Learning Objective:**

**Course Outcome:**

**Suggestive List of Experiments:**

**FRONT OFFICE PRACTICAL:**

1. Appraisal of front office equipment and furniture (Rack, counter bell desk)
2. Filling up of various proforma
3. Welcoming of guest
4. Telephone handling
5. Role play
  - Reservation
  - Arrivals
  - Luggage handling
  - Message and mail handling
  - Paging
6. HMS Training (In computer lab): Hands on practice of computer application (Hotel Management System) related to Front Office procedures such as
  - Reservation
  - Registration
  - Guest History
  - Message Handling

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**HOUSEKEEPING PRACTICAL:**

1. Equipment handling care and cleaning including laundry machines
2. Setting up of a chambermaid's trolley and the floor pantry
3. Handling and use of detergents polishes and other chemicals
4. Care, cleaning and polishing of different surfaces
5. Daily cleaning of guestrooms and bathrooms
6. Weekly, periodical & special cleaning
7. Public area cleaning
8. Bed making

**Text / Reference Books:****CO-PO Mapping:**

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<b>Course Code</b>	PMB1004			
<b>Course Title</b>	Tourism Management			
<b>Category</b>	<b>MBA IN H &amp; HA</b>			
<b>LTP &amp; Credits</b>	L	T	P	Credits
	2	0	0	2
<b>Total Contact Hours</b>	24			
<b>Pre-requisites</b>	None			

**Learning Objective:**

**Course Outcome:**

**Course Content:**

1. Introduction to Tourism
  - Origin, Growth & Development of Tourism
  - Forms & Types of Tourism
  - Classification of Tourism Accommodation & Consumer Groups
  - Geographical Resources for Tourism
  - Tourism Potential
  - Various Tourist Attractions of India
2. Travel & Tourism Statistics
  - Measurement of Tourism
  - Categories of Tourist Statistics
  - Methods of Measurement; Problems
3. The Organization of Tourism (TOURISM OXFORD BOOK)
  - Need for Organization
  - Factors Influencing Type of Organization
  - Tourism Organization in India
  - Travel Agency & Tour Operations
4. Tourism Planning & Development
  - Planning for Tourism; Coordination
  - Tourist Demand & Supply
  - Environmental Planning
  - Carrying Capacity

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5. Marketing Concepts and Strategies in Tourism
    - Marketing in Travel & Tourism ; Special Features
    - The Tourist Product
    - Market Research
    - Market Segmentation
    - Tourist Marketing Mix
    - Tourist Publicity - Methods; Brand Concept; Media
  6. Information Technology in Tourism
    - Modern Media Techniques
    - Networking
    - Internet & Tourism Industry
    - Computers in Air Cargo, Airlines, Hotels, Railways & CRS
  7. International Tourism Organizations
    - WTO; PATA; IATA; ICAO; OECD; IOTO
  8. Tourist Transport & Their Role in Growth of Tourism
    - Modes of Transport - Road, Air, Rail, Sea
    - Technological Advances

**Text / Reference Books:**

**CO-PO Mapping:**

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<b>Course Code</b>	PMB1005			
<b>Course Title</b>	Principles & Practices of Management			
<b>Category</b>	<b>MBA IN H &amp; HA</b>			
<b>LTP &amp; Credits</b>	L	T	P	Credits
	2	0	0	2
<b>Total Contact Hours</b>	24			
<b>Pre-requisites</b>	None			

**Learning Objective:**

**Course Outcome:**

**Course Content:**

1. INTRODUCTION
  - 1.1 Management defined
  - 1.2 Levels of management
  - 1.3 Managerial skills
  - 1.4 Managerial role
  - 1.5 External & Internal factors that affect management
2. MANAGEMENT THOUGHT: A JOURNEY SINCE INCEPTION
  - 2.1 F.W. Taylor's Scientific Management Theory
  - 2.2 Henry Fayol's Management Theory
  - 2.3 Modern Day Management theory in brief
3. PLANNING & DECISION MAKING
  - A Planning
    - 3.1 Definition
    - 3.2 Nature & Importance of Planning, advantages & disadvantages
    - 3.3 Types of plans – objectives, strategies, policies, procedures, methods, rules, programs & budgets
    - 3.4 Steps in planning
  - B Decision-making
    - 3.5 Types of decisions
    - 3.6 Decision making process
4. ORGANIZING
  - 4.1 Definition

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- 4.2 Nature & importance of organizing
  - 4.3 Principles of organizing
  - 4.4 Types - Formal & Informal, Centralized / Decentralized, Line & Staff
  - 4.5 Delegation and Departmentalization
  - 4.6 Authority & Responsibility, Span of control
- 5. LEADERSHIP
    - 5.1 Definition
    - 5.2 Different styles of leadership
    - 5.3 Role of a leader
- 6. MOTIVATION
    - 6.1 Definition
    - 6.2 Benefits of motivated staff
    - 6.3 Theories of Motivation –
      - a. Maslow's theory of need hierarchy
      - b. McGregor's theory 'X' and theory 'Y'
- 7. COMMUNICATION
    - 7.1 Definition, nature, process of communication
    - 7.2 Types of communication
      - 7.2.1 Upward / Downward
      - 7.2.2 Verbal / Nonverbal
      - 7.2.3 Formal / Informal
    - 7.3 Barriers to communication
    - 7.4 Making communication effective
- 8. COORDINATION
    - 8.1 Definition
    - 8.2 Importance of Coordination among different departments of a hotel
- 9. CONTROLLING
    - 9.1 Definition
    - 9.2 Process of controlling
    - 9.3 Importance
    - 9.4 Areas of control

**Text / Reference Books:**

**CO-PO Mapping:**



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<b>Course Code</b>	PMB1006			
<b>Course Title</b>	Organizational Behaviour			
<b>Category</b>	<b>MBA IN H &amp; HA</b>			
<b>LTP &amp; Credits</b>	L	T	P	Credits
	2	0	0	2
<b>Total Contact Hours</b>	24			
<b>Pre-requisites</b>	None			

**Learning Objective:**

**Course Outcome:**

**Course Content:**

**1. INTRODUCTION**

- Management functions, Management roles, Management skills
- Complementing intuitions with systematic study
- Contributing disciplines to the field of OB
- Challenges and opportunities for OB
- Definition and developing OB model

**2. THE INDIVIDUAL BEHAVIOUR**

- Foundations of Individual Behaviour, Personality, Factors Determining Individual's Personality, Theories of Personality, Personality traits. Major personality attributes influencing OB, Personality and national culture
- Values: Meaning, Importance, sources and Types, Values Across Cultures, Application in Organisations
- Perception: Nature and Importance, Definition and Factors involved in Perception, Perceptual Process, Implications for Decision Making, Models of Decision Making- Rationality Model, Cultural Constrains, Perceptual Selectivity and Organisation, Applications in Organisations
- Learning: Definition and Importance, Theories of Learning, Principles of Learning- Implications for Managers, Organisational Behaviour Modification- Shaping as a Managerial Tool, Application in Organisations

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### 3. ATTITUDES, VALUES, AND JOB SATISFACTION

- Components of attitudes, Sources and types of attitudes, Attitude formation and change, Cognitive Dissonance Theory, Effects of employee attitude, Measurement of attitudes,
- Job satisfaction: Nature, Meaning, Importance, and Measurement of job satisfaction, Application in Organisation.

### 4. MOTIVATION

- Motivation: Meaning and Importance
- Early and Contemporary Theories of Motivation
- Job Design
- Goal Setting and Motivation
- Application of Motivation in Organisations: MBO, Employee Recognition Programmes, Variable Pay Programmes, Skill Based Pay Plans and motivation theories, Flexible Benefits
- Special Issues in Motivation

### 5. INTER PERSONAL EFFECTIVENESS AND GROUP DYNAMICS

- Emotions and moods, Emotional labour, Affective Events Theory, Emotional intelligence, OB applications of emotions and moods.
- Group Dynamics: Defining and classifying groups, Stages of group development, Group properties, Group decision making
- Understanding Work Teams: Teams Vs Groups, Creating effective teams, Types of teams, Turning individuals into team players, Contemporary Issues

### 6. LEADERSHIP

- What is leadership? Trait theories, Behavioural theories, Contingency theories, LMX theory, Charismatic leadership, Authentic leadership, Challenges to leadership construct, Finding and creating effective leaders.

### 7. POWER AND POLITICS

- Bases of power, Formal power, Personal power, Dependency, Causes and consequences of power and politics
- Managing Conflict: Definition, Conflict process, Intra Personal conflict, Interpersonal conflicts, Intra and inter group conflicts, Organisational conflict, Negotiation skills and Approaches

### 8. THE ORGANISATION SYSTEM

- What is organizational structure? Common organizational designs, New design options, Organizational designs and employee behaviour
- Organizational culture: Definition, What do cultures do? Creating and sustaining a culture
- Stress- Meaning, Causes, Extra organisational tresses, Organisational Stresses, Group Stresses, Effects and Coping Strategies

**Text / Reference Books:**

**CO-PO Mapping:**

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<b>Course Code</b>	PMB1007			
<b>Course Title</b>	Accounting For Management			
<b>Category</b>	<b>MBA IN H &amp; HA</b>			
<b>LTP &amp; Credits</b>	L	T	P	Credits
	2	0	0	2
<b>Total Contact Hours</b>	24			
<b>Pre-requisites</b>	None			

**Learning Objective:**

**Course Outcome:**

**Course Content:**

1. INTRODUCTION TO ACCOUNTING
  - Terms and terminologies used in Accounting
  - Definition, Objectives and Importance of Accounting and Hotel Accounting
2. DOUBLE ENTRY SYSTEM OF BOOK - KEEPING
  - Nature, Advantages and Principles
  - Classification of Accounts
  - Capital, Revenue and Deferred Revenue Expenditures and Incomes
  - Golden rules of Debit and Credit
  - Accounting Concepts and Conventions
3. JOURNAL AND LEDGER
  - Practical problems on Journalizing- simple entries
  - Posting into Ledger & Balancing of Ledger Accounts
4. SPECIAL FUNCTIONS BOOK
  - Advantages and Format of Special Functions Book
  - Practical problems on preparation of Special Functions Books
5. CASH BOOK
  - Introduction and types of Cash book
  - Practical problems on Three column and Analytical Petty Cash
6. TRIAL BALANCE
  - Definition, need and types of Trial Balance
  - Practical problems on preparation of Trial balance

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7. FINAL ACCOUNTS OF SMALL HOTELS AND RESTAURANTS

- Need for preparation of Trading account, Profit and Loss account and Balance Sheet
- Practical problems on Trading account, Profit and Loss account and Balance Sheet with following adjustments only: Closing stock, Outstanding and Prepaid expenses, Accrued and Pre- received incomes, Depreciation of fixed assets and Staff meals

8. INTERNAL CONTROL

- Definition and objectives of Internal Control
- Characteristics of Internal Control
- Implementation and Review of Internal Control

9. INTERNAL AUDIT AND STATUTORY AUDIT

- An introduction to Internal and Statutory Audit
- Distinction between Internal Audit and Statutory Audit
- Implementation and Review of internal audit

10. DEPARTMENTAL ACCOUNTING

- An introduction to departmental accounting
- Allocation and apportionment of expenses
- Advantages of allocation
- Draw-backs of allocation
- Basis of allocation and practical problems

**Text / Reference Books:**

**CO-PO Mapping:**

<b>Course Code</b>	PMB1008			
<b>Course Title</b>	Managerial Economics			
<b>Category</b>	<b>MBA IN H &amp; HA</b>			
<b>LTP &amp; Credits</b>	L	T	P	Credits
	2	0	0	2
<b>Total Contact Hours</b>	24			
<b>Pre-requisites</b>	None			

**Learning Objective:**

**Course Outcome:**

**Course Content:**

1. INTRODUCTION TO MANAGERIAL ECONOMICS
  - Definition, Nature, Scope, Importance of Managerial Economics
  - The Firm : Stakeholders, Objectives & Decision Issues
  - Basic Techniques
2. DEMAND, SUPPLY AND MARKET EQUILIBRIUM ANALYSIS AND FORECASTING DEMAND CONCEPTS AND Analysis
  - Law of demand
  - Demand determinants of hospitality and tourism
  - Shifts in demand.
  - Supply
  - Elasticity of demand
  - Determinants of supply
  - Shifts in supply
  - Elasticity of supply
  - Consumers' equilibrium
  - Producers equilibrium
  - Market equilibrium
  - Product life cycle
  - Destination life cycle
  - Demand estimation and forecasting for tourism and hospitality

**Utility Analysis of Demand:**

- Law of diminishing marginal utility

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- Cardinal Utility
  - Ordinal Utility
3. PRODUCTION FUNCTIONS AND COST OUT-PUT RELATIONS
- Production function, factors of production, returns to scale
  - Cost concepts- TC, VC, MC, AP, and MP
  - Economies of scale
  - Cost control and cost reduction
  - Cost output decisions in the short run and long run
  - CVP analysis
4. MARKET STRUCTURE AND PRICING THEORY
- Market Structure and Barriers to Entry
  - Pricing Under Pure Competition and Pure Monopoly
  - Pricing Under Monopolistic and Oligopolistic Competition
  - Price output decisions under oligopoly market
  - Pricing policies and practices- price discrimination, price leadership, Cost plus pricing, Transfer pricing, Discounts and coupons
  - Revenue Management
  - Pricing Techniques
  - Demand Supply Analysis for Pricing
5. MACRO ECONOMIC AGGREGATES AND CONCEPTS
- Wholesale price index, Consumer price index, Inflation
  - Monetary and Fiscal policies
  - Budgetary intervention
  - Foreign exchange
  - Export import policies
  - National Income – Concept and measurement. GNP and GDP
  - Economic impact of tourism and hospitality
  - Regional economic model (I-O Model)
  - Multiplier effects
  - Measurement of tourism impacts
  - Steps in measurement of impact

**Text / Reference Books:**

**CO-PO Mapping:**

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<b>Course Code</b>	PMB1104			
<b>Course Title</b>	Personality Development/ Seminar/ Group Discussion/Case Studies			
<b>Category</b>	<b>MBA IN H &amp; HA</b>			
<b>LTP &amp; Credits</b>	L	T	P	Credits
	0	0	2	1
<b>Total Contact Hours</b>	12			
<b>Pre-requisites</b>	None			

**Learning Objective:**

**Course Outcome:**

**Suggestive List of Experiments:**

1. Conducting a Personal SWOT Analysis, which will help achieve the following:
  - a. Helps to develop strategies to attain your goals
  - b. You can be better than your friends and colleagues
  - c. Shows where you currently stand on the path of success
  - d. Measures your scopes of reaching desired goals
  - e. Boosts your career, life and personality
  - f. Helps to better understand who you really are as a person
  - g. Maximizes your strengths and diminishes your weaknesses
  - h. Explores and also enhances your soft skills and hard skills
  - i. It helps you understand your preferences and personality traits.
  - j. Focuses on your attitudes, abilities, skills, capabilities and capacities
2. Body Language (Kinesics), which will encompass the following:
  - a. how we position our bodies
  - b. our closeness to and the space between us and other people and how this changes
  - c. our facial expressions
  - d. our eyes especially and how our eyes move and focus, etc
  - e. how we touch ourselves and others
  - f. how our bodies connect with other non-bodily things, for instance, pens, cigarettes, spectacles and
  - g. clothing

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- h. our breathing, and other less noticeable physical effects, for example our heartbeat and
  - i. perspiration
- 3. Conduct of Group Discussion, where the following qualities need to come to the fore:
    - a. Team player
    - b. Reasoning
    - c. Leadership
    - d. Flexible
    - e. Assertiveness
    - f. Initiative
    - g. Creativity (out of the box thinking)
    - h. Inspiring ability
    - i. Listening
  - 4. Seminar Presentation on selected Topic
  - 5. Conduct of Case Studies and Group/Individual presentations

**Text / Reference Books:**

**CO-PO Mapping:**



## Detail Syllabus MBA IN H & HA Semester-2

SEMESTER-2							
Sl. No.	Type	Course No.	Course Name - MBA IN H & HA	L	T	P	Credits
THEORY							
1		PMB2001	Food Production & Pâtisserie– II	3	0	0	3
2		PMB2002	Food & Beverage Management – II	2	0	0	2
3		PMB2003	Rooms Division Management – II	4	0	0	2
4		PMB2004	Human Resource Management	2	0	0	2
5		PMB2005	Facilities Design And Management	2	0	0	2
6		PMB2006	Financial Management	2	0	0	2
7		PMB2007	Hospitality Marketing & Sales	2	0	0	2
8		PMB2008	Strategic Management	2	0	0	2
PRACTICAL							
1		PMB2101	Food Production & Pâtisserie– II Lab	0	0	3	1
2		PMB2102	Food & Beverage Management – II Lab	0	0	2	1
3		PMB2103	Rooms Division Management – II Lab	0	0	2	1
4		PMB2104	Personality Development/Seminar/Group Discussion/Case Studies	0	0	2	1
<b>TOTAL</b>				<b>19</b>	<b>0</b>	<b>9</b>	<b>21</b>

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<b>Course Code</b>	PMB2001			
<b>Course Title</b>	Food Production & Pâtisserie– II			
<b>Category</b>	<b>MBA IN H &amp; HA</b>			
<b>LTP &amp; Credits</b>	L	T	P	Credits
	3	0	0	3
<b>Total Contact Hours</b>	36			
<b>Pre-requisites</b>	None			

**Learning Objective:**

**Course Outcome:**

**Course Content:**

**1. INDIAN COOKERY**

- History of Indian Cookery
- Heritage of Indian Cuisine
- Characteristics of Indian Cookery
- Factors that affect eating habits in different parts of the country
- Cuisine and its highlights of different states/regions/communities to be discussed under:
  - Geographic location
  - Historical background
  - Seasonal availability
  - Special equipment
  - Staple diets
  - Religious influences
  - Specialty cuisine for festivals and special occasions
- Wet masalas
- Dry masalas
- Composition of different masalas
- Varieties of masalas available in regional areas
- Indian Breads
- Indian Snacks
- Indian Sweets

**2. REGIONAL INDIAN CUISINE**

- States: Andhra Pradesh, Bengal, Goa, Gujarat, Karnataka, Kashmir, Kerala, Madhya Pradesh,

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Maharashtra, North Eastern States, Punjab, Rajasthan, Tamil Nadu and Uttar Pradesh/Uttaranchal

- Communities: Parsee, Chettinad, Hyderabad, Lucknow, Avadhi, Malbari/Syrian Christian and Bohri

### 3. QUANTITY FOOD PRODUCTION

- Equipment required for mass/volume feeding
- Heat and cold generating equipment
- Care and maintenance of this equipment
- Modern developments in equipment manufacture

### 4. BREAKFAST COOKERY

- Buffet Breakfast
- In-Room Dining

### 5. SANDWICHES

- Parts of Sandwiches
- Types of Bread
- Types of filling – classification
- Spreads and Garnishes
- Types of Sandwiches
- Making of Sandwiches
- Storing of Sandwiches

### 6. APPETIZERS & GARNISHES

- Classification of Appetizers
- Examples of Appetizers
- Historic importance of culinary Garnishes
- Explanation of different Garnishes

### 7. INTERNATIONAL CUISINE

- Geographic location
- Historical background
- Staple food with regional Influences
- Specialties and Recipes
- French Cuisine
- Italian Cuisine
- Middle East Cuisine
- Oriental Cuisine

### 8. CAKE MAKING METHODS

- Sugar butter process,
- Flour butter process,
- Genoise method
- Blending and rubbing method.

### 9. BASIC PASTRIES

- Pastry making, principles & derivatives

#### 10. CHARACTERISTIC OF CAKES

- Balancing cake formula
- External characteristics
- Internal Characteristics
- Cake Faults and remedies

#### 11. ICINGS & TOPPINGS

- Varieties of icings
- Using of Icings
- Difference between Icings & Toppings
- Recipes

#### 12. FROZEN DESSERTS

- Types and classification of Frozen desserts
- Ice-creams – Definitions
- Methods of preparation
- Additives and preservatives used in Ice-cream manufacture

#### 13. MERINGUES

- Making of Meringues
- Factors affecting the stability
- Cooking Meringues
- Types of Meringues
- Uses of Meringues

#### 14. CHOCOLATE CONFECTIONERY

- History
- Sources
- Manufacture & Processing of Chocolate
- Types of chocolate
- Tempering of chocolate
- Cocoa butter, white chocolate and its applications

**Text / Reference Books:**

**CO-PO Mapping:**

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<b>Course Code</b>	PMB2101			
<b>Course Title</b>	Food Production & Pâtisserie – II Lab			
<b>Category</b>	<b>MBA IN H &amp; HA</b>			
<b>LTP &amp; Credits</b>	L	T	P	Credits
	0	0	3	1
<b>Total Contact Hours</b>	12			
<b>Pre-requisites</b>	None			

**Learning Objective:**

**Course Outcome:**

**Suggestive List of Experiments:**

1. PREPARATION OF REGIONAL CUISINE MENUS
  - Awadhi
  - Bengali
  - Goan
  - Gujarati
  - Hyderabadi
  - Kashmiri
  - Maharastrian
  - Punjabi
  - Rajasthani
  - South India (Tamil Nadu, Karnataka, Kerala, Chettinad)
2. BREAKFAST COOKERY
  - Buffet Breakfast
  - In-Room Dining
3. PREPARATION OF INTERNATIONAL CUISINE MENUS
  - French Cuisine menus
  - Italian Cuisine menus
  - Middle Eastern Cuisine menus
  - Oriental Cuisine menus
4. SANDWICHES
  - Preparation of different types of Sandwiches

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## 5. BUFFETS

- Cold Buffet
- Hot Continental
- Hot Indian
- Buffet Desserts
- Bread Displays

## 6. BASIC CAKE MAKING

- Plain Sponge
- Madeira Cake, Rock Cake, Fruit Cake
- Fatless Sponge
- Swiss Rolls
- Genoise Sponge

## 7. PASTRY & SPECIAL CAKES

- Queen cakes, Easter Egg
- Chocolate dippings
- Cheese cake, Baba-cum Rhum
- Savarin Chantilly, meringues chantilly. Madeline cake
- Pineapple pastry, chocolate pastry

## 8. ICINGS AND TOPPINGS

- Fondant
- American frosting
- Butter cream icing
- Royal icing
- Gum paste
- Marzipan
- Marshmallow
- Lemon meringue
- Fudge
- Almond paste
- Glace icing

## 9. ICING CAKES

- Birthday cake
- Wedding cakes

## 10. GATEAUX

- Black forest Gateaux, gateaux religious

## 11. ICE CREAM

- Vanilla, strawberry, chocolate, pineapple, mango, Sorbets, Bombe, Sundaes, Parfaits

## 12. CHOCOLATE WORK

- Fundamentals of the science of chocolate.
- Established industry standards in - Tempering, moulding, modelling, enrobing, filling, show pieces, stencils, chocolate couverture.
- Chocolate candies, ganache fillings, hand-dipped candies, molded bonbons, Danish pastry and truffles, use of an enrobing machine.

- 
- Clean and store chocolate candy moulds and other equipment used in chocolate candy making

### 13. SUGAR WORK

- Chemical properties and changes in sugars at various stages of the cooking and cooling processes.
- Pulled, blown, Spun, Poured, caramelized sugar. Casting of sugar. Pastillage and Saltillage fondant, gum paste and royal icing
- Produce sugar confectioneries such as fruit paste, guimauve (marshmallow), praline, caramels, nougats, lollipops, marzipans and gummies.
- Prepare sugar sticks, nest, bow, ribbon, flower, leaf, bubble sugar and decorations

### Text / Reference Books:

### CO-PO Mapping:

<b>Course Code</b>	PMB2002			
<b>Course Title</b>	Food & Beverage Management – II			
<b>Category</b>	<b>MBA IN H &amp; HA</b>			
<b>LTP &amp; Credits</b>	L	T	P	Credits
	2	0	0	2
<b>Total Contact Hours</b>	24			
<b>Pre-requisites</b>	None			

**Learning Objective:**

**Course Outcome:**

**Course Content:**

1. TOBACCO
  - History
  - Processing for cigarettes, pipe tobacco & cigars
  - Cigarettes – Types and Brand names
  - Pipe Tobacco – Types and Brand names
  - Cigars – shapes, sizes, colours and Brand names
  - Care and Storage of cigarettes & cigars
2. SALE CONTROL SYSTEM
  - A. KOT/Bill Control System (Manual)
    - Triplicate Checking System
    - Duplicate Checking System
    - Single Order Sheet
    - Quick Service Menu & Customer Bill
  - Making bill
  - Cash handling equipment
  - Record keeping (Restaurant Cashier)
3. PLANNING & OPERATING VARIOUS F&B OUTLET
  - Physical layout of functional and ancillary areas
  - Objective of a good layout
  - Steps in planning
  - Factors to be considered while planning
  - Calculating space requirement
  - Various set ups for seating



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- Planning staff requirement
  - Menu planning
  - Constraints of menu planning
  - Selecting and planning of heavy duty and light equipment
  - Requirement of quantities of equipment required like crockery, Glassware, Cutlery - steel or silver etc.
  - Suppliers & manufacturers
  - Approximate cost
  - Planning Décor, furnishing, fixture, etc.

#### 4. FUNCTION CATERING

##### BANQUETS

- History
- Types
- Organisation of Banquet department
- Duties & responsibilities
- Sales
- Booking procedure
- Banquet menus

##### BANQUET PROTOCOL

- Space Area requirement
- Table plans/arrangement
- Misc-en-place
- Service
- Toast & Toast procedures

##### INFORMAL BANQUET

- Réception
- Cocktail parties
- Convention
- Seminar
- Exhibition
- Fashion shows

##### BUFFETS

- Introduction
- Factors to plan buffets
- Area requirement
- Planning and organisation
- Sequence of food
- Menu planning
- Types of Buffet
- Display
- Sit down
- Fork, Finger, Cold Buffet
- Breakfast Buffets
- Equipment
- Supplies
- Check list

## 5. GUERIDON SERVICE

- History of guéridon
- Definition
- General consideration of operations
- Advantages & Disadvantages
- Types of trolleys
- Factor to create impulse, Buying – Trolley, open kitchen
- Guéridon equipment
- Guéridon ingredients

## 6. WINES

- Definition & History
- Classification with examples
  - Table/Still/Natural
  - Sparkling
  - Fortified
  - Aromatized
- Production of each classification
- Old World wines (Principal wine regions, wine laws, grape varieties, production and brand names)
  - France
  - Germany
  - Italy
  - Spain
  - Portugal
- New World Wines (Principal wine regions, wine laws, grape varieties, production and brand names)
  - USA
  - Australia
  - India
  - Chile
  - South Africa
  - Algeria
  - New Zealand
- Food & Wine Harmony
  - Matching wines with international menu
  - Matching wines with Indian menus
- Storage of wines
- Wine terminology (English & French)

## 7. APERITIFS

- Introduction and Definition
- Types of Aperitifs
- Vermouth (Definition, Types & Brand names)
- Bitters (Definition, Types & Brand names)

## 8. LIQUEURS

- Definition & History
- Production of Liqueurs
- Broad Categories of Liqueurs (Herb, Citrus, Fruit/Egg, Bean & Kernel)
- Popular Liqueurs (Name, colour, predominant flavour & country of origin)

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## 9. COCKTAILS

- Classification
- Rules of making cocktails
- Recipe of 20 classical cocktails

**Text / Reference Books:**

**CO-PO Mapping:**

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<b>Course Code</b>	PMB2102			
<b>Course Title</b>	Food & Beverage Management Lab			
<b>Category</b>	<b>MBA IN H &amp; HA</b>			
<b>LTP &amp; Credits</b>	L	T	P	Credits
	0	0	2	1
<b>Total Contact Hours</b>	12			
<b>Pre-requisites</b>	None			

**Learning Objective:**

**Course Outcome:**

**Suggestive List of Experiments:**

1. SERVICE OF TOBACCO
  - Cigarettes & Cigars
2. FUNCTION CATERING – BANQUETS
  - Planning & organizing Formal & Informal Banquets
  - Planning & organizing Outdoor caterings
3. FUNCTION CATERING – BUFFETS
  - Planning & organizing various types of Buffet
4. GUERIDON SERVICE
  - Organizing Mise-en-place for Gueridon Service
  - Dishes involving work on the Gueridon
    - Crepe suzette
    - Banana au Rhum
    - Peach Flambe
    - Rum Omelette
    - Steak Diane
    - Pepper Steak
5. DISPENSE BAR – ORGANIZING MISE-EN-PLACE
  - Wine service equipment
  - Beer service equipment
  - Cocktail bar equipment
  - Liqueur / Wine Trolley

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- Bar stock - alcoholic & non-alcoholic beverages
  - Bar accompaniments & garnishes
  - Bar accessories & disposables

## 6. SERVICE OF WINES

### **Text / Reference Books:**

### **CO-PO Mapping:**

<b>Course Code</b>	PMB2003			
<b>Course Title</b>	Rooms Division Management – II			
<b>Category</b>	<b>MBA IN H &amp; HA</b>			
<b>LTP &amp; Credits</b>	L	T	P	Credits
	4	0	0	2
<b>Total Contact Hours</b>	24			
<b>Pre-requisites</b>	None			

**Learning Objective:**

**Course Outcome:**

**Course Content:**

### **FRONT OFFICE MANAGEMENT**

1. UNIFORMED (STAFF) SERVICES
  - Bell Desk: Functions, duties and responsibilities
  - Concierge: Functions, duties and responsibilities
  - Doorman: Duties and responsibilities
  - Valet Parking: Functions, duties and responsibilities
2. FRONT OFFICE ACCOUNTING
  - Accounting fundamentals, types of folios and accounts, vouchers, posting
  - Accounting systems: Non-automated (visitors tabular ledger, guest weekly bill), semi-automated, fully-automated
  - Cash and Credit Control: Floor limit
  - Scanty baggage guests, PIA guests, no post guests
  - Cash sheet, city ledger, accounting cycle
3. CHECK OUT AND SETTLEMENT PROCEDURES
  - Conventional check out, express check out, self-check out
  - Guest Accounts Settlement: Cash and credit settlements
4. ROOM SELLING TECHNIQUES
  - Different selling techniques and approaches, up selling, up grading, discounting
5. ROOM RATE FIXATION
  - Room Rate Fixation by cost based approach (rule of thumb, Hubbart formula) and market condition approach

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## 6. ROOM AVAILABILITY FORECASTING

- Forecasting techniques, forecasting room availability, useful forecasting data, forecast formula, types of forecast (ten days and three days forecast), sample forecast forms

## 7. BUDGETING

- Types of budget and budget cycle, factors affecting budget planning, capital and operations budget for front office, refining budgets, budgetary control

## 8. YIELD MANAGEMENT

- Concept and importance, history and applicability to rooms division
- Tools and elements of yield management
- Measurement yield statistics with application of various formulas
- Potential high and low demand tactics

## 9. NIGHT AUDIT

- Introduction, purpose, steps and relevant reports

## 10. SAFETY AND SECURITY CONCERNS OF FRONT OFFICE

- Importance of security systems, safe deposit lockers, key control, handling emergency situations (accident, illness, theft, fire, bomb)

# HOUSEKEEPING MANAGEMENT

## 1. PLANNING AND ORGANIZING THE HOUSE KEEPING DEPARTMENT

- Area inventory list, frequency schedules,
- Performance and productivity standards, time and motion study, job allocation and work schedules, calculating staff strengths and planning duty rosters, training and devising training programmes for HK staffs
- Standard Operating Procedures (SOPs) and manuals
- Inventory level for non-recycled items
- Budget and budgetary controls, the budget process, planning for capital and operational budget, controlling expenses, income statement
- Purchasing systems, methods of buying
- Stock records, issuing and control

## 2. LINEN ROOM

- Activities of the linen room, layout and equipment in the linen room, selection criteria for various linen items and fabrics suitable for this purpose, purchase of linen, calculation of linen requirements, linen control-procedures and records, stocktaking-procedures and records, recycling of discarded linen, linen hire

## 3. UNIFORMS AND SEWING ROOM

- Advantages of providing uniforms to staff, issuing and exchange of uniforms, type of uniforms, selection and designing of uniforms, layout of the uniform room
- Activities and areas to be provided, equipment provided

## 4. LAUNDRY OPERATIONS

- Commercial and on-site laundry, flow process of industrial laundering, stages in the wash

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cycle, laundry equipment and machines, layout of the laundry, laundry agents, dry cleaning, guest laundry/valet service, stain removal

5. LAYOUT OF GUEST ROOMS

- Sizes of rooms, sizes of furniture, furniture arrangement, principles of design, refurbishing and redecoration

6. 6. INTERIOR DECORATION

- Elements of design, colour and its role in décor, types of colour schemes, windows and window treatment, lighting and lighting fixtures, floor finishes, carpets, furniture and fittings, accessories

7. CONTRACT SERVICES

- Types of contract services, guidelines for hiring contract services, advantages and disadvantages of contract services

**Text / Reference Books:**

**CO-PO Mapping:**



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<b>Course Code</b>	PMB2103			
<b>Course Title</b>	Rooms Division Management – II Lab			
<b>Category</b>	<b>MBA IN H &amp; HA</b>			
<b>LTP &amp; Credits</b>	L	T	P	Credits
	0	0	2	1
<b>Total Contact Hours</b>	12			
<b>Pre-requisites</b>	None			

**Learning Objective:**

**Course Outcome:**

**Suggestive List of Experiments:**

#### **FRONT OFFICE MANAGEMENT**

1. Manual Check out procedures
  - Cash, credit cards, travellers cheques, travel agent vouchers, foreign currency
  - Role Play
  - Situation Handling
  - Group Assignment Presentation
2. HMS Training (In computer lab):
  - Hands on practices of computer application (Hotel Management System) related to Front Office procedures such as
    - Checking Out
    - Night Audit

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### **HOUSEKEEPING MANAGEMENT**

1. Guest room inspection
2. Reporting maintenance and follow up
3. Laundering and dry cleaning fabrics
4. Stain Removal
5. Flower Arrangement

**Text / Reference Books:**

**CO-PO Mapping:**

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<b>Course Code</b>	PMB2004			
<b>Course Title</b>	Human Resource Management			
<b>Category</b>	<b>MBA IN H &amp; HA</b>			
<b>LTP &amp; Credits</b>	L	T	P	Credits
	2	0	0	2
<b>Total Contact Hours</b>	24			
<b>Pre-requisites</b>	None			

**Learning Objective:**

**Course Outcome:**

**Course Content:**

1. INTRODUCTION TO HRM
  - 1.1 Introduction to Human Resource Management, definition and evolution
  - 1.2 Role, Nature & Characteristics of HR
  - 1.3 Need for HRM in the Service Industry
2. HUMAN RESOURCE PLANNING IN HOSPITALITY
  - 2.1 Manpower Planning- Concepts, techniques and need
  - 2.2 Job Analysis, Job Description & Job Specification – format,
  - 2.3 Need and importance
  - 2.4 Methods and techniques of demand forecasting
  - 2.5 Methods and techniques of supply of forecasting
3. RECRUITMENT AND PLACEMENT
  - 3.1 Sources of Recruitment - Internal & External
  - 3.2 Selection Procedures & Techniques - Application, Interviews-types, group selection procedure, reference
  - 3.3 Job Offer
  - 3.4 Induction / Orientation Programme
    - General Property Orientation
    - Specific Job Orientation
  - 3.5 Follow-up & Evaluation
4. TRAINING
  - 4.1 Training – Need & Importance
  - 4.2 Developing and designing a training programme
  - 4.3 Creating training sessions.

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- 4.4 Selecting trainers.
  - 4.5 Evaluating the training programme.
  - 4.6 Training a continuous process.
5. PERFORMANCE MANAGEMENT AND APPRAISAL
- 5.1 Performance Management – Need and importance
  - 5.2 Performance Appraisal – Purpose, Methods and errors
    - Self Appraisal
    - Peer Evaluation
    - Staff Evaluation
    - 360 Degree Appraisal
  - 5.3 Career management - Promotion & Transfers
  - 5.4 Counselling
6. PERFORMANCE AND JOB EVALUATION
- 6.1 Performance evaluation and its objectives
  - 6.2 Job Evaluation – concept and objectives, methods and benefits
  - 6.3 Limitations of Job Evaluation
  - 6.4 Competency matrix- concept , benefits and implementation in Hotels
7. COMPENSATION ADMINISTRATION
- 7.1 Objectives of Compensation Administration
  - 7.2 Types of compensation – direct and indirect
  - 7.3 Factors influencing compensation administration – external and internal, concept of Cost to Company (CTC)
  - 7.4 Steps in formulation of compensation
  - 7.5 Current trends in compensation – competency and skill based pay , broad banding
8. INCENTIVES AND BENEFITS
- 8.1 Objectives of wage incentives
  - 8.2 Wage incentive planning process
  - 8.3 Types of incentive schemes in brief – straight piece rate, differential piece rate, task and time bonus, merit rating
  - 8.4 Organisation wide incentive plans – Profit sharing, employee stock ownership, stock option
  - 8.5 Fringe Benefits- objectives and forms – Mandatory Benefits, Voluntary Benefits, Pension & Retirement Benefits, Other Benefits
9. GRIEVANCES & DISCIPLINE
- 9.1 Grievance Handling – Identifying Causes
  - 9.2 Developing Grievance Handling Systems
  - 9.3 Discipline – Concept, Causes of Indiscipline
  - 9.4 Women grievance committee-importance, role, functions
10. LABOUR – MANAGEMENT RELATIONS
- 10.1 Trade Unions – Concept, Objectives & Functions
  - 10.2 Collective Bargaining
  - 10.3 Workers Participation in Management in hotels
  - 10.4 Labour Welfare Measures
  - 10.5 Disciplinary Procedures
  - 10.6 Labour Turnover – Causes & Measures for prevention, retention strategies formulated and successfully implemented by hotels ( at least one case study for discussion)

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**Text / Reference Books:**

1. Bohlander, Human Resource Management, 14th edition Cengage Learning, India, 2009
2. Dessler, Verkey, Human Resource Management, Pearson Education, 2009
3. Monir H. Tayeb, International Human Resource Management, Oxford, 2009
4. Patnaik, Human Resource Management, 3rd edition, PHI, 2009
5. SubbaRao, International Human Resource Management, 2009, Himalaya Publishing House.
6. Tony Edwards, Chrisrees, International Human Resource Management, Pearson Education, 2008
7. K. Asawathapa International Human Resource Management, TMH, 2007
8. Jeffery Mello, Human Resource Management, Cengage Learning, India, 2008
9. SubbaRao, Essential of HRM and Industrial Relation, 2008, Himalaya Pub. House.
10. Methis & Jackson Human Resource Management 12th edition, 2008 Cengage Learning
11. Dowling, International Human Resource Management Cengage Learning, India, 2007

**CO-PO Mapping:**

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<b>Course Code</b>	PMB2005			
<b>Course Title</b>	Facilities Design And Management			
<b>Category</b>	<b>MBA IN H &amp; HA</b>			
<b>LTP &amp; Credits</b>	L	T	P	Credits
	2	0	0	2
<b>Total Contact Hours</b>	24			
<b>Pre-requisites</b>	None			

**Learning Objective:**

**Course Outcome:**

**Course Content:**

1. THE ROLE, COST AND MANAGEMENT OF HOSPITALITY FACILITIES
  1. The role of facilities in the hospitality industry
  2. Costs associated with hospitality facilities
  3. The impact of facility design on facility management
  4. Management's responsibilities
2. MANAGING MAINTENANCE NEEDS
  5. Facilities maintenance and repair
  6. Maintenance management systems
  7. Outsourcing
3. HOSPITALITY FACILITIES
  8. Guestrooms and corridors
  9. Public space
  10. Recreation and exterior areas
  11. Back of house
  12. Laundry
  13. Food service
  14. Offices
  15. Building structure and exterior
4. WATER AND WASTEWATER SYSTEMS
  16. Water usage in the lodging industry
  17. Water systems
  18. Water quality
  19. Water heating; water heating options

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20. Water system maintenance concerns
  21. Swimming pool water systems
  22. Water conservation
  5. ELECTRICAL SYSTEMS
    23. A Brief Introduction To Electrical Systems
    24. System Design And Operating Standards
    25. System Components
      - Fuses And Circuit Breakers
      - Distribution Panels And Wiring
      - Electric Motors, Controls, And Drive
      - Elements
      - Electronic Equipment
      - Emergency Power Systems
      - Electrical Maintenance Equipment
    26. System And Equipment Maintenance
  6. HEATING, VENTILATING, AND AIR CONDITIONING SYSTEMS
    27. Factors influencing building thermal comfort
    28. Heating sources and equipment
    29. Cooling sources and equipment
    30. Guestroom HVAC System Types : 1) Centralized Systems    2) Decentralized Systems
  7. LIGHTING SYSTEMS
    31. Light sources
    32. Lighting system design
    33. Lighting system maintenance
    34. Energy conservation opportunities
  8. LAUNDRY SYSTEMS
    35. Laundry equipment
    36. Laundry design
    37. Laundry maintenance
  9. SAFETY AND SECURITY SYSTEMS
    38. Safety And The Hospitality Industry
    39. Fire - Safety; Prevention; Detection; Notification; Suppression; Control
  10. BASIC FUELS
    40. Types
    41. Calorific Value
    42. Comparison And Cost Calculation
  11. ENERGY MANAGEMENT
    43. Energy Pricing, Energy Cost Control
    44. Reducing Guest Room Energy Costs
    45. Reducing F&B Production And Service Energy Costs
    46. Energy Management And Conservation Systems
  12. LODGING PLANNING AND DESIGN
    47. The Development Process

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- The Feasibility Study
  - The Space Allocation Program
  - Operational Criteria
  - Construction And Engineering Criteria
  - The Project Budget

### 13. THE PLANNING AND DESIGN PROCESS

- Site Planning
- Hotel Planning
  - Guestrooms And Suites
  - The Lobby
  - Food And Beverage Outlets
  - Function Space
  - Recreational Facilities
- Administration Offices
- Food Production Areas
- Other Back-Of-The-House Areas

### 14. FOOD SERVICE PLANNING AND DESIGN

48. Concept Development

49. Planning The Layout

50. Design Of Function Areas

- Receiving Area
- Storage Areas
- The Kitchen
- The Dining Room
- Employee Facilities
- Office Space

**Text / Reference Books:**

**CO-PO Mapping:**



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<b>Course Code</b>	PMB2006			
<b>Course Title</b>	Financial Management			
<b>Category</b>	<b>MBA IN H &amp; HA</b>			
<b>LTP &amp; Credits</b>	L	T	P	Credits
	2	0	0	2
<b>Total Contact Hours</b>	24			
<b>Pre-requisites</b>	None			

**Learning Objective:**

**Course Outcome:**

**Course Content:**

**1. NATURE AND SCOPE OF FINANCIAL MANAGEMENT**

- Corporate Objectives
- Profit Maximization Objective
- Wealth Maximization Objective
- Goals of Financial Management
- Social Objective
- Nature of Financial Management
- Concept of Financial Management
- Function of Financial Management
- Scope of Financial Management
- Concept of Financial Management in Public Sectors
- Role of Finance Manager in a changing Economics Scenario in India

**2. MANAGEMENT CAPITAL INVESTMENT**

- Goals of Project Planning
- Required Rate of returns standards & costs of Capital
- Tradition Techniques for testing Viability
- Cash Flow discipline in Project Analysis
- Computational Resources
- Data Sensitivity Analysis
- Probability Analysis
- Risk
- Reappraisal: Ex-post Evaluation & Capital Expenditure

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### 3. SOURCES OF LONG TERM CAPITAL

- Share capital - equity & preference share, various types of preference shares
- Difference between equity & preference shares, share & stock, rights issue
- Debt capital - debt financial , instruments , use & limitations,
- Debentures - importance & limitations, various types of debentures, difference between debt & equity, loans from financial Institutions , public deposits, inter corporate loans, Foreign loans
- Internal Capital - ploughing back of profits, dividend policy-importance, different types of dividends , stock dividends , bonus shares

### 4. FUNDS FLOW & ANALYSIS

- Meaning , objectives , advantages, changes in Working capital
- Factors responsible , funds flow statements
- Statement showing changes in working capital & statement of sources & applications of funds; Preparation

### 5. ANALYSIS & INTERPRETATION OF FINANCIAL STATEMENTS -

- Introduction, Objects, Reclassification & Rearrangement Of Financial Data - Comparison, Analysis - Types, Procedure , Techniques
- Comparative Financial Statements
- Funds Flow & Cash Flow Statements
- Statement Of Changes In Networking Capital
- Financial Ratios
- Common Measurement Statement
- Trend Analysis Statement

### 6. RATIO ANALYSIS

- Meaning, Process, Use
- Parties Interested In Analysis
- Limitations
- Classification Of Accounting Ratios - Balance Sheet, Profit & Loss Account
- Composite/Combined Ratios
- Functional Classification Of Ratios
- Miscellaneous Ratios

### 7. BUDGET & BUDGETARY CONTROL

- Budget - Meaning, Need
- Budgetary Control- Objectives , Advantages, Limitations, System, Period, Factors, Different Types of Budgets
- Preparation of Budgets

### 8. COSTING

- Definition Of Cost, Costing ,Cost-Accounting, Scope & Advantages Of Cost Techniques
- Cost Concept Pertaining To Hotel Industry
- Elements Of Costing-Meaning
  - Fixed Cost & Variable Cost
  - Material , Labour , Overheads
- Break-Even Analysis With Simple Workouts

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## 9. FINANCIAL FORECASTING

- Meaning, Advantages, Tools, Limitations
- Different Kinds of Forecasting
- Criteria for a Good Forecasting
- Procedures

## 10. INTERNAL CHECK & INTERNAL CONTROL

- Meaning & Advantages
- Factors To Be Borne In Mind While Developing Internal Check/ Control Procedure
- Developing Internal Check/Control Procedure For Materials
  - Purchasing , Receiving, Storing , Issuing
- Developing Internal Check/Control Procedure For Food & Beverage Control
- Developing Internal Check/Control Procedure For Front Office
- Developing Internal Check/Control Procedure For Housekeeping

### **Text / Reference Books:**

### **CO-PO Mapping:**

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<b>Course Code</b>	PMB2007			
<b>Course Title</b>	Hospitality Marketing & Sales			
<b>Category</b>	<b>MBA IN H &amp; HA</b>			
<b>LTP &amp; Credits</b>	L	T	P	Credits
	2	0	0	2
<b>Total Contact Hours</b>	24			
<b>Pre-requisites</b>	None			

**Learning Objective:**

**Course Outcome:**

**Course Content:**

1. INTRODUCTION TO HOSPITALITY SALES AND MARKETING
  - Today's Hospitality Trends - Globalization, Consolidation, Product Segmentation, Expansion of Legalized, Gambling, Distribution Methods, Computers, Media Planning, Environmental Awareness, Guest Preferences, and Relationship Marketing.
  - Marketing and Sales - Marketing vs/Sales, The Marketing Mix
  - Management's Role in Marketing & Sales -The General Manager, The Director of marketing, The Director of Sales
  - The Importance of Sales - Sales a Career, the Challenges of Hospitality Sales
2. MARKETING
  - Basic concepts - needs, wants, demand, exchange
  - Transaction, value and satisfaction in hospitality industry
  - Marketing process - marketing philosophies
  - Difference between marketing and selling
  - Related application of concept in hotel service industry
    - Features of hospitality marketing
    - Customer expectation from hospitality services
3. THE ROLE OF MARKETING ORGANISATIONS
  - Organising for marketing
  - Evolution of marketing organisation
  - Principles of organisational design & marketing organisation structures
  - Organisational problems
  - Planning & control of marketing operations
  - Problems of marketing planning , sales forecasting - a planning tool

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- Control of marketing operations
4. MARKETING ENVIRONMENT
    - As basis for needs and trend analysis and marketing effectiveness
    - SWOT Analysis for hospitality industry of micro and macro environment
  5. MARKETING RESEARCH
    - Marketing research: meaning & scope
    - Contributions & limitations of marketing research
    - Profile of marketing research in india
    - Marketing research procedure
    - Types & techniques of marketing research
    - Marketing research organisation
  6. PRODUCT
    - Defining the hospitality product
    - Difference between goods and services product
    - Levels of product - generic, expected, augmented, potential
    - Tangible and intangible products
      - Accommodation
      - Food and beverage
      - Value added products
      - Recreation and health
      - Car rental service
    - Product planning & process
    - Product life cycle strategies
  7. PRICING
    - Meaning & role of pricing
    - Factors governing pricing
    - Pricing strategies
    - Public policy in relation to pricing in India
  8. PRODUCT - MARKET INTEGRATION - PRODUCT & BRAND STRATEGIES
    - Product-market integration
    - Product positioning
    - Diversification
    - Product-line simplification
    - Planned obsolescence
    - Branding
    - Packaging
  9. PERSONAL SELLING
    - Personal selling : meaning & importance
    - Status of personal selling in india
    - The selling job: nature & methods
    - Management of sales force
  10. ADVERTISING
    - Meaning & role of advertising
    - Profile of advertising in india

- 
- Management of advertising

#### 11. INTERNAL SALES

- Role of employees in internal sales
- Reservation Department - Electronic and Telephone Sales
- Selling techniques
  - Upselling
  - Suggestive selling
  - Cross selling
  - Sales promotion tools
  - Special Promotion
  - Merchandising

#### 12. BANQUET AND MEETING ROOM SALES

1. Banquet/ Catering Sales
  - Developing leads
  - Selling to clients
  - Planning the function
  - Follow up
2. Meeting Room Sales
  - Components of sales package
  - Types of set ups and facilities
  - Booking meeting rooms

#### 13. RESTAURANT AND LOUNGE SALES

- Position Restaurants and Lounges -Positioning Research
- Merchandising Food & Beverages -Creating Menus that sell, Other F&B Merchandising Methods.
- Promoting Restaurants and Lounge -Types of Promotions, Planning Effective Promotions.
- Building Repeat Business - The Importance of Employees, Guest Follow Up.
- Other Food Service, Limited Service Operation - Room Service, Limited Service Operation

#### **Text / Reference Books:**

#### **CO-PO Mapping:**

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<b>Course Code</b>	PMB2008			
<b>Course Title</b>	Strategic Management			
<b>Category</b>	<b>MBA IN H &amp; HA</b>			
<b>LTP &amp; Credits</b>	L	T	P	Credits
	2	0	0	2
<b>Total Contact Hours</b>	24			
<b>Pre-requisites</b>	None			

**Learning Objective:**

1. A clear understanding of the key concepts and principles of strategic management
2. A set of useful analytical skills, tools and techniques for analyzing a company strategically
3. To provide a basic understanding of the nature and dynamics of the strategy formulation and implementation processes.
4. To encourage students to think critically and strategically.
5. The ability to identify strategic issues and design appropriate courses of action.

**Course Outcome:**

- CO1: Formulate organizational vision, mission, goals, and values
- CO2: Develop strategies and action plans to achieve an organization's vision, mission, and goals
- CO3: Develop powers of managerial judgment, how to assess business risk, and improve ability to make sound decisions and achieve effective outcomes
- CO4: Evaluate and revise programs and procedures in order to achieve organizational goals
- CO5: Consider the ethical dimensions of the strategic management process

**Course Content:**

1. INTRODUCTION
  - Meaning nature, scope, and importance of strategy and Strategic Management
  - Introduction to Business Policy
  - Strategic decision-making
  - Process of strategic management and levels at which strategy operates
  - Strategic intent: Vision, Mission, Business definition, Goals and Objectives
2. ENVIRONMENTAL SCANNING
  - Factors considered, approaches
  - External environment analysis: PESTEL Analysis
  - EFE matrix (External Factor Evaluation): Porter's Five Forces Model methods and techniques used
  - Internal Appraisal – The internal environment
  - Organizational Capability Factors
  - Organizational Appraisal- factors affecting, approaches, methods & techniques

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- Resource Based View (RBW) Analysis
  - VRIO Framework
  - Value Chain Analysis
  - IFE matrix (Internal Factor Evaluation)
3. STRATEGY FORMULATION
- Corporate, Business, Functional strategy
  - Concentration Strategies
  - Integration Strategies: Horizontal & Vertical
  - Diversification: Related & Unrelated
  - Internationalization
  - Porters Model of competitive advantage of nations
  - Cooperative: Mergers & acquisition Strategies, Joint Venture, Strategic Alliance
  - Digitalization Strategies
4. STRATEGY ANALYSIS
- Process
  - Analysing Strategic alternative
  - Evaluating and choosing among Strategic Alternative
  - Tools & Techniques of strategic Analysis
  - Strategic Choice
  - BCG Matrix, Ansoff Grid, GE Nine Cell Planning Grid, McKinsey's 7'S framework
5. STRATEGY IMPLEMENTATION
- Resource allocation, Projects and Procedural issues
  - Organisation structure and systems in strategy implementation
  - Leadership and corporate culture, Values, Ethics and Social responsibility
  - Operational and derived functional plans to implement strategy
  - Integration of functional plans
6. STRATEGY EVALUATION AND CONTROL
- Nature and Importance
  - Organisational systems and Techniques of strategic evaluation & control

**Text / Reference Books:**

1. Kazmi, Azhar; Business Policy and Strategic Management; McGraw-Hill Education. Fourth edition.
2. David, Fred; Strategic Management: Concepts and Cases; PHI Learning. Fifteenth edition.
3. Thomson, Arthur A. and Strickland, A. J.; Strategic Management: Concept and Cases; McGraw Hill Education, Eleventh edition.
4. Jauch, L.F., and Glueck, W.F.; Business Policy and Strategic Management; McGraw-Hill Education, Fifth edition.
5. Wheelen, L. Thomas and Hunger, David J.; Strategic Management and Business Policy, Crafting and Executing Strategy; Pearson Education, Thirteenth edition.

**CO-PO Mapping:**



<b>Course Code</b>	PMB2104			
<b>Course Title</b>	Personality Development/Seminar/Group Discussion/Case Studies			
<b>Category</b>	MBA IN H & HA			
<b>LTP &amp; Credits</b>	L	T	P	Credits
	0	0	2	1
<b>Total Contact Hours</b>	12			
<b>Pre-requisites</b>	None			

**Learning Objective:**

**Course Outcome:**

**Suggestive List of Experiments:**

1. Topics for the Seminar shall be provided by the concerned Faculty member.
2. During the semester the students shall undertake several activities outside the class room to enhance their knowledge and skills to work in the hospitality and tourism industry. This shall consist of field visits, exposure visits, study camps, working in collaboration with relevant institutions, and participation in academic conferences. Students shall give a report of their learning from these activities.

**Text / Reference Books:**

**CO-PO Mapping:**

## Detail Syllabus MBA IN H & HA Semester-3

SEMESTER-3							
Sl. No.	Type	Course No.	Course Name - MBA IN H & HA	L	T	P	Credits
SESSIONAL							
1		PMB3101	Internship in the Hospitality Industry (22 Weeks, 48 Hours/Week)	0	0		22
<b>TOTAL</b>				<b>22</b>	<b>0</b>	<b>4</b>	<b>22</b>

<b>Course Code</b>	PMB3101			
<b>Course Title</b>	Internship in the Hospitality Industry (22 Weeks, 48 Hours/Week)			
<b>Category</b>	<b>MBA IN H &amp; HA</b>			
<b>LTP &amp; Credits</b>	L	T	P	Credits
	0	0	0	22
<b>Total Contact Hours</b>	264			
<b>Pre-requisites</b>	None			

**Learning Objective:**

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**Course Outcome:****Suggestive List of Experiments:**

The Internship or Industrial Training enables students to relate the knowledge and skills acquired in the classroom with systems, standards and practices prevalent in the Industry. It provides an opportunity to the students to acquire real-time hands on experience and observe the trends in the industry.

Duration of Internship: Twenty Two Weeks

In this semester the student shall be sent for Internship, where they would have an exposure in the Core departments of a hotel operation – Food Production, Food and Beverage Service, Front Office and House-keeping, and will also work in the departments of Hotel/Hospitality Sales and Human Resource Department.

The Industrial Training needs to be undertaken in hotels which are of the level of Five Star and above category or any other Hospitality Vertical as approved by the Training & Placement Department of the institute.

Industrial Training will require an input of 132 working days i.e. (22 weeks x 06 days = 132 days).

Once the student has been selected / deputed for Industrial Training by the institute, he/she shall not be permitted to undergo IT elsewhere. In case students make direct arrangements with the hotel for Industrial Training, these will necessarily have to be approved by the institute. Students selected through campus interviews will not seek Industrial Training on their own.

During the internship period, the student shall maintain a logbook on daily basis.

In addition, they would also maintain a monthly record of feedback provided by the HR /Training Head of the concerned hotel.

At the end of the industrial training the student shall submit a Training Report along with the Logbook maintained and Performance Appraisals from each department trained.

**Text / Reference Books:****CO-PO Mapping:**

## Detail Syllabus MBA IN H & HA Semester-4

SEMESTER-4							
Sl. No.	Type	Course No.	Course Name - MBA IN H & HA	L	T	P	Credits
<b>CORE SUBJECTS :-- HUMAN RESOURCE MANAGEMENT</b>							
1		PMB4001	Production And Operations Management	3	0	0	3
2		PMB4002	Entrepreneurship And Small Business Management	2	0	0	2
3		PMB4003	Ethics And Values in Business	1	0	0	1
4		PMB4004	Dissertation In The Hospitality Industry – Specialization Based	2	0	0	2
<b>TOTAL</b>				<b>8</b>	<b>0</b>	<b>0</b>	<b>8</b>
<b>SPECIALIZATION ELECTIVE:-- HUMAN RESOURCE MANAGEMENT</b>							
1		PMB4005	Human Resource Planning	3	0	0	3
2		PMB4006	Human Resource Development And Change Management	3	0	0	3
3		PMB4007	Training & Development	3	0	0	3
<b>TOTAL</b>				<b>9</b>	<b>0</b>	<b>0</b>	<b>9</b>

Sl. No.	Type	Course No.	Course Name - MBA IN H & HA	L	T	P	Credits
<b>CORE SUBJECTS :--MARKETING MANAGEMENT</b>							
1		PMB4001	Production And Operations Management	3	0	0	3
2		PMB4002	Entrepreneurship And Small Business Management	2	0	0	2
3		PMB4003	Ethics And Values in Business	1	0	0	1
4		PMB4004	Dissertation In The Hospitality Industry – Specialization Based	2	0	0	2
<b>TOTAL</b>				<b>8</b>	<b>0</b>	<b>0</b>	<b>8</b>
<b>SPECIALIZATION ELECTIVE:--MARKETING MANAGEMENT</b>							
1		PMB4008	Consumer Behavior & Product Management	3	0	0	3
2		PMB4009	Sales And Distribution Management	3	0	0	3
3		PMB4010	Digital Marketing	3	0	0	3
<b>TOTAL</b>				<b>9</b>	<b>0</b>	<b>0</b>	<b>9</b>

Sl. No.	Type	Course No.	Course Name - MBA IN H & HA	L	T	P	Credits
<b>CORE SUBJECTS :--RETAIL MANAGEMENT</b>							
1		PMB4001	Production And Operations Management	3	0	0	3
2		PMB4002	Entrepreneurship And Small Business Management	2	0	0	2
3		PMB4003	Ethics And Values in Business	1	0	0	1
4		PMB4004	Dissertation In The Hospitality Industry – Specialization Based	2	0	0	2
<b>TOTAL</b>				<b>8</b>	<b>0</b>	<b>0</b>	<b>8</b>
<b>SPECIALIZATION ELECTIVE:-- RETAIL MANAGEMENT</b>							
1		PMB4011	Revenue and yield Management	3	0	0	3
2		PMB4012	Retail Management	3	0	0	3
3		PMB4013	Catering Management	3	0	0	3
<b>TOTAL</b>				<b>9</b>	<b>0</b>	<b>0</b>	<b>9</b>

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<b>Course Code</b>	PMB4001			
<b>Course Title</b>	Production And Operations Management			
<b>Category</b>	<b>MBA IN H &amp; HA</b>			
<b>LTP &amp; Credits</b>	L	T	P	Credits
	3	0	0	3
<b>Total Contact Hours</b>	36			
<b>Pre-requisites</b>	None			

**Learning Objective:**

**Course Outcome:**

**Course Content:**

**1. INTRODUCTION**

- Nature and Scope of Production/Operations Management
- POM Relationship with other Systems in the Organisation
- Factors that affect System and Concept of Production and Operation Management
- Facility Location
- Types of Manufacturing Systems
- Lean Manufacturing
- Student Planning and Analysis

**2. PRODUCTION SYSTEM AND RELATED CONCEPTS**

- Functions of Production and Material Management
- Types of Production Systems
- Productivity Variables, and Productivity Measurement
- Production Planning and Control in Mass Production
- Batch Production
- Job Order Production
- Selection
- Product Design and Development
- Process Selection
- Capacity Design
- Determination of Material Required
- Procedure for Purchasing
- Stocking and Distribution of Materials

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### 3. SCHEDULING AND MEASURING PRODUCTION ACTIVITIES

- Scheduling
- Maintenance Management Concepts
- TPM
- Work-Study
- Method Study
- Work Measurement
- Work Sampling
- Work Environment and Safety
- Material Management

### 4. MATERIAL AND INVENTORY MANAGEMENT

- An overview of Material Management
- Material Planning and Inventory Control
- Inventory Models
- (Classical EOQ, Model with Shortages ), JIT
- Budgeting and Material Planning
- Purchase Management
- Store Management
- Safety Management

### 5. QUALITY IN PRODUCTION & OPERATIONS MANAGEMENT

- Quality Assurance
- Accepting Sampling
- Statistical Process Control
- Total Quality Management
- QMS and ISO Standards

**Text / Reference Books:**

**CO-PO Mapping:**



<b>Course Code</b>	PMB4002			
<b>Course Title</b>	Entrepreneurship And Small Business Management			
<b>Category</b>	MBA IN H & HA			
<b>LTP &amp; Credits</b>	L	T	P	Credits
	2	0	0	2
<b>Total Contact Hours</b>	24			
<b>Pre-requisites</b>	None			

#### **Learning Objective:**

1. Have a general idea about the business enterprise and the environment within which it operates
2. Understand how to set up an SSI
3. Evaluate the feasibility of a proposed project
4. Have a basic knowledge on various sources of financing and methods of raising them;
5. Conduct analyses of risk for selecting viable projects and be familiar with implementation and review of projects
6. Draft project proposals suitable for the hospitality and tourism industry.

#### **Course Outcome:**

#### **Course Content:**

1. ENTREPRENEUR AND ENTREPRENEURSHIP
  - Evolution of the concept of entrepreneur
  - Characteristics of an entrepreneur
  - Classification, Assessing the skills of entrepreneurs, Distinction between an entrepreneur and a manager
  - Functions and types of entrepreneurs
  - Intrapreneur, Entrepreneurial traits and motivation
  - Effect of culture on entrepreneurship
  - Role of entrepreneurship in economic development; entrepreneurial motivation;
  - Entrepreneurship development programmes (EDPs)
  - Meaning of and need for rural entrepreneurship
  - Problems and development of rural entrepreneurship.

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## 2. PROJECT FEASIBILITY ANALYSIS

- Project identification and selection
- Project formulation
- Project appraisal and appraisal criteria
- Generation and screening of ideas
- Product planning and development process
- Market and demand analysis, technical analysis, financial analysis, competitor analysis

## 3. SMALL AND MEDIUM ENTERPRISES

- Definition, Characteristics, Relationship with large units, Rationale, Objectives, Scope of Small Enterprises
- Role of small enterprises in economic development –Setting up a small scale industry ,
- Various forms of organization
- Market assessment for SSI
- Formalities of launching a new venture
- Preparation of marketing plan
- Sickness in SME's and remedies
- Role of following agencies in the Entrepreneurship Development
  - District Industries Centres (DIC)
  - Small Industries Service Institute (SISI)
  - National Entrepreneurship Development Board (NEDB)
  - National Small Industries Corporation Limited (NSIC)
  - Small Industries Development Organization (SIDO)
  - National Small Industries Corporation (NSIC)
  - Small Industries Development Bank of India (SIDBI)

## 4. PROJECT FINANCING

- Forms of capital
- Sources of finance
- Project financing
- National and state level financial institutions
- Tourism Finance Corporation of India (TFCI)
- Venture capital
  - Venture Capital Financing Concept and features
  - Need, relevance and development of venture capital funds
  - Structure and regulatory framework of venture capital financing in India, Investment process and evaluation.
- Selection and analysis of a project
  - Capital Budgeting
  - NPV and IRR methods
  - Analysis of risk – Sensitivity Analysis, Scenario Analysis, Monte Carlo simulation, Decision Tree analysis
  - Network Techniques – PERT, CPM

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## 5. PROJECT ORGANISATION AND FEASIBILITY REPORTS

- Project organisation, Work Breakdown Structures, Project reports, Contents of a project report, Development of project reports for Hospitality undertaking and travel and tour company;
- **Business Plan Preparation** – The students shall work outline of a business plan based on academic inputs and training and finally develop a business plan that can be submitted for funding. The students must undertake the necessary research, survey and field work to develop a viable business plan in a format acceptable to financial institutions. This will be evaluated by a team constituted by faculty in charge. 10 marks for the business plan shall be included in the internal evaluation marks.

### Text / Reference Books:

1. David Schwartz: Introduction to Project Management
2. Jack R Meridith and Samuel J Mantel Jr: Project Management A Managerial Approach
3. Narendra Singh: Project Management and Control
4. Harvui Maylor: Project Management
5. M C Dileep Kumar and Amith Kumar J Prabhu: Project Management
6. C N Sontakki: Project Management
7. Prasanna Chandra: Project Management
8. David H. Holt: Entrepreneurship: New Venture Creation -
9. Hisrich Peters: Entrepreneurship -
10. Brigitte Berger: The Culture of Entrepreneurship
11. K. Nagarajan: Project Management
12. Vasant Desai: Dynamics of Entrepreneurship Development

### CO-PO Mapping:

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<b>Course Code</b>	PMB4003			
<b>Course Title</b>	Ethics And Values in Business			
<b>Category</b>	<b>MBA IN H &amp; HA</b>			
<b>LTP &amp; Credits</b>	L	T	P	Credits
	1	0	0	1
<b>Total Contact Hours</b>	12			
<b>Pre-requisites</b>	None			

**Learning Objective:**

**Course Outcome:**

**Course Content:**

1. INDIAN VALUES AND ETHICS

- Respect for Elders
- Hierarchy and Status
- Need for Security
- Non – Violence
- Cooperation
- Simple Living High Thinking
- Rights and Duties
- Ethics in Work-life
- Attitudes and Beliefs

2. BUSINESS ETHICS

- Mediating between Moral Demands and Interest
- Relative Autonomy of Business Morality,
- Studies in Business Ethics
- Role of Ethics in Business
- Theory of Voluntary Mediation
- Participatory Ethics
- Moral Responsibility: Introduction
- Balanced Concept of Freedom
- Individual Responsibility
- Implications related to Modern Issues
- Public Accountability and Entrepreneurial Responsibility
- Moral Corporate Excellence

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- Corporate Responsibility

### 3. BUSINESS ETHICS AND INDIVIDUAL INTEREST

- Interest based Outlook
- Impact of Interest on Moral Goals and Moral Principles
- Utilitarian Views on Business Ethics
- Enlightened Egoism
- Duty ethics in the Business Environment
- Theories of Virtue: Productive Practices and Team Motivation
- Prospects of Virtues in Business Ethics and Management Theory

### 4. SOCIAL RESPONSIBILITY, CORPORATE SOCIAL RESPONSIBILITY (CSR)

- Obligations under Law
- Environmental Protection
- Fair Trade Practices
- Health and Well-being of Under-Privileged People
- Social Welfare and Community Development Activities

**Text / Reference Books:**

**CO-PO Mapping:**

<b>Course Code</b>	PMB4004			
<b>Course Title</b>	Dissertation In The Hospitality Industry – Specialization Based			
<b>Category</b>	MBA IN H & HA			
<b>LTP &amp; Credits</b>	L	T	P	Credits
	4	0	0	2
<b>Total Contact Hours</b>	24			
<b>Pre-requisites</b>	None			

#### **Learning Objective:**

Facilitate a meaningful transition for a student of hospitality management from acquiring knowledge towards a higher stage of its creation and application.

#### **Course Outcome:**

To develop the students with professional and academic inputs to adapt to the requirements of the changing hospitality industry.

#### **Course Content:**

(TO BE INITIATED AT THE BEGINNING OF THE SEMESTER)

Every student shall select a research project from the Hospitality Industry. The nature of the project shall be based on the synthesis of their experience and knowledge gained from allied subjects. Subject of the project shall be approved by the Dept. of H&HA at the commencement of the session. The research project will be guided by an approved guide of the university. The students will be required to submit the project report on a prescribed date.

The seminar will be scheduled by the department based on the thesis/ Project and the final vice-voce will be commenced on the day and date prescribed by the university in presence of external examiner.

Step 1: Student to forward a Synopsis of the Topic chosen (based on any sector of the hospitality industry)

Step 2: Concerned Faculty to change/amend & approve the Synopsis

Step 3: Faculty to appoint/approve a guide from the lecturer team or from any other educational institution or corporate professional

Step 4: Student to submit the Project Work one month before the final examinations

Step 5: Viva Voce on the Project work to be conducted by the concerned Faculty

#### **Division of Marks:**

- Synopsis, Method of R&A adopted, Project Report: 60
- Viva Voce: 40
- Total Marks: 100

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Structure of the Dissertation Report:

1. Synopsis
2. Introduction
3. Review of Literature
4. Research Methodology / Research Design
5. Data Analysis and Interpretation
6. Findings, Suggestions & Conclusion
7. References
8. Annexure:
  - a. Questionnaires
  - b. Tables / Charts

**Text / Reference Books:**

**CO-PO Mapping:**

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<b>Course Code</b>	PMB4005			
<b>Course Title</b>	Human Resource Planning			
<b>Category</b>	<b>MBA IN H &amp; HA</b>			
<b>LTP &amp; Credits</b>	L	T	P	Credits
	3	0	0	3
<b>Total Contact Hours</b>	36			
<b>Pre-requisites</b>	None			

**Learning Objective:**

**Course Outcome:**

**Course Content:**

1. BASICS OF HUMAN RESOURCE PLANNING
  - Introduction to HRP System – The Emerging Context
  - Process and Functions of Human Resource Planning
  - Methods and Techniques : Demand Management
  - Methods and Techniques : Supply Management
  - Contemporary Trends in Managing Demand and Supply
2. APPROACHES TO ANALYSING JOB
  - Job Analysis
  - Changing Nature of Roles
  - Job Evaluation : Concepts and Methods
  - Competency Approaches to Job Analysis
3. KEY HR PRACTICES
  - Recruitment
  - Selection
  - Dislocation and Relocation of Employees
  - Orientation
  - Career and Succession Planning
  - Performance and Potential Appraisal
4. INTELLECTUAL CAPITAL ACCOUNTING
  - Human Resource Information System
  - Human Resource Audit
  - Human Resource Accounting



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**Text / Reference Books:****CO-PO Mapping:**

<b>Course Code</b>	PMB4006			
<b>Course Title</b>	Human Resource Development And Change Management			
<b>Category</b>	<b>MBA IN H &amp; HA</b>			
<b>LTP &amp; Credits</b>	L	T	P	Credits
	3	0	0	3
<b>Total Contact Hours</b>	36			
<b>Pre-requisites</b>	None			

**Learning Objective:****Course Outcome:****Course Content:**

1. UNDERSTANDING ORGANISATIONS
  - Approaches to Understanding Organisations
  - Factors Affecting Organisation Structures
2. ORGANISATIONAL DESIGN
  - Typology of Organisation Structures
  - Some Basic Organisation Design and Restructuring Strategies
3. APPROACHES TO WORK DESIGN
  - Organising and Analysing Work
  - Job Design
  - Emerging Issues of Work Organisation and Quality of Working Life

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#### 4. ORGANISATIONAL ANALYSIS

- Organisational Diagnosis: Tools and Techniques
- Questionnaire as a Diagnostic Tool
- Interview as a Diagnostic Tool
- Workshops, Task-forces and other Methods

#### 5. ORGANISATIONAL DEVELOPMENT AND CHANGE

- Organisational Development
- Alternative Interventions
- Process of Change
- Change Agents: Roles and Competencies
- Institution Building

#### **Text / Reference Books:**

#### **CO-PO Mapping:**

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<b>Course Code</b>	PMB4007			
<b>Course Title</b>	Training & Development			
<b>Category</b>	<b>MBA IN H &amp; HA</b>			
<b>LTP &amp; Credits</b>	L	T	P	Credits
	3	0	0	3
<b>Total Contact Hours</b>	36			
<b>Pre-requisites</b>	None			

**Learning Objective:**

**Course Outcome:**

After completion of this course, the student will be able to

1. Understand basic concepts associated with learning process, learning theories, training and development;
2. Understand training needs, identification of training needs, training processes, training methods, and evaluation of training;
3. Emerging trends in training and development; and
4. Relevance and usefulness of training expertise in the organizational work environment.

**Course Content:**

**SYLLABUS**

Introduction to Training – Rationale for Training, Culture and Other Contexts, Training Process, Training Needs Assessment, Components of Training Needs Analysis, Sources of Data for Training Needs Analysis, Needs Assessment Process, Competency Models, Scope of Needs Assessment.

Learning Theories – Principles of Learning, Learning Theories, Learning Process, and Instructional Emphasis for Learning Outcomes, Considerations for Designing Effective Training Programs, Conditions for Effective Learning, Learning Cycle, and Learning Curve.

Design of Training Programme – Principles of Training Design, Training Design Process, Outlining Programmed Sequences and Themes, Approaches to Program Design.

Implementation of Training Programme – Training Delivery Competencies, Trainers and Training Styles, Trainers Role, Trainers Skills, Post training Support for Improved Performance at Work; Training Methods, Training Methods Compared with Objectives; Training Aids.

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Training Evaluation – Stages of Evaluation, Different Evaluation Models, Donald Kirkpatrick's Evaluation Model, Determining Return on Investment, Measuring Human Capital and Training Activity; The Future of Training and Development: Use of new Technologies for Training Delivery, Emphasis on Speed in Design, Focus on Content and Use of Multiple Delivery Methods, Use of Training Partnerships and Outsourcing Training.

**Text / Reference Books:**

1. Noe A. Raymond, "Employee Training and Development", Tata McGraw Hill Publications.
2. 1. Lynton P. Rolf & Pareek, Udai, "Training for Development", Vistaar Publications.
3. 2. . Rao. P. L., "Enriching Human Capital through Training and Development", Excel Books.
4. 3. Naik, G. P., "Training and Development: Text, Research and Cases", Excel Books.
5. 4. Sahu R. K., "Training for Development", Excel Books, New Delhi.
6. 5. Taylor B. & Lippitt G., "Management Development and Training Hand Book", McGraw-Hill, London.
7. 6. Deb, Tapomoy, "Training & Development: Concepts & Applications", Ane Books

**CO-PO Mapping:**

<b>Course Code</b>	PMB4008			
<b>Course Title</b>	Consumer Behavior & Product Management			
<b>Category</b>	<b>MBA IN H &amp; HA</b>			
<b>LTP &amp; Credits</b>	L	T	P	Credits
	3	0	0	3
<b>Total Contact Hours</b>	36			
<b>Pre-requisites</b>	None			

**Learning Objective:**

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**Course Outcome:**

- CO-1: Understanding the dimensions of consumer behaviour and market opportunity.  
CO-2: Enabling the importance of Psychological influences on Consumer Behaviour.  
CO-3: Illustrating Organizational and Institutional Consumer Behaviour.  
CO-4: Analyzing the influences on Consumer Behaviour to enhancing consumer knowledge.  
CO-5: Understanding Marketing Ethics to enhancing consumer behaviour

**Course Content:**

1. DIMENSIONS OF CONSUMER BEHAVIOUR, MARKET OPPORTUNITY
  - Concepts – Significance – Dimensions of Consumer Behaviour
  - Market Opportunity Identification
  - Analysis & Evaluation
  - Introduction and overview
2. PSYCHOLOGICAL INFLUENCES ON CONSUMER BEHAVIOR
  - Psychological Influences on consumer behaviour
  - Perception-Learning-Motivation and values
  - Personality
  - Attitudes and Persuasion
  - Decision
3. ORGANIZATIONAL AND INSTITUTIONAL CONSUMER BEHAVIOR
  - Buying and Disposing-Groups and Consumer Behaviour
  - Organizational and Institutional Consumer Behaviour
4. INFLUENCES ON CONSUMER BEHAVIOR
  - Socio-Cultural, Cross Culture
  - Family group
  - Reference group
  - Communication -Influences on Consumer behaviour
  - Consumer Behaviour in the networked era
5. MARKETING ETHICS AND CONSUMER BEHAVIOR
  - Alternative views on Consumer Behaviour
  - Marketing Ethics and Consumer Behaviour

**Text / Reference Books:**

1. Leon G.Schiffman and Leslie Lasar Kanuk, Consumer Behaviour, Pearson Education, India, 2002.
2. Paul Peter et al., Consumer Behaviour and Marketing Strategy, Tata McGraw Hill, Indian Edition, 7th Edition 2005.
3. Frank R. Kardes, Consumer Behaviour and Managerial Decision Making, 2nd Edition. 2. Assel, Consumer Behavior - A Strategic Approach, Biztranza, 2008.
4. Philip Kotler, Consumer Behaviour, 14th Edition, 2012

**CO-PO Mapping:**

<b>Course Code</b>	PMB4009			
<b>Course Title</b>	Sales And Distribution Management			
<b>Category</b>	MBA IN H & HA			
<b>LTP &amp; Credits</b>	L	T	P	Credits
	3	0	0	3
<b>Total Contact Hours</b>	36			
<b>Pre-requisites</b>	None			

### **Learning Objective:**

### **Course Outcome:**

CO-1: Ability to understand the Evolution, nature and importance, strategies and tactics and emerging trends in sales and distribution

CO-2: Ability to apply the knowledge of sales force recruitment, training and motivation and compensation for sales force

CO-3: Ability to analyze the channel designing, selecting channel partners and channel conflict

CO-4: Ability to engage in self-study to formulate, design, implement, analyze and demonstrate distribution and retail management

CO-5: Evaluate real and complex Understanding of elements of supply chain

### **Course Content:**

#### **1. INTRODUCTION**

- Evolution of Sales Management – nature and importance
- Sales Objective
- Selling process, Strategies and tactics – Emerging Trends
- Buying Decision Process – Situations
- Role of Marketing and Selling
- Sales forecasting techniques

#### **2. SALES FORCE**

- Sales quota – Sales Territory – Designing – assigning Sales people – managing
- Concepts of Sales organization
- Specialization
- Size of the sales force
- Recruiting and selecting- sales force
- Training- motivating-compensating and reading the sales force
- Controlling sales force

#### **3. CHANNEL DESIGNING**

- Channel design factor – ideal structure

- 
- Selecting channel partners
  - Training up, Motivating and evaluating channel members
  - Channel design implementations
  - Channel power
  - Channel design
  - Channel conflict
4. DISTRIBUTOR & RETAILER MANAGEMENT
- Types of retailers – role of retailer – retailing strategies
  - Store design
  - Franchising
  - E-tailing
  - Wholesaler – functions – classification – limitations of wholesalers
5. SALES SUPPLY CHAIN
- Elements of channel information systems – logistics –Definition – origin
  - Key activities focus areas of Sales Supply ChainManagement
  - IT as enabler of Sales Supply ChainManagement
  - Selling in international markets

**Text / Reference Books:**

1. Tanner, J and Honey cut ED; Sales Management, Pearson Education, 2009
2. Sales Management by Richard R. Still, Edward W. Cundiff & Norman A.P. Govoni. 2002
3. Marketing Channels by Louis W. Stern, Adel I. El-Ansary & Anne T. Coughlan, 2010

**CO-PO Mapping:**

<b>Course Code</b>	PMB4010			
<b>Course Title</b>	Digital Marketing			
<b>Category</b>	<b>MBA IN H &amp; HA</b>			
<b>LTP &amp; Credits</b>	L	T	P	Credits
	3	0	0	3
<b>Total Contact Hours</b>	36			
<b>Pre-requisites</b>	None			

**Learning Objective:**

**Course Outcome:**

**Course Content:**

<b>Digital Marketing Topics</b>	<b>Syllabus</b>
Introduction to Digital Marketing	Defining digital marketing how is it different from traditional marketing and why is it relevant now.
Search Engine Optimisation (SEO)	Techniques used to optimize any article, website, or blog for traffic & revenue generation.
Social Media Marketing	Using different social media platforms (Facebook/Instagram/Twitter) to connect with the audience & convert them to a call of action (purchase or form filling).
Search Engine Marketing	Techniques used to increase the visibility of your webpage on Google search results (SERP); Search engine marketing mostly revolves around paid search advertising (text-based ads that are visible on top of every search result).
Web Analytics	Analyzing the behaviour of visitors to a website through reports based on traffic sources, referring sites, page views, and conversion rates of that website.
E-Commerce Management	Maintenance of an online product-listing website through product keyword research, product pricing, positive reviews, and customer retention.
Planning and Creating a Website	How to create a website on WordPress and later use website analytics to track the behaviour of visitors to a website.
Email Marketing	How to create and send product-based emails in bulk, and ensure that all of the emails have a good open rate and conversion rate.
Content Strategy	How to create content that matches the user intent and also your business goals.
Affiliate Marketing	Generation of traffic via a third party (company/website). The third party is paid a commission fee to drive traffic to your website.



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<b>Course Code</b>	PMB4011			
<b>Course Title</b>	Revenue and yield Management			
<b>Category</b>	<b>MBA IN H &amp; HA</b>			
<b>LTP &amp; Credits</b>	L	T	P	Credits
	3	0	0	3
<b>Total Contact Hours</b>	36			
<b>Pre-requisites</b>	None			

**Learning Objective:**

**Course Outcome:**

**Course Content:**

- a. **The Concept of Revenue Management**
  - Hotel Industry Applications
  - Benefits of the techniques/Areas where this concept is applied/How the concept is applied
- b. **Measuring Yield**
  - Yield Statistic/Determination of Potential Revenue/Potential Average Single Rate/Potential Average Double Rate/ Multiple Occupancy Percentage/Rate Spread/Potential Average Rate/ Room Rate Achievement Factor/Identical Yields/Equivalent Occupancy/Required Non-Room Revenue per Guest
- c. **Elements of Revenue Management**
  - Group Room Sales/Transient Room Sales/Food & Beverage Activity/Local and Area-Wide Activities/Special Events
- d. **Using Revenue Management**
  - Potential High and Low Demand Tactics
  - Implementing Revenue Strategies/Availability Strategies
- e. **Revenue Management Computer Software**
  - Works performed by Revenue Management Software
  - Working on the software/system
  - Advantages of computerized revenue management
  - Reports generated
- f. **Revenue Management Team**

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- Composition of Revenue Management Team
  - Role of Revenue Management Team

g. **Industry-wise Comparison of Yield Management Application**

- Airline/Hotels/Car Rentals/Cruise lines/Package Tours

**Text / Reference Books:**

**CO-PO Mapping:**

<b>Course Code</b>	PMB4012			
<b>Course Title</b>	Retail Management			
<b>Category</b>	<b>MBA IN H &amp; HA</b>			
<b>LTP &amp; Credits</b>	L	T	P	Credits
	3	0	0	3
<b>Total Contact Hours</b>	36			
<b>Pre-requisites</b>	None			

**Learning Objective:**

**Course Outcome:**

**Course Content:**

Unit-I Introduction to retailing: Definition and scope, evolution of retailing, types of retail, trends in retailing industry, benefits of retailing, retailing environment.

Unit-II Retail purchasing and pricing: Purchase management:- Merchandise purchasing, open to buy, open to buy planning, analyzing the merchandise performance, Pricing strategies:-every day pricing,

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competitive based pricing, price skimming, market-oriented pricing, marginal cost pricing. Retail price strategies: - mark-up pricing, vendor pricing, competitive pricing, psychological pricing.

Unit-III Retail marketing and promotion: Nature and scope:-relationship marketing, market strategies, retail research Understanding the retail customer:- retail market, population analysis, demographic analysis, consumer behavior Retail promotion Mix: - Retail promotion programme, retail advertising media, promotional budget. Customer services: - customer services, services quality gaps, service recovery.

Unit-IV Information system in retailing: Acquiring and using information strategies, technology in retail, information sources, retail information system.

Unit-V Retailing in India: Evolution and trends in organised retailing, Indian organised retail market, FDI in Indian organised retail sector, retail scenario in India, future trends of retail in India.

Unit-VI Ethical and legal issues in Retailing: Dealing with ethical issues, social responsibility, environmental orientation, waste reduction at retail stores.

### **Text / Reference Books:**

### **CO-PO Mapping:**

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<b>Course Code</b>	PMB4013			
<b>Course Title</b>	Catering Management			
<b>Category</b>	<b>MBA IN H &amp; HA</b>			
<b>LTP &amp; Credits</b>	L	T	P	Credits
	3	0	0	3
<b>Total Contact Hours</b>	36			
<b>Pre-requisites</b>	None			

**Learning Objective:**

**Course Outcome:**

**Course Content:**

**The Principles of catering management**

- Meaning of Catering Management and its Principles
- Classification of Catering Services
- Selecting a Caterer and its standing

**Menu Planning, Food Costing, and Standardized Recipes**

- Planning in making the menu.
- Identifying different types of menu.
- Costing management and costing menu.
- Standardizing recipes for the menu
- How to follow recipe procedures.

**The basic catering management function: Planning and the types of table service favoured by the caterers.**

- Learn to identify different types of functions.
- Planning a preparation for the flow of the event.
- Knowing different types of table services that include planning structure.

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- Planning for the events flow management for clients' expectations.

**Controlling catering resources and creating a contract that covers the basics.**

- Catering resources for planning the event.
- contract agreement planning and format for the client and the caterer

**Text / Reference Books:**

**CO-PO Mapping:**