

**UNIVERSITY OF MUMBAI**

**No. UG/13 of 2014**

**CIRCULAR:-**

The Principals of the affiliated Colleges in Science and the Heads of recognized Institutions concerned are hereby informed that the recommendation made by the Faculty of Science at its meeting held on 25<sup>th</sup> February, 2014 has been accepted by the Academic Council at its meeting held 4<sup>th</sup> March, 2014 **vide** item No. 4.59 and subsequently approved by the Management Council at its meeting held on 4<sup>th</sup> April, 2014 **vide** item No.8 and that in accordance therewith, in exercise of the powers conferred upon the Management Council under Section 54 (1) and 55 (1) of the Maharashtra Universities Act, 1994 and the Ordinances 6108 and 6109 and Regulation 8745 and syllabus for the M.Sc. (Hotel & Hospitality Administration) degree programme is introduced, which is available on the University's web site ([www.mu.ac.in](http://www.mu.ac.in)) and that the same has been brought into force with effect from the academic year 2014-15.

MUMBAI – 400 032

1<sup>st</sup> July, 2014

Sd/-

Director, B.C.U.D.

To,

The Principals of the affiliated Colleges in Science and the Heads of Recognized Institutions concerned.

**A.C/4.59/04.03.2014**

**M.C/8/04.04.2014**

\*\*\*\*\*

No. UG/13-A of 2014

MUMBAI-400 032

1<sup>st</sup> July, 2014

Copy forwarded with compliments for information to :-

- 1) The Dean, Faculty of Science.
- 2) The Chairman, **Ad-hoc** Board of Studies in Hospitality Studies,
- 3) The Professor-cum-Director, Institute of Distance and Open Learning (IDOL),
- 4) The Director, Board of Colleges and University Development,
- 5) The offg. Controller of Examinations,
- 6) The Co-Ordinator, University Computerization Centre.

Sd/-

Director, B.C.U.D.



**AC 4/3/2014**  
**Item 4.59**

# **University of Mumbai**

**Syllabus**  
**Program - Master of Science**  
**Course - Hotel & Hospitality Administration**

(Credit Based Semester and Grading System  
with effect from the academic year 2014–2015)

**The Master Degree Shall Be Titled As  
“Master of Science (Hotel & Hospitality Administration) – M.Sc. (H.& H.A.)”**

**Objectives: -**

1. To provide higher-level education avenue after Degree Program for the students with academic and research orientation in the field of Hotel & Hospitality Administration.
2. To create the human infrastructure required to establish a high standard to meet the challenges of globalization, technological innovation and increasing competition.

**Eligibility:**

A candidate being eligible for admission to the Master's Degree in Hotel & Hospitality Administration should have passed:

Bachelors Degree in Hospitality Studies/ Hotel Management / Hotel & Hospitality Administration/ Hotel and Tourism Management / Hospitality & Tourism Management / or any other Bachelors Degree in related area from any approved University.

**Duration:**

The Program shall be a Three-year Part-time program.

**Scheme of Examination: -**

The examination shall be conducted at the end of each semester. Examinations of Semester I, II, III&IV will be conducted by the respective colleges on behalf of the University. Semester IV&VI will be conducted by the University of Mumbai.

Each course of all semesters shall comprise of 25% internal assessment and 75% semester end examination

**Passing Standards:-**

- a) A candidate shall have to obtain a minimum of 40% marks in each theory paper to pass the examination.
- b) A candidate shall be placed in First Class with distinction if he/she secures a minimum of 70% marks in aggregate.
- c) A candidate shall be placed in First Class in he/she secures a minimum of 60% marks in aggregate.
- d) A candidate shall be placed in second class if he/she secures a minimum of 50% marks in aggregate.

**1) Library:-**

The Institute shall upgrade the existing library in a phased manner by allocating at least Rupees TwoLakhs per annum.

**2) Research &Development :-**

The Institute shall set up a post graduate department for Hotel & Hospitality management studies and research and development.

**3) Pedagogy :-**

A combination of participatory approaches such as lecture discussion, case discussion, assignments, reports, presentations, field experience etc. The course should be constantly upgraded based on the feedback obtained from the experts in the Industry. To get a feel of the corporate world Industrial Visits are to be organised. Experts from Industrial and Academic Fields supplement the formal classroom sessions with guest lectures. Frequent seminars, workshops and panel discussions are held to add a more professional touch to the training program.

**4) Fees :-**

Rupees Forty Thousand per semester

| SEMESTER I – Master of Science (Hotel & Hospitality Administration) |                                             |                                     |          |          |              |          |          |                    |          |          |            |             |          |           |          |          |           |
|---------------------------------------------------------------------|---------------------------------------------|-------------------------------------|----------|----------|--------------|----------|----------|--------------------|----------|----------|------------|-------------|----------|-----------|----------|----------|-----------|
| Course Code                                                         | Subject                                     | Class Room Instruction Face to Face |          |          |              |          |          |                    |          |          | Total      | Total Marks |          | Credits   |          |          |           |
|                                                                     |                                             | Per week                            |          |          | Per semester |          |          | Per semester hours |          |          |            |             |          |           |          |          |           |
|                                                                     |                                             | L                                   | P        | T        | L            | P        | T        | L                  | P        | T        |            | TH          | PR       | L         | P        | T        | Total     |
| PSHA 101                                                            | Perspective Management                      | 3                                   | -        | -        | 45           | -        | -        | 45                 | -        | -        | 45         | 100         | -        | 2         | -        | -        | 2         |
| PSHA 102                                                            | Services Marketing                          | 3                                   | -        | -        | 45           | -        | -        | 45                 | -        | -        | 45         | 100         | -        | 2         | -        | -        | 2         |
| PSHA 103                                                            | Advanced Business Communication             | 6                                   | -        | -        | 90           | -        | -        | 90                 | -        | -        | 90         | 100         | -        | 4         | -        | -        | 4         |
| PSHA 104                                                            | Customer Care Management                    | 3                                   | -        | -        | 45           | -        | -        | 45                 | -        | -        | 45         | 100         | -        | 2         | -        | -        | 2         |
| PSHA 105                                                            | Principles, Policies & Practices of Tourism | 6                                   | -        | -        | 90           | -        | -        | 90                 | -        | -        | 90         | 100         | -        | 4         | -        | -        | 4         |
| PSHA 106                                                            | Economics for the Hotel Industry            | 3                                   | -        | -        | 45           | -        | -        | 45                 | -        | -        | 45         | 100         | -        | 2         | -        | -        | 2         |
|                                                                     | <b>Total</b>                                | <b>24</b>                           | <b>-</b> | <b>-</b> | <b>360</b>   | <b>-</b> | <b>-</b> | <b>360</b>         | <b>-</b> | <b>-</b> | <b>360</b> | <b>600</b>  | <b>-</b> | <b>16</b> | <b>-</b> | <b>-</b> | <b>16</b> |

**L** = one lecture / period of 60 minutes (1 hr.)**P**= Practical **T**= Tutorial

| SEMESTER II – Master of Science (Hotel & Hospitality Administration) |                                                   |                                     |          |          |              |          |          |                    |          |          |            |             |          |           |          |          |           |
|----------------------------------------------------------------------|---------------------------------------------------|-------------------------------------|----------|----------|--------------|----------|----------|--------------------|----------|----------|------------|-------------|----------|-----------|----------|----------|-----------|
| Course Code                                                          | Subject                                           | Class Room Instruction Face to Face |          |          |              |          |          |                    |          |          | Total      | Total Marks |          | Credits   |          |          |           |
|                                                                      |                                                   | Per week                            |          |          | Per semester |          |          | Per semester hours |          |          |            |             |          |           |          |          |           |
|                                                                      |                                                   | L                                   | P        | T        | L            | P        | T        | L                  | P        | T        |            | TH          | PR       | L         | P        | T        | Total     |
| PSHA 201                                                             | Human Resources Development & Audit               | 3                                   | -        | -        | 45           | -        | -        | 45                 | -        | -        | 45         | 100         | -        | 2         | -        | -        | 2         |
| PSHA 202                                                             | Cruise Line Hospitality Operations and Management | 3                                   | -        | -        | 45           | -        | -        | 45                 | -        | -        | 45         | 100         | -        | 2         | -        | -        | 2         |
| PSHA 203                                                             | Business Ethics & Corporate Governance            | 3                                   | -        | -        | 45           | -        | -        | 45                 | -        | -        | 45         | 100         | -        | 2         | -        | -        | 2         |
| PSHA 204                                                             | Hotel Facilities Planning                         | 6                                   | -        | -        | 90           | -        | -        | 90                 | -        | -        | 90         | 100         | -        | 4         | -        | -        | 4         |
| PSHA 205                                                             | Legal Aspects of Hospitality Business             | 3                                   | -        | -        | 45           | -        | -        | 45                 | -        | -        | 45         | 100         | -        | 2         | -        | -        | 2         |
| PSHA 206                                                             | Resort Management                                 | 6                                   | -        | -        | 90           | -        | -        | 90                 | -        | -        | 90         | 100         | -        | 4         | -        | -        | 4         |
|                                                                      | <b>Total</b>                                      | <b>24</b>                           | <b>-</b> | <b>-</b> | <b>360</b>   | <b>-</b> | <b>-</b> | <b>360</b>         | <b>-</b> | <b>-</b> | <b>360</b> | <b>600</b>  | <b>-</b> | <b>16</b> | <b>-</b> | <b>-</b> | <b>16</b> |

**L** = one lecture / period of 60 minutes (1 hr.)**P**= Practical **T**= Tutorial

**SEMESTER III – Master of Science (Hotel & Hospitality Administration)**

|             |                                                      | Class Room Instruction Face to Face |          |          |              |          |          |                    |          |          | Total      | Total Marks |          | Credits   |          |          |           |
|-------------|------------------------------------------------------|-------------------------------------|----------|----------|--------------|----------|----------|--------------------|----------|----------|------------|-------------|----------|-----------|----------|----------|-----------|
| Course Code | Subject                                              | Per week                            |          |          | Per semester |          |          | Per semester hours |          |          |            |             |          |           |          |          |           |
|             |                                                      | L                                   | P        | T        | L            | P        | T        | L                  | P        | T        |            | TH          | PR       | L         | P        | T        | Total     |
| PSHA 301    | Financial Management in Hospitality Industry         | 6                                   | -        | -        | 90           | -        | -        | 90                 | -        | -        | 90         | 100         | -        | 4         | -        | -        | 4         |
| PSHA 302    | Training and Development for Hospitality             | 3                                   | -        | -        | 45           | -        | -        | 45                 | -        | -        | 45         | 100         | -        | 2         | -        | -        | 2         |
| PSHA 303    | Entrepreneurship in the Hospitality Industry         | 3                                   | -        | -        | 45           | -        | -        | 45                 | -        | -        | 45         | 100         | -        | 2         | -        | -        | 2         |
| PSHA 304    | Environmental Management in the Hospitality Industry | 3                                   | -        | -        | 45           | -        | -        | 45                 | -        | -        | 45         | 100         | -        | 2         | -        | -        | 2         |
| PSHA 305    | Spa Operations & Management                          | 3                                   | -        | -        | 45           | -        | -        | 45                 | -        | -        | 45         | 100         | -        | 2         | -        | -        | 2         |
| PSHA 306    | Convention and Conference Management                 | 6                                   | -        | -        | 90           | -        | -        | 90                 | -        | -        | 90         | 100         | -        | 4         | -        | -        | 4         |
|             | <b>Total</b>                                         | <b>24</b>                           | <b>-</b> | <b>-</b> | <b>360</b>   | <b>-</b> | <b>-</b> | <b>360</b>         | <b>-</b> | <b>-</b> | <b>360</b> | <b>600</b>  | <b>-</b> | <b>16</b> | <b>-</b> | <b>-</b> | <b>16</b> |

**L** = one lecture / period of 60 minutes (1 hr.) **P**= Practical **T**= Tutorial

## SEMESTER IV – Master of Science (Hotel & Hospitality Administration)

|             |                                                | Class Room Instruction Face to Face |          |          |              |          |          |                    |          |          | Total      | Total Marks |          | Credits   |          |          |           |
|-------------|------------------------------------------------|-------------------------------------|----------|----------|--------------|----------|----------|--------------------|----------|----------|------------|-------------|----------|-----------|----------|----------|-----------|
| Course Code | Subject                                        | Per week                            |          |          | Per semester |          |          | Per semester hours |          |          |            |             |          |           |          |          |           |
|             |                                                | L                                   | P        | T        | L            | P        | T        | L                  | P        | T        |            | TH          | PR       | L         | P        | T        | Total     |
| PSHA 401    | Information Technology in Hospitality Industry | 3                                   | -        | -        | 45           | -        | -        | 45                 | -        | -        | 45         | 100         | -        | 2         | -        | -        | 2         |
| PSHA 402    | Security Systems in the Hospitality Industry   | 6                                   | -        | -        | 90           | -        | -        | 90                 | -        | -        | 90         | 100         | -        | 4         | -        | -        | 4         |
| PSHA 403    | Tourism Operations and Management              | 3                                   | -        | -        | 45           | -        | -        | 45                 | -        | -        | 45         | 100         | -        | 2         | -        | -        | 2         |
| PSHA 404    | Airline Catering Management                    | 3                                   | -        | -        | 45           | -        | -        | 45                 | -        | -        | 45         | 100         | -        | 2         | -        | -        | 2         |
| PSHA 405    | Training and Development for Hospitality       | 3                                   | -        | -        | 45           | -        | -        | 45                 | -        | -        | 45         | 100         | -        | 2         | -        | -        | 2         |
| PSHA 406    | Advanced Accommodation Studies                 | 6                                   | -        | -        | 90           | -        | -        | 90                 | -        | -        | 90         | 100         | -        | 4         | -        | -        | 4         |
|             | <b>Total</b>                                   | <b>24</b>                           | <b>-</b> | <b>-</b> | <b>360</b>   | <b>-</b> | <b>-</b> | <b>360</b>         | <b>-</b> | <b>-</b> | <b>360</b> | <b>600</b>  | <b>-</b> | <b>16</b> | <b>-</b> | <b>-</b> | <b>16</b> |

**L** = one lecture / period of 60 minutes (1 hr.) **P**= Practical **T**= Tutorial

| SEMESTER V – Master of Science (Hotel & Hospitality Administration) |                                                |                                     |          |          |              |          |          |                    |          |          |            |             |          |           |          |          |           |
|---------------------------------------------------------------------|------------------------------------------------|-------------------------------------|----------|----------|--------------|----------|----------|--------------------|----------|----------|------------|-------------|----------|-----------|----------|----------|-----------|
| Course Code                                                         | Subject                                        | Class Room Instruction Face to Face |          |          |              |          |          |                    |          |          | Total      | Total Marks |          | Credits   |          |          |           |
|                                                                     |                                                | Per week                            |          |          | Per semester |          |          | Per semester hours |          |          |            |             |          |           |          |          |           |
|                                                                     |                                                | L                                   | P        | T        | L            | P        | T        | L                  | P        | T        |            | TH          | PR       | L         | P        | T        | Total     |
| PSHA 501                                                            | Hospitality Quality Management                 | 3                                   | -        | -        | 45           | -        | -        | 45                 | -        | -        | 45         | 100         | -        | 2         | -        | -        | 2         |
| PSHA 502                                                            | Advanced Food Production Studies               | 6                                   | -        | -        | 90           | -        | -        | 90                 | -        | -        | 90         | 100         | -        | 4         | -        | -        | 4         |
| PSHA 503                                                            | Club Management                                | 3                                   | -        | -        | 45           | -        | -        | 45                 | -        | -        | 45         | 100         | -        | 2         | -        | -        | 2         |
| PSHA 504                                                            | Research Methodology                           | 6                                   | -        | -        | 90           | -        | -        | 90                 | -        | -        | 90         | 100         | -        | 4         | -        | -        | 4         |
| PSHA 505                                                            | Event Management                               | 3                                   | -        | -        | 45           | -        | -        | 45                 | -        | -        | 45         | 100         | -        | 2         | -        | -        | 2         |
| PSHA 506                                                            | Project Management in the Hospitality Industry | 3                                   | -        | -        | 45           | -        | -        | 45                 | -        | -        | 45         | 100         | -        | 2         | -        | -        | 2         |
|                                                                     | <b>Total</b>                                   | <b>24</b>                           | <b>-</b> | <b>-</b> | <b>360</b>   | <b>-</b> | <b>-</b> | <b>360</b>         | <b>-</b> | <b>-</b> | <b>360</b> | <b>600</b>  | <b>-</b> | <b>16</b> | <b>-</b> | <b>-</b> | <b>16</b> |

**L** = one lecture / period of 60 minutes (1 hr.)**P**= Practical **T**= Tutorial

## SEMESTER VI – Master of Science (Hotel & Hospitality Administration)

|             |                                          | Class Room Instruction Face to Face |          |          |              |          |          |                    |          |          | Total      | Total Marks |          | Credits   |          |          |           |
|-------------|------------------------------------------|-------------------------------------|----------|----------|--------------|----------|----------|--------------------|----------|----------|------------|-------------|----------|-----------|----------|----------|-----------|
| Course Code | Subject                                  | Per week                            |          |          | Per semester |          |          | Per semester hours |          |          |            |             |          |           |          |          |           |
|             |                                          | L                                   | P        | T        | L            | P        | T        | L                  | P        | T        |            | TH          | PR       | L         | P        | T        | Total     |
| PSHA 601    | Food Logistics & Supply Chain Management | 6                                   | -        | -        | 90           | -        | -        | 90                 | -        | -        | 90         | 100         | -        | 4         | -        | -        | 4         |
| PSHA 602    | International Marketing Management       | 3                                   | -        | -        | 45           | -        | -        | 45                 | -        | -        | 45         | 100         | -        | 2         | -        | -        | 2         |
| PSHA 603    | Research Project Report                  | 6                                   | -        | -        | 90           | -        | -        | 90                 | -        | -        | 90         | 100         | -        | 4         | -        | -        | 4         |
| PSHA 604    | Leadership & Innovation Management       | 3                                   | -        | -        | 45           | -        | -        | 45                 | -        | -        | 45         | 100         | -        | 2         | -        | -        | 2         |
| PSHA 605    | Corporate Strategy                       | 3                                   | -        | -        | 45           | -        | -        | 45                 | -        | -        | 45         | 100         | -        | 2         | -        | -        | 2         |
| PSHA 606    | Casino Management                        | 3                                   | -        | -        | 45           | -        | -        | 45                 | -        | -        | 45         | 100         | -        | 2         | -        | -        | 2         |
|             | <b>Total</b>                             | <b>24</b>                           | <b>-</b> | <b>-</b> | <b>360</b>   | <b>-</b> | <b>-</b> | <b>360</b>         | <b>-</b> | <b>-</b> | <b>360</b> | <b>600</b>  | <b>-</b> | <b>16</b> | <b>-</b> | <b>-</b> | <b>16</b> |

**L** = one lecture / period of 60 minutes (1 hr.) **P**= Practical **T**= Tutorial

**PSHA 101**  
**PERSPECTIVE MANAGEMENT**

**UNIT 1:**

**CHAPTER 1: NATURE & FUNCTIONS OF MANAGEMENT**

- 1.1 Importance of Management
- 1.2 Definition of Management
- 1.3 Management Functions / Process of Management
- 1.4 Levels of Management
- 1.5 Roles of a Manager
- 1.6 Managerial Skills
- 1.7 Management – A Science or An Art?

**CHAPTER 2: DEVELOPMENT OF MANAGEMENT THOUGHT & SOCIAL RESPONSIBILITIES OF BUSINESS**

- 2.1 Early Classic Approaches
- 2.2 Neo-Classical Approaches
- 2.3 Modern Approaches
- 2.4 Meaning of Social Responsibility
- 2.5 Social Performance of Business in India
- 2.6 Social Audit
- 2.7 Business Ethics and Corporate Governance

**CHAPTER 3: PLANNING**

- 3.1 Nature & Importance of Planning
- 3.2 Types of Plan
- 3.3 Steps in Planning
- 3.4 Strategic Planning Process
- 3.5 Limitations of Planning
- 3.6 Making Planning Effective

**UNIT 2:**

**CHAPTER 4: ORGANIZATION**

- 4.1 What is an Organization
- 4.2 Process of Organizing
- 4.3 Principles of Organizing
- 4.4 Span of Management
- 4.5 Departmentalization
- 4.6 Organization Structure
- 4.7 Emerging Organization Structures
- 4.8 Committees
- 4.9 Team

**CHAPTER 5: COORDINATION**

- 5.1 Need for Coordination
- 5.2 Requisites for Excellent Coordination
- 5.3 Types of Coordination
- 5.4 Techniques of Coordination
- 5.5 Difficulty of Coordination

#### **CHAPTER 6: STAFFING**

- 6.1 Importance and Need for Staffing
- 6.2 Manpower Planning
- 6.3 Recruitment & Selection
- 6.4 Placement & Induction

#### **UNIT 3:**

#### **CHAPTER 7: DIRECTION, SUPERVISION & COMMUNICATION**

- 7.1 Requirement of Effective Direction
- 7.2 Motivation
- 7.3 Job Satisfaction
- 7.4 Organizational Commitment & Morale
- 7.5 Importance and Purpose of Communication
- 7.6 Formal & Informal Communication
- 7.7 Forms of Communication
- 7.8 Barriers to Communication
- 7.9 Principles of Effective Communication

#### **CHAPTER 8: LEADERSHIP, CONFLICT & POWER**

- 8.1 Difference between a Leader and a Manager
- 8.2 Characteristic of Leadership
- 8.3 Functions of a Leader
- 8.4 New Approaches to Leadership
- 8.5 Levels and Stages of Conflict
- 8.6 Inter-Group Conflict (Causes, Consequences and Prevention)
- 8.7 Organizational Politics

#### **CHAPTER 9: MANAGERIAL CONTROL & CHANGE**

- 9.1 Steps in Control Process
- 9.2 Need for Control System
- 9.3 Essentials of Effective Control System
- 9.4 Need for Planned Change
- 9.5 Managing organizational Change

#### **References & Suggested Readings**

Principles of Management – P C Tripathi & P N Reddy – McGraw Hill Education (India) Pvt. Ltd. Edition  
Essentials of Management – Harol Koontz & Heinz Weihrich - McGraw Hill Publishing Company  
Organizational Behaviour Luthans – McGraw Hill  
Organizational Behaviour – Stephen Robbins, Judge & Vohra – Porentice Hall (Pearson)

Circular for Revised Syllabus please refer page 97

## PSHA 102 SERVICES MARKETING

|                 |          |                                                                                                  |
|-----------------|----------|--------------------------------------------------------------------------------------------------|
| <b>Unit I</b>   | <b>1</b> | <b>Introduction to Service Industry</b>                                                          |
|                 | 1.1      | What is Service Operations Management                                                            |
|                 | 1.2      | Services : Concepts & Characteristics                                                            |
|                 | 1.3      | Classification of Services                                                                       |
|                 | 1.4      | Differentiation between goods & services                                                         |
|                 | 1.5      | Factors responsible for growth of services sector                                                |
|                 | 1.6      | Critical factors for success                                                                     |
|                 | 1.7      | International Trade Relation for Service Sector                                                  |
|                 | 1.8      | Service Marketing environment                                                                    |
|                 |          |                                                                                                  |
|                 | <b>2</b> | <b>Marketing Research in Service Industry</b>                                                    |
|                 | 2.1      | Marketing Research & Management                                                                  |
|                 | 2.2      | When should a service firm not conduct a market research                                         |
|                 | 2.3      | Influence of internet on conducting Marketing Research                                           |
|                 | 2.4      | Problems in Marketing Research                                                                   |
|                 | 2.5      | Trends in the coming decades                                                                     |
|                 | 2.6      | Marketing Research process                                                                       |
|                 |          |                                                                                                  |
|                 | <b>3</b> | <b>Understanding Consumer Behaviour</b>                                                          |
|                 | 3.1      | Relevance of Consumer Behaviour                                                                  |
|                 | 3.2      | Consumer Behaviour models                                                                        |
|                 | 3.3      | Changing dynamics of Indian Consumers                                                            |
|                 | 3.4      | Factors influencing buying behavior                                                              |
|                 |          |                                                                                                  |
| <b>Unit II</b>  | <b>4</b> | <b>Segmentation, Targeting &amp; Positioning of a Service Firm</b>                               |
|                 | 4.1      | Segmentation                                                                                     |
|                 | 4.2      | Targeting                                                                                        |
|                 | 4.4      | Positioning                                                                                      |
|                 |          |                                                                                                  |
|                 | <b>5</b> | <b>Customer Perception of Services</b>                                                           |
|                 | 5.1      | Customer Perception                                                                              |
|                 | 5.2      | Satisfaction v/s service quality                                                                 |
|                 | 5.3      | Customer Satisfaction                                                                            |
|                 | 5.4      | Service Quality                                                                                  |
|                 | 5.5      | Customer Perception, Service Quality, Customer Satisfaction affecting service purchase decisions |
|                 |          |                                                                                                  |
|                 | <b>6</b> | <b>Managing Service Operations &amp; Processes</b>                                               |
|                 | 6.1      | Service Process                                                                                  |
|                 | 6.2      | Service Blueprint                                                                                |
|                 | 6.3      | Managing Demand & Supply                                                                         |
|                 | 6.4      | Service Guarantees                                                                               |
|                 | 6.5      | Service Process matrix                                                                           |
|                 | 6.6      | Service Profitability & Service Processes                                                        |
| <b>Unit III</b> | <b>7</b> | <b>Pricing Strategy for Services</b>                                                             |
|                 | 7.1      | Pricing Objectives                                                                               |

|  |          |                                                      |
|--|----------|------------------------------------------------------|
|  | 7.2      | Methods of Pricing Services                          |
|  |          |                                                      |
|  | <b>8</b> | <b>Strategies for Marketing of Service Sector</b>    |
|  | 8.1      | Marketing, Communication & Promotion                 |
|  | 8.2      | The Communication Process                            |
|  | 8.3      | Promotion, Planning & Strategy                       |
|  | 8.4      | Communication Mix                                    |
|  | 8.5      | E - Marketing                                        |
|  | 8.8      | Need for coordination in marketing communication     |
|  |          |                                                      |
|  | <b>9</b> | <b>Impact of Technology on Marketing of Services</b> |
|  | 9.1      | Service Innovation                                   |
|  | 9.2      | Mapping Pattern of service innovation                |
|  | 9.3      | Innovation policy framework                          |
|  | 9.4      | Impact of Technology on service firms                |
|  | 9.5      | Issues in managing online technologies               |

**Reference and Recommended Reading:**

Services – Marketing, Operations & Management – Vinnie Jauhari&Kirti Dutta - Oxford University Press.

Service Operations Management – Robert Johnston & Graham Clark - Pearson Education Limited.

Marketing Management for the Hospitality Industry – Allen Z. Reich

Service Marketing – Roland T. Rust, Anthony J. Zahorik, Timothy Keiningham – Addison Wesley

## PSHA 103

### ADVANCED BUSINESS COMMUNICATIONS

- |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>UNIT I</b>  | <ol style="list-style-type: none"> <li><b>1. Successful Negotiations</b> <ol style="list-style-type: none"> <li>1.1 Preparing for a negotiation</li> <li>1.2 Conducting a negotiation</li> <li>1.3 Closing a negotiation</li> <li>1.4 Inter cultural negotiations</li> </ol> </li> <li><b>2 Cross Cultural Communications</b> <ol style="list-style-type: none"> <li>2.1 Introduction</li> <li>2.2 Problems of Cultural Difference               <ol style="list-style-type: none"> <li>2.2.1 Body Positions and Movements</li> <li>2.2.2 Attitude toward Factors of Human relationships</li> <li>2.2.3 Effects on Business Communication Techniques</li> </ol> </li> <li>2.3 Problems of language               <ol style="list-style-type: none"> <li>2.2.1 Lack of language equivalency</li> <li>2.2.2 Difficulties in using English</li> <li>2.2.3 General suggestions for communicating across cultures</li> </ol> </li> </ol> </li> <li><b>3 Technology-enabled Business Communication</b> <ol style="list-style-type: none"> <li>3.1 Introduction</li> <li>3.2 Technology based Communication tools</li> <li>3.3 Positive impact of technology enabled communication</li> <li>3.4 Negative impact of technology enabled communication</li> <li>3.5 Selection of appropriate communication technology</li> <li>3.6 Tips for effective in technology-based communication</li> </ol> </li> <li><b>4. Team Briefing</b> <ol style="list-style-type: none"> <li>4.1 Introduction</li> <li>4.2 Briefing</li> <li>4.3 Sample Briefings</li> </ol> </li> <li><b>5 Art of effective Reading</b> <ol style="list-style-type: none"> <li>5.1 Introduction and need for developing efficient reading skills</li> <li>5.2 Benefits of effective reading</li> <li>5.3 Speed of reading</li> <li>5.4 Four steps to effective reading</li> <li>5.5 Overcoming common obstacles</li> <li>5.6 Types of Reading</li> <li>5.7 Methods of Reading</li> <li>5.8 Approaches to Efficient Reading</li> <li>5.9 Understanding the author's point of view</li> <li>5.10 Inferring Lexical and Contextual meaning</li> </ol> </li> <li><b>6 Public Relations</b> <ol style="list-style-type: none"> <li>6.1 Definition and Importance of Public Relations</li> <li>6.2 Use of communication skills for Media and Public Relations</li> <li>6.3 What is a Press Release</li> </ol> </li> </ol> |
| <b>UNIT II</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

- 6.4 Rules to follow to write a good Press Release
- 6.5 Style for the Press Release
- 6.6 How to handle a Press Conference

**7 Technical Proposals and Other Business Writings**

- 7.1 Introduction, purpose, importance, types and structure of Technical Proposals
- 7.2 Itinerary Writing
- 7.3 Circulars
- 7.4 Notices

**8 Crisis Communication**

- 8.1 Introduction
- 8.2 Preparation for Crises
- 8.3 Communication about a crisis

**UNIT III**

**9 Interpersonal Communications**

- 9.1 Johari Window
- 9.2 Transactional Analysis
  - 9.2.1 Introduction
  - 9.2.2 The three ego states
  - 9.2.3 Transactions and strokes
  - 9.2.4 Types of transactions: Reciprocal or complementary transactions, Crossed transactions and Ulterior transactions
- 9.3 Life Positions

**Reference and Recommended Reading:**

Communication Skills – Sanjay Kumar & PushpLata – Oxford University Press  
Lesikar's Basic Business Communication -Lesikar, Pettit and Flatley (Tata McGraw)  
Essential Manager's manual – Robert Heller and Tim Hindle (Dorling Kindersley)  
Skills Development for Business & Management Students – Kevin Gallagher - Oxford University Press  
Communication Skills - LeenaSen (Prentice Hall Publications)  
An Experiential Approach to Organization Development - Brown (Prentice Hall Publications)  
Corporate Communication: A Guide to Theory and Practice - JoepCornelissen (SAGE Publications Ltd)

## PSHA 104

### CUSTOMER CARE MANAGEMENT

- Unit -1**
- 1. Introduction to Customer Care.**
    - 1.1 Service in a Competitive Environment.
    - 1.2 Changing Nature of Customer Service.
    - 1.3 Customer Retention.
    - 1.4 What is Excellent Service?
    - 1.5 Personal versus Material Service.
    - 1.6 Embracing Change.
    - 1.7 Contact Centers.
    - 1.8 Customer Relationship Management
    - 1.9 How to create a customer focus
    - 1.10 Service / Value Chain.
  - 2. How Managers Need to Drive and Support a Service Strategy.**
    - 2.1 Start from the top
    - 2.2 Mission and Vision
    - 2.3 Values
    - 2.4 Objectives
    - 2.5 Strategy
  - 3. Listening to Customers and Monitoring Customer Satisfaction**
    - 3.1 Barriers to Listening
    - 3.2 The monitoring of complaints and compliments
    - 3.3 The value of listening to customers
    - 3.4 Monitoring customer satisfaction
    - 3.5 Where and when to measure
    - 3.6 Measuring customer loyalty
    - 3.7 Continuous improvement
    - 3.8 Involving employees when you measure
    - 3.9 Recognising achievement
    - 3.10 Involving head office departments in the measurement process
    - 3.11 Canvassing the view of other stakeholders
    - 3.12 Best practice benchmarking
    - 3.13 Balanced scorecard

|                 |                                                                          |
|-----------------|--------------------------------------------------------------------------|
|                 | <b>4. Implementing a Customer Care Strategy</b>                          |
|                 | 4.1 Continuous improvement                                               |
|                 | 4.2 Marketing a service strategy                                         |
|                 | 4.3 Managers lead the way                                                |
|                 | 4.4 High or low key?                                                     |
|                 | <b>5. The Internal Customer.</b>                                         |
|                 | 5.1 Everyone has a Customer.                                             |
|                 | 5.2 Developing Understanding of Internal Customer Needs.                 |
|                 | 5.3 Process Improvement.                                                 |
|                 | 5.4 Suppliers, Alliances and Partners.                                   |
|                 | 5.5 Standards and Charters.                                              |
|                 | 5.6 Service Level Agreements.                                            |
| <b>Unit-II</b>  | 5.7 Suggestion Schemes.                                                  |
|                 | 5.8 Employee Engagement.                                                 |
|                 | <b>6. Training and Development for Customer Service.</b>                 |
|                 | 6.1 Importance of Training and Development in Customer Service.          |
|                 | 6.2 Identifying Training and Development Objectives.                     |
|                 | 6.3 Training and Development for Managers.                               |
|                 | 6.4 Managers as Trainers.                                                |
|                 | 6.5 Customers Service Training for Front Line and Support Staff.         |
|                 | 6.6 The Learning Organisation.                                           |
|                 | 6.7 Building customer service into all training & development activities |
|                 | 6.8 Review and Refresh Training and Development.                         |
|                 | <b>7. Communications.</b>                                                |
|                 | 7.1 Disseminating the Message                                            |
|                 | 7.2 Developing a Communications Strategy.                                |
|                 | 7.3 Sell do not Tell.                                                    |
|                 | 7.4 Reinforcing the Message.                                             |
|                 | 7.5 Tips on Affective Internal Communication.                            |
|                 | <b>8. Recognition and Reward.</b>                                        |
| <b>Unit-III</b> | 8.1 Motivation.                                                          |
|                 | 8.2 Performance Management.                                              |
|                 | 8.3 Developing and Reward and Recognition Scheme.                        |
|                 | <b>9. Sustaining a customer focus</b>                                    |
|                 | 9.1 Problems in sustaining the focus.                                    |
|                 | 9.2 Developing a maintenance strategy.                                   |
|                 | 9.3 Reviewing progress.                                                  |
|                 | 9.4 Reinforcement.                                                       |

**Reference and Recommended Reading:**

Customer Care Excellence - Sarah Cook - Kogan Page  
 Its All About Service – Ray Pelletier – Wiley Publications

**PSHA 105****PRINCIPLES, POLICIES & PRACTICES OF TOURISM**

- UNIT I**
- 1. An Introduction to the Tourism Concept**
    - 1.1 Introduction
    - 1.2 Meaning & Definitions
    - 1.3 Need for Measurement of Tourism
    - 1.4 Typology of Tourism
    - 1.5 Basic Components of Tourism
    - 1.6 Interdisciplinary approach to study Tourism Business
    - 1.7 Positive & Negative Impacts of Tourism
    - 1.8 Measurement of Socio-Cultural Impacts
    - 1.9 Tourist Destination Development
    - 1.10 Factors Influencing Tourism Products
    - 1.11 Old Age & New Age Tourism
    - 1.12 Perspective of the Tourism Business
  - 2. Travel Behaviour & Motivation**
    - 2.1 Evolution of Travel Motivation
    - 2.2 Meaning of Motivation & Behaviour
    - 2.3 Different Motives to Travel
    - 2.4 Tourist-centric Approach
    - 2.5 Leisure Travel Motivation
    - 2.6 Typology of Tourists
    - 2.7 Tourist Decision Process
    - 2.8 Travel Motivators & Facilitators
    - 2.9 Lifestyle Pattern
    - 2.10 Hierarchy of Travel Motivation
    - 2.11 Tourism-mindedness of People
  - 3. Tourism Impacts on the Economy & the Environment**
    - 3.1 Concept of Impact of Tourism
    - 3.2 Types of Tourism Revenue
    - 3.3 Tourists Spending on Economic Development
    - 3.4 Tourist Expenditure & Inter-sectoral Linkages
    - 3.5 Tourism Satellite Account & Economic Impact
    - 3.6 A Global Perspective of the Economic Impact of Tourism
    - 3.7 Relationship between Tourism & the Environment
    - 3.8 Responsible Tourism
    - 3.9 Alternative Tourism
    - 3.10 Ecotourism

|                 |                                                       |
|-----------------|-------------------------------------------------------|
|                 | <b>4. Passenger Transport Business</b>                |
|                 | 4.1 Importance of Transport Services                  |
|                 | 4.2 Essentials of Transport                           |
|                 | 4.3 Development of Means of Transport                 |
|                 | <b>5. Travel Agency Business Perspective</b>          |
|                 | 5.1 Significance of Travel Agency Business            |
|                 | 5.2 Travel Trade Network                              |
|                 | 5.3 Skills & Competencies for Running a Travel Agency |
|                 | 5.4 Travel Agency Business                            |
|                 | 5.5 Setting up a Travel Agency                        |
|                 | 5.6 Travel Agency Organisation                        |
| <b>UNIT II</b>  | 5.7 Sources of Revenue                                |
|                 | 5.8 Threats in Travel Agency Business                 |
|                 | <b>6. Tour Operation Management</b>                   |
|                 | 6.1 Meaning of Tour Operation                         |
|                 | 6.2 Special Services for Charter Operators            |
|                 | 6.3 Concepts of Tour Packaging                        |
|                 | 6.4 Package Tour & Its Increasing Demand & Value      |
|                 | 6.5 Revenue from Tour Operation Business              |
|                 | 6.6 Components of a Tour Brochure                     |
|                 | 6.7 Tour Operator's Reservation Procedure             |
|                 | 6.8 Integration in the Travel Industry                |
|                 | 6.9 Business Conflicts                                |
|                 | 6.10 Package Tour Business Issues in India            |
|                 | <b>7. Ancillary Tourism Sector</b>                    |
|                 | 7.1 Ancillary Services                                |
|                 | 7.2 Meaning & Importance of Attractions               |
|                 | 7.3 Destination & Attraction Competitiveness          |
|                 | 7.4 Infrastructure & Superstructure                   |
|                 | 7.5 Travel Publications                               |
|                 | 7.6 Travel Marketing Consultants                      |
| <b>UNIT III</b> | <b>8. Tourism Demand and Tourism Supply</b>           |
|                 | 8.1 Tourism Demand                                    |
|                 | 8.2 Factors affecting Demand                          |
|                 | 8.3 Tourism Supply                                    |
|                 | 8.4 Tourism Supply Chain Management                   |
|                 | 8.5 Facilities & Amenities                            |
|                 | 8.6 Destination Attractions                           |
|                 | 8.7 Activity-based Tourism                            |
|                 | 8.8 Determination of Tourism Supply                   |
|                 | 8.9 Characteristics of Tourism Products               |

**9. Contemporary Trends & Practices**

- 9.2 Tourism in the Twenty-first Century
- 9.3 Factors Contributing to the Growth of Global Tourism
- 9.4 Global Tourism by 2020
- 9.5 Regional Tourism by 2020
- 9.6 Changing Patterns in Asia-Pacific Travel & Tourism
- 9.7 Emerging Tourism Destination Countries in the Asia-Pacific Region
- 9.8 New Competitive Global Emerging Destinations
- 9.9 Globalisation&Liberalisation

**References and suggested readings**

Tourism principles and Practices – Swain and Mishra -Oxford University Press

Tourism – Principles & Practice - Chris Cooper, John Fletcher, Alan Fyall, David Gilbert, Stephen Wanhill -Pearson Education

Principles of Tourism – M. A. Khan – Penguin Books

## PSHA 106

### ECONOMICS FOR THE HOTEL INDUSTRY

|                |                                                                                                                                                                      |
|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                | <b>1 Nature and Fundamentals of Economics</b>                                                                                                                        |
|                | 1.1 What is economics?                                                                                                                                               |
|                | 1.1.1 Scarcity – the Universal Economic Problem                                                                                                                      |
|                | 1.2 Branches of Economics                                                                                                                                            |
|                | 1.2.1 Microeconomics and its scope                                                                                                                                   |
|                | 1.2.2 Macroeconomics and its scope                                                                                                                                   |
|                | 1.3 Economics – the Science of Choice                                                                                                                                |
|                | 1.4 Economic Systems                                                                                                                                                 |
|                | 1.4.1 Traditional Economies                                                                                                                                          |
|                | 1.4.2 Command Economies                                                                                                                                              |
|                | 1.4.3 Market Economies                                                                                                                                               |
|                | 1.5 Positive and Normative Economics                                                                                                                                 |
|                | 1.6 A brief understanding of the four factors of production and their rewards (Factors - Land, Labour, Capital, Organization Rewards – Rent, Wages, Interest Profit) |
| <b>UNIT I</b>  | 1.7 Significance of the Hotel Industry                                                                                                                               |
|                | 1.8 Role of Economics in the Hotel Industry                                                                                                                          |
|                | <b>2 Consumption</b>                                                                                                                                                 |
|                | 2.1 Utility Analysis of Demand                                                                                                                                       |
|                | 2.2 Concepts Related to the Two Approaches                                                                                                                           |
|                | 2.3 Cardinal Utility Approach                                                                                                                                        |
|                | 2.4 Indifference Curve Analysis                                                                                                                                      |
|                | 2.5 The Budget Line or the Price Line                                                                                                                                |
|                | 2.6 Consumer's Equilibrium                                                                                                                                           |
|                | 2.7 Consumer's Surplus                                                                                                                                               |
|                | 2.8 Consumer's Sovereignty                                                                                                                                           |
|                | <b>3. Demand Analysis</b>                                                                                                                                            |
|                | 3.1 Meaning                                                                                                                                                          |
|                | 3.2 Features of Demand                                                                                                                                               |
|                | 3.3 Demand Schedule                                                                                                                                                  |
|                | 3.4 Demand Function                                                                                                                                                  |
|                | 3.5 Law of Demand                                                                                                                                                    |
|                | <b>4 Elasticity of Demand</b>                                                                                                                                        |
|                | 4.1 Meaning                                                                                                                                                          |
|                | 4.2 Price Elasticity of Demand                                                                                                                                       |
|                | 4.3 Measurement of Price Elasticity of Demand                                                                                                                        |
|                | 4.4 Income Elasticity of Demand                                                                                                                                      |
|                | 4.5 Cross Elasticity of Demand                                                                                                                                       |
| <b>UNIT II</b> | 4.6 Factors influencing the Elasticity of Demand                                                                                                                     |
|                | <b>5 Production Function</b>                                                                                                                                         |
|                | 5.1 Meaning                                                                                                                                                          |
|                | 5.2 Feature related to Production Function                                                                                                                           |
|                | 5.3 Law of Variable Proportion                                                                                                                                       |
|                | 5.4 Isoquant Curves                                                                                                                                                  |
|                | 5.5 Equilibrium Point in the Production Process                                                                                                                      |

|                 |          |                                                                  |
|-----------------|----------|------------------------------------------------------------------|
|                 | 5.6      | Economics to Scale                                               |
|                 | <b>6</b> | <b>Cost of Production</b>                                        |
|                 | 6.1      | Meaning                                                          |
|                 | 6.2      | Cost Concepts Relating to Production Function                    |
|                 | 6.3      | Behaviour of the average cost Curves                             |
|                 | 6.4      | Characteristics of long run Cost Curve                           |
|                 | 6.5      | Relationship between the marginal cost & the Average Cost Curves |
|                 | 6.6      | Break Even Analysis                                              |
|                 | <b>7</b> | <b>Supply</b>                                                    |
|                 | 7.1      | Meaning                                                          |
|                 | 7.2      | Supply & Stock                                                   |
|                 | 7.3      | The Law of Supply                                                |
|                 | 7.4      | Supply Function                                                  |
|                 | 7.5      | Analysis of supply                                               |
|                 | 7.6      | Elasticity of Supply                                             |
|                 | <b>8</b> | <b>Market Structure</b>                                          |
|                 | 8.1      | Meaning                                                          |
|                 | 8.2      | Classification of Markets                                        |
|                 | 8.3      | Perfect Competition                                              |
|                 | 8.4      | Monopoly                                                         |
| <b>Unit III</b> | 8.5      | Duopoly                                                          |
|                 | 8.6      | Oligopoly                                                        |
|                 | 8.7      | Monopolistic Competition                                         |
|                 | <b>9</b> | <b>Revenue Analysis and Pricing Policy</b>                       |
|                 | 9.1      | Total Revenue                                                    |
|                 | 9.2      | Average Revenue                                                  |
|                 | 9.3      | Marginal Revenue                                                 |
|                 | 9.4      | Relationship between Price & Revenue Under Perfect Competition   |
|                 | 9.5      | Meaning                                                          |
|                 | 9.6      | General Consideration Involved in Pricing                        |
|                 | 9.7      | Objectives of Pricing                                            |
|                 | 9.8      | Factors Involved in the Pricing Policy                           |
|                 | 9.9      | Different Methods of Pricing                                     |

### **Reference and Suggested Reading**

- Economics of Hotel Management – Sheela A.M. - New Age International Publishers
- The Basics of Economics - David Edward O'Connor - Greenwood Publications
- Managerial Economics – Dominick Salvatore / Ravikesh Srivastava – Oxford University Press

## **PSHA 201.**

### **HUMAN RESOURCES DEVELOPMENT & AUDIT**

- Unit -1**
- 1. THE STRATEGIC ROLE OF HUMAN RESOURCE MANAGEMENT IN THE CURRENT SCENARIO**
    - 1.1 Introduction
    - 1.2 Human Resource Management
    - 1.3 Strategic Human Resource Management
    - 1.4 Roots of Human Resource Management
    - 1.5 Components of Human Resource Management
    - 1.6 Human Resource Development (HRD)
    - 1.7 Human Resource Relationships
    - 1.8 Human Resource Management in the Indian Context
    - 1.9 How HRM and SHRM could help Firms?
    - 1.10 HRM in the New Millennium
  - 2. MANAGING EMPLOYEE SEPARATIONS, ABSENTEEISM AND TURNOVER**
    - 2.1 Separations
    - 2.2 Temping or Temporary Staffing Gaining Popularity
    - 2.3 Absenteeism
    - 2.4 Labour Turnover
  - 3. PERFORMANCE APPRAISAL**
    - 3.1 Introduction
    - 3.2 Performance Appraisal Defined
    - 3.3 The Performance Appraisal Process
    - 3.4 Methods of Appraising Employee Performance
    - 3.5 Components of Appraisal Evaluation
    - 3.6 Problems with Performance Appraisal
  - 4. COMPENSATION AND BENEFIT MANAGEMENT**
    - 4.1 Introduction
    - 4.2 Components of a Compensation Policy
    - 4.3 Objectives of a Good Compensation System
    - 4.4 Determination of an Effective Compensation Policy
    - 4.5 Psychological Theories and Remuneration
    - 4.6 Equity and Compensation Management
    - 4.7 Business Strategy and Compensation
      - 4.7.1 Compensation Strategy during Recession
      - 4.7.2 Compensation Strategy during Business Boom
    - 4.8 Compensation and Diverse Philosophical Underpinnings
    - 4.9 Executive Compensation in India
    - 4.10 Employee Stock Option Plan
    - 4.11 Executive Benefit Management
    - 4.12 The Practice of Tipping
    - 4.13 Compensation Policy and Its Limitations
- Unit -II**

### **5. REWARDS, INCENTIVES AND PAY FOR PERFORMANCE**

## **SYSTEMS**

- 5.1 Introduction
- 5.2 Pay for Performance Systems
- 5.3 Pros and Cons of the Pay for Performance Systems
- 5.4 Meeting the Pay for Performance Challenges
- 5.5 Types of Rewards
- 5.6 Nature and Importance of Incentive Schemes
- 5.7 Cafeteria Style Compensation
- 5.8 The Problem of Equity

## **6. WORKERS' PARTICIPATION IN MANAGEMENT**

- 6.1 Introduction
- 6.2 Forms of Participation
- 6.3 Levels of Participation
- 6.4 The Indian Scene
- 6.5 Forms of Workers' Participation in India

## **7. TRADE UNIONS**

- 7.1 Introduction
- 7.2 Features of Trade Union
- 7.3 Functions of Trade Unions
- 7.4 The Structure of Trade Unions
- 7.5 Growth of Trade Union Movement in India
- 7.6 Weaknesses and Problems of Trade Unions in India
- 7.7 Verification of Trade Union Membership
- 7.8 Suggestions to Strengthen the Trade Union Movement
- 7.9 Essentials for Success of a Trade Union
- 7.10 Latest Trends in Trade Unionism

## **8. INDUSTRIAL RELATIONS**

- 8.1 The Need for Healthy Labour-Management Relations
- 8.2 Industrial Relations: Concept
- 8.3 Objectives of Industrial Relations
- 8.4 Importance of Industrial Relations
- 8.5 Factors Affecting Industrial Relations
- 8.6 Approaches to Industrial Relations
- 8.6 Pre-requisite for Successful Industrial Relations Program

## **9. HUMAN RESOURCE RECORDS, AUDIT & RESEARCH ACCOUNTING**

- 9.1 Introduction
- 9.2 Personnel Records
- 9.3 Personnel Reports
- 9.4 Human Resource Audit
- 9.5 Human Resource Research
- 9.6 Human Resource Accounting
- 9.7 Human Resource Information System (HRIS)

### **Unit-III**

### **Reference and Recommended Reading:**

Personnel Management (Text and Cases) - Dr. C. B. Mamoria & Dr. V.S.P. Rao - Himalaya Publishing House.  
 Human Resource Management in Hospitality – Malay Biswas - Oxford Publications  
 Human Resource Development – Uday Kumar Halda & Juthika Sarkar - Oxford Publications

**PSHA 202****CRUISE LINE HOSPITALITY OPERATIONS AND MANAGEMENT****1. Contemporary Cruise Operations**

- 1.1 The Elements of Cruising
- 1.2 A History of Cruising
- 1.3 The Image Of Cruising
- 1.4 The Cruise Market
- 1.5 Acquisitions and Mergers
- 1.6 Cruise Brands

**2. Selling Cruises and Cruise Products**

- 2.1 The Market
- 2.2 The Cruise Operators
- 2.3 The Travel Agent
- 2.4 Marketing Actions and Alliances
- 2.5 Loyalty
- 2.6 The Cruise Product
- 2.7 Brand Values and Vessel Classification

**3. Maritime Issues and Legislation**

- 3.1 The Shipping Industry
- 3.2 Marine Pollution
- 3.3 Safety of Life at Sea
- 3.4 Sanitation and Cleanliness

**UNIT  
I****4. Planning The Itinerary**

- 4.1 What is a Cruise Destination?
- 4.2 What makes a Good Port Of Call?
- 4.3 Analysis and Evaluation
- 4.4 Tourist Motivation
- 4.5 Logistics, Positioning and Planning
- 4.6 Shore Excursions

**5. Working on Board**

- 5.1 The Role and Responsibilities on a Cruise Ship
- 5.2 The Management of Hotel Services
- 5.3 The Shipboard Culture: Managing a Multicultural Crew
- 5.4 Working on Board: Practical Considerations
- 5.5 Recruitment Practices

**UNIT  
II****6. Customer Service**

- 6.1 Service and Quality
- 6.2 Quality of Products and Services
- 6.3 Operations and Management
- 6.4 Managing Customer Services
- 6.5 The Human Side of Service Quality
- 6.6 Providing Customer service
- 6.7 Orientation For Customer Service

|                     |                                                               |
|---------------------|---------------------------------------------------------------|
| <b>UNIT<br/>III</b> | <b>7. Managing Food and Drink Operations</b>                  |
|                     | 7.1 Supplies and Services                                     |
|                     | 7.2 Food Production and Service Delivery Systems              |
|                     | 7.3 Organizing People, Products, Processes, Premise and Plant |
|                     | 7.4 Customer Demands and Operational Capabilities             |
|                     | 7.5 Control Actions For Food and Drink Operations             |
|                     | 7.6 Planning Wine Lists                                       |
|                     | <b>8. Galley design and layout</b>                            |
|                     | <b>9. Health, Safety and Security</b>                         |
|                     | 9.1 Centres for Disease Control and Vessel Sanitation Program |
|                     | 9.2 The Norovirus                                             |
|                     | 9.3 Vessel Sanitation Program Inspection                      |
|                     | 9.4 Safety at Sea                                             |
|                     | 9.5 Assessing Risks                                           |
|                     | 9.6 Providing a Service to Customers who Have Special Needs   |

---

**Reference and Recommended Reading:**

Cruise Operations Management – Philip Gibson - Elsevier

## PSHA 203

### BUSINESS ETHICS & CORPORATE GOVERNANCE

- |                |                                                            |
|----------------|------------------------------------------------------------|
|                | <b>1 Ethics – Meaning, Definition &amp; Scope</b>          |
|                | 1.1 Ethics & Morals                                        |
|                | 1.2 Evolution of Ethics                                    |
|                | 1.3 Classification of Ethics                               |
|                | 1.4 Application                                            |
|                | 1.5 Business Ethics                                        |
|                | 1.6 Nature of Ethics as moral value                        |
|                | 1.7 Law V/s Ethics                                         |
|                | 1.8 Do Indian Values hinder business?                      |
|                | 1.9 Progressive Business Dharma                            |
| <b>Unit I</b>  | <b>2 Application of Ethics in the market place</b>         |
|                | 2.1 Product Positioning & Competing                        |
|                | 2.2 Packaging, Labelling & Launching                       |
|                | 2.3 Pricing & its consequences                             |
|                | 2.4 Brand management imperatives                           |
|                | 2.5 Business as usual : Right & wrong marketing strategies |
|                | 2.6 Unusual strategies : Integral marketing paradigm       |
|                | <b>3 Application of Ethics in Finance &amp; Value</b>      |
|                | 3.1 Early history of Financial scams                       |
|                | 3.2 Financial accounting                                   |
|                | 3.3 Financial Standards                                    |
|                | 3.4 Responsibility of Financial institutions               |
|                | 3.5 Capital market & its regulator                         |
|                | <b>4 The workplace &amp; the individual</b>                |
|                | 4.1 Need for workplace ethics                              |
|                | 4.2 Professional v/s/ personal                             |
|                | 4.3 Morality of informed consent                           |
|                | 4.4 Workplace surveillance v/s/ privacy                    |
|                | 4.5 Health & safety standards                              |
|                | <b>5 The Contemporary Worker &amp; On the job problems</b> |
|                | 5.1 Conflict of interest                                   |
|                | 5.2 Whistle blowing                                        |
|                | 5.3 Abuse of official position                             |
| <b>Unit II</b> | 5.4 Bribe                                                  |
|                | 5.5 Discrimination                                         |
|                | 5.6 Affirmative action or job reservation                  |
|                | 5.7 Sexual harassment                                      |
|                | 5.8 Manners & Managers                                     |
|                | <b>6 Corporate Governance</b>                              |
|                | 6.1 Corporation as a moral person                          |
|                | 6.2 Corporate Governance                                   |
|                | 6.3 Corporate Governance theories                          |
|                | 6.4 Good Corporate Governance                              |

- Unit III      7      Corporate Social Responsibility (CSR)**  
Understanding CSR  
Moral arguments for CSR  
Issues in CSR  
Development of Corporate Conscience as moral principle of CSR
- 8      Challenges of Environment**  
Principles of Environmental Ethics  
Environmental Challenges  
Business Opportunities  
Role of the Government  
Multi-stakeholdership
- 9      Challenges of Cyber Age**  
Information Technology & its Moral Significance to Business  
Data Identity & Security  
Crime & Punishment  
Intellectual Property Rights

**Reference and Recommended Reading:**

Corporate Governance – Satheesh Kumar – Oxford University Press  
Business Ethics Principles & Practices – Daniel Albuquerque - Oxford University Press  
Corporate Governance and Business ethics.- AIMA.- Excel books.  
A. Business Ethics and Managerial Values.- Bhatia- S Chand.  
Ethics, Business & Society - Das Gupta & AnandaCalif - Thousand Oaks.  
Business and Society - Stakeholders, Ethics & Public policy - Lawrence, Anne T. Weber & James.  
Tata McGraw- Hill  
Ethics in Business- Maddux, Robert B- Viva Books Private Limited.  
Corporate governance and Business Ethics Cases - Mathur, U.C.

## **PSHA 204**

### **HOTEL FACILITIES PLANNING**

- Unit - I**
- 1 Hospitality Industry & Engineering System.**
    - 1.1 Introduction
    - 1.2 Engineering Systems in Hospitality Industry
    - 1.3 Facilities under the scope of Civil Engineering
    - 1.4 Facilities under the scope of Mechanical Engineering
    - 1.5 Facilities under the scope of Electrical & Electronics Engineering
  - 2. Facilities for Physically Challenged**
    - 2.1 Introduction
    - 2.2 Guidelines for planning facilities
    - 2.3 Indian Government rules for the physically challenged guest
    - 2.4 American norms for special guests
  - 3 Storage Facilities, Layout & Design**
    - 3.1 Introduction
    - 3.2 Food Store, Definition & Types
    - 3.3 Layout of good food store
    - 3.4 Roles of Storekeeper
    - 3.5 Beverage Store Facilities (cellar)
    - 3.6 Kitchen Stewarding
  - 4. Security**
    - 4.1 Introduction
    - 4.2 Safety in hotels and its management
    - 4.2 Typical activities and possible accidents in hospitality industry
    - 4.3 Fire safety
    - 4.4 Few safety issues in hotels
      - Guest bathroom
      - Kitchen safety
      - Accidents common in machines & boiler room
    - 4.5 Security in hotels and its management
    - 4.6 Security measures at different areas of the property
    - 4.7 General administration of security
- Unit –II**
- 5. Lighting**
    - 5.1 Lighting requirements in the hotel industry
    - 5.2 Colour Temperature
    - 5.3 Colour rendering index
    - 5.4 Light Sources for commercial purposes
    - 5.5 Incandescent lamps
    - 5.6 Electric discharge lamps
    - 5.7 LED lamps
    - 5.8 Choice & Selection of lamps of lighting arrangement in hotel industry

## **10. Sanitation, Waste Disposal & Pollution**

- 10.1 Introduction
- 10.2 Sanitation & Sanitary Systems
  - 6.2.1 Sewage & Waste collection & Drainage System
  - 6.2.2 Sanitary System & Sewage draining in hotels
  - 6.2.3 Treatment & Disposal of sewage
  - 6.2.4 Disposal of Sewage & Sewage Treatment
  - 6.2.5 Sewage Treatment plant
  - 6.2.6 Solid Waste & its disposal
  - 6.2.7 Solid waste management in hotels & Restaurants
  - 6.2.8 Regulations & Norms for solid waste Management
  - 6.2.9 Pollution & the hotel industry
  - 6.2.10 Sources of Pollution

### **Unit-III**

- 6.2.11 Pollution Control Boards & Pollution Norms
- 6.3 Maintenance Management
  - 6.3.1 Role & Importance of Maintenance Dept.
  - 6.3.2 Types of Maintenance Procedures in hospitality Industry (Planned Maintenance & Reactive Maintenance)
  - 6.3.3 Maintenance Management Policy
  - 6.3.4 Contract Maintenance
  - 6.3.5 Tendering Practice

## **11. Water Distribution Systems**

- 11.1 Introduction
- 11.2 Cold Water – Supply, Storage & Distribution
  - 11.2.1.1 Treated Water Supply from Municipal Corporation Source
  - 11.2.1.2 Storage System
  - 11.2.1.3 Swimming Pool
- 11.2.2 Hot Water – Generation & Distribution
  - 11.2.2.1 Central Hot Water Generation & Distribution System
  - 11.2.2.2 Localised Hot Water Generation & Distribution System

## **12. Equipment Replacement Policy**

### **Unit -IV**

- 12.1.1 Introduction
- 12.1.2 Causes for Equipment Replacement
- 12.1.3 Equipment replacement policy
- 12.1.4 Policy for replacement of equipment that deteriorates gradually
- 12.1.5 Policy for equipment that fails suddenly

## **13. Project Management**

- 13.1 Introduction
- 9.2 Network Models (CPM/PERT)
- 9.3 Drawing of a Network Diagram
- 9.4 Project Cost Analysis

### **Reference and Recommended Reading:**

Hotel Engineering – Sujit Ghosal – Oxford University Press

Hotel Facility Planning – Tarun Bansal – Oxford University Press

Hotels and Resorts: Planning, Design, and Refurbishment – Fred R. Lawson - Butterworth Architecture

## **PSHA 205**

### **LEGAL ASPECTS OF HOSPITALITY BUSINESS**

1. **Hotel Licenses & Regulations**
    - 1.1 Introduction
    - 1.2 Project Stage, Requirements & Concessions
    - 1.3 Operations Stage
    - 1.4 General Hotel Operating Licenses
    - 1.5 Food & Beverage Operations
    - 1.6 Personnel Department
    - 1.7 Accounts Department
      - 1.7.1 Sales Tax Registration
      - 1.7.2 Service Tax Registration
      - 1.7.3 Luxury Tax Registration
      - 1.7.4 Value Added Tax (VAT)
      - 1.7.5 Central Value Added Tax (CVAT)
      - 1.7.6 Expenditure Tax
      - 1.7.7 Permanent Account Number (PAN)
      - 1.7.8 Tax Deduction & Collection Account Number (TAN)
      - 1.7.9 Property Tax Certificate
- Unit -1**
2. **Liquor Legislation in India**
    - 2.1 Prohibition
    - 2.2 Dry Days
    - 2.3 Legal Age for Drinking
    - 2.4 Off Premise & On Premise
    - 2.5 Procedure of acquiring a Liquor License
    - 2.6 Mandatory compliances of a Liquor License
    - 2.7 Service of Alcoholic Beverages
    - 2.8 Serving drinks responsibly
    - 2.9 Sale of Cigarettes & Tobacco
  3. **Hotel Insurance**
    - 3.1 Introduction
    - 3.2 Salient features of an Insurance Contract
    - 3.3 The 6 Principles of Insurance Contracts
    - 3.4 Purchasing an Insurance Policy
    - 3.5 Types of Insurance Policies
    - 3.6 Insurance coverage commonly availed by hotels
    - 3.7 Filing an Insurance claim

- Unit –II**
4. **Workman's Compensation Act 1926**
    - 4.1 Objectives.
    - 4.2 Dependent U/s 2(1) (d).
    - 4.3 Partial Disablement and Total Disablement.
    - 4.4 Employer's Liability and When Employer not Liable.
    - 4.5 Accident Arising out of and in course of Employment.
    - 4.6 Doctrine and Notional Extension.
  5. **Payment of Bonus Act 1965**
    - 5.1 Meaning of Bonus.
    - 5.2 Objectives and Scope.
    - 5.3 Eligibility for Bonus.
    - 5.4 Disqualification for Bonus.
    - 5.5 Minimum Bonus and Maximum Bonus.
    - 5.6 Payment of Bonus in newly set up Hotels
  6. **Payment of Gratuity Act 1972**
    - 6.1 Meaning, Objectives and Scope.
    - 6.2 Applicability.
    - 6.3 Continuous Service.
    - 6.4 Family.
    - 6.5 When Payable.
    - 6.6 Whom Payable.
    - 6.7 Calculation of Gratuity Payable (Computation).
    - 6.8 Forfeiture of Gratuity.
  7. **Employees Provident Fund and Miscellaneous Provisions Act 1952.**
    - 7.1 Meaning of Provident Fund.
    - 7.2 Objectives, Scope and Applicability.
    - 7.3 Basic Wages U/s 2(b).
    - 7.4 Contribution U/s 6.
    - 7.5 Withdrawals and Advances under the Act.
  - Unit -III**
  8. **Employee's State Insurance Act & Minimum Wages Act.**
    - 8.1 Objective, Scope and Contribution to the ESI Scheme.
    - 8.2 Objective & Scope of Minimum Wages Act
    - 8.3 Fixing of Minimum Wages
    - 8.4 Payment of Wages.
  9. **Salient Features of the Freedom of Information Act 2002 & Right to Information Act (Maharashtra)**

### **Reference and Recommended Reading:**

1. Law of Contract - Avtar Singh - Eastern Book Company
2. BARE ACT - The Prevention of Food Adulteration Act 1954 - Commercial Law Publishers Ltd.
3. Dr. JagmohanNagi- Hotel and Tourism Laws - Frank Bros. & Co.
4. Hotel Law – Amitabh Devendra – Oxford Publications

## **PSHA 206**

### **RESORT MANAGEMENT**

#### **UNIT I**

- 1 Introduction to Resorts & Resort Management**
  - 1.1 Introduction – History and Evolution
    - 1.1.1 Roman Empire
    - 1.1.2 Europe
    - 1.1.3 Asia
    - 1.1.4 North America
  - 1.2 Types of Resorts
  - 1.3 Characteristics of Resort Operations and Management
    - 1.3.1 Visitor Market
    - 1.3.2 Facilities
    - 1.3.3 Location
    - 1.3.4 Recreation
    - 1.3.5 Seasonality
    - 1.3.5 Service Attitude
    - 1.3.6 Managers of Resort Properties
    - 1.3.7 Corporate & Employer Responsibility
    - 1.3.8 Employee Housing
    - 1.3.9 Labour Skills
    - 1.3.10 Sources of Revenue
    - 1.3.11 Activity Control
    - 1.3.12 Land, Buildings & fixed Assets
    - 1.3.13 Resorts & Traditions
  - 1.4 Industry trends
- 2 Mountain Based (Ski) Resorts**
  - 2.1 Introduction and the development Process
  - 2.2 Site Feasibility (desirable sites)
  - 2.3 General Design Considerations
  - 2.4 Potential capacity planning considerations
  - 2.5 Ski run design Considerations
  - 2.6 Types of Lifts at Mountain Ski resorts
  - 2.7 Planning the Base Area – Parking, Access Roads, Food service, Accommodation, maintenance and Emergency Care
  - 2.8 Mountain resort maturation Cycle
  - 2.9 Economic Feasibility - the critical variables
  - 2.10 Demographic sub-segment mix for analysis
- 3 Special Considerations in Resort Planning & Development**
  - 3.1 Investment Considerations
    - 3.1.1 Market Feasibility
    - 3.1.2 Resort Financing
    - 3.1.3 Forms of Ownership
    - 3.1.4 Sale of Vacation & Timeshare ownership
  - 3.2 Social Impacts
    - 3.2.1 Community Relations
    - 3.2.2 Social Impact Assessment
    - 3.2.3 Types of Social Impact
    - 3.2.4 Lifestyle Changes & Cultural Impacts

## UNIT II

- 3.3 Economic Impacts
  - 3.3.1 Employment : Residents Versus Newcomers
  - 3.3.2 Quality of Life
  - 3.3.3 Economic Costs
  - 3.3.4 Public Costs for Visitor Services
  - 3.3.5 Infrastructure Requirements & Demands
  - 3.3.6 Recreational Development
- 3.4 Physical & Environmental Impacts
  - 3.4.1 Physical Effects of Development
  - 3.4.2 Pace & Rate of Development
  - 3.4.3 Congestion
  - 3.4.4 Pollution
  - 3.4.5 Conservation
  - 3.4.6 Enhancements & Alterations
  - 3.4.7 Erosion
- 4 Beach Resorts**
- 4.1 Introduction
- 4.2 The Development process – Beach Development, desirable sites and evolution
- 4.3 Managing the resort
  - 4.3.1 Water Quality
  - 4.3.2 Environmental Management
  - 4.3.3 Safety and services
- 5. Marinas**
- 5.1 What are Destination Resort Marinas
- 5.2 The development process for Marinas
- 5.3 Onshore and Offshore Marinas
- 5.4 Recreational Opportunities and Environmental protection goals and related issues
- 5.5 Development Criteria for Marinas
- 5.6 General Design Principles
  - 5.6.1 Geography determines the engineering
  - 5.6.2 Engineering determines the Profile
  - 5.6.3 The profile determines layout
  - 5.6.4 The layout determines the architecture
- 6 Golf Resorts**
- 6.1 Introduction
- 6.2 Ownership
- 6.3 Planning and Development
  - 6.3.1 Landscape Architect
  - 6.3.2 Size of Property
  - 6.3.3 Topography
  - 6.3.4 Natural hazards
  - 6.3.5 Soil characteristics
  - 6.3.6 Vegetation
  - 6.3.7 Clearing required
  - 6.3.8 Market
  - 6.3.9 Land Cost
  - 6.3.10 Water Supply
  - 6.3.11 Climate

- 6.3.12 Maintenance
- 6.4 Types of Golf Courses
- 6.5 Types of Golf Holes
- 6.6 The 11 factors to be considered while designing a golf course
- 6.7 Golf Instruction and Training g aids
- 6.8 Golf segments and Core Golfers
- 6.9 Criteria considered by golfers when choosing a golfing vacation
- 6.10 Operating Characteristics
- 6.11 Tournament and events
- 6.12 The Pro Shop  
(Margin Enhancers, Accessories, Inventory control , acceptance of credit cards
- 6.13 Golf cart fleet  
(Lease vs Buy decision, Inventory Control, Electric vs gas, Maintenance, and Proactive Risk Management)
- 6.14 Use of Technology
  - 6.14.1 GPS
  - 6.14.2 (Golf) Course Management
- 7 The Importance of Guest Activities in Resort Operations**
- 7.1 Introduction
- 7.2 Guests Needs
- 7.3 Defining Goals & Objectives
- 7.4 Cluster & Activity Analysis
- 7.5 Program Areas
- 7.6 Program Planning
- 7.7 Program Evaluation
- UNIT III 8 The Importance of Retail in Resort Operations**
- 8.1 Introduction
- 8.2 Tourist Shopping
- 8.3 Resort Retail
- 8.4 Layout & Design
- 8.5 Merchandising
- 8.6 Getting your Message Noticed
- 8.7 Operations
- 8.8 Customer Segments
- 8.9 Profit Ratios
- 9 Waterparks and Specialty Resorts**
- 9.1 Waterparks
- 9.2 Introduction
- 9.3 Nature-Based Environmental Activities
- 9.4 Ecotourism
- 9.5 Eco Lodges
- 9.6 Adventure

**Reference and Recommended Reading:**

Resorts Management and Operation – Robert Mill - Wiley Publications

World of Resorts from Development to Management Third Edition - AHLEI Publication

## **SEMESTER 3**

### **PSHA 301 FINANCIAL MANAGEMENT** **IN HOSPITALITY INDUSTRY**

#### **UNIT 1 (30 HOURS)**

##### **1. Introduction and objectives of financial management**

- 1.1 Concept and evolution of financial management
- 1.2 Objectives of financial management
- 1.3 Principles of financial management
- 1.4 Forms of business organization
- 1.5 Organization of a finance function
- 1.6 Business ethics and social responsibility
- 1.7 Relationship of finance to accounts and economics
- 1.8 Emerging role of a financial manager

##### **2. Long term sources of finance**

- 2.1 Equity capital
- 2.2 Preference capital
- 2.3 Debentures
- 2.5 Term loans
- 2.6 Internal accruals

##### **3. Short term sources of finance or Working capital financing**

- 3.1 Concept and evolution of financial management
- 3.2 Trade credits
- 3.3 Working capital advance by commercial banks
- 3.4 Regulation of bank finance
- 3.5 Short term loans from financial institutions
- 3.6 Rights debentures for working capital

##### **4. Understanding financial system and statements**

- 4.1 Concept and evolution of financial system
- 4.2 Financial assets, market and market return
- 4.3 Financial intermediaries and regulatory infrastructure
- 4.4 Balance sheet
- 4.5 P&L account
- 4.6 Statements of cash flows
- 4.7 Manipulation of the bottom line

#### **UNIT 2 (30 HOURS)**

##### **5. Analysis of financial statements**

- 5.1 Financial ratios
  - 5.2 Du Pont analysis
  - 5.3 Standardized financial statements
  - 5.4 Application of financial analysis

## 5.5 Using financial statement analysis

## **6. Techniques of capital budgeting and investment decisions**

- 6.1 Capital budgeting process
- 6.2 Project classification
- 6.3 Criteria for investment
- 6.4 NPV
- 6.5 Profitability index
- 6.6 IRR
- 6.7 Payback period
- 6.8 ARR

## **7. Cost of capital**

- 7.1 Some preliminaries
- 7.2 Cost of debt
- 7.3 Cost of preference
- 7.4 Cost of equity

## **8. Cash and liquidity management**

- 8.1 Cash budgeting
- 8.2 Cash management models
- 8.3 long term cash forecasting
- 8.4 Cash collections and disbursement
- 8.5 Investment of surplus funds

## **UNIT 3 (30 HOURS)**

## **9. Credit management**

- 9.1 Credit management in India
- 9.2 Terms of payment
- 9.3 Credit evaluation
- 9.4 Credit granting decisions

## **10. Inventory management**

- 10.1 Inventory management in India
- 10.2 Need for inventories
- 10.3 EOQ model
- 10.4 Order point
- 10.5 Monitoring and controlling inventories

## **11. Dividend policy**

- 11.1 Models related to investment and dividend decisions
  - 11.1.1 Walter model
  - 11.1.2 Gordon Model
- 11.2 Miller and Modigliani Position

## **12. Dividend decisions**

- 12.1 Why firms pay dividend
- 12.2 Dividend policy formulation
- 12.3 Dividend policy in practice

**References:**

1. Financial Management by Prasanna Chandra 7<sup>th</sup> Edition
2. Financial Management by Khan and Jain\
3. Financial Management by Ravi Kishor
4. Financial Management by I.M.Pandey

# **PSHA 302 TRAINING AND DEVELOPMENT FOR HOSPITALITY**

## **UNIT 1 - THE CONTEXT FOR TRAINING AND DEVELOPMENT (9 HOURS)**

### **Introduction to employee training and development:**

- 1.1 What makes training a key ingredient for the success of any company?
- 1.2 Concept of training
- 1.3 Steps involved in designing a training programme (ADDIE Model)
- 1.4 Forces that influence working and learning in organizations
- 1.5 Snapshots of training practices

### **2. Strategic Training:**

- 2.1 Changing role of training in companies worldwide
- 2.2 Strategic training and development process
- 2.3 Organizational characteristics that influence training
- 2.4 Training needs in different strategies
- 2.5 Models used to organize training departments
- 2.6 Marketing the training function
- 2.7 Outsourcing training

## **UNIT 2 - DESIGNING TRAINING (15 HOURS)**

### **3. Need Assessment:**

- 3.1 Why training need assessment?
- 3.2 Who should participate in the need assessment?
- 3.3 Methods used
- 3.4 Process of need assessment
- 3.5 Scope of need assessment
- 3.6 Application of the concept of training need assessment in hospitality training

### **4. Learning theories and designing a training programme:**

- 4.1 Concept of learning
- 4.2 A positive learning environment energizes training
- 4.3 Various learning theories in brief
- 4.4 The learning process
- 4.5 Various considerations while designing an effective training programme

### **5. Transfer of training at workplace:**

- 5.1 Transfer of training
- 5.2 Theories pertaining to transfer of training and training design
- 5.3 Work environment characteristics that influence transfer of training
- 5.4 Organizational environment characteristics that encourage transfer of training
- 5.5 Learning organizations
- 5.6 Knowledge and knowledge management

## **6. Training evaluation:**

- 6.1 Overview and reasons for evaluation of training
- 6.2 Outcomes used and their analysis
- 6.3 Evaluation practices
- 6.4 Evaluation design
- 6.5 Determining ROI
- 6.6 Measuring human capital and training activity
- 6.7 Measurement models used -
  - 6.7.1 The Kirkpatrick's Four Level Approach
  - 6.7.2 Kaufmans Five Level of Evaluation
  - 6.7.3 Ciro (Context, Input, Reaction, Outcome) Approach
  - 6.7.4 The Five Level Return On Investment Framework
  - 6.7.5 The Best Practices in the Evaluation of Training.

## **UNIT 3 – T&D METHODS – THE ACTION AREA (21 HOURS)**

### **7. Traditional training methods:**

#### **A. Off-the-Job training:**

- 7.1 Presentation
- 7.2 Lecture
- 7.3 Audio visual techniques

#### **B. On-the-job or Hands on training:**

- 7.4 Simulations
- 7.5 Case study
- 7.6 Business games
- 7.7 Role plays
- 7.8 Behaviour modeling

#### **C. Group building methods:**

- 7.9 Adventure learning
- 7.10 Team training
- 7.11 Action learning

#### **D. Choosing a training method**

#### **E. Formulation of SOPs and training manuals pertaining to F&B Service, F&B Production, Housekeeping and Front Office**

### **8. Importance of staff training in hospitality sector:**

- 8.1 Benefits of staff training for individual and teams
- 8.2 Benefits of training for organization
- 8.3 Benefits of training for the society
- 8.4 Benefits for the employee
- 8.5 Benefits for the management

**References:**

1. Raymond Noe - *Employee Training & Development*, Tata Mc Graw- Hill
2. Blanchard, P.N. & Thacker, J. W. - *Effective Training*
3. Research paper on Staff training in hospitality sector as benefit for improved service quality by Ivanka Nestoroska and Irina Petrovska
4. Research paper on Importance of training and development programmes in hotel industry by P. Nischithaa and M V A L. Narasimha Rao
5. Shamim Ahammad - Importance of training in hotel industry
6. Bentley, T. (1990). *The Business of Training*, 2nd edition, Me Graw Hill Book Company, New Jersey.

## **PSHA 303 ENTREPRENEURSHIP IN HOSPITALITY INDUSTRY**

### **UNIT 1:**

#### **CHAPTER 1: THE PROCESS OF ENTREPRENEURSHIP**

- 1.1 Definition of Entrepreneurship
- 1.2 Types of Entrepreneurship – Typologies & Contexts
- 1.3 Participants in the Process
- 1.4 Entrepreneurship Elements
- 1.5 Features of an Entrepreneurial Firm

#### **CHAPTER 2: ENTREPRENEURS**

- 2.1 Definition of Entrepreneur
- 2.2 Typologies & Categorization
- 2.3 Characteristics, Features, Attitude and Behaviours

#### **CHAPTER 3: CORPORATE ENTREPRENEURSHIP**

- 3.1 Intrapreneurship
- 3.2 Organization for Intrapreneurship
- 3.3 Intrapreneurship Encouragement
- 3.4 Dysfunctional Management Practices

### **UNIT 2:**

#### **CHAPTER 4: ENVIRONMENT FOR ENTERPRISE**

- 4.1 Introduction
- 4.2 Political Intervention
- 4.3 Formative Phase of Social Development
- 4.4 Promotion Phase of Social Structure
- 4.5 Mobilization Phase of Social Action

#### **CHAPTER 5: FINANCE, BUSINESS PLANNING & ENTREPRENEURSHIP**

- 5.1 Introduction
- 5.2 Sources of Start-up funding
- 5.3 The Business Plan
- 5.4 Sources of Finance

#### **CHAPTER 6: OPERATIONS OF ENTREPRENEURIAL ORGANIZATION**

- 6.1 Entrepreneurial Skill Requirements
- 6.2 Management Expertise
- 6.3 Controlling the Business
- 6.4 Organization Structure
- 6.5 Delegation of Authority

### **UNIT 3:**

#### **CHAPTER 7: MANAGEMENT OF ENTREPRENEURIAL ORGANIZATION**

- 7.1 Entrepreneurial Decision Making
- 7.2 The Entrepreneur & Human Resource Management
- 7.3 Entrepreneurs & Quality Management
- 7.4 The Entrepreneur and Management of the life-cycle

**CHAPTER 8: MARKETING & ENTREPRENEURSHIP**

- 8.1 Marketing & Competition
- 8.2 Marketing & Markets
- 8.3 Market Orientation
- 8.4 Market Positioning & Segmentation
- 8.5 Pricing, Value & Concept Flexibility
- 8.6 Geographic Dispersion & Micro-Demand

**CHAPTER 9: MARKETING & ENTREPRENEURSHIP**

- 9.1 Entrepreneurs & Strategy
- 9.2 Organizational Issues
- 9.3 Environment for Entrepreneurial Strategy
- 9.4 Entrepreneurial Strategies

**References & Suggested Readings**

Entrepreneurship in the Hospitality, Tourism & Leisure Industries – Alison Morrison, Mike Rimmington, Claire Williams – Routledge Taylor and Francis Group (London & New York)  
Entrepreneurship - Robert D. Hisrich, Michael P. Peter, Tata McGraw Hill Edition  
Entrepreneurship Development – Colombo Plan Staff College for Technician Education, Manila  
Entrepreneurial Development – Dr. S. S. Khanka, S. Chand

Circular for Revised Syllabus please refer page 97

# **PSHA 304 ENVIRONMENT MANAGEMENT** **IN HOSPITALITY INDUSTRY**

## **UNIT 1 (15 HOURS)**

### **1. Challenges to the Earth's Ecosystem**

- 1.1 Background Issues in Environment
- 1.2 Fossil Fuels
- 1.3 The Carbon Cycle
- 1.4 Global Warming
- 1.5 Uncertainties in Temperature Measurement
- 1.6 Green House Gases
- 1.7 The Ozone Layer
- 1.8 Acid Rain
- 1.9 Third World and Population Growth
- 1.10 Agricultural Land Quality
- 1.11 Family Planning

### **2. National and International Action by Various Governments**

### **3. The Hospitality Industry**

- 3.1 Refrigeration
- 3.2 Energy management
- 3.3 Water
- 3.4 Green Technology
- 3.5 The Product
- 3.6 Packaging & Disposal Products
- 3.7 Waste management
- 3.8 The Green Consumer
- 3.9 Transport

## **UNIT 3 – (15 HOURS)**

### **4The Business Environment**

- 4.1 Environment Business Tools
- 4.2 The Environmental Audit
- 4.3 Reporting on Environmental Performance

### **Reference:**

- 1. Environmental Management in the Hospitality Industry

# **PSHA305 SPA OPERATIONS AND MANAGEMENT**

## **UNIT 1 (15 HOURS)**

### **1. History and Introduction to Spa**

- 1.1 Club spa
- 1.2 Cruise ship spa
- 1.3 Day spa
- 1.4 Destination spa
- 1.5 Medical spa
- 1.6 Mineral spring's spa
- 1.7 Resort/hotel spa

### **2. Spa as a Career**

- 2.1 Basic Requirements
- 2.2 Remuneration/Earning
- 2.3 Drive & Motivation
- 2.4 Commitment
- 2.5 Spa Career Options
- 2.6 Typical Career Path
- 2.7 How to Start Your Own Spa Business
- 2.8 Job Opportunities – India and abroad

### **3 Role of a Spa Manager**

- 3.1 Effective financial management
- 3.2 Understanding spa concepts and its operations
- 3.3 Effective planning – short term as well as long term
- 3.4 Leadership & management
- 3.5 Human resources
- 3.6 Financial planning and management
- 3.7 Therapy designing
- 3.8 Menu designing
- 3.9 Live spa training
- 3.10 Spa recruitment
- 3.11 Spa company development
- 3.12 Operations Spa and Hospitality

## **UNIT 2 – (15 HOURS)**

### **4. Introduction to Anatomy and Physiology**

- 4.1 Skeletal
- 4.2 Muscular
- 4.3 Nervous
- 4.4 Lymphatic
- 4.5 Cardiovascular
- 4.6 Digestive
- 4.7 Skin

## **5 Spa Product Knowledge**

- 5.1 Herbs
- 5.2 Essential Oils
- 5.3 Aromatic Oils
- 5.4 Preservatives
- 5.5 Active Ingredients
- 5.6 Carrier Oils & Base Creams
- 5.7 Pre Blended Oils
- 5.8 Pre Blended Creams
- 5.9 Soaps, Shampoos, Lotions
- 5.10 Licensing (Drug Control)
- 5.11 Product Testing
- 5.12 Efficacy
- 5.13 Shelf Life
- 5.14 Storage
- 5.15 Contamination
- 5.16 Allergies
- 5.17 Product Handling
- 5.18 Dispensing
- 5.19 Self-Protection

## **6 Yoga**

- 6.1 History & Evolution of Yoga
- 6.2 Schools of Yoga
- 6.3 Pranayama
- 6.4 Asana
- 6.5 Mudras

## **UNIT 3 (15 HOURS)**

### **7 Spa Marketing**

- 7.1 Developing a Marketing plan
- 7.2 Essentials of selling to women, men and teens
- 7.3 Generating Good Publicity
- 7.4 Building and Maintaining contacts
- 7.5 Using Technology in business' aid
- 7.6 Building and Managing a Result Oriented team
- 7.7 Effective financial management
- 7.8 Corporate tie ups

### **8 Hygiene & Housekeeping**

- 8.1 Cleaning equipment & Cleaning agents
- 8.2 Handling of chemicals
- 8.3 Potential infections
- 8.4 Self-protection
- 8.5 Laundry procedures
- 8.6 Inventory
- 8.7 Fire prevention

## **9 International Therapies & Ayurveda**

- 9.1 Aroma massage
- 9.2 Swedish massage
- 9.3 Deep Tissue
- 9.4 Thai massage
- 9.5 Hot stone massage
- 9.6 Reflexology
- 9.7 Abhyanga
- 9.8 Sirodhara
- 9.9 Njavarakizhi
- 9.10 Elakizhi

### **References:**

1. The Complete Spa Book For Massage and Therapists; Steve Capellini, Cengage Learning.
2. International Spa Management: Principles and Practise: Tim Heap & Sarah Rawlinson; Goodfellow Publishers Ltd. 2017
3. Spa Management: An Introduction : Mary S. Wisnom & Lisa L. Capozio: Pearson 2012
4. Spa Business Strategies : Janet M. D'Angelo: Cengage Learning 1980
5. The Encyclopaedia of Ayurvedic massage: Dr. John Douillard: North Atlantic Books 2004
6. Yoga Anatomy: Leslie Kaminoff & Amy Mathews: Human Kinetics 2007

# **PSHA 306 CONVENTION & CONFERENCE MANAGEMENT**

## **UNIT 1 (30 HOURS)**

- 1 Overview: Definition and Scope of the Meetings Market**
  - 1.1 Lodging Facilities in the Meeting Environment
  - 1.2 Meeting Planners in the Convention Environment
  - 1.3 Perceptions and Growth of the Lodging Industry
  - 1.4 Growth of Convention and Conference Centres
  - 1.5 Size of the Meetings Market
  - 1.6 Growth of the Meetings and Conventions Industry
  - 1.7 A People Business
- 2 Associations and the Meetings They Hold**
  - 2.1 Associations Defined
  - 2.2 Purposes of Associations
  - 2.3 Types of Associations
  - 2.4 Types of Association Meetings
  - 2.5 Types of Association Membership
  - 2.6 Association Staff and the Decision-Making Process
  - 2.7 Communication Channels
  - 2.8 Lower-Level Meetings
- 3 Corporations and the Meetings They Hold**
  - 3.1 The corporate Meeting Market
  - 3.2 Differences Between Corporate and Association Meetings
  - 3.3 Types of Corporate Meetings
  - 3.4 The Independent Meeting Planner
- 4 Miscellaneous Markets**
  - 4.1 The Sports Market
  - 4.2 The Trade Unions Market
  - 4.3 The Tour Group Market
  - 4.4 The Ethnic Organizations Market
  - 4.5 The Senior Citizens Market
  - 4.6 The Theatre Market
  - 4.7 The Arts Market
  - 4.8 Social / Public Service Organizations

## **UNIT 2 – (30 HOURS)**

- 5 Planning and Managing the Meeting: The Planner's Perspective**
  - 5.1 Overview of Site Inspection
  - 5.2 Transportation Arrangements
  - 5.3 Meeting / Function Rooms
  - 5.4 Guestrooms
  - 5.5 Exhibits
  - 5.6 Negotiating with a Convention Centre
  - 5.7 Pre-Conference Meetings

- 5.8 Food and Beverage Service
- 5.9 Legal Considerations
- 5.10 Arrangements with Speakers
- 5.11 Marketing the Convention
- 5.12 Managing the Meeting
  
- 6 Marketing: Preparing to Sell and Service**
  - 6.1 Marketing Defined
  - 6.2 Developing the Marketing Plan
  
- 7 Organizing to Sell and Service**
  - 7.1 Marketing as a Management Function
  - 7.2 Marketing Responsibilities
  - 7.3 Staffing Considerations
  - 7.4 Organization Charts
  - 7.5 Job Description
  - 7.6 Files and Records
  - 7.7 Work Forms
  - 7.8 Reference and Work Files
  - 7.9 Information Records
  - 7.10 Computerization
  - 7.11 Departmental Checklist
  
- 8 Communicating with the Customer**
  - 8.1 Sales Tools
  - 8.2 Sales Tool Selection
  - 8.3 A Coordinated Programme
  
- 9 Servicing the Group – Before, During, and After the Meeting**
  - 9.1 Section A – Servicing Before the Meeting
    - 9.1.1 Section Objectives
    - 9.1.2 Intra-Property Coordination: The Sales Executive and the Convention Service Manager
    - 9.1.3 Procedures and Documentation Between Booking and Meeting Date
  - 9.2 Section B – Servicing During the Meeting
    - 9.2.1 Section Objectives
    - 9.2.2 Guestrooms and Amenities
    - 9.2.3 Function Rooms
    - 9.2.4 Press Rooms
    - 9.2.5 Handling VIPs
    - 9.2.6 Outside Services: Florist, Designers, Others
    - 9.2.7 Meeting Room Housekeeping
    - 9.2.8 Service Control Forms
    - 9.2.9 Smoking and Other Concerns
    - 9.2.10 Role of Computers at Meetings
    - 9.2.11 Emergencies
  - 9.3 Section C – Servicing After the Meeting
    - 9.3.1 Billing Account
    - 9.3.2 Master Account

- 9.3.3 Other Charges
- 9.3.4 Gratuities
- 9.3.5 Post-Conference Logistics
- 9.3.6 Final Evaluation Meeting

## 10 Catered Functions and Special Events

- 10.1 Simplifying Banquet Service
- 10.2 Setting Up the Banquet
- 10.3 Food Preparation Systems
- 10.4 Reserving Banquet Rooms
- 10.5 Categories of Food Functions
- 10.6 Breakfasts
- 10.7 Refreshment Breaks
- 10.8 Banquet Luncheons
- 10.9 Banquet Dinners
- 10.10 Providing Kosher Service
- 10.11 Theme Parties
- 10.12 Late Suppers
- 10.13 Receptions
- 10.14 Categories of Beverage Functions
- 10.15 Room Setup and Audio-visual Requirements at Food and Beverage Functions
- 10.16 Banquet Contracts

## 11 Meeting Technology

- 11.1 Projectors and Screens
- 11.2 Boards and Flipcharts
- 11.3 Electronic Video Equipment
- 11.4 Audio Equipment
- 11.5 Multi-Image Modules
- 11.6 Films
- 11.7 Control Booths and Studios
- 11.8 Staging
- 11.9 Theatrical Lighting
- 11.10 Meeting Room Furniture, Fixtures, and Accessories
- 11.11 Signs and Printing
- 11.12 Computers and Computer Accessories
- 11.13 Telephone Systems and Two-Way Radios
- 11.14 Language Interpretation Systems
- 11.15 Operation of Technical Equipment
- 11.16 Ownership of AudioVisual Equipment
- 11.17 The Future of Meeting Technology

## 12 Ancillary Conference and Convention Activities

- 12.1 Exhibit and Trade Shows
- 12.2 Principals Involved in Trade Shows and Exhibits
- 12.3 Tours, Entertainment, and Recreation
- 12.4 Guest Activities

## **References:**

1. Convention Management and Service Paperback Milton T. Astroff (Author), James R. Abbey (Author) Educational Institute; 8 edition (June 9, 2012)
2. Convention Sales and Services Paperback by James Abbey (Author) Waterbury

Press; 9th edition

3. Conferences and Conventions 3rd edition: A Global Industry (Events Management) Paperback by Tony Rogers (Author)S.Chand (G/L) & Company Ltd; 3 edition
4. Meeting and Conventions Management by Marguerite Weirich (1992 Cengage Learning (1814)
5. Hotel Convention Sales, Services, and Operations 1st Editionby Pat Golden-Romero (Author)Routledge; 1 edition (August 17, 2011)
6. Meetings, Expositions, Events and Conventions: An Introduction to the Industry (4th Edition) 4th EditionPearson; 4 edition (January 6, 2015)

\*\*\*\*\*

## **SEMESTER 4**

### **PSHA 401 INFORMATION TECHNOLOGY IN THE HOSPITALITY INDUSTRY**

#### **UNIT 1 (15 HOURS)**

##### **1. Information Security Concepts.**

- 1.1 Information Security Overview: Background and Current Scenario
- 1.2 Types of Attacks
- 1.3 Goals for Security
- 1.4 E-commerce Security
- 1.5 Computer Forensics
- 1.6 Steganography

##### **2. Security Threats and Vulnerabilities**

- 2.1 Overview of Security threats
- 2.2 Weak / Strong Passwords and Password Cracking
- 2.3 Insecure Network connections
- 2.4 Programming Bugs
- 2.5 Cybercrime and Cyber terrorism
- 2.6 Malicious Code
- 2.7 Information Warfare and Surveillance

##### **3. Cryptography / Encryption**

- 3.1 Introduction to Cryptography / Encryption
- 3.2 Digital Signatures
- 3.3 Public Key infrastructure
- 3.4 Applications of Cryptography
- 3.5 Tools and techniques of Cryptography

#### **UNIT 2 (15 HOURS)**

##### **1. Security Management Practices**

- 1.1 Overview of Security Management
- 1.2 Information Classification Process
- 1.3 Security Policy
- 1.4 Risk Management
- 1.5 Security Procedures and Guidelines
- 1.6 Business Continuity and Disaster Recovery
- 1.7 Ethics and Best Practices

##### **2. Security Laws and Standards**

- 2.1 Security Assurance
- 2.2 Security Laws
- 2.3 IPR
- 2.4 International Standards
- 2.5 Security Audit

2.6 SSE-CMM / COBIT

### **3. Access Control and Intrusion Detection**

3.1 Overview of Identification and Authorization

3.2 Overview of IDS

3.3 Intrusion Detection Systems and Intrusion Prevention Systems

### **4. Server Management and Firewalls**

4.1 User Management

4.2 Overview of Firewalls

4.3 Types of Firewalls

4.4 DMZ and firewall features

## **UNIT 3 (15 HOURS)**

### **1. Security for VPN and Next Generation Technologies**

1.1 VPN Security

1.2 Security in Multimedia Networks

1.3 Various Computing Platforms: HPC, Cluster and Computing Grids

1.4 Virtualization and Cloud Technology and Security

### **2. System Security**

2.1 Desktop Security

2.2 Email security: PGP and S/MIME

2.3 Web Security: web authentication, SSL and SET

2.4 Database Security

### **3. OS Security**

3.1 OS Security Vulnerabilities, updates and patches

3.2 OS integrity checks

3.3 Anti-virus software

3.4 Configuring the OS for security

3.5 OS Security Vulnerabilities, updates and patches

### **4. Wireless Networks and Security**

4.1 Components of wireless networks

4.2 Security issues in wireless

## **References:**

1. Cybersecurity: Managing Systems, Conducting Testing and Investigating Intrusions  
Paperback – 2014 by Thomas J. Mowbray
2. Cyber Security: Understanding Cyber Crimes, Computer Forensics And Legal Perspectives  
(English, Paperback, Sunit Belapure Nina Godbole)
3. Principles of Information Security by Michael E. Whitman, Herbert J. Mattord

# **PSHA 402 SECURITY SYSTEMS** **IN THE HOSPITALITY INDUSTRY**

## **UNIT 1 (30 HRS)**

### **1 Security In The Hospitality Industry**

#### ***1.1 Development of Security Protocols***

- 1.1.1 Electronic Locking Systems and Key Control
- 1.1.2 Guest Room Security
- 1.1.3 Screening machines and Techniques
- 1.1.4 Control of Entry of Guests and Residents
- 1.1.5 Security of the External Perimeter and Surrounding area
- 1.1.6 Protection of Movable and Immovable Property
- 1.1.7 Emergency Protocols and Procedure
- 1.1.8 Staff Entry & Exit Security Protocols
- 1.1.9 Maintenance of Records for Security Purpose

## **UNIT 2 (30 Hrs)**

### **2 Fire Alarm Systems**

- 2.1 Advanced Sprinkler Systems
- 2.2 Stand pipe Systems
- 2.3 Early warning Fire alarm Systems

### **3 Burglar Detection Systems (Indoor & Outdoor)**

- 3.1 Indoor Burglar Detection Systems
  - Passive Infra-Red, Ultrasonic, Microwave, Photo Electric Beam, Glass Break Detection System, smoke/ heat/ carbon monoxide detectors
- 3.2 Outdoor Burglar Detection Systems
  - Electro Magnetic Field, Microwave Barriers, Microphonic systems, Taut Wire Fence Systems, Fibre Optic Cable Systems

### **4 Classification of Fires**

### **5 Types of Fire extinguishers, Checking the effectiveness of Fire Extinguishers and Usage**

## **UNIT 3 (30 Hrs)**

### **6. Security Laws & Legality**

- 6.1 Accident & Injury
- 6.2 Arbitration & mediation
- 6.3 Car Accidents
- 6.4 Dangerous Products
- 6.5 Employees Rights
- 6.6 Mishap involving loss of life / limb of Employee
- 6.7 Mishap involving loss of life / limb of Guest

**References:**

1. Hotel Front Operations Management—James Bardi
2. Front Office Management—S.K Bhatnagar
3. Hotel Front Operations & Management—Jata Shankar Tiwari

# **PSHA 403 TOURISM OPERATIONS & MANAGEMENT**

## **UNIT 1 (15 HOURS)**

### **1.1 Introduction to Tourism Management**

#### 1.1.1 Introduction

### **1.2 The Phenomenon of Tourism**

#### 1.2.1 Definition

#### 1.2.2 The Importance of Tourism

#### 1.2.3 Obstacles to Development

#### 1.2.4 A Sequence of Tourism Platforms

#### 1.2.5 Further Indication of Development

### **1.3 The Tourism System**

#### 1.3.1 Introduction

#### 1.3.2 System Approach to Tourism

#### 1.3.3 The Tourist

##### 1.3.3.1 Spatial Component

##### 1.3.3.2 Temporal Component

##### 1.3.3.3 Travel Purpose

##### 1.3.3.4 Major Tourist Categories

#### 1.3.4 Origin Region

#### 1.3.5 Transit Region

#### 1.3.6 Destination Region

#### 1.3.7 The Tourism Industry

### **1.4 The Evolution and Growth of Tourism**

#### 1.4.1 Introduction

#### 1.4.2 Pre-Modern Tourism

#### 1.4.3 Early Modern Tourism

#### 1.4.4 Modern Mass Tourism

#### 1.4.5 Factor Associated with increased Tourism Demand

#### 1.4.6 Future Growth Prospects

#### 1.4.7 National Tourism Policy

## **UNIT 2 (15 HOURS)**

### **1.5 Destinations**

#### 1.5.1 Introduction

#### 1.5.2 Reasons for the Emergence of the LDCs as Destinations

#### 1.5.3 Pull Factors Influencing a Destination

#### 1.5.4 Regional Destination Patterns

#### 1.5.5 Internal Destination Patterns

## **1.6 The Tourism Product**

- 1.6.1 Introduction
- 1.6.2 Tourist Attractions
  - 1.6.2.1 Natural Sites
  - 1.6.2.2 Natural Events
  - 1.6.2.3 Cultural Sites
  - 1.6.2.4 Cultural Events
  - 1.6.2.5 Attraction Attributes
- 1.6.3 The Tourism Industry
- 1.6.4 Travel Agencies
  - 1.6.4.1 Transportation
  - 1.6.4.2 Accommodation
  - 1.6.4.3 Food& Beverage Outlets
  - 1.6.4.4 Tour Operators
  - 1.6.4.5 Merchandise
  - 1.6.4.6 Industry Structure

## **1.7 Tourism Markets**

- 1.7.1 Introduction
- 1.7.2 Tourism Market Trends
- 1.7.3 The Decision Making Process
- 1.7.4 Tourist Market Segmentation

## **1.8 Tourism Marketing**

- 1.8.1 Introduction
- 1.8.2 The Nature of Marketing
- 1.8.3 Services Marketing
- 1.8.4 Managing Supply and Demand
- 1.8.5 Market Failure
- 1.8.6 Strategic Tourism Marketing
- 1.8.7 Marketing Wise
- 1.8.8 Customer Orientation

## **UNIT 3 (15 HOURS)**

### **1.9 Economic Impact of Tourism**

- 1.9.1 Introduction
- 1.9.2 Economic Benefits
- 1.9.3 Economics Cost

### **1.10 Socio-cultural and Environmental Impacts of Tourism**

- 1.10.1 Introduction
- 1.10.2 Socio-cultural Benefits
- 1.10.3 Socio-cultural Costs
- 1.10.4 Environmental Benefits
- 1.10.5 Environmental Costs

### **1.11 Destination Development**

- 1.11.1 Destination Life Cycle
- 1.11.2 Factors that change Destination Life Cycle

### 1.11.3 National Tourism Development

## **1.12 Sustainable Tourism**

### 1.12.1 Introduction

### 1.12.2 Paradique Shifts

### 1.12.3 Sustainable Tourism

### 1.12.4 Sustainability and Mass Tourism

### 1.12.5 Sustainability and Small Scale Tourism

## **1.13 Tourism Research**

### 1.13.1 Purpose of Research.

### 1.13.2 Types of Research.

### 1.13.3 The Research Process.

## **References:**

- 1) Tourism Planning & Management – Malhotra.
- 2) Tourism Development & Management – Mario.
- 3) Tourism Management – David Weaver, Martin.

# **PSHA 404 AIRLINE CATERING MANAGEMENT**

## **UNIT 1 (15 HOURS)**

### **1. Introduction to flight catering**

- 1.1 Introduction to the flight catering system
- 1.2 Intercontinental/Mass passenger travel
- 1.3 The flight catering system
- 1.4 Challenges and contemporary trends

### **2. The flight catering industry**

- 2.1 Major stakeholders and their roles (customers, suppliers, caterers and airlines)
- 2.2 Airline caterer contracts (basic guidelines)

### **3. Market segmentation in air travel**

- 3.1 Business
- 3.2 Leisure
- 3.3 Special reason travel
- 3.4 Executive jets and special flights

### **4. Customer expectation and customer service encounter**

### **5. Frequent flier programmes**

### **6. Effects of specific foods on mood and behaviour of passengers**

- 6.1 Alcohol
- 6.2 Caffeine

### **7. The cabin environment**

- 2.1 Effects of altitude
- 2.2 Dehydration

## **UNIT 2 (15 HOURS)**

### **8. Menu planning and food product strategy**

- 8.1 Introduction
- 8.2 Menu planning process (General principles, food and ingredients, product research and customer needs)
- 8.3 Menus as per airline class (First/Business and economy)
- 8.4 Special meals and needs
- 8.5 Crew meals
- 8.6 Menu cycles

### **9. Product specifications and service norms**

- 9.1 Purchasing specifications
- 9.2 Standard recipes
- 9.3 Meal specifications
- 9.4 Service specifications
- 9.5 Packaging and labelling

## **10. Food and beverage strategies (Branding and promotions)**

### **11. Flight catering supply chain and inventory management**

- 11.1 Role of food and drink manufacturers
- 11.2 Purchasing of flight consumables and non-consumables
- 11.3 The supplier (negotiation, responsibilities and audit)
- 11.4 Inventory management and storage
- 11.5 Outsourcing supply chain and inventory management function

### **12. Flight production facilities and system planning**

- 12.1 Introduction
- 12.2 Scale and scope of production facilities
- 12.3 Process flow
- 12.4 Production kitchens
- 12.5 Holding systems and facilities
- 12.6 Tray assembly

### **13. Flight catering operations and organizations**

- 13.1 Introduction and organization of production units
- 13.2 Production planning, scheduling and scheduling (trolley assembly - bar and duty free trolleys/equipment trolleys)

### **14. Staffing**

- 14.1 Flight catering chefs
- 14.2 Scheduling and rostering staff

## **UNIT 3(15 HOURS)**

### **15. Food management**

- 15.1 Introduction and nature of hazards
- 15.2 Food safety handling practices
- 15.3 HACCP – Hazard Analysis and Critical Control Points

### **16. Transporting and loading**

- 16.1 Introduction and types of uplift
- 16.2 Transportation vehicles, control, loading and unloading vehicles
- 16.3 Operational issues

### **17. Introduction to flight catering information system**

### **18. On-board stowage and regeneration**

- 18.1 Galley infrastructure and aircraft configuration
- 18.2 Galley equipment
- 18.3 Operational procedures, issues and future development

### **19. On-board services**

- 19.1 Cabin design and services
- 19.2 Training for cabin crew
- 19.3 Flight service policy and procedures
- 19.4 Flight service customer feedback

## **20. Off-loading and recycling**

20.1 Unloading procedures

20.2 Sources of waste

20.3 Waste handling, disposal and recycling systems

## **21. Innovation and future trends - flight catering**

### **References:**

1. Flight catering by Peter Jones
2. IFSA world food safety guidelines
3. Flight catering - Jones, P. (2007) Flight-Catering, in Becker, H. And Grothues, U. (2006) *Catering- Management Portrait einer Wachstumsbranche in Theorie und Praxis*, Behr's Verlag: Hamburg Chpt 1.4.1, p. 39-55

## **PSHA 405 TRAINING & DEVELOPMENT** **FOR HOSPITALITY**

### **UNIT 1 –T&D METHODS – ELEARNING (15 HOURS)**

#### **1. Technology's influence on training and learning**

- 1.1 Technology and collaboration
- 1.2 Technology and learning environment
- 1.3 Technology and multimedia

#### **2. Computer based training**

- 2.1 CD-ROM, DVD, Laser Disc
- 2.2 Interactive video
- 2.3 Online learning using internet, web-based training, e-learning and learning portals

#### **3. Developing effective online learning**

- 3.1 Need assessment
- 3.2 Designing
- 3.3 Technology for collaboration and linking
- 3.4 Simulations
- 3.5 Mobile technology and training methods
- 3.6 Distance learning and intelligent tutoring system
- 3.7 Technologies for training support
- 3.8 Technologies for training administration
- 3.9 Learning management systems
- 3.10 Choosing new technology training methods

#### **4. Technologies for training support and training administration, learning management systems**

### **UNIT 2 - EMPLOYEE DEVELOPMENT AND ISSUES IN T&D (15 HOURS)**

#### **5. Employee development**

- 5.1 Concept of employee development
- 5.2 Approaches used
- 5.3 Development planning process
- 5.4 E-learning and employee development

#### **6. Special issues in training and development**

- 6.1 Issues relating to external environment – Cross cultural preparation, work force diversity, college to work transition
- 6.2 Issues related to internal needs of the company – Basic skill training, Joint, union management programmes, succession planning, training and pay systems, developing managers with dysfunctional behaviour

### **UNIT 3 - CAREER MANAGEMENT AND FUTURE OF T&D (15 HOURS)**

#### **7. Career and career management**

- 7.1 Why is career management important?
- 7.2 What is career?
- 7.3 Career development model
- 7.4 Career management system
- 7.5 Role of managers in career management
- 7.6 Evaluating career management system

#### **8. Challenges in career management**

- 8.1 Introduction
- 8.2 Socialization and orientation
- 8.3 Socialization and orientation programmes
- 8.4 Work-life conflicts

#### **9. Future of training and development**

- 9.1 Increased use of new technology
- 9.2 Increased demand for training for virtual works arrangement
- 9.3 Increased emphasis on speed in designing, focus in content, use of multiple delivery methods
- 9.4 Increased emphasis on performance analysis and learning for business enhancement
- 9.5 Increased use of training partnerships and outsourcing techniques
- 9.6 Change in training
- 9.7 Intellectual capital
- 9.8 Benchmarking and process reengineering

#### **References:**

1. Raymond Noe - *Employee Training & Development*, Tata Mc Graw- Hill
2. Blanchard, P.N. & Thacker, J. W. - *Effective Training*
3. Research paper on Staff training in hospitality sector as benefit for improved service quality by Ivanka Nestoroska and Irina Petrovska
4. Research paper on Importance of training and development programmes in hotel industry by P. Nischithaa and M V A L. Narasimha Rao
5. Shamim Ahammad - Importance of training in hotel industry
6. Bentley, T. (1990). *The Business of Training*, 2nd edition, Me Graw Hill Book Company, New Jersey.

## **PSHA 406 ADVANCED** **ACCOMMODATION STUDIES**

### **UNIT 1 – (30 HOURS)**

#### **1. Front Office Accounting**

- 1.1 Fundamentals of Accounting
  - 1.1.1 Vouchers
  - 1.1.2 Folio Management & POS
  - 1.1.3 Accounting & ledgers
- 1.2 Maintenance of Accounts and Recordkeeping Systems
  - 1.2.1 Account Maintenance and Credit Monitoring
  - 1.2.2 Charge privileges & Monitoring Credit
- 1.3 Transaction Tracking & Internal Controls
  - 1.3.1 Account Transfers, Cash advance (no Post Status) & Account Allowance
  - 1.3.2 Charge Purchases v/s Cash Payment
  - 1.3.3 Settlement of Accounts & Internal controls

#### **2 Settlements of Accounts & Check-Out**

- 2.1 Departure Formalities & Account Settlement procedure
  - 2.1.1 Methods of settlement,
  - 2.1.2 Unpaid account Balances and Account Collection

### **UNIT 2 – (30 HOURS)**

#### **3 Functioning of The Audit (Front Office)**

- 3.1 Functions and Role of the Front Office/ Night Auditor End of day, Guest Credit monitoring
- 3.2 Cross Referencing and Account Integrity
- 3.3 Daily/ Supplemental Transcript and Audit Posting Formula
- 3.4 Automation in the Front Office

#### **4 The Audit Process (Front Office)**

- 4.1 Reconciling Discrepancies(Room Status)
- 4.2 Verifying Room Rates and Balancing Departmental Accounts
- 4.3 Verifying No Show Reservations, Duplicate Reservations and Cancellations
- 4.4 Preparation of receipts (Cash Deposits)
- 4.5 Preparing and Distributing Reports

#### **5 Updating The System**

#### **6 Centralized Front Office Audit**

#### **7 Revenue Management Software**

### **UNIT 3 (30 HOURS)**

#### **8. Role Of Housekeeping In Accommodations Management & Hospitality**

- 8.1 Communicating Room Status
- 8.2 Housekeeping & Maintenance of Rooms
- 8.3 Communicating Maintenance Tasks and Types of maintenance

#### **9. Responsibilities of The Housekeeper**

- 9.1 Plan of Work: Housekeeping Department
- 9.2 Housekeeping Supervisors Tasks and Key Issues

#### **10. Human Resources**

- 10.1 Human Resource Management
- 10.2 Recruitment, Selection of Staff and Hiring- External Recruitment & Internal recruitment
- 10.3 Evaluating applications, interviewing techniques & selection guidelines (Job description & Job Specification)
- 10.4 Personnel record processing and job offers
- 10.5 Skill Set
- 10.6 Training methodology & follow up
- 10.7 Staff schedules and planning staff rota
- 10.8 Scheduling Techniques and Planning
- 10.9 Motivating the Staff
- 10.10 Motivation Techniques and Staff recognition
- 10.11 Importance of Communication and incentive Programs
- 10.12 Multitasking and Cross Training
- 10.13 Performance Appraisals

#### **References:**

- 1. Hotel Front Office Operations & Management by Jata Shankar Tiwari
- 2. Front Office Management by S.K. Bhatnagar
- 3. Front Office Management & Operations by Sudhir Andrews

\*\*\*\*\*

# University of Mumbai



No. UG/ 117 of 2019-20

## CIRCULAR:-

Attention of the Principals of the Affiliated Colleges, the Head of the University Departments and Directors of the recognized Institutions in Science & Technology Faculty is invited to this office Circular No. UG/13 of 2014 dated 01<sup>st</sup> July, 2014 relating to the syllabus for the M.Sc. (Hotel & Hospitality Administration).

They are hereby informed that the recommendations made by the Ad-hoc Board of Studies in Hospitality Studies at its meeting held on 30<sup>th</sup> January, 2019 have been accepted by the Academic Council at its meeting held on 26<sup>th</sup> July, 2019 vide item No.4.14 and that in accordance therewith, the revised syllabus as per the (CBCS) for the M.Sc. (Sem -V & VI) Hotel & Hospitality Administration (H&HA) Three years part time has been brought into force with effect from the academic year 2019-20, accordingly. (The same is available on the University's website [www.mu.ac.in](http://www.mu.ac.in)).

MUMBAI - 400 032  
18<sup>th</sup> September, 2019

  
(Dr. Vinod P. Patil)  
I/c REGISTRAR

To

The Principals of the affiliated Colleges, the Head of the University Departments and Directors of the recognized Institutions in Science & Technology Faculty. (Circular No. UG/334 of 2017-18 dated 9<sup>th</sup> January, 2018.)

A.C/4.14/26/07/2019

No. UG/ 117 -A of 2019-20

\*\*\*\*\*

MUMBAI-400 032

18<sup>th</sup> September, 2019

Copy forwarded with Compliments for information to:-

- 1) The I/c Dean, Faculty of Science & Technology,
- 2) The Chairman, Ad-hoc Board of Studies in Hospitality Studies,
- 3) The Director, Board of Examinations and Evaluation,
- 4) The Director, Board of Students Development,
- 5) The Co-ordinator, University Computerization Centre,

  
(Dr. Vinod P. Patil)  
I/c REGISTRAR

UNIVERSITY OF MUMBAISyllabus for Approval

| Sr. No. | Heading                              | Particulars                                                                    |
|---------|--------------------------------------|--------------------------------------------------------------------------------|
| 1       | Title of the Course                  | M.Sc (H & HA)                                                                  |
| 2       | Eligibility for Admission            | B.Sc (in Tourism & Hospitality)                                                |
| 3       | Passing Marks                        | 40%.                                                                           |
| 4       | Ordinances / Regulations ( if any)   |                                                                                |
| 5       | No. of Years / Semesters             | 3 Years .<br>6 Semesters                                                       |
| 6       | Level                                | ✓ P.G. / U.G. / Diploma / Certificate<br>( Strike out which is not applicable) |
| 7       | Pattern                              | Yearly / <u>Semester</u> ✓<br>( Strike out which is not applicable)            |
| 8       | Status                               | <u>New</u> / Revised<br>( Strike out which is not applicable)                  |
| 9       | To be implemented from Academic Year | From Academic Year _____                                                       |

Date: 30/11/19Signature: Dopati Banerjee  
30/11/19Name of BOS Chairperson / Dean : Dopati Banerjee  
Chairperson - Hospitality  
StudiesRains  
15/11/19

AC \_\_\_\_\_  
Item no. \_\_\_\_\_

# UNIVERSITY OF MUMBAI



**Syllabus for Sem V and VI**

**(Three years part-time)**

**Program: M.Sc. (Hotel & Hospitality Administration)**

**Course: Hotel & Hospitality Administration**

**(Choice Based Credit System with effect  
from the academic year 2019-2020)**

## SEMESTER V – Master of Science (Hotel & Hospitality Administration)

| Course Code | Subject                                        | Class Room Instruction Face to Face |   |   |              |   |   |                    |   |   | Total | Total Marks |   | Credits |   |   |       |
|-------------|------------------------------------------------|-------------------------------------|---|---|--------------|---|---|--------------------|---|---|-------|-------------|---|---------|---|---|-------|
|             |                                                | Per Week                            |   |   | Per Semester |   |   | Per Semester Hours |   |   |       |             |   | L       | P | T | Total |
|             |                                                | L                                   | P | T | L            | P | T | L                  | P | T |       |             |   |         |   |   |       |
| PSHA 501    | Hospitality Quality Management                 | 3                                   | - | - | 45           | - | - | 45                 | - | - | 45    | 100         | - | 2       | - | - | 2     |
| PSHA 502    | Advanced Food Production Studies               | 6                                   | - | - | 90           | - | - | 90                 | - | - | 90    | 100         | - | 4       | - | - | 4     |
| PSHA 503    | Club Management                                | 3                                   | - | - | 45           | - | - | 45                 | - | - | 45    | 100         | - | 2       | - | - | 2     |
| PSHA 504    | Research Methodology                           | 6                                   | - | - | 90           | - | - | 90                 | - | - | 90    | 100         | - | 4       | - | - | 4     |
| PSHA 505    | Event Management                               | 3                                   | - | - | 45           | - | - | 45                 | - | - | 45    | 100         | - | 2       | - | - | 2     |
| PSHA 506    | Project Management in the Hospitality Industry | 3                                   | - | - | 45           | - | - | 45                 | - | - | 45    | 100         | - | 2       | - | - | 2     |
|             | Total                                          | 24                                  | - | - | 360          | - | - | 360                | - | - | 360   | 600         | - | 16      | - | - | 16    |

**L** = one lecture / period of 60 minutes (1 hr.) **P**= Practical **T**= Tutorial

# **PSHA 501 – HOSPITALITY QUALITY MANAGEMENT**

## **UNIT I:**

|   |                                            |                                                    |                                                         |
|---|--------------------------------------------|----------------------------------------------------|---------------------------------------------------------|
| 1 | Introduction to Quality Management Concept |                                                    |                                                         |
|   | 1.1                                        | Quality Management philosophies & definitions      |                                                         |
|   |                                            | 1.1.1                                              | Edwards Deming                                          |
|   |                                            | 1.1.2                                              | Joseph Juran                                            |
|   |                                            | 1.1.3                                              | Philip Crosby                                           |
|   |                                            | 1.1.4                                              | Armand Feigenbaum                                       |
|   | 1.2                                        | Importance of Quality in Tourism & Hospitality     |                                                         |
|   |                                            |                                                    |                                                         |
| 2 | Policy Promotions                          |                                                    |                                                         |
|   | 2.1                                        | Perceived Quality Service Model – Gronroos         |                                                         |
|   | 2.2                                        | The five-gap model - Parasuraman, Zeithaml & Berry |                                                         |
|   | 2.3                                        | The SERVQUAL Model - Postma & Jenkins              |                                                         |
|   |                                            | 2.3.1                                              | The Critical Incident Technique (CRIT) (Research Paper) |
|   |                                            | 2.3.2                                              | Other tools for measurement                             |

## **UNIT II:**

|   |                                         |                                                                                                          |                                                         |
|---|-----------------------------------------|----------------------------------------------------------------------------------------------------------|---------------------------------------------------------|
| 3 | Tools for measuring Quality             |                                                                                                          |                                                         |
|   | 3.1                                     | Perceived Quality Service Model - Gronroos                                                               |                                                         |
|   |                                         | 3.1.1                                                                                                    | The five-gap model - Parasuraman, Zeithaml & Berry      |
|   |                                         | 3.1.2                                                                                                    | The SERVQUAL Model - Postma & Jenkins                   |
|   |                                         | 3.1.3                                                                                                    | The Critical Incident Technique (CRIT) (Research Paper) |
|   | 3.2                                     | Other tools for measurement                                                                              |                                                         |
|   |                                         | 3.2.1                                                                                                    | Mystery Guest/Shopper                                   |
|   |                                         | 3.2.2                                                                                                    | Satisfaction surveys                                    |
|   |                                         | 3.2.3                                                                                                    | Market Evaluations                                      |
|   |                                         | 3.2.4                                                                                                    | Audit Reports                                           |
|   |                                         | 3.2.5                                                                                                    | Complaints                                              |
|   |                                         | 3.2.6                                                                                                    | Self- assessments                                       |
|   |                                         | 3.2.7                                                                                                    | Benchmarking                                            |
|   |                                         |                                                                                                          |                                                         |
| 4 | Quality Labels in Hospitality & Tourism |                                                                                                          |                                                         |
|   | 4.1                                     | Star Classification, Travel Websites, International Standards Organisation (ISO), Ecolabels/green labels |                                                         |
|   | 4.2                                     | Approaches to Job Design                                                                                 |                                                         |
|   | 4.3                                     | Quality Circles                                                                                          |                                                         |
|   | 4.4                                     | Empowerment                                                                                              |                                                         |
|   | 4.5                                     | Job Description and Specification                                                                        |                                                         |
|   | 4.6                                     | Job Design Tools                                                                                         |                                                         |
|   | 4.7                                     | Management by objectives                                                                                 |                                                         |

### **UNIT III:**

|   |                             |                                                         |
|---|-----------------------------|---------------------------------------------------------|
| 5 | Managing Change             |                                                         |
|   | 5.1                         | Organisation culture & its impact on Quality Management |
|   | 5.2                         | Resistance against change                               |
|   | 5.3                         | Points to consider while implementing change            |
|   | 5.4                         | Kurt Lewin Model                                        |
|   |                             |                                                         |
| 6 | Interpersonal Communication |                                                         |
|   | 6.1                         | Questioning                                             |
|   | 6.2                         | Constructive Arguing                                    |
|   | 6.3                         | Clarifying                                              |
|   | 6.4                         | Building up on ideas of others                          |
|   | 6.5                         | Summarizing                                             |
|   | 6.6                         | Involving Others                                        |
|   | 6.7                         | Giving Feedback                                         |

### **REFERENCES:**

- The Managers Handbook for TQM By Debashis Sarkar
- TQM By S.M. Sundara Raju
- Service Quality Management in Hospitality Industry by G.K Sharma
- TQM an Executive Guide to continuous Improvement By Hubert K. Rampersad
- Online reference

# PSHA 502 – ADVANCED FOOD PRODUCTION STUDIES

## **UNIT I:**

|   |                                 |                                                                                                                                        |
|---|---------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Professional Knowledge (part-1) |                                                                                                                                        |
|   | 1.1                             | Professional Ethics.                                                                                                                   |
|   | 1.2                             | Government Regulations of Food Industry.                                                                                               |
|   | 1.3                             | Kitchen brigade & Staff; - Duties, Responsibilities & their Functions.                                                                 |
|   | 1.4                             | Kitchen Organization.                                                                                                                  |
|   | 1.5                             | Kitchen Designs.                                                                                                                       |
|   | 1.6                             | Advanced Kitchen Equipments.                                                                                                           |
|   |                                 |                                                                                                                                        |
| 2 | Professional Knowledge (part-2) |                                                                                                                                        |
|   | 2.1                             | Gastro-Norm                                                                                                                            |
|   | 2.2                             | Materials for the Manufacture of Kitchen Equipments.                                                                                   |
|   | 2.3                             | Refrigeration.                                                                                                                         |
|   | 2.4                             | Culinary Terms.                                                                                                                        |
|   | 2.5                             | Purchasing & Controls.                                                                                                                 |
|   | 2.6                             | The Menu; - History of Culinary Arts, Menu Planning, Meal Composition (frame work of the Menu), Types of Meals & Menu's, Menu Writing. |

## **UNIT II:**

|   |                  |                                          |
|---|------------------|------------------------------------------|
| 3 | Kitchen Costing  |                                          |
|   | 3.1              | Kitchen Accounting Terms.                |
|   | 3.2              | Basic Yield, Waste, Gross Weight.        |
|   | 3.3              | Purchase price & Food-cost.              |
|   | 3.4              | Price Calculations for Menu's & Recipes. |
|   | 3.5              | Cost Calculations.                       |
|   |                  |                                          |
| 4 | Cooking (part-1) |                                          |
|   | 4.1              | Introduction.                            |
|   | 4.2              | Art of Cooking.                          |
|   | 4.3              | Cooking Techniques.                      |

## **UNIT III:**

|   |                  |                      |                       |
|---|------------------|----------------------|-----------------------|
| 5 | Cooking (part-2) |                      |                       |
|   | 5.1              | Preservation Methods |                       |
|   |                  | 5.1.1                | Lowering Temperature, |
|   |                  | 5.1.2                | Heating               |
|   |                  | 5.1.3                | Dehydration,          |
|   |                  | 5.1.4                | Removal of Oxygen,    |
|   |                  | 5.1.5                | Filtration,           |

|   |                                |                               |
|---|--------------------------------|-------------------------------|
|   | 5.1.6                          | Radiation,                    |
|   | 5.1.7                          | Salting,                      |
|   | 5.1.8                          | Curing,                       |
|   | 5.1.9                          | Smoking,                      |
|   | 5.1.10                         | Pickling & Sourcing,          |
|   | 5.1.11                         | Alcohol Preservation,         |
|   | 5.1.12                         | Chemical Preservation,        |
|   | 5.1.13                         | Convenience Foods             |
|   | 5.1.14                         | Sugaring,                     |
|   |                                |                               |
| 6 | National Cuisines –an overview |                               |
|   | 6.1                            | Swiss cuisine.                |
|   | 6.2                            | French cuisine.               |
|   | 6.3                            | Italian cuisine.              |
|   | 6.4                            | German cuisine.               |
|   | 6.5                            | Australian cuisine.           |
|   | 6.6                            | Spanish & Portuguese cuisine. |
|   | 6.7                            | British Cuisine.              |
|   | 6.8                            | East & South Asian cuisine.   |

### **REFERENCES:**

- CLASSICAL COOKING- The Modern Way- (Methods and Techniques) by PHILIP PAULI ...Third Edition. (Translated by - Hannelore Dawson-Holt.), Published by “JOHN WILEY & SONS, INC.
- FOOD HYGIENE & SANITATION by SUNETRA RODAY..... Second edition. , Published by “Tata McGraw Hill Education Private Limited.

### **OPEN NET- SOURCE:**

- article posted by Dr. Saurabh Arora, founder of FoodSafetyHelpline.com and heads the services divisions of Arbro Pharmaceuticals and Auriga Research in India. Reach him at saurabharora@arbropharma.com.
- article posted by Vinay Vaish, Partner, Vaish Associates Advocates and Urmi Chudgar, Associate, Vaish Associates Advocates

# PSHA 503 – CLUB MANAGEMENT

## **UNIT I:**

|   |                                             |                                   |
|---|---------------------------------------------|-----------------------------------|
| 1 | Club Administration and Governance of Clubs |                                   |
|   | 1.1                                         | Introduction to the club industry |
|   | 1.2                                         | Early clubs                       |
|   | 1.3                                         | Growth of the club industry       |
|   | 1.4                                         | Types of club                     |
|   | 1.5                                         | Governance requirement            |
|   | 1.6                                         | Organisational structure of clubs |
|   | 1.7                                         | Club members                      |
|   | 1.8                                         | Club managers                     |
|   | 1.9                                         | Club directors                    |
|   |                                             |                                   |
| 2 | Legal Obligations of Club                   |                                   |
|   | 2.1                                         | Legal structure of a club         |
|   | 2.2                                         | Sources of law                    |
|   | 2.3                                         | General legal objectives          |

## **UNIT II:**

|   |                              |                                       |
|---|------------------------------|---------------------------------------|
| 3 | Facility and Risk Management |                                       |
|   | 3.1                          | Overview of facility management       |
|   | 3.2                          | Maintenance                           |
|   | 3.3                          | Manager's role in facility management |
|   | 3.4                          | Risk management                       |
|   | 3.5                          | Risk control techniques               |
|   | 3.6                          | Risk financing                        |
|   | 3.7                          | Risk management practices             |
|   | 3.8                          | Risk to cash and cash recovery areas  |
|   | 3.9                          | Reducing legal risk                   |
|   |                              |                                       |
| 4 | Marketing management         |                                       |
|   | 4.1                          | What is marketing                     |
|   | 4.2                          | Marketing model                       |
|   | 4.3                          | Marketing concept                     |
|   | 4.4                          | Marketing mix                         |
|   | 4.5                          | Marketing segmentation                |
|   | 4.6                          | Adoption / diffusion process          |
|   | 4.7                          | Product life cycle                    |
|   | 4.8                          | Product portfolio                     |
|   | 4.9                          | Marketing plans                       |
|   | 4.10                         | Marketing information system          |

### **UNIT III:**

|   |                                         |                                        |
|---|-----------------------------------------|----------------------------------------|
| 5 | Beverage and Catering Operations        |                                        |
|   | 5.1                                     | History of bar and catering operations |
|   | 5.2                                     | Catering Operation in Clubs            |
|   | 5.3                                     | Menu Management                        |
|   | 5.4                                     | In house versus contract catering      |
|   |                                         |                                        |
| 6 | Promotions and entertainment management |                                        |
|   | 6.1                                     | Promotion and promotional mix          |
|   | 6.2                                     | Club promotions                        |
|   | 6.3                                     | Entertainment                          |

### **REFERENCES:**

- Club Management in Australia, Neilee Hing, Helen Breen and Paul Weeks, Hospitality Press, Melbourne.

# PSHA 504 – RESEARCH METHODOLOGY

## **UNIT I:**

|   |                          |                                            |
|---|--------------------------|--------------------------------------------|
| 1 | Introduction to Research |                                            |
|   | 1.1                      | Research- Meaning & Definition             |
|   | 1.2                      | Research Objectives                        |
|   | 1.3                      | Scope & Importance of Research.            |
|   | 1.4                      | Characteristics of a Good Research.        |
|   |                          |                                            |
| 2 | Research Problem         |                                            |
|   | 2.1                      | Defining Research Problem                  |
|   | 2.2                      | Technique involved in defining the Problem |
|   | 2.3                      | Sourcing the Research Problem              |

## **UNIT II:**

|   |                      |                                          |
|---|----------------------|------------------------------------------|
| 3 | Literature Review    |                                          |
|   | 3.1                  | Introduction                             |
|   | 3.2                  | Objectives of Literature Review          |
|   | 3.3                  | Uses of Literature Review                |
|   | 3.4                  | Types of Literature Review               |
|   |                      |                                          |
| 4 | The Research Process |                                          |
|   | 4.1                  | Research Hypothesis Meaning & Definition |
|   | 4.2                  | Types of Hypothesis                      |
|   | 4.3                  | Hypothesis Formulation                   |

## **UNIT III:**

|   |                                   |                                            |
|---|-----------------------------------|--------------------------------------------|
| 5 | Research Design & Data Collection |                                            |
|   | 5.1                               | Meaning of Research Design                 |
|   | 5.2                               | Nature & Classification of Research Design |
|   | 5.3                               | Classification of Data                     |
|   | 5.4                               | Sampling & Data Processing                 |
|   | 5.5                               | Sampling Concepts                          |
|   | 5.6                               | Tabulation of Data                         |
|   |                                   |                                            |
| 6 | Report Writing                    |                                            |
|   | 6.1                               | Structure of Report                        |
|   | 6.2                               | Para Phrasing                              |
|   | 6.3                               | Referencing & Citations                    |

## **REFERENCES:**

- Research Methodology Methods & Techniques- C.R. Kothari
- Research Methodology- Dr. Pratap Kumar Panda
- Research Methodology Text & Cases- Dr. Bharti Venkatesh
- Research Methodology- Dr. Sanjay Kumar M. Gupta
- Business Research Methods- Cooper Schindler.

# **PSHA 505 - EVENT MANAGEMENT**

## **UNIT I:**

|   |                  |                                              |
|---|------------------|----------------------------------------------|
| 1 | Event Management |                                              |
|   | 1.1              | What is an Event and Event Manager?          |
|   | 1.2              | Types of Event                               |
|   | 1.3              | Impacts of Events and balancing the impacts. |
|   | 1.4              | Social & Cultural Impacts                    |
|   | 1.5              | Impacts on Tourism & Economy                 |
| 2 | Event Planning   |                                              |
|   | 2.1              | What is event planning                       |
|   | 2.2              | Conceptualizing the event                    |
|   | 2.3              | Defining the target audience                 |
|   | 2.4              | Advertising and Sponsors                     |

## **UNIT II:**

|   |                      |                                                                                                                         |
|---|----------------------|-------------------------------------------------------------------------------------------------------------------------|
| 3 | Budgeting & Planning |                                                                                                                         |
|   | 3.1                  | What is Control, its elements & categories.                                                                             |
|   | 3.2                  | Control Methods                                                                                                         |
|   | 3.3                  | Budget and Constructing Budgets                                                                                         |
|   | 3.4                  | Cash Flow, Costing & Tips on reducing cost.                                                                             |
|   | 3.5                  | Different types of permission and licenses                                                                              |
|   | 3.6                  | Securing Insurance                                                                                                      |
| 4 | Event Coordination   |                                                                                                                         |
|   | 4.1                  | Staffing                                                                                                                |
|   | 4.2                  | Vendor Requirement & Selection (The Stage, Power, Lights, Sound, Audio visuals, Catering, Performers, Hospitality etc.) |
|   | 4.3                  | Staging Event                                                                                                           |

## **UNIT III:**

|   |                        |                                                                       |
|---|------------------------|-----------------------------------------------------------------------|
| 5 | Risk Management        |                                                                       |
|   | 5.1                    | Legal Issues                                                          |
|   | 5.2                    | Different Contracts with different vendors                            |
|   | 5.3                    | Alcohols & Events                                                     |
|   | 5.4                    | Crowd Control                                                         |
|   | 5.5                    | Emergencies, Stage Safety, pyro-technicians, Parades & Demonstration. |
| 6 | Evaluation & Reporting |                                                                       |
|   | 6.1                    | What is Event Evaluation                                              |
|   | 6.2                    | When to evaluate events                                               |
|   | 6.3                    | Reporting to stakeholders                                             |

|  |     |                       |
|--|-----|-----------------------|
|  | 6.4 | Evaluation Procedures |
|  | 6.5 | What to evaluate      |

**REFERENCES:**

- Ian McDonnell/Johnny Allen / William O'Toole, Festival & Special Event Management, John Wiley & Sons, Australia, 1999
- Des Conway, The Event Manager's Bible, How to Books Ltd., United Kingdom, 2004
- Peter E. Tarlow, Event Risk Management & Safety, John Wiley & Sons, Inc., New York, 2002.

# **PSHA 506 - PROJECT MANAGEMENT IN THE HOSPITALITY INDUSTRY**

## **UNIT I:**

|   |                                                      |                                                                                       |
|---|------------------------------------------------------|---------------------------------------------------------------------------------------|
| 1 | Introduction and Projects Importance                 |                                                                                       |
|   | 1.1                                                  | Introduction                                                                          |
|   | 1.2                                                  | What is a project                                                                     |
|   | 1.3                                                  | Importance of project                                                                 |
|   | 1.4                                                  | Environment and projects                                                              |
|   | 1.5                                                  | How to obtain a project                                                               |
|   | 1.6                                                  | The dynamic lifecycle of a project                                                    |
|   | 1.7                                                  | The project dynamic action cycle                                                      |
|   | 1.8                                                  | Project management                                                                    |
| 2 | Project Managers role, Starting and Defining Project |                                                                                       |
|   | 2.1                                                  | The project organisation                                                              |
|   | 2.2                                                  | The project manager as a team leader                                                  |
|   | 2.3                                                  | A formal inspection of- sponsor, customer, end users, project core team               |
|   | 2.4                                                  | Customer satisfaction, needs and expectations                                         |
|   | 2.5                                                  | The customer contract                                                                 |
|   | 2.6                                                  | Identifying the project constraints                                                   |
|   | 2.7                                                  | The kick-off meeting                                                                  |
|   | 2.8                                                  | Project documentation                                                                 |
|   | 2.9                                                  | The project brief and specification                                                   |
|   | 2.10                                                 | Documents required to define a project                                                |
|   |                                                      | 2.10.1 Stakeholders list                                                              |
|   |                                                      | 2.10.2 Project brief                                                                  |
|   |                                                      | 2.10.3 Scope of work statement                                                        |
|   |                                                      | 2.10.4 Risk management – risk assessment, ranking of risk identified, risk monitoring |
|   | 2.11                                                 | Getting project definition approved                                                   |

## **UNIT II:**

|   |                    |                                               |
|---|--------------------|-----------------------------------------------|
| 3 | Planning a Project |                                               |
|   | 3.1                | Where does planning start                     |
|   | 3.2                | Identifying the key stages                    |
|   | 3.3                | The project work breakdown structure          |
|   | 3.4                | Allocating responsibility                     |
|   | 3.5                | What is an estimate                           |
|   | 3.6                | Estimating the durations                      |
|   | 3.7                | Contingencies                                 |
|   | 3.8                | Time limited scheduling and estimates         |
|   | 3.9                | Identifying the critical part of your project |

|   |                                                                                          |                                                          |
|---|------------------------------------------------------------------------------------------|----------------------------------------------------------|
|   | 3.10                                                                                     | The programme evaluation and review technique            |
|   | 3.11                                                                                     | Analysing the logic diagram                              |
|   | 3.12                                                                                     | Using the PERT analysis data                             |
|   | 3.13                                                                                     | Analyse your resource requirements                       |
|   | 3.14                                                                                     | Optimising your schedule                                 |
|   | 3.15                                                                                     | Review your project risk log                             |
|   | 3.16                                                                                     | Review your project budget                               |
|   | 3.17                                                                                     | Seeking approval to launch your project                  |
|   |                                                                                          |                                                          |
| 4 | Value of Money, Cost of Capital, Investment Decisions, Budgeting & Evaluation Techniques |                                                          |
|   | 4.1                                                                                      | What is time value- Present & Future value of money      |
|   | 4.2                                                                                      | Capitalisation decision & cost of capital                |
|   | 4.3                                                                                      | Strategic investment decisions                           |
|   | 4.4                                                                                      | Project feasibility study                                |
|   | 4.5                                                                                      | Cost benefit analysis (Cash flow projections)            |
|   | 4.6                                                                                      | The required rate of return from projects                |
|   | 4.7                                                                                      | Capital budgeting and evaluation techniques              |
|   | 4.8                                                                                      | Critical examination of evaluation techniques            |
|   | 4.9                                                                                      | The economic life of projects and the replacement policy |

### **UNIT III:**

|   |                                  |                                             |
|---|----------------------------------|---------------------------------------------|
| 5 | Launching your project           |                                             |
|   | 5.1                              | Establishing key stage work plans           |
|   | 5.2                              | Establishing a milestone schedule           |
|   | 5.3                              | Critical success factors                    |
|   | 5.4                              | Ensuring effective communication            |
|   | 5.5                              | Project status reports                      |
|   | 5.6                              | Derive a meetings schedule for your project |
|   | 5.7                              | Handling project changes                    |
|   | 5.8                              | Hold a launch meeting                       |
|   |                                  |                                             |
| 6 | Executing & Closing your Project |                                             |
|   | 6.1                              | The project control system                  |
|   | 6.2                              | Monitoring progress                         |
|   | 6.3                              | Managing issues                             |
|   | 6.4                              | Tracking your project                       |
|   | 6.5                              | Taking corrective action                    |
|   | 6.6                              | Problem-solving                             |
|   | 6.7                              | Progress meetings                           |
|   | 6.8                              | Progress reporting                          |
|   | 6.9                              | Projects and conflict                       |
|   | 6.10                             | Managing time                               |
|   | 6.11                             | Controlling the project costs               |
|   | 6.12                             | The acceptance process                      |

|  |      |                         |
|--|------|-------------------------|
|  | 6.13 | The close-out meeting   |
|  | 6.14 | Evaluating your project |
|  | 6.15 | Post-project appraisals |
|  | 6.16 | What next               |

## **REFERENCES:**

- Trevor L. Young, The Handbook of Project Management: A Practical Guide to Effective Policies and Procedures, 4325/3 Ansari Road, New Delhi 110 002, Kogan page India Private Limited, First South Asian Edition 1999.
- Bhavesh M. Patel, Project Management: Strategic Financial Planning, Evaluation and Control, 223, Cama Industrial Estate, 2<sup>nd</sup> floor, Sun Mill compound, Lower Parel (W), Mumbai- 400 013, 2003
- Prasanna Chandra, Projects: Planning, Analysis, Selection, Financing, Implementation, and Review, 7 west patel Nagar, New Delhi 110 008, Tata Mcgraw-Hill, 2009
- B .B. Goel, Project Management: Principles & Techniques, F-159, Rajouri Garden, New Delhi – 110 027, Deep & Deep Publications PVT. LTD., 2000
- Michael Davies, Project Management: Trainer's & Participant's Guide, 4325/3 Ansari Road, New Delhi 110 002, Kogan page India Private Limited, First South Asian Edition 2002.

# University of Mumbai



No. UG/ 117 of 2019-20

## CIRCULAR:-

Attention of the Principals of the Affiliated Colleges, the Head of the University Departments and Directors of the recognized Institutions in Science & Technology Faculty is invited to this office Circular No. UG/13 of 2014 dated 01<sup>st</sup> July, 2014 relating to the syllabus for the M.Sc. (Hotel & Hospitality Administration).

They are hereby informed that the recommendations made by the Ad-hoc Board of Studies in Hospitality Studies at its meeting held on 30<sup>th</sup> January, 2019 have been accepted by the Academic Council at its meeting held on 26<sup>th</sup> July, 2019 vide item No.4.14 and that in accordance therewith, the revised syllabus as per the (CBCS) for the M.Sc. (Sem -V & VI) Hotel & Hospitality Administration (H&HA) Three years part time has been brought into force with effect from the academic year 2019-20, accordingly. (The same is available on the University's website [www.mu.ac.in](http://www.mu.ac.in)).

MUMBAI - 400 032  
18<sup>th</sup> September, 2019

  
(Dr. Vinod P. Patil)  
I/c REGISTRAR

To

The Principals of the affiliated Colleges, the Head of the University Departments and Directors of the recognized Institutions in Science & Technology Faculty. (Circular No. UG/334 of 2017-18 dated 9<sup>th</sup> January, 2018.)

A.C/4.14/26/07/2019

No. UG/ 117 -A of 2019-20

\*\*\*\*\*

MUMBAI-400 032

18<sup>th</sup> September, 2019

Copy forwarded with Compliments for information to:-

- 1) The I/c Dean, Faculty of Science & Technology,
- 2) The Chairman, Ad-hoc Board of Studies in Hospitality Studies,
- 3) The Director, Board of Examinations and Evaluation,
- 4) The Director, Board of Students Development,
- 5) The Co-ordinator, University Computerization Centre,

  
(Dr. Vinod P. Patil)  
I/c REGISTRAR

AC 26/7/19  
Item No. 4.14UNIVERSITY OF MUMBAISyllabus for Approval

| Sr. No. | Heading                              | Particulars                                                                    |
|---------|--------------------------------------|--------------------------------------------------------------------------------|
| 1       | Title of the Course                  | M.Sc (H & HA)                                                                  |
| 2       | Eligibility for Admission            | B.Sc (in Tourism & Hospitality)                                                |
| 3       | Passing Marks                        | 40%.                                                                           |
| 4       | Ordinances / Regulations ( if any)   |                                                                                |
| 5       | No. of Years / Semesters             | 3 Years .<br>6 Semesters                                                       |
| 6       | Level                                | ✓ P.G. / U.G. / Diploma / Certificate<br>( Strike out which is not applicable) |
| 7       | Pattern                              | Yearly / <u>Semester</u> ✓<br>( Strike out which is not applicable)            |
| 8       | Status                               | <u>New</u> / Revised<br>( Strike out which is not applicable)                  |
| 9       | To be implemented from Academic Year | From Academic Year _____                                                       |

Date: 30/11/19Signature: Dopati Banerjee  
30/11/19Name of BOS Chairperson / Dean : Dopati Banerjee  
Chairperson - Hospitality  
StudiesRains  
15/11/19

AC \_\_\_\_\_  
Item no. \_\_\_\_\_

# UNIVERSITY OF MUMBAI



**Syllabus for Sem V and VI**

**(Three years part-time)**

**Program: M.Sc. (Hotel & Hospitality Administration)**

**Course: Hotel & Hospitality Administration**

**(Choice Based Credit System with effect  
from the academic year 2019-2020)**

## SEMESTER VI – Master of Science (Hotel & Hospitality Administration)

| Course Code | Subject                                  | Class Room Instruction Face to Face |   |   |              |   |   |                    |   |   | Total | Total Marks |   | Credits |   |   |       |
|-------------|------------------------------------------|-------------------------------------|---|---|--------------|---|---|--------------------|---|---|-------|-------------|---|---------|---|---|-------|
|             |                                          | Per Week                            |   |   | Per Semester |   |   | Per Semester Hours |   |   |       |             |   | L       | P | T | Total |
|             |                                          | L                                   | P | T | L            | P | T | L                  | P | T |       |             |   |         |   |   |       |
| PSHA 601    | Food Logistics & Supply Chain Management | 6                                   | - | - | 90           | - | - | 45                 | - | - | 45    | 100         | - | 4       | - | - | 4     |
| PSHA 602    | International Marketing Management       | 3                                   | - | - | 45           | - | - | 45                 | - | - | 45    | 100         | - | 2       | - | - | 2     |
| PSHA 603    | Research Project Report                  | 6                                   | - | - | 90           | - | - | 90                 | - | - | 90    | 100         | - | 4       | - | - | 4     |
| PSHA 604    | Leadership & Innovation Management       | 3                                   | - | - | 45           | - | - | 45                 | - | - | 45    | 100         | - | 2       | - | - | 2     |
| PSHA 605    | Corporate Strategy                       | 3                                   | - | - | 45           | - | - | 45                 | - | - | 45    | 100         | - | 2       | - | - | 2     |
| PSHA 606    | Casino Management                        | 3                                   | - | - | 45           | - | - | 45                 | - | - | 45    | 100         | - | 2       | - | - | 2     |
|             | Total                                    | 24                                  | - | - | 360          | - | - | 360                | - | - | 360   | 600         | - | 16      | - | - | 16    |

**L** = one lecture / period of 60 minutes (1 hr.) **P**= Practical **T**= Tutorial

# PSHA 601- FOOD LOGISTICS & SUPPLY CHAIN MANAGEMENT

## **UNIT I:**

|   |                                     |                                                                                                                          |
|---|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
| 1 | Introduction ( Meaning & Overview ) |                                                                                                                          |
|   | 1.1                                 | Food Supply Chains & Food Logistics                                                                                      |
|   | 1.2                                 | Evolution of food supply chain                                                                                           |
|   | 1.3                                 | Relationship between Food & the economy                                                                                  |
|   | 1.4                                 | International Definition of Food Supply Chain                                                                            |
|   | 1.5                                 | Significance & Drivers                                                                                                   |
|   | 1.6                                 | The actors in Food Supply Chain ( FSC) – Producers, Processors, Retailers & Distributors, Hospitality Sectors, Consumers |
|   |                                     | Types of Food Chains                                                                                                     |
|   |                                     | Factors Influencing Food Supply Chain                                                                                    |
|   |                                     | Food Logistics – Movement of Food, Packaging in Logistics , Temperature Controlled Supply Chains                         |
| 2 | Food Sourcing and procurements      |                                                                                                                          |
|   | 2.1                                 | Sourcing- Low cost sourcing, Outsourcing, In-sourcing, Single sourcing, Multiple sourcing, Partnerships.                 |
|   | 2.2                                 | Procurement (Purchase)- Kralgic Matrix , Supplier Segmentation, Sustainable Procurement .                                |
|   | 2.3                                 | A Traditional Food Industry Supply Chain ( adapted from DTI-1995)- Diagram.                                              |

## **UNIT II:**

|   |                                        |                                                                     |
|---|----------------------------------------|---------------------------------------------------------------------|
| 3 | Risk Management                        |                                                                     |
|   | 3.1                                    | Managing supply chain risks .                                       |
|   | 3.2                                    | Managing risks in Food Supply., Managing risks in food supply.      |
| 4 | Technology Trends in food supply chain |                                                                     |
|   | 4.1                                    | Traceability and use of technology- Traceability, RIFD, Bar-coding. |
|   | 4.2                                    | Food Processing & Food packaging in a technological context.        |
|   | 4.3                                    | Food Logistics.                                                     |

## **UNIT III:**

|   |                                    |                                                                                                                                                               |
|---|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5 | Sustainability & Future Challenges |                                                                                                                                                               |
|   | 5.1                                | Attributes to consider when designing food supply chain. – Perishability, Seasonality in production, Edible nature of product, Heterogeneity- Info Asymmetry. |
|   | 5.2                                | Food Regulations & Safety. –Minimum Quality Standards, Regulations & Standards, Compatibility Standards- HACCP, ISO, FSSC, TACCP.                             |

|   |                                                |                                                                                                            |                                |
|---|------------------------------------------------|------------------------------------------------------------------------------------------------------------|--------------------------------|
| 6 | Sustainability Challenges in Food Supply Chain |                                                                                                            |                                |
|   | 6.1                                            | Sustainable supply chains, Sustainable Food Supply Chains.                                                 |                                |
|   | 6.2                                            | Developing Sustainability within food supply chains- Production, Processing, Logistics & Retail, Sourcing. |                                |
|   | 6.3                                            | Food Sector & Economic Regeneration                                                                        |                                |
|   |                                                | 6.3.1                                                                                                      | Logistics Infrastructure       |
|   |                                                | 6.3.2                                                                                                      | Food Cluster & Enterprise Zone |
|   |                                                | 6.3.3                                                                                                      | Food Parks & Hubs              |

## **REFERENCES:**

- Food Supply Chain Management & Logistics .( From Farm to Fork) by Mr. Samir Dani, Published by KoganPage, New Delhi.
- Food Supply Management ( issues for the hospitality and retail sectors)- Edited by Jane F Eastham, Liz Sharples & Stephen D Ball, Published by Butterworth Heinemann, New Delhi.

# PSHA 602 - INTERNATIONAL MARKETING MANAGEMENT

## UNIT I:

|   |                                         |                                                                                         |                                                    |
|---|-----------------------------------------|-----------------------------------------------------------------------------------------|----------------------------------------------------|
| 1 | Introduction to International Marketing |                                                                                         |                                                    |
|   | 1.1                                     | Definition and Scope                                                                    |                                                    |
|   | 1.2                                     | Benefits of International Marketing                                                     |                                                    |
|   | 1.3                                     | Forces Affecting Global Integration and Marketing                                       |                                                    |
|   |                                         | 1.3.1                                                                                   | Driving Forces                                     |
|   |                                         | 1.3.1.1                                                                                 | Entry and Exit Barriers to International Marketing |
|   |                                         | 1.3.1.2                                                                                 | Regional Economic Agreements                       |
|   |                                         | 1.3.1.3                                                                                 | Marketing Needs and Wants                          |
|   |                                         | 1.3.1.4                                                                                 | Scale Economies                                    |
|   |                                         | 1.3.2                                                                                   | Restricting Forces                                 |
|   |                                         | 1.3.2.1                                                                                 | Management Myopia and Organizational Culture       |
|   |                                         | 1.3.2.2                                                                                 | National Control and Barriers                      |
|   |                                         |                                                                                         |                                                    |
| 2 | Environment Scanning                    |                                                                                         |                                                    |
|   | 2.1                                     | PESTEL – Political, Economic, Socio cultural, Technological, Environmental, Legal       |                                                    |
|   | 2.2                                     | Porters Five Forces – New Entrants, Substitutes, Buyers, Suppliers, Competitive Rivalry |                                                    |
|   | 2.3                                     | Entry and Expansion Strategies, Cooperative Strategies and Strategic Partnerships       |                                                    |
|   |                                         | 2.3.1                                                                                   | Domestic Market Extension                          |
|   |                                         | 2.3.2                                                                                   | Global Market Extension                            |

## UNIT II:

|   |                                        |                                                                                                                                       |                                    |
|---|----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|
| 3 | Marketing Mix                          |                                                                                                                                       |                                    |
|   | 1.1                                    | Product                                                                                                                               |                                    |
|   |                                        | 1.1.1                                                                                                                                 | International Product Strategies   |
|   | 1.2                                    | Price                                                                                                                                 |                                    |
|   |                                        | 1.2.1                                                                                                                                 | Purchasing Power                   |
|   |                                        | 1.2.2                                                                                                                                 | Per Capita Income                  |
|   |                                        | 1.2.3                                                                                                                                 | Price / Value Equation             |
|   | 1.3                                    | Promotion                                                                                                                             |                                    |
|   |                                        | 1.3.1                                                                                                                                 | Advertising / Branding / Packaging |
|   | 1.4                                    | Place                                                                                                                                 |                                    |
|   | 1.5                                    | People                                                                                                                                |                                    |
|   | 1.6                                    | Processes                                                                                                                             |                                    |
|   | 1.7                                    | Physical Evidence                                                                                                                     |                                    |
|   | 1.8                                    | Relevance of the Marketing Mix in International Markets                                                                               |                                    |
|   | 1.9                                    | The Changes/Adaptation and Modification that would be required for all elements of the mix, if you enter/exit an international market |                                    |
|   |                                        |                                                                                                                                       |                                    |
| 4 | Developing Global Marketing Strategies |                                                                                                                                       |                                    |

|  |     |                                                                |                                                                               |
|--|-----|----------------------------------------------------------------|-------------------------------------------------------------------------------|
|  | 4.1 | Planning for Global Markets (Company Objectives and Resources) |                                                                               |
|  | 4.2 | The Planning Process                                           |                                                                               |
|  | 4.3 | Market Entry Strategies                                        |                                                                               |
|  |     | 4.3.1                                                          | Exporting                                                                     |
|  |     | 4.3.2                                                          | Contractual Agreements                                                        |
|  |     | 4.3.3                                                          | Strategic International Alliance                                              |
|  |     | 4.3.4                                                          | Direct Foreign Investment                                                     |
|  | 4.4 | Distribution Structures                                        |                                                                               |
|  |     | 4.4.1                                                          | Direct                                                                        |
|  |     | 4.4.2                                                          | Indirect                                                                      |
|  |     | 4.4.3                                                          | Hybrid                                                                        |
|  | 4.5 | Channel Strategies                                             |                                                                               |
|  |     | 4.5.1                                                          | Using Appropriate Channel Strategy in Various Different International Markets |

### **UNIT III:**

|   |                               |                   |                                                       |
|---|-------------------------------|-------------------|-------------------------------------------------------|
| 5 | Marketing                     |                   |                                                       |
|   | 5.1                           | Digital Marketing |                                                       |
|   |                               | 5.1.1             | Introduction to Digital Marketing                     |
|   |                               | 5.1.2             | Tools for Digital Marketing                           |
|   |                               | 5.1.3             | Advantages/Disadvantages                              |
|   | 5.2                           | Green Marketing   |                                                       |
|   |                               | 5.2.1             | Introduction to Green Marketing                       |
|   |                               | 5.2.2             | How Green Marketing Helps Organizations               |
|   |                               | 5.2.3             | The Way of the Future (With Examples)                 |
| 6 | Business Ethics & Negotiation |                   |                                                       |
|   | 6.1                           | Business Ethics   |                                                       |
|   |                               | 6.1.1             | Bribery                                               |
|   |                               | 6.1.2             | Corruption Defined                                    |
|   |                               | 6.1.3             | Ethical, Social and Moral Decision Making             |
|   | 6.2                           | Negotiation       |                                                       |
|   |                               | 6.2.1             | Global Perspective                                    |
|   |                               | 6.2.2             | Dangers of Stereotypes                                |
|   |                               | 6.2.3             | Impact of Culture on Negotiation Behaviour            |
|   |                               | 6.2.4             | Differences in Language and Non-Verbal Behaviour      |
|   |                               | 6.2.5             | Differences in Values                                 |
|   |                               | 6.2.6             | Differences in Thinking and Decision Making Processes |

### **REFERENCES:**

- International Marketing (Cateora Graham – TATA McGraw Hill Edition)
- Essentials of Marketing (Baines/Fill/Page)
- International Marketing Management (Phillip Kotler)
- International Marketing (Terpstra and Ravi Sarthy)
- International Marketing (Warren Keegan)

# **PSHA 603 - RESEARCH PROJECT MANAGEMENT**

## **Framework for Research Project**

1. First Page of Report: College Certificate
2. Declaration by Student
3. Certificate of Project Approval.
4. Research Project Name & Other Details (As per the Cover Page)
5. Acknowledgement
6. Content Page
  - 6.1 Introduction
  - 6.2 Review of Literature
  - 6.3 Research Methodology
  - 6.4 Research Findings & Analysis
  - 6.5 Conclusion & Recommendation
  - 6.6 Bibliography
  - 6.7 Annexure
7. List of Tables & Graphs
8. Guidelines for Research Project:
  - 8.1 Font- Times New Roman
  - 8.2 Font Size-12
  - 8.3 Line Spacing 1.5
  - 8.4 Chapter Text - font Size 16
  - 8.5 Title - font size 22
  - 8.6 Sub Topic - font size 14
  - 8.7 No unnecessary High Lighting or Underlining
  - 8.8 Every Image will have figure number & Source Image
  - 8.9 Page size will be A4, left margin will be 1.5 & other (Right, bottom and left margin will be 1)
  - 8.10 Text Alignment will be JUSTIFY
  - 8.11 Citation- APA Style

# PSHA 604 - LEADERSHIP & INNOVATION MANAGEMENT

## **UNIT I:**

|   |                            |                                              |
|---|----------------------------|----------------------------------------------|
| 1 | Leadership & Encouragement |                                              |
|   | 1.1                        | What is Leadership?                          |
|   | 1.2                        | Myths on Leadership                          |
|   | 1.3                        | Interactional Framework of Leadership        |
|   | 1.3.1                      | Leader                                       |
|   | 1.3.2                      | Follower                                     |
|   | 1.3.3                      | Situation                                    |
|   | 1.4                        | Encouragement & Leadership                   |
|   | 1.5                        | The Essence of the Encouraging Leader        |
|   |                            |                                              |
| 2 | Leadership Skills          |                                              |
|   | 2.1                        | Communication, Listening & Assertiveness     |
|   | 2.2                        | Stress Management                            |
|   | 2.3                        | Building Relationship with Superiors & Peers |
|   | 2.4                        | Delegating & Team Building                   |
|   | 2.5                        | Setting Goals                                |
|   | 2.6                        | Managing Conflict                            |
|   | 2.7                        | Negotiation & Problem Solving                |

## **UNIT II:**

|   |                                        |                                                 |
|---|----------------------------------------|-------------------------------------------------|
| 3 | Motivation, Satisfaction & Performance |                                                 |
|   | 3.1                                    | Defining Motivation, Satisfaction & Performance |
|   | 3.2                                    | Need Theories                                   |
|   | 3.3                                    | Individual Differences in Motivation            |
|   | 3.4                                    | Cognitive Theories                              |
|   | 3.5                                    | Situational Approaches                          |
|   | 3.6                                    | Global, Facet & Life Satisfaction               |
|   | 3.7                                    | Theories of Job Satisfaction                    |
|   |                                        |                                                 |
| 4 | Groups, Teams & Leadership             |                                                 |
|   | 4.1                                    | Individual v/s Groups v/s Teams                 |
|   | 4.2                                    | The Nature of Groups                            |
|   | 4.3                                    | Teams                                           |
|   | 4.4                                    | Ginett's Team Leadership Model                  |
|   | 4.5                                    | Virtual Teams                                   |

## **UNIT III:**

|   |                     |                                                |
|---|---------------------|------------------------------------------------|
| 5 | Leadership & Change |                                                |
|   | 5.1                 | The Rational Approach to Organizational Change |

|   |                                    |                                                              |
|---|------------------------------------|--------------------------------------------------------------|
|   | 5.2                                | The Emotional Approach to Organizational Change              |
|   | 5.3                                | Characteristics of Charismatic & Transformational Leadership |
|   | 5.4                                | Bass's Theory of Transformation & Transactional Leadership   |
|   |                                    |                                                              |
| 6 | Contingency Theories of Leadership |                                                              |
|   | 6.1                                | Normative Decision Model                                     |
|   | 6.2                                | Situational Leadership Model                                 |
|   | 6.3                                | Contingency Model                                            |
|   | 6.4                                | Path Goal Theory                                             |

## **REFERENCES:**

- Leadership – Enhancing the Lessons of Experience – Richard L. Hughes, Robert C. Ginnett, Gordon J Curphy – Tata McGraw Hill Publishing Co. Ltd
- Leadership By Encouragement – Don Dinkmeyer, Daniel Eckstein – St. Lucie Press

# PSHA 605 - CORPORATE STRATEGY

## **UNIT I:**

|   |                                              |                                                             |                                                             |
|---|----------------------------------------------|-------------------------------------------------------------|-------------------------------------------------------------|
| 1 | Overview of Strategic Management Formulation |                                                             |                                                             |
|   | 1.1                                          | What is Strategic Management? - Definition, Stages & Levels |                                                             |
|   | 1.2                                          | Key Terms in Strategic Management                           |                                                             |
|   | 1.3                                          | The Strategic Management Model                              |                                                             |
|   | 1.4                                          | Vision & Mission                                            |                                                             |
|   | 1.5                                          | Importance of Vision & Mission Statement                    |                                                             |
|   |                                              |                                                             |                                                             |
| 2 | Strategy Formulation                         |                                                             |                                                             |
|   | 2.1                                          | External Assessment                                         |                                                             |
|   |                                              | 2.1.1                                                       | Nature of External Audit                                    |
|   |                                              | 2.1.2                                                       | The Industrial Organisation (I/O) View                      |
|   |                                              | 2.1.3                                                       | Porter's 5 force Analysis                                   |
|   |                                              | 2.1.4                                                       | Industry Analysis – External Factor Evaluation (EFE) Matrix |
|   |                                              | 2.1.5                                                       | Competitive Profile Matrix                                  |
|   | 2.2                                          | Internal Assessment                                         |                                                             |
|   |                                              | 2.2.1                                                       | Nature of Internal Audit                                    |
|   |                                              | 2.2.2                                                       | Resource Based View (RBV)                                   |
|   |                                              | 2.2.3                                                       | Internal Factor Evaluation (IFE) Matrix                     |

## **UNIT II:**

|   |                                                   |                                                      |                                               |
|---|---------------------------------------------------|------------------------------------------------------|-----------------------------------------------|
| 3 | Strategies in Action                              |                                                      |                                               |
|   | 3.1                                               | Long Term Objectives                                 |                                               |
|   | 3.2                                               | Types of Strategies                                  |                                               |
|   | 3.3                                               | Means for Achieving Strategies                       |                                               |
|   |                                                   |                                                      |                                               |
| 4 | Implementation Strategies, Management & Operation |                                                      |                                               |
|   | 4.1                                               | Nature of Strategy Implementation                    |                                               |
|   |                                                   | 4.1.1                                                | Annual Objectives                             |
|   |                                                   | 4.1.2                                                | Policies                                      |
|   |                                                   | 4.1.3                                                | Resource Allocation                           |
|   |                                                   | 4.1.4                                                | Managing Conflict                             |
|   |                                                   | 4.1.5                                                | Matching Structure with Strategy              |
|   |                                                   | 4.1.6                                                | Restructuring, Re-Engineering & E-Engineering |
|   | 4.2                                               | Managing Resistance to Change                        |                                               |
|   | 4.3                                               | Creating a Strategy Supportive Culture               |                                               |
|   | 4.4                                               | Operation Concerns When Implementing Strategies      |                                               |
|   | 4.5                                               | Human Resource Concerns When Implementing Strategies |                                               |

### **UNIT III:**

|   |                                                                      |                                                   |
|---|----------------------------------------------------------------------|---------------------------------------------------|
| 5 | Implementation Strategies, Marketing, Finance/ Accounting, R&D & MIS |                                                   |
|   | 5.1                                                                  | Marketing Issues                                  |
|   | 5.2                                                                  | Finance Issues                                    |
|   | 5.3                                                                  | Research& Development (R&D)Issues                 |
|   | 5.4                                                                  | MIS Issues                                        |
| 6 | Strategy Review, Evaluation & Control                                |                                                   |
|   | 6.1                                                                  | Nature of Strategy Review Evaluation              |
|   | 6.2                                                                  | Strategy Evaluation Framework                     |
|   | 6.3                                                                  | Characteristics of an Effective Evaluation System |

### **REFERENCES:**

- Strategic Management – Fred R David, PHI Learning Pvt Ltd
- Strategic Management & Business Policy

# PSHA 606 – CASINO MANAGEMENT

## **UNIT I:**

|   |                          |                                        |
|---|--------------------------|----------------------------------------|
| 1 | History of Modern Gaming |                                        |
|   | 1.1                      | History of modern gaming               |
|   | 1.2                      | Gaming control                         |
|   | 1.3                      | Gaming taxes                           |
|   | 1.4                      | Internal control system                |
|   |                          |                                        |
| 2 | Management Structure     |                                        |
|   | 2.1                      | Casino management (management pyramid) |
|   | 2.2                      | Casino organisational structure        |
|   | 2.3                      | Casino Hotel system                    |
|   | 2.4                      | Staffing                               |

## **UNIT II:**

|   |                              |                                    |            |
|---|------------------------------|------------------------------------|------------|
| 3 | Slot Management              |                                    |            |
|   | 3.1                          | Slot                               |            |
|   | 3.2                          | Video pokers                       |            |
|   | 3.3                          | Introduction to table games        |            |
|   |                              | 3.3.1                              | Dice       |
|   |                              | 3.3.2                              | Roulette   |
|   |                              | 3.3.3                              | Black Jack |
|   |                              | 3.3.4                              | Baccarat   |
|   |                              |                                    |            |
| 4 | Casino Table Game Management |                                    |            |
|   | 4.1                          | Table game operations              |            |
|   | 4.2                          | Revenue and profit per square foot |            |
|   | 4.3                          | Betting limits                     |            |

## **UNIT III:**

|   |                        |                                                  |
|---|------------------------|--------------------------------------------------|
| 5 | Casino Marketing       |                                                  |
|   | 5.1                    | Consumer choice factor                           |
|   | 5.2                    | Table game rule modification as a marketing tool |
|   | 5.3                    | Match play; problems and solutions.              |
|   |                        |                                                  |
| 6 | Premium Player Segment |                                                  |
|   | 6.1                    | Defining premium play segment                    |
|   | 6.2                    | Hidden cost of discounting                       |
|   | 6.3                    | Rationale behind discounting                     |
|   | 6.4                    | Dangers of discounting                           |

## **REFERENCES:**

- Casino Operations Management, Jim Kilby, Jim Fox, Anthony F. Lucas

**UNIVERSITY OF MUMBAI**

No. UG/137 of 2018-19

**CIRCULAR:-**

Attention of the Principals of the affiliated Colleges, the Heads University Departments and Directors of the recognized Institutions in Science & Technology Faculty is invited to this office Circular No. UG/13 of 2014, dated 1<sup>st</sup> July, 2014, relating to revised syllabus as per the (CBCS) of M.Sc. (Hotel & Hospitality Administration).

They are hereby informed that the following recommendations are made by the Board of Studies in Hospitality Studies at its meeting held on 30<sup>th</sup> July, 2018 and that 1) In M.Sc. (Hospitality Studies) Sem I is the syllabus of the subject 'Perspective Management' is amended. 2) In M.Sc. (Hospitality Studies) Sem III the syllabus of the subject 'Legal Aspects of Hospitality Business (PSHA 303) overlaps with 'Legal Aspects of Hospitality Business' PSHA 205 of Sem II whereby one third of the topics of the syllabus is repetitive. Therefore it was resolved to introduce new subject 'Entrepreneurship in the Hospitality Industry' from the academic year 2018-19. The said recommendation of the BOS has been accepted by the Hon'ble Vice Chancellor as per the power confirmed upon him under Section 12(7) of the Maharashtra Public Universities Act, 2016 and the same is implemented from the academic year 2018-19. (The same is available on the University's website [www.mu.ac.in](http://www.mu.ac.in)).

MUMBAI – 400 032

18<sup>th</sup> December, 2018

To

  
(Prof. Sunil Bhirud)  
I/c. REGISTRAR

The Principals of the affiliated Colleges, the Heads University Departments and Directors of the recognized Institutions in Science & Technology Faculty. (Circular No. UG/334 of 2017-18 dated 9<sup>th</sup> January, 2018. )

\*\*\*\*\*

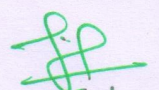
No. UG/137 -A of 2018

MUMBAI-400 032

18<sup>th</sup> December, 2018

Copy forwarded with Compliments for information to:-

- 1) The I/c Dean, Faculty of Science & Technology,
- 2) The Chairman, Board of Studies in Hospitality Studies,
- 3) The Director, Board of Examinations and Evaluation,
- 4) The Director, Board of Students Development,
- 5) The Co-ordinator, University Computerization Centre,

  
(Prof. Sunil Bhirud)  
I/c. REGISTRAR

Cover Page

AC \_\_\_\_\_  
Item No. \_\_\_\_\_**UNIVERSITY OF MUMBAI****Syllabus for Approval**

| Sr. No. | Heading                              | Particulars                                                                                                            |
|---------|--------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| 1       | Title of the Course                  | M.Sc (Hotel & Hospitality Administration)                                                                              |
| 2       | Eligibility for Admission            | B.Sc (HS) & Relevant Graduation                                                                                        |
| 3       | Passing Marks                        | 70%                                                                                                                    |
| 4       | Ordinances / Regulations ( if any)   |                                                                                                                        |
| 5       | No. of Years / Semesters             | 3 Years - Semester 6                                                                                                   |
| 6       | Level                                | P.G. / U.G. / Diploma / Certificate<br>( Strike out which is not applicable)                                           |
| 7       | Pattern                              | Yearly / Semester<br>( Strike out which is not applicable)                                                             |
| 8       | Status                               | New / Revised<br>( Strike out which is not applicable) <i>Change of Subject due to Repetition in Sem 2 &amp; Sem 3</i> |
| 9       | To be implemented from Academic Year | From Academic Year <u>2018-19</u>                                                                                      |

Date:

Signature:

Name of BOS Chairperson / Dean :

*Chairperson - Hospitality Studies.*

Cover Page

AC \_\_\_\_\_  
Item No. \_\_\_\_\_

**UNIVERSITY OF MUMBAI**



**Syllabus for Approval**

| Sr. No. | Heading                              | Particulars                                                                                               |
|---------|--------------------------------------|-----------------------------------------------------------------------------------------------------------|
| 1       | Title of the Course                  | M. Sc (Hotel & Hospitality Administration)                                                                |
| 2       | Eligibility for Admission            | B.Sc (Hs) & Relevant Graduation                                                                           |
| 3       | Passing Marks                        | 40%                                                                                                       |
| 4       | Ordinances / Regulations ( if any)   |                                                                                                           |
| 5       | No. of Years / Semesters             | 3 Years - Semester 6                                                                                      |
| 6       | Level                                | P.G. / U.G./Diploma / Certificate<br>( Strike out which is not applicable)                                |
| 7       | Pattern                              | Yearly / Semester<br>( Strike out which is not applicable)                                                |
| 8       | Status                               | New/ Revised <i>change in content due to repetition of topic</i><br>( Strike out which is not applicable) |
| 9       | To be implemented from Academic Year | From Academic Year 2018-19                                                                                |

Date:

Signature :

*P. S. Anand*  
Chairperson - Hospital Studies

Name of BOS Chairperson / Dean : \_\_\_\_\_