



Savitribai Phule Pune University

Masters in Hotel Management and Catering Technology – MHMCT

(Faculty of Commerce & Management)

(National Education Policy 2020)

**Revised MHMCT Curriculum to be implemented from
the Academic year 2025-2026**

I. TITLE

Name of the Programme:

Masters in Hotel Management & Catering Technology (MHMCT)

Nature of the Programme:

MHMCT is a two year full-time Post Graduate Degree Programme.

II. PREAMBLE

Curriculum of the MHMCT programme of SPPU was last revised in the year 2022 with implementation of choice-based credit system. This revision of MHMCT syllabus focusses on implementation of the National Education Policy 2020 objectives inculcating multidisciplinary education approach, incorporating Indian Knowledge System. MHMCT programme progresses students' understanding from mid-level to top management system nurturing entrepreneurship, decision making capacities and contributing to the field of hospitality.

III. KEY FEATURES OF THE MHMCT PROGRAMME

1. Enhancement from fundamentals to advancements in the hospitality industry, aligning with NEP 2020 education policy and focusing on self-employability.
2. Imparts hands on experience in creating future consultants, entrepreneurs, managers in varied fields, both corporate and self-owned hospitality and allied ventures.
3. This programme has also been designed keeping in mind the profile of an HMCT graduate who wants to advance in his career and gain the necessary conceptual skills required in the middle management and senior management level positions.
4. The programme provides profound management knowledge and builds analytical and decision-making skills.
5. Diverse Specialisation and Practical Exposure: Students will have the opportunity to specialize in emerging hospitality areas through general electives and gain practical experience through structured summer internships and dissertation.
6. Comprehensive Credit Distribution: The curriculum incorporates 88 credits for a two-year program. It includes a balanced mix of programme core & elective courses, general electives and significant emphasis on hands-on learning through practicals, research projects, and internships.

IV. PROGRAMME OUTCOMES

1. Develop employability skills required for hospitality industry enhancing skills in core areas at various positions of specialization.
2. Understand, analyse and evaluate quantitative data to make business decisions.
3. Develop students with an in depth understanding of management aspects and an awareness of the issues that impact hospitality business operations globally.
4. Ability to identify entrepreneurial opportunities and leverage managerial and leadership skills in leading and managing hospitality business and startups.
5. Ability to resolve strategic management issues of Hospitality and allied areas and able to collaborate across organizational boundaries in achievement of organizational goals.
6. Ability to apply Technological advancements and process data in a meaningful way to make business decisions.
7. Acknowledge ethical boundaries in business to implement strategies and resolve ethical issues to simplify situations.
8. Develop tolerance and acceptance of diverse cultural orientations while respecting international business norms.

V. HIGHLIGHTS OF THIS CURRICULUM

1. The curriculum is design based on student-centric approach and keeping in mind the current industry requirement of multi-skilled professionals and to develop Entrepreneurs, therefore a choice-based curriculum is made based on the National Education Policy 2020.
2. As per the guidelines of NEP 2020, the structure is divided into Major Discipline Specific Courses, Major Faculty Specific Courses, Minor Courses, Generic Electives, Open Electives, Vocational Skill Courses, Skill Enhancement Courses, Ability Enhancement Courses, Value Education Courses, Indian Knowledge System, Co-curricular Courses, On Job Training, Field Project, Community Engagement.
3. The electives are thoughtfully designed, keeping in mind the dynamics of Hospitality and allied industry.
4. Curriculum is designed to integrate advanced core operational courses, cross-functional, inter-disciplinary courses, various management strategies, models and frameworks of the real world. This Master programme is progression and continued education after the completion of Bachelors of Hotel Management & Catering Technology (BHMCT).
5. It offers an 8-week mandatory summer internship program to develop advanced operational and managerial skills in hotel & allied industries. The evaluation of the Summer Internship Programme (SIP) is to be conducted in the third semester.
6. In the fourth semester the students must complete their dissertation which offers a unique pathway for students interested in academic and research careers.

VI. ELIGIBILITY

As per the norms laid by All India Council for Technical Education (AICTE)

VII. CREDIT DISTRIBUTION

A. Definition of Credit:

01-hour Lecture (L) per week	01 credit
01-hour Tutorial (T) per week	01 credit
01-hour Practical (P) per week	0.5 credit
02 hours Practical (P) per week	01 credit

* 1 Credit = 25 marks (for evaluation)

B. Course Code & Definition:

Abbreviations	Definition
L	Lecture
T	Tutorial
P	Practical
MJ (DSC)	Major Discipline Specific Courses
MJ (FSC)	Major Faculty Specific Courses
MN	Minor Courses
GE	Generic Elective
OE	Open Elective
VSC	Vocational Skill Courses
SEC	Skill Enhancement Courses
AEC	Ability Enhancement Courses
VEC	Value Education Courses
IKS	Indian Knowledge System
OJT	On Job Training
FP	Field Project
CE	Community Engagement
SIP	Summer Internship Program

C. Credit Framework Outline

MHMCT students are allowed flexibility in choosing the courses (inter-disciplinary, intra-disciplinary and skill based) depending on their aims and interest w.e.f. guidelines provided by the Ministry of Human Resource Development (HRD), Govt. of India – NEP 2020 education policy.

VIII. SUMMER INTERNSHIP PROGRAMME (SIP)

SIP is an on-field research to be carried out, applying concepts of research methodology in the successful completion of the same. At the end of the second semester each student shall undergo a mandatory 8-week Summer Internship Program (SIP), with the renowned hotels or allied hospitality industries. After successful completion of the internship (8 weeks), the student shall submit SIP Report to the SIP Co-ordinator along with the mandatory documents:

- Logbook duly signed by Department Head.
- Logbook Certificate signed and stamped by Manager / HOD.
- Summer Internship Completion Certificate of 8 weeks issued by the organisation.
- Performance Appraisals duly filled and signed by the competent authority of the organisation.
- Summer Internship Report to be submitted in two hard copies (one spiral bound, one golden embossed) with the certificate duly signed by SIP Co-ordinator and Principal.
- Regular emails to SIP Co-ordinator for updating internship progress by the student.

IX. DISSERTATION BASED ON OPERATIONAL ELECTIVE

In the 4th semester, the student shall conduct a dissertation on a particular topic approved by the internal supervisor and submit a structured report in two hard copies (one spiral bound, one golden embossed) certified by the Supervisor and the Principal of the Institute along with a soft copy. A dissertation outlining the entire research problem, including a review of literature, data analysis and the various results obtained along with their solutions are expected to be produced. The student is expected to apply research advancements for a given dissertation. The student will be evaluated by internal and external supervisor for the decided parameters.

X. ATTENDANCE

The students are required to have minimum 75% attendance in each course for successful completion of the programme.

XI. CREDIT MAPPING

Categories of Subjects	Number of credits %	Total credits
MJ (DSC) – Major Discipline Specific Courses	48%	24
MJ (FSC) – Major Faculty Specific Courses		18
MN – Minor Courses	16%	14
GE / OE – Generic Elective, Open Elective	9%	08
VSC/SEC – Vocational Skill Courses, Skill Enhancement Courses	5%	04
AEC/VEC/IKS – Ability Enhancement Courses, Value Education Courses, Indian Knowledge System,	2%	02
CC/OJT/FP/CE – Co-curricular Courses, On Job Training, Field Project, Community Engagement	20%	18
TOTAL	100%	88

XII. SEMESTER-WISE CREDIT DISTRIBUTION

Semesters	MJ (DSC) – Major Discipline Specific Courses	MJ (FSC) – Major Faculty Specific Courses	MN – Minor Courses	GE/OE – Generic Electives, Open Electives	VSC/SEC – Vocational Skill Courses, Skill Enhancement Courses	AEC/VEC/IKS – Ability Enhancement Courses, Value Education Courses, Indian Knowledge System	CC/OJT/FP/CE – Co-curricular Courses, On Job Training, Field Project, Community Engagement	Total
I	8	6	4	2	--	2	--	22
II	8	6	6	2	--	--	--	22
III	4	6	--	2	02	--	8	22
IV	4	--	4	2	2	--	10	22
Total	24	18	14	08	04	02	18	88

XIII. EXAMINATION

- Courses having Concurrent- Internal Assessment (IA) and External University Examinations (UE) shall be evaluated by the respective constituent units and the University at the term end for **40** and **60** percentage respectively. The total marks of IA and UE shall be 100 % and it will be converted into grade points and grades. To acquire course credits, the student will be required to pass in both the Concurrent as well as External University examination (Theory & Practical)
- **Standard of Passing:** Every candidate must secure at least (P) grade in both Concurrent and University Evaluation independently (theory and practical, as applicable) for passing in each course. A student shall be said to have earned the credits for a course if he/she earns minimum 40% marks.

- There will be an evaluation of each course at the end of every semester.
- 1 credit = 25 marks
- **Concurrent Evaluation:** The faculty has the flexibility to decide the evaluation parameters for concurrent evaluation along with Unit Test & Prelim Exam.
The suggested parameters are:
 - Assignments – individual/group / on-field
 - Live Projects
 - Case Studies & Case let
 - Situational Analysis
 - Group Discussions
 - Presentations and Viva-voce
 - Open Resources Test
 - Simulation Exercises
 - Quizzes
 - Planning, Organising and Execution of Events
- **Scaling Down of Concurrent Assessment Marks:** The marks obtained by the student for the concurrent assessment shall be scaled down, to the required extent, if percentage of the marks of concurrent assessment exceeds the percentage of marks scored in the SE (End Semester University Examination) by 25% for the respective course.
- **Grade Points:** A grading system is a 10-point system if the maximum grade point is 10. The system is given in Table below.

Marks	Grade	Grade Point
100-90	O	10
89-75	A+	09
74-60	A	08
59-55	B+	07
54-50	B	06
49-45	C	05
44-40	D	04
39-0	F	0
	AB: Absent	0

Formula to calculate GP is as under:

Set $x = \text{Max}/10$ where Max is the maximum marks assigned for the examination (i.e. 100)

Formula to calculate the Individual Evaluation:

Range of Marks	Formula for the Grade Point
$8x \leq \text{Marks} \leq 10x$	10
$5.5x \leq \text{Marks} \leq 8x$	Truncate $(M/x) + 2$
$4x \leq \text{Marks} \leq 5.5x$	Truncate $(M/x) + 1$

XIV. SELECTION OF ELECTIVE COURSES

Minimum 15% of the total intake is mandatory to opt for selection of electives.

XV. MOOC'S POLICY

As per the guidelines provided by UGC each student to complete ONE MOOCs (Massive Open Online Courses) as an elective Course which provides wide access to the online learning. The student opting for MOOC of MHMCT programme should complete the MOOCs prescribed in the syllabus in semester II. Each MOOC will be evaluated for TWO credits. The MOOC course fees should be borne by the respective student. On successful completion of MOOCs course, the student should produce the completion certificate to the institute on the basis of which additional Credits will be given to the students. Following are the sources from where students can undertake MOOCs:

1. iimb.ac.in
2. swayam.gov.in
3. alison.com
4. edx.org
5. Coursera
6. harvardx.harvard.edu
7. udemy.com
8. futurelearn.com
9. Indira Gandhi National Open University (IGNOU)
10. National Council of Educational Research and Training (NCERT)
11. National Institute of Open Schooling (NIOS)
12. National Programme on Technology Enhanced Learning (NPTEL)
13. Any other sources offering online courses suggested by the institute.

XVI Elective subject and Compulsory Audit Add- on course -

Elective basket and Compulsory Audit Add -on Course of subject may change as per the updates from the Savitribai Phule Pune University or any Statutory body and will be informed to the students.

XVI. MHMCT COURSE STRUCTURE

Semester I								
Course Code	Credit Verticals	Course Name		Total hrs.	Credits	Concurrent	External	Total
SFP501MJ	Major	Specialisation in Food Production Management – I (Theory)	<i>Select any one Course</i>	4	4	40	60	100
SFB502MJ	Major	Specialisation in Food & Beverage Service Management – I (Theory)						
SRD503MJ	Major	Specialisation in Rooms Division Management – I (Theory)						
SFP501MJP	Major	Specialisation in Food Production Management – I (Practical)	<i>Select any one Course</i>	4	2	20	30	50
SFB502MJP	Major	Specialisation in Food & Beverage Service Management – I (Practical)						
SRD503MJP	Major	Specialisation in Rooms Division Management – I (Practical)						
THM504MJ	Major	Tourism & Hospitality Marketing		4	4	40	60	100
EAI505MJ	Major	Entrepreneurship and Innovation		4	4	40	60	100
MGF506MN	Minor	Management Fundamentals		2	2	20	30	50
SQT507MN	Minor	Statistics and Quantitative Techniques		2	2	20	30	50
IKS508	IKS	Indian Knowledge Systems		2	2	50	--	50
EPH509GE	GE	Essentials of Psychology for Hospitality	<i>Select any one Course</i>	2	2	20	30	50
LSM510GE	GE	Logistic and Supply Chain Management						
		TOTAL		24	22	250	300	550
HRG511VEC	VEC	Human Rights – I (Compulsory Add -on Course)		1	1	25	--	25
CSC512VEC	VEC	Cyber Security – I (Compulsory Add -on Course)		1	1	25	--	25

Semester II									
Course Code	Credit Verticals	Course Name		Total hrs.	Credits	Concurrent	External	Total	
SFP551MJ	Major	Specialisation in Food Production Management – II (Theory)	<i>Select any one Course</i>	4	4	40	60	100	
SFB552MJ	Major	Specialisation in Food & Beverage Service Management – II (Theory)							
SRD553MJ	Major	Specialisation in Rooms Division Management – II (Theory)							
SFP551MJP	Major	Specialisation in Food Production Management – II (Practical)		4	2	20	30	50	
SFB552MJP	Major	Specialisation in Food & Beverage Service Management – II (Practical)							
SRD553MJP	Major	Specialisation in Rooms Division Management – II (Practical)							
HFM554MJ	Major	Hospitality Finance Management		4	4	40	60	100	
LAH555MJ	Major	Legal Aspects of Hospitality Business		4	4	40	60	100	
MIS556MN	Minor	Management Information System		2	2	20	30	50	
ODL557MN	Minor	Organizational Development		2	2	20	30	50	
CST558SEC	SEC	Corporate Sustainability		2	2	20	30	50	
MOO542OE	OE	MOOC	<i>Select any one Course</i>	2	2	50	-	50	
				2	2	20	30		
HTX560GE	GE	Hospitality Taxation		TOTAL	24	22	220	330	550
HRG561VEC	VEC	Human Rights – II (Compulsory Add -on Course)		1	1	25	--	25	
CSC562VEC	VEC	Cyber Security – II (Compulsory Add -on Course)		1	1	25	--	25	

Semester III								
Course Code	Credit Verticals	Course Name		Total hrs	Credits	Concurrent	External	Total
SFP601MJ	Major	Specialisation in Food Production Management – III (Theory)	<i>Select any one Course</i>	4	4	40	60	100
SFB602MJ	Major	Specialisation in Food & Beverage Service Management – III (Theory)						
SRD603MJ	Major	Specialisation in Accommodation Management – III (Theory)						
SFP601MJP	Major	Specialisation in Food Production Management – III (Practical)	<i>Select any one Course</i>	4	2	20	30	50
SDB602MJP	Major	Specialisation in Food & Beverage Service Management – III (Practical)						
SRD603MJP	Major	Specialisation in Accommodation Management – III (Practical)						
HRH604MJ	Major	Human Resource Management in Hospitality		4	4	40	60	100
RSM631RP	RP	Research Methodology		2	2	20	30	50
SMG605GE	GE	Strategic Management	<i>Select any one Course</i>	2	2	20	30	50
SNS606GE	GE	Selling & Negotiation Skills						
SIP641OJT	OJT	Summer Internship Programme		8 Weeks	8	80	120	200
		TOTAL		16	22	220	330	550
SSK607VEC	VEC	Soft Skills (Compulsory Add -on Course)		2	2	50	--	50
CSC608VEC	VEC	Cyber Security – III (Compulsory Add -on Course)		1	1	25	--	25
ITC609VEC	VEC	Introduction to Constitution (Compulsory Add -on Course)		2	2	50	--	50

Note:

- Minimum 15% of the total intake is mandatory to opt for electives (SMG605GE & SNS606GE).
- Students should continue with the same specialisation elective from Semester I to Semester III.
- Students should select the same theory and practical elective courses of specialisation.

Semester IV									
Course Code	Credit Verticals	Course Name		Total hrs.	Credits	Concurrent	External	Total	
QMA651MJ	Major	Quality Management & Assurance		4	4	40	60	100	
TEC652MN	Minor	Tourism Economics		2	2	20	30	50	
MIC653MN	Minor	Meeting, Incentive Conference/ Conventions, Exhibitions (MICE)		3	2	20	30	50	
DMH654SEC	SEC	Disaster Management in Hospitality		2	2	20	30	50	
TAH655GE	GE	Technological Advancement in Hospitality	<i>Select any one Course</i>	2	2	20	30	50	
BET656GE	GE	Business Ethics							
DIS634RP	RP	Dissertation		16	10	100	150	250	
		TOTAL		29	22	220	330	550	
SSK657VEC	VEC	Selling Skills (Compulsory Add -on Course)		2	2	50	--	50	
CSC658VEC	VEC	Cyber Security – IV (Compulsory Add -on Course)		1	1	25	--	25	

Note:

- Minimum 15% of the total intake is mandatory to opt for electives (TAH655GE & BET656GE).

Semester I

Course Code	:	SFP501MJ	Semester	:	First
Name of the Course: Specialisation in Food Production Management – I					
Teaching Scheme:			Examination scheme:		
Theory	:	4 hrs. per week	Concurrent evaluation	:	40
Total Hours	:	4 hrs. per week	End Term Theory exam	:	60
Credit:	:	04	Total Marks	:	100

Rationale: On successful completion of this course students will gain thorough knowledge of Indian Macro and Micro cuisines along with the entrepreneurial aptitude, emerging trends and sustainable practices.

Course Outcomes:		
CO501.1	:	To understand socio-cultural influence and adopting sustainable practices to achieve modern culinary perspective
CO501.2	:	To nurture the entrepreneurial abilities of the students to start-off F&B Outlets and relate management responsibilities for the achievement of financial goals.
CO501.3	:	To understand the ever-evolving trends in commercial kitchens and adopting the same to achieve the entrepreneurial success
CO501.4	:	To develop new products, practicing molecular gastronomy and understanding food chemistry.

Unit	Topics	Hrs.
1.	<p>Sociology of Food with reference to Prominent Indian Cuisines</p> <ul style="list-style-type: none"> Eastern Cuisine – Bengali & Assamese Cuisines, Awadhi Cuisine, North-West Cuisine, North-East Cuisine, Southern Regional Cuisines – Andhra, Tamil Nadu, Kerala, Western Cuisine – Goan Cuisine, Parsi Cuisine, Maharashtrian Cuisine, Gujarati & Rajasthani Cuisine, Cultural influence on food choices Psychology of food and dining experiences Social & Demographic trends in food consumption Influence of Micro Cuisines 	16
2.	<p>Bakeshop, Café and Cloud Kitchen Management</p> <ul style="list-style-type: none"> Rules and Regulations for starting a venture. Planning and Infrastructure Designing (bakeshop, cafes, cloud kitchen, etc.) Operating procedures of bakeshop, Cafes, cloud kitchen, etc. Product Costing, Pricing and Customer perception. 	10
3.	<p>Emerging trends in Food production</p> <ul style="list-style-type: none"> Artificial Intelligence & Machine Learning in Hotel Kitchens, No-flame cooking. Automation & Robotics in Food Production 3D Food Printing & Precision Cooking Technologies Digital Food Supply Chain Management Alternative foods 	10
4.	<p>Advanced Culinary</p> <ul style="list-style-type: none"> Molecular Gastronomy - Food Chemistry & Ingredient Interactions Nutritional Science in Menu Development Food Product Development and Sensory evaluation & Food Perception Innovations in Health-Conscious Food Production 	12

5.	Sustainable Practices in Food Industry <ul style="list-style-type: none"> • Sustainability in the Global Food Industry • Farm-to-Table and Sustainable Sourcing • Food Waste Management and Zero-Waste Cooking • Sustainable Business Models in Hospitality 	12
		TOTAL 60

Suggested Assignments:

- 1) Prepare presentation on any one cuisine along with its socio-cultural impact.
- 2) Compile a Feasibility Report for a bakeshop or a café / cloud kitchen and present a comprehensive proposal to start an entrepreneurial venture.
- 3) Carry out a market survey for Alternative Food options available for commercial caterers.

Reference Books

SR. No.	Name of the Book	Name of Author	Publication details
1.	Culina Mundi	Victor Ceserani	Hodder & Stoughton Educational Division
2.	Theory of Cookery	Mr. K. Arora	Frank Brothers Company (Pub) Pvt. Ltd.
3.	Professional cooking	Wayne Gisslen	John Wiley & Sons
4.	Molecular Gastronomy: Scientific Cuisine Demystified	Jose Sanchez	Wiley
5.	Molecular Gastronomy	Prof. (Chef) Subhadip Majumder	ISBN: 9789395806183, My Pustak.com
6.	Indian Food: A Historical Companion	K. T. Achaya	Oxford University Press
7.	Eating India: An Odyssey into the Food and Culture of the Land of Spices	Chitrita Banerji	Bloomsbury USA
8.	Modernist Cuisine: The Art and Science of Cooking (6 Volume set)	Nathan Myhrvold, Chris Young, and Maxime Bilet	The Cooking Lab
9.	How to Create a Sustainable Food Industry: A Practical Guide to Perfect Food	Melissa Barrett, Massimo Marino, Francesca Brkic, and Carlo Alberto Pratesi	Routledge (Routledge Studies in Food, Society and the Environment)
10.	The Cloud Kitchen Revolution: How Virtual Kitchens are Changing the Food Industry	Siddharth Puri	FoodTech Media, 2020
11.	Food Industry 4.0: Emerging Trends and Technologies in Sustainable Food Production and Consumption	Abdo Hassoun	Academic Press
12.	Curried Cultures: Globalization, Food, and South Asia	Krishnendu Ray	University of California Press

13.	The Donut Sutra: A Gastronomic Pilgrimage Across India	Sandeep Mall	Harper Collins India
14.	Food and Culture: A Reader"	Carole Counihan and Penny Van Esterik	Routledge
15.	Setting Up and Running a Successful Bakery Business	Dan Di Placio	Self-published/Industry specific publishers
16.	Start Your Own Coffee Shop and Roastery	Entrepreneur Press	Entrepreneur Press
17.	The Cloud Kitchen Handbook	Atul Jalan	Invincible Publishers
18.	Restaurant Management: Principles and Practices	David K. Hayes and Jack D	Ninemeier, Pearson
19.	Legal Aspects of Foodservice Management by	John E. Miller	Wiley
20.	Sensory Evaluation Techniques by	Meilgaard, Civille, and Carr	CRC Press
21.	Masala Lab	Krish Ashok	Penguin
22.	From Farm to Table- Organic Food Marketing Strategies of India	Dr syed Ellahi	Adhyayan Books

Course Code	:	SFP501MJP	Semester	:	First
Name of the Course: Specialisation in Food Production Management – I (Practical)					
Teaching Scheme:			Examination scheme:		
Practical	:	4 hrs. per week	Concurrent evaluation	:	20
Total Hours	:	4 hrs. per week	End Term Practical Exam	:	30
Credit:	:	02	Total Marks	:	50

Course Outcomes:						
CO501P.1	:	To prepare and present signature dishes from global cuisines, emphasizing authentic flavours, cooking techniques, and visual presentation.				
CO501P.2	:	To practice zero-waste cooking techniques aimed at reducing food waste in both preparation and service.				
CO501P.3	:	To design layouts and menus for a bakeshop/ café/ cloud kitchen using modern tools to improve efficiency.				

Minimum 10 practicals to be conducted in the semester. The practicals should comprise of 3 course menu based on the following:

SR. No	Practical
1.	7 Indian and International Menus, including all the micro and prominent cuisines
2.	1 Practical on Zero Waste Cooking
3.	2 Practicals on Planning and designing a Bakeshop / Café / Cloud Kitchen employing the latest technological advances

Course Code	:	SFB502MJ	Semester	:	First
Name of the Course: Specialisation in Food & Beverage Service Management – I					
Teaching Scheme:			Examination scheme:		
Theory	:	4 hrs. per week	Concurrent evaluation	:	40
Total Hours	:	4 hrs. per week	End Term Theory exam	:	60
Credit:	:	04	Total Marks	:	100

Rationale: To help equip students with advanced knowledge and practical skills to manage, innovate, and optimize food and beverage operations in the hospitality industry.

Course Outcomes:						
CO502.1	:	To develop a sound food and beverage concept by analysing the feasibility, viability, and operational challenges in dining models.				
CO502.2	:	To apply principles of restaurant design for the innovative restaurant concept and enhance the decision making in operations				
CO502.3	:	To understand the economic drivers of food and beverage businesses by exploring various factors affecting consumer choices				
CO502.4	:	To be aware of modern menu management techniques by leveraging psychology, digitalization, sustainability, and ethical sourcing to create profitable and environmentally responsible menus				

Unit	Topics	Hrs.
1.	Food and Beverage Service Concept Development <ul style="list-style-type: none"> Traditional Concepts New Restaurant Concepts Conceptualization of a restaurant with regards to <ul style="list-style-type: none"> Market & Financial Feasibility Study Sites Selection PESTLE Analysis Policy Decisions Marketing Considerations (Brand Positioning, USP, Digital Presence) Legal Considerations (Permits, Licenses, Compliance, Labour Law, VAT, Taxation) 	12
2.	Cloud Kitchen Designing: Advanced Restaurant Design <ul style="list-style-type: none"> Concept and Evolution Business Model Type: Subscription Based- Delivery Only- Hybrid Models. Space & Layout (FOH & BOH) Ergonomics (Guest Flow and Experience) Acoustics & Lighting Safety & Compliance Cultural Influences 	12
3.	Strategic Food and Beverage Operations <ul style="list-style-type: none"> Organizing and Staffing Budgeting and Forecasting Procurement and Inventory Control (Strategies- Negotiations- Cost Management) Drafting Standard Operating Policies Smart Technologies (POS- Data Analysis) 	12

4.	Food and Beverage Service Economics <ul style="list-style-type: none"> • Pricing Strategies in Restaurants • Cost Benefit Analysis and Profitability (Costs- Profit- Sales) • Financial Planning (Investment- Break Even Analysis- Risk Management) • Behavioural Economics 	12
5.	Modern Menu Management <ul style="list-style-type: none"> • Menu Planning (Different Types of Menus – Specialized Menu) • Menu Psychology: New Design Thinking in Menus • Menu Engineering (new strategies for profit margins) • Digitalization in Menu. • Sustainable and Ethical Menu Development (Local Sourcing-Farm to table- Ethical Labelling and Implications- Food Wastage- Carbon Footprint for menu items) 	12
	TOTAL	60

Suggested Assignments:

1. Comparative study on any 1 successful traditional VS innovative restaurant model.
2. Propose a digital transformation plan for a restaurant looking to modernize its operations.
3. Analyse a menu of a restaurant and propose improvements.

Reference Books

SR. No.	Name of the Book	Name of Author	Publication details
1.	Food and Beverage Management	John Cousins, David Foskett, Gillespie by Pearson	2nd Edition, Pearson Education, 2002, ISBN: 978-0582452718
2.	Profitable Restaurant Management (2 nd Edition)	Kenneth L Solomon, Norman Katz by Prentice Hall, Inc. Englewood Cliff	2nd Edition, Prentice-Hall, Englewood Cliffs, N.J., 1981, ISBN: 978-0137288168
3.	The Complete Idiot's Guide to Starting Your Own Restaurant	Howard Cannon	Alpha Books, 2002, ISBN: 978-0028641713
4.	Restaurant Operations Management: Principles and Practices	Jack D. Ninemeier and David K. Hayes	Pearson, 2005, ISBN: 978-0131100909
5.	Menu Engineering: A Practical Guide to Menu Analysis	Michael L. Kasavana and Donald I. Smith	Hospitality Publications, 1982, ISBN: 978-0866120518

Course Code	:	SFB502MJP	Semester	:	First
Name of the Course: Specialisation in Food & Beverage Service Management – I (Practical)					
Teaching Scheme:			Examination scheme:		
Practical	:	4 hrs. per week	Concurrent evaluation	:	20
Total Hours	:	4 hrs. per week	End Term Practical exam	:	30
Credit:	:	02	Total Marks	:	50

Course Outcomes:	
CO502P.1	: To design innovative restaurant models including traditional, contemporary, and cloud kitchens.
CO502P.2	: To enhance restaurant operations through the development of SOPs, cost control strategies, and the application of software solutions.
CO502P.3	: To promote sustainability by creating ethical, waste-reducing menus that incorporate principles of menu psychology, engineering, and responsible sourcing.

Minimum 10 practicals to be conducted in the semester. These practicals should comprise of the following:

SR. No.	Practical
1.	Conceptualizing a restaurant with a traditional/ contemporary approach and assess its feasibility – 2 Practicals
2.	Creating a cloud kitchen model with help of blueprints and digital tools – 2 Practicals
3.	Develop SOPs from all aspects of FOH restaurant operations.
4.	Develop cost control strategies and checklists at each stage of control.
5.	Comparative studies of various software's used in the restaurant sector.
6.	Create eco-friendly – farm to table / sustainable menu with ethical labelling and a view to reduce waste.
7.	Identify remedial strategies on a menu engineering numerical/case study.
8.	Create a menu design based on menu psychology techniques.

Course Code	:	SRD503MJ	Semester	:	First
Name of the Course: Specialisation in Rooms Division Management – I					
Teaching Scheme:			Examination scheme:		
Theory	:	4 hrs. per week	Concurrent evaluation	:	40
Total Hours	:	4 hrs. per week	End Term Theory exam	:	60
Credit:	:	04	Total Marks	:	100

Rationale: This course is designed to develop managerial expertise and strategic thinking by advancing operational knowledge of students, ensuring they are equipped to manage modern, dynamic, and guest-centric accommodation environments. It emphasizes the application of advanced skills and emerging trends to drive service excellence, operational efficiency, and responsible management in the global hospitality industry.

Course Outcomes:	
CO503.1	: To analyse and implement strategic approaches to housekeeping and front office operations to enhance guest satisfaction and operational efficiency.
CO503.2	: To apply advanced technology solutions to optimize accommodation operations, improving service delivery and cost-effectiveness.
CO503.3	: To develop and execute sustainable and eco-friendly practices in rooms division management.
CO503.4	: To implement quality assurance standards in housekeeping and front office operations, ensuring compliance with national and international benchmarks.
CO503.5	: To interpret and apply legal and ethical frameworks governing accommodation management, ensuring risk mitigation and smooth operations.

Unit	Topics	Hrs.
1.	Strategic Housekeeping & Front Office Management <ul style="list-style-type: none"> Role of Rooms Division in the Profitability of a Hotel Integration of Housekeeping & Front Office for seamless operations Leadership in Accommodation Management – Decision Making, Conflict Resolution Performance Metrics – KPIs, Benchmarking, and Service Optimization Cost Control Strategies in Housekeeping & Front Office Vendor Management 	12
2.	Advanced Guest Service Management <ul style="list-style-type: none"> Personalization in Guest Services – AI and Customization Handling VIPs, Long-Stay Guests & Special Requests Service Recovery Models – Managing Complaints and Service Failures Psychological Aspects of Guest Expectations and Experience 	10
3.	Technology in Accommodation Operations <ul style="list-style-type: none"> Integration of AI, IoT (Internet of Things) & Automation in Front Office & Housekeeping Advanced Property Management Systems (PMS) and Data Analytics Chatbots, Virtual Assistants & Robotics in Guest Service RFID (Radio Frequency Identification), Biometric Access, and Smart Room Controls Cybersecurity and Data Privacy in Hospitality 	12

4.	Sustainability & Green Practices in Rooms Division <ul style="list-style-type: none"> • Sustainable Housekeeping – Eco-Friendly Cleaning Agents & Practices • Water & Energy Conservation Strategies in Rooms Division • Trends in waste management techniques used in hospitality industry • Sustainable Procurement & Supply Chain Management • Green Certifications & Compliance – LEED, EarthCheck 	12
5.	Quality Assurance & Standardization <ul style="list-style-type: none"> • Understanding ISO, HACCP, and Other International Standards • Auditing & Inspection Protocols in Rooms Division • Developing & Implementing SOPs for Quality Control • Training & Performance Assessment for Housekeeping & Front Office Staff • Case Studies on Quality Failures & Improvements in Hospitality 	8
6.	Legal & Ethical Considerations in Accommodation Management <ul style="list-style-type: none"> • Data Privacy & Guest Information Security • Hotel Contracts, Agreements & Franchise Management • Ethical Dilemmas & Professional Code of Conduct in Hospitality 	6
	TOTAL	60

Suggested Assignments:

1. Conduct an interview with front office manager or executive housekeeper of a hotel and analyse cost control techniques used in hotel operations.
2. Develop a guest service strategy focusing on personalized service and effective complaint handling.
3. Explore and propose the integration of AI, IoT, and automation in accommodation operations.

Reference Books

SR. No.	Name of the Book	Name of Author	Publication details
1.	Accommodation Operations Management	Kaushal, S.K. Gautam S.N.,	Frank brother
2.	Professional Management of Housekeeping Operations	Thomas Jones	Wiley
3.	Managing House Keeping Operation	Margaret Kappa & Aleta Nitschke	
4.	Front office Management	S.K. Bhatnagar	Frank Bros & Co ltd
5.	Effective Front Office Operations	Michael. L. Kasavana	AH&LA
6.	Front Office: Procedures, social skills, yield & management	Abbott, Peter & Lewry, Sue	Elsevier
7.	Hotel Front Office Management	James Bardi.	Wiley India

Course Code	:	SRD503MJP	Semester	:	First
Name of the Course: Specialisation in Rooms Division Management – I (Practical)					
Teaching Scheme:			Examination scheme:		
Practical	:	4 hrs. per week	Concurrent evaluation	:	20
Total Hours	:	4 hrs. per week	End Term Practical exam	:	30
Credit:	:	02	Total Marks	:	50

Course Outcomes:	
CO503P.1	: To operate PMS tools to manage guest data, revenue optimization, and service personalization in real-time hotel environments.
CO503P.2	: To design and implement Standard Operating Procedures, green audits, and risk management protocols to enhance operational efficiency and sustainability in accommodation operations.
CO503P.3	: To evaluate service failures and guest complaints through roleplays and apply appropriate conflict resolution strategies to improve guest satisfaction.
CO503P.4	: To integrate smart room technologies, AI tools, and IoT applications in guestroom operations to enhance automation, personalization, and security.
CO503P.5	: To analyse legal case studies, audit simulations, and resource consumption patterns to develop compliance-driven, sustainable, and legally sound operational models in housekeeping and front office departments.

Minimum 10 practicals should be conducted in the semester. These practicals should be comprised of the following:

SR. No	Practicals
1.	Hands-on experience with PMS, focusing on advanced revenue and guest management features.
2.	Guest Personalization – Developing guest profiles and customizing service experiences.
3.	Roleplay on handling complaints and service failures with different strategies.
4.	Creating SOPs for key Accommodation Processes
5.	Developing a green audit procedure for hotel housekeeping and front office operations.
6.	Developing practical solutions for reducing energy and water consumption in hotels.
7.	AI & IoT Integration – smart room technology and keyless access to rooms.
8.	Identifying and mitigating operational risks in accommodation settings.
9.	Analyse real-world legal disputes in the hospitality industry and propose solutions.
10.	Conducting an audit simulation exercise for hotel housekeeping and front office operations

Course Code	:	THM504MJ	Semester	:	First
Name of the Course: Tourism & Hospitality Marketing					
Teaching Scheme:		Examination scheme:			
Theory	:	4 hrs. per week	Concurrent evaluation	:	40
Total Hours	:	4 hrs. per week	End Term Theory exam	:	60
Credit:	:	04	Total Marks	:	100

Rationale: This course is designed to create awareness about the globalisation of marketing of hospitality and tourism products and services. It will enable students to undertake ethical marketing practices.

Course Outcomes:	
CO504.1	:
CO504.2	:
CO504.3	:
CO504.4	:
To identify tools to enhance Service Delivery Process.	
To analyse the dynamics of global markets.	
To co relate marketing strategies to Entertainment and Retail Industry.	
To examine the ethical considerations in marketing.	

Unit	Topics	Hrs.
1.	Developing and Managing Customer Service Functions <ul style="list-style-type: none"> Customer service management cycle Factors influencing service delivery Infrastructure and technology to improve customer service Effective customer service programs 	12
2.	Globalization of Services <ul style="list-style-type: none"> Factors influencing Globalization of Hospitality Changing global environments Alternate demand generation tools for Tourism industry Challenges in global markets 	12
3.	Marketing for Entertainment Industry <ul style="list-style-type: none"> Entertainment Marketing Mix Branding and communication Integrated and convergent promotions Application in various entertainment industries 	12
4.	Tourism Retail Marketing Strategy <ul style="list-style-type: none"> Building Brands Business Intelligence Customer Service monitoring Social Media marketing 	12
5.	Ethics in Service Firms <ul style="list-style-type: none"> Role of Values in Skill Development Code of Ethics Model of Sustainable Business Development 	12
	TOTAL	60

Suggested Assignments:

1. Creating and presenting a Sustainable Business Plan for an enterprise.
2. Creating and presenting a Marketing plan for any one enterprise in the Entertainment Industry.
3. Case study on relevant topics.

Reference Books

SR. No.	Name of the Book	Name of Author	Publication Details
1.	Marketing Management	Dr. Seema Zagade, Prof. M. Devendra	Red'Shine Publication
2.	Entertainment Marketing and Communication	Shay Sayre	Pearson Education
3.	Fundamentals of Marketing	Stanton	McGraw Hill
4.	Service Marketing Text and Cases	Harsh Verma	Pearsons Education
5.	Marketing for Hospitality & Tourism	Philip Kotler, Bowen and Makens Prentice	Pearson Education
6.	Services Marketing	M.K. Ram Pal & S.L. Gupta	Galgotia Publishing
7.	Services Marketing	Kenneth Clow, David Kurtz	Biz Tantra New Delhi
8.	Hospitality Marketing	Neil Wearne	Hospitality Press Pvt Ltd. - Australia
9.	Managing Retailing	Piyush Sinha, Dwarika Uniyal	Oxford University Press

Course Code	:	EA1505MJ	Semester	:	First
Name of the Course: Entrepreneurship & Innovation					
Teaching Scheme:		Examination scheme:			
Theory	:	4 hrs. per week	Concurrent evaluation	:	40
Total Hours	:	4 hrs. per week	End Term Theory exam	:	60
Credit:	:	04	Total Marks	:	100

Rationale: To develop students with strategic, financial, and operational expertise, emphasizing real-world application, projects, and start-up incubation.

Course Outcomes:					
CO505.1	:	To develop Entrepreneurial Expertise in Hospitality.			
CO505.2	:	To design and Innovate Hospitality Business Models.			
CO505.3	:	To understand Financial Strategies for Hospitality Ventures.			
CO505.4	:	To assess the role of sustainability and community engagement in creating long-term competitive advantages.			
CO505.5	:	To address Operational & Legal Challenges in Scaling Hospitality Ventures.			

Unit	Topics	Hrs.
1.	<p>Hospitality Entrepreneurship: Frameworks & Strategies</p> <ul style="list-style-type: none"> Evolution & Disruption in Hospitality Business Models Entrepreneurial Theories (Innovation Theory by Schumpeter & Imitating Theory of High Achievement by McClelland, X-Efficiency Theory by Leibenstein, Theory of Profit by Knight, Theory of Social change by Everett Hagen) Building Competitive Advantage in Hospitality Ventures Case Study: International Hospitality Start-ups & Market Entry Strategies 	14
2.	<p>Business Model Planning and Innovation</p> <ul style="list-style-type: none"> Identifying Spaces in Hospitality: Emerging Sectors & Niches Idea generation (Lean canvas) and Traditional / family Business Plans Innovation in Hospitality Business Model: Smart hospitality ventures & Tech-Enabled Guest Experiences Cloud Kitchens & Virtual Restaurants and MICE Experience-Based Tourism & Hybrid Hospitality Prototype creation for a business venture 	12
3.	<p>Financial Strategy & Valuation for Hospitality Ventures</p> <ul style="list-style-type: none"> Financial Modelling for Hospitality Start-ups Venture Capital & Angel Investments in Hospitality Financial Risk Management & Profit Maximization Role of Government in promoting Entrepreneurship Role of District Industrial Centre, Small Industries Services Institute, Entrepreneurship Development Institute of India, National Institute of Entrepreneurship and Small Business Development, National Entrepreneurship Development Board 	12

4.	<p>Social & Sustainable Entrepreneurship in Hospitality</p> <ul style="list-style-type: none"> • Sustainability as a Business Strategy: Eco-Tourism, Carbon-Neutral Hotels • Circular Economy Models: Zero-Waste Restaurants & Sustainable Supply Chains • Social Impact Entrepreneurship: Women-Led Ventures & Community-Based Tourism • Case Study: Sustainability leaders like Six Senses Hotels & sustainable dining / alternate ways of food utilization Concepts, sustainable practices in entrepreneurship. 	12
5.	<p>Real-World Operations & Scalability Challenges</p> <ul style="list-style-type: none"> • Operational Bottlenecks in Start-ups vs. Established Hospitality Brands / Family-owned business • Revenue Management & Yield Optimization Strategies • Hospitality Legal Frameworks: Licenses, FSSAI, GST, Labour Laws • Risk Management: Crisis Planning, Data Protection, Health & Safety Compliance • Case Study: Major hotel chains optimize operations. 	10
	TOTAL	60

Suggested Assignments:

1. Analyse an existing hotel/restaurant's operational challenges and present a scalability roadmap.
2. Develop a concept model for an AI-driven hospitality services (Chat bot, Smart Concierge, or Automated Room Service).
3. Pitch a hospitality start-up idea to a simulated panel of investors, including financial projections and funding strategies.
4. Design a financially viable sustainable hospitality concept (e.g., zero-waste hotel, farm-to-table experience).
5. Forecast the next disruptive trend in hospitality and create a go-to-market strategy for an imaginary start-up.

Reference Books

SR. No.	Name of the Book	Name of Author	Publication details
1.	The Heart of Hospitality: Great Hotel and Restaurant Leaders Share Their Secrets	Micah Solomon	SelectBooks, 2016
2.	Becoming the Perfect Chef: The Art of Running a Successful Hotel and Restaurant Business	Charles J. Jones	Independently Published, 2020
3.	Setting the Table: The Transforming Power of Hospitality in Business	Danny Meyer	HarperCollins, 2006
4.	Hospitality Management and Digital Transformation	Richard Busulwa, Nina Evans, Aaron Oh, Naresh Kumar	Routledge, 2020
5.	The Cornell School of Hotel Administration on Hospitality:	Michael C. Sturman	Wiley, 2011

	Cutting Edge Thinking and Practice		
6.	The Lean Startup	Eric Ries	Crown Business, 2011
7.	Zero to One: Notes on Startups, or How to Build the Future	Peter Thiel with Blake Masters	Crown Business, 2014
8.	The \$100 Startup	Chris Guillebeau	Crown Business, 2012
9.	The Hard Thing About Hard Things: Building a Business When There Are No Easy Answers	Ben Horowitz	Harper Business, 2014
10.	Start with Why: How Great Leaders Inspire Everyone to Take Action	Simon Sinek	Portfolio, 2009
11.	Crushing It!: How Great Entrepreneurs Build Their Business and Influence—and How You Can, Too	Gary Vaynerchuk	Harper Business, 2018
12.	The E-Myth Revisited: Why Most Small Businesses Don't Work and What to Do About It	Michael E. Gerber	Crown Business, 2010

Course Code	:	MGF506MN	Semester	:	First
Name of the Course: Management Fundamentals					
Teaching Scheme:		Examination scheme:			
Theory	:	2 hrs. per week	Concurrent evaluation	:	20
Total Hours	:	2 hrs. per week	End Term Theory exam	:	30
Credit:	:	02	Total Marks	:	50

Rationale: The course on Management Fundamentals provides students with a comprehensive understanding of the core principles, processes, and practices involved in effective management. Key concepts such as planning, organizing, leading, and controlling are elaborated.

Course Outcomes:		
CO506.1	:	Analyse various approaches to management, evaluating their applicability in different organizational contexts.
CO506.2	:	Explain and apply planning concepts and the Management by Objectives (MBO) process to effectively align organizational goals and strategies.
CO506.3	:	Evaluate the concepts of organizing, including organizational structures, chain of command, span of control, and various organizational designs.
CO506.4	:	Explain and apply various leadership styles, decision-making processes, and approaches, including the impact of organizational culture and communication.
CO506.5	:	Assess and apply the control systems and setting benchmarks and evaluating best practices.

Unit	Topics	Hrs
1.	Introduction to Management <ul style="list-style-type: none"> Definition of Management, Levels of Management, Managerial roles, Objectives of management History of management thought - Scientific theory by Frederick W. Taylor, Administrative theory by Henri Fayol, Bureaucratic theory by Max Weber, Human relations theory by Elton Mayo, X & Y theory by Douglas McGregor, Art of getting things done through people by Mary Parker Follett, Contingency Theory by Lawrence and Lorsch, Ludwig von Bertalanffy's Systems Theory of Management Contemporary issues in Management – sustainability, diversity, equity & inclusion in the workplace. 	06
2.	Planning <ul style="list-style-type: none"> Concept, need, nature, Planning tools and techniques and Process, Goals and Plans, Types of Goals, Types of Plans, Setting Goals and Developing Plans Management By Objectives (MBO) - Process of MBO - Benefits of MBO 	06
3.	Organizing <ul style="list-style-type: none"> Concept, need, nature Types Organization Chain of Command Span of Control Centralization and Decentralization 	06

	<ul style="list-style-type: none"> Factors Affecting Structural Choice - Strategy, Size, Technology, Environmental Uncertainty. Types of Organizational Structures, Traditional Organizational Designs - Simple Structure, Functional Structure, Divisional Structure, Matrix Structure, Team Structures, Project Structure, Adaptive Organizations – Boundary less Organization, Virtual Organizations, Learning Organization, Flexi Work, Tele-working, Global Organizations. 	
4.	Leading and Decision Making <ul style="list-style-type: none"> Leadership Style, Characteristics of Leadership Execution, Managers Vs. Leaders, The Trait approach to leadership, The Behavioural Approach Contingency Approach, Transformational or Charismatic Leadership. Decision Making Process, Decision-Making Conditions – Certainty, Risk, Uncertainty, Types of Decisions & Decision-Making Conditions. Decision-Making approaches - Quantitative approach, Environmental Approach, System Approach, Ethical Approach, Intuitive Approach, Case Study Approach Decision-Making Styles - Linear– Nonlinear Thinking Style Profile Common Decision-Making Errors and Biases. Decision environment, Timing of decision, Effective communication of Decision, Participation in decision Making-Implementation of decision. 	08
5.	Controlling <ul style="list-style-type: none"> Concept, need and Steps in the Control Process. Designing Control Systems, Feed-forward / Concurrent / Feedback Controls. Financial Control. Information Controls. Benchmarking and Best Practices. 	04
	TOTAL	30

Suggested Assignments:

1. Case studies on sustainability, diversity, equity & inclusion in the workplace.
2. Evaluate the vision and mission of a hotel.
3. Design a control system for one of the operational area.

Reference Books

SR. No.	Name of the Book	Name of Author	Publication details
1.	Fundamentals of Management	Robbins, S.P. and Decenzo, D.A.	Pearson Education Asia, New Delhi.
2.	Management	Koontz and Wehrich	TMGH
3.	Management	Stoner	Prentice Hall of India
4.	Management - Text & Cases	Satya Raju	PHI, New Delhi
5.	Principles and Practice of Management	Dr. P. C. Shejwalkar , Dr. Anjali Ghanekar & Prof. Deepak Bhivpathaki	Everest Publishing House
6.	Principles of Management	Tripathi & Reddy	Tata McGraw-Hill

Course Code	:	SQT507MN	Semester	:	First
Name of the Course: Statistics & Quantitative Techniques					
Teaching Scheme:		Examination scheme:			
Theory	:	2 hrs. per week	Concurrent evaluation	:	20
Total Hours	:	2 hrs. per week	End Term Theory exam	:	30
Credit:	:	02	Total Marks	:	50

Rationale: This course provides students with essential statistical and quantitative tools for informed decision-making in hospitality and service industries. It develops analytical thinking through various statistical and quantitative techniques, enabling students to solve operational, managerial and strategic problems using structured, scientific and data-driven approaches.

Course Outcomes:	
CO507.1	: To describe the key terms of Statistics and QT in Hospitality industry.
CO507.2	: To practice of understanding the formats and ratios.
CO507.3	: To understand the basic concepts of Statistics and QT.
CO507.4	: To design network analysis construction diagram.

Unit	Topics	Hrs
1.	Introduction to Statistics & Quantitative Techniques <ul style="list-style-type: none"> • Meaning and Classification of Quantitative techniques • Meaning of Statistics • Scope and Limitations • Collection, Classification, Tabulation and Presentation of Statistical Data 	02
2.	Descriptive Statistics & Inferential Statistics <ul style="list-style-type: none"> • Meaning & Importance • Arithmetic Mean, Median, Mode • Range, Variance, Standard Deviation • Overview of Statistical Tests (F, T, Z, Chi Square, ANOVA) 	06
3.	Correlation and Regression <ul style="list-style-type: none"> • Meaning • Types of Correlation • Karl Pearson's Correlation Coefficient • Properties & Interpretation of Correlation Coefficient • Regression Analysis • Lines of Regression 	08
4.	Probability & Decision Theory <ul style="list-style-type: none"> • Definition • Theorems of Probability • Rules of Probability • Decision making under risk • Decision under uncertainty – 5 criteria's 	04

5.	Quantitative Techniques <ul style="list-style-type: none"> • Transportation problems and Solutions by North-West Corner, Least Cost Method, Vogel's Approximation Method. • Assignment Problem and its solution by Hungarian method • Network Analysis: Construction of Network Diagram • PERT Network Diagram when three-time estimates are given 	10
	TOTAL	30

Suggested Assignments:

1. Numerical problems on Descriptive Statistics.
2. Conduct various tests on the sample data to draw inferences.
3. Illustrations on transportation and assignment problems.

Reference Books

SR. No.	Book Name	Author	Publisher
1.	Statistical & Quantitative Methods	Ranjeet Chitale	Nirali Prakashan
2.	Statistical Methods	S. P. Gupta	S. Chand & Co
3.	Quantitative Techniques	N. D. Vora ,	Tata McGraw Hill publications, 4 th edition
4.	Quantitative Techniques for Decision Making	Gupta & Khanna	Prentice Hall of India
5.	Statistical Methods	J K Sharma	

Course Code	:	IKS508	Semester	:	First
Name of the Course: Indian Knowledge Systems					
Teaching Scheme:		Examination scheme:			
Theory	:	2 hrs. per week	Concurrent evaluation	:	50
Total Hours	:	2 hrs. per week	End Term Theory exam	:	--
Credit:	:	02	Total Marks	:	50

Course Outcomes:	
CO508.1	: Explain the foundational concepts, nature, philosophy, and historical evolution of the Indian Knowledge System, including Vedic literature, Upanishadic thought, and the six schools of Indian philosophy, and critically relate them to contemporary knowledge frameworks
CO508.2	: Analyse Indian food and beverage heritage by examining the evolution of culinary traditions, Ayurvedic principles of diet, temple and ritual-based cuisines, indigenous ingredients, ethical food practices, and the historical significance of wine and fermentation in ancient India.
CO508.3	: Apply Indian wellness and hospitality philosophies such as <i>Atithi Devo Bhava</i> , yoga, Ayurveda, environmental ethics, and ritual hospitality practices to modern hospitality, wellness, and spa management contexts for holistic guest experiences.
CO508.4	: Evaluate the relevance of Indian cultural, architectural, tourism, and indigenous management systems, including Vastu Shastra, sustainable tourism principles, folk traditions, governance models, and Bhagavad Gita-based management lessons, in addressing contemporary challenges in tourism, leadership, and organizational management.

Unit	Topics	Hrs
1.	Foundations of Indian Knowledge System <ul style="list-style-type: none"> Concept, definition, nature, philosophy & character of IKS Various era's in History of IKS. Vedic Period : Vedas and their Significance Upanishads : Philosophy and Knowledge The Six Schools of Indian Philosophy: Overview 	06
2.	Indian Food and Beverage Heritage <ul style="list-style-type: none"> Evolution of Indian culinary traditions Ayurvedic principles of food (Ahara) and balanced diet Temple food traditions and ritual-based cuisines Indigenous ingredients, local grains, and seasonal diets Ethical and moral frameworks in Indian tradition Wine in ancient India 	06
3.	Indian Wellness and Hospitality Concepts <ul style="list-style-type: none"> Atithi Devo Bhava: Philosophical and practical aspects Indian Philosophy and its Vision of Environment Indian ritual hospitality in different regions Yoga, Ayurveda, and holistic well-being in hospitality Integration of traditional healing practices in modern spa and wellness resorts 	06
4.	Tourism and Cultural Knowledge Systems <ul style="list-style-type: none"> Cultural tourism: Heritage, pilgrimage, and cuisine tourism 	06

	<ul style="list-style-type: none"> • Role of Indian philosophy in sustainable tourism • Folk traditions, arts, and crafts in tourism experiences • Ancient Indian Architecture : Vastu Shastra and Temple Architecture 	
5.	Indigenous Management Practices and Frameworks <ul style="list-style-type: none"> • Roots of Governance & Public Administration • The importance of integrating Indian philosophy with modern management • The Bhagavad Gita : Management lessons: Self-leadership, decision-making under uncertainty, and emotional intelligence 	06
	TOTAL	30

Course Code	:	EPH509GE	Semester	:	First
Name of the Course: Essentials of Psychology for Hospitality					
Teaching Scheme:		Examination scheme:			
Theory	:	2 hrs. per week	Concurrent evaluation	:	20
Total Hours	:	2 hrs. per week	End Term Theory exam	:	30
Credit:	:	02	Total Marks	:	50

Rationale: Creating memorable interactions, guaranteeing visitor pleasure, and delivering outstanding client experiences are the cornerstones of the hospitality sector. Hospitality workers need to comprehend the psychological aspects that affect human motivation, behaviour, and emotions in order to accomplish this.

Course Outcomes:	
CO509.1	: To identify and analysis different types of Hospitality Customers and their needs and motives
CO509.2	: Apply psychological principles to understand guest needs, preferences, and behaviours so that you know to sell right product to right person at right time
CO509.3	: Develop effective communication strategies to facilitate positive interactions with guests, staff, and management
CO509.4	: To understand how does colour, fragrance, light, taste, sound & service plays an important role in influencing customer purchasing decision, experience and satisfaction

Unit	Topics	Hrs
1.	<p>Understanding of Psychology</p> <ul style="list-style-type: none"> • Introduction to Psychology, Definitions, Goals and History of Psychology, • Type – basic and applied psychology • Traditional and Modern approach of Psychology. • Psychology: Its Grand Issues and Key Perspectives • Psychology – Trends for the generation Millennium, Z and Alpha • Market segments 	06
2.	<p>Building foundations for understanding the psychology of a Hospitality Consumer</p> <ul style="list-style-type: none"> • Tourist Typologies • The Psychology of Purchasing and Consumption • Theory of tourism consumption system (TCS). • Models of Tourist (consumer) Behaviour • Models of purchase decision-making processes- Scholl model 	06
3.	<p>Motivation</p> <ul style="list-style-type: none"> • Definition of Motivation and its types (Status & Prestige, Cultural, Interpersonal and Physical motive) • Motivation for consumer <ul style="list-style-type: none"> ○ The influence of consumers on personality, lifestyle, perceptions and purchase motives ○ Determinants of Consumer Motivation ○ Maslow's hierarchy with reference to the hospitality consumer. 	06

	<ul style="list-style-type: none"> • Motivation for employees <ul style="list-style-type: none"> ○ Meaning, Importance and Types of Motivation in Industry ○ Monetary and Non-Monetary Incentives ○ Fatigue, Boredom and Monotony: Meaning, Causes and Remedies ○ Attitude of Working Culture and Behaviourism and Psychological Health 	
4.	<p>Cognition:</p> <ul style="list-style-type: none"> • Thinking – Mental Imagery, Problem Solving Decision Making <ul style="list-style-type: none"> ○ Concept Formation, Language development ○ Relationship between language and thinking • Emotion: Definition of Emotion, the Physiology of Emotion, <ul style="list-style-type: none"> ○ Emotional Expression – Verbal & Non-verbal, Labelling Emotions ○ Theories of Emotion – Common sense theory of emotion, James Lang theory of emotion, ○ Cannon Bard Theory of Emotion, Cognitive Arousal Theory of Emotion, ○ Wellbeing and Resilience- its importance in preventing the onset of mental health • Mindfulness Theory- Concept and its importance 	06
5.	<p>Colour psychology</p> <ul style="list-style-type: none"> • Introduction to colour psychology • Elements of colour and its psychological effect • Use of colour psychology in interior, branding, marketing and designing material, menu design and plate presentation • Case studies on various Brands, logos and its colours 	06
	TOTAL	30

Suggested Assignments:

1. Comparative study on customer behaviour related to Fragrance, Light, Sound, Food/ Taste, Service
2. Analysis of Tourist of the future and their perception towards safety and security, digitization,
3. Impact of robot hotel service on consumers' purchase intention
4. Analysis of case studies and presentation on the above chapters.

Reference Books

SR. No.	Name of the Book	Name of Author	Publication details
1.	Psychology Ciccarelli	S. K & Meyer,	G.E Pearson Education Ltd
2.	Introduction to Psychology	Clifford T. Morgan, Richard A King, John R Weiss and John Schopler	Indian Edition
3.	Essentials of understanding psychology	Feldman.S. R	Tata McGraw Hill.
4.	Psychology	Baron, R.A and Misra	G. Pearson Education Ltd.

Course Code	:	LSM510GE	Semester	:	First
Name of the Course: Logistics & Supply Chain Management					
Teaching Scheme:		Examination scheme:			
Theory	:	2 hrs. per week	Concurrent evaluation	:	20
Total Hours	:	2 hrs. per week	End Term Theory exam	:	30
Credit:	:	02	Total Marks	:	50

Rationale: This syllabus is designed to equip students with strategic and operational competencies in managing hospitality supply chains. It prepares learners to navigate dynamic global supply networks by understanding current practices and future trends to ensure resilience and competitiveness in hospitality operations.

Course Outcomes: -		
CO510.1	:	To analyse strategic approaches to SCM in the hospitality industry and apply them in managerial decision-making.
CO510.2	:	To evaluate logistics and distribution systems, focusing on cost efficiency and sustainability.
CO510.3	:	To integrate technological advancements in supply chain processes to enhance operational efficiency.
CO510.4	:	To assess risks and implement resilience strategies in hospitality SCM.
CO510.5	:	To investigate and critique emerging trends to enhance future supply chain practices in the industry.

Unit	Topics	Hrs.
1.	Supply Chain Management in Hospitality <ul style="list-style-type: none"> Evolution of SCM: From operational to strategic SCM Supply Chain Performance and Competitive Advantage Key Supply Chain Strategies in Hospitality Types of processes – Job, Batch, Line & Continuous Process Case Studies on Successful Supply Chain Strategies 	08
2.	Logistics and Distribution Management <ul style="list-style-type: none"> Global and Domestic Logistics in the Hospitality Industry Supply Chain Network Design and Optimization Inventory Management & Demand Forecasting Techniques Cold Chain Logistics for Perishable Hospitality Supplies Green and Sustainable Logistics 	08
3.	Technology Integration in Supply Chain Management <ul style="list-style-type: none"> Role of ERP and SCM Software (SAP, Oracle, etc.) Block chain, AI, and IoT in SCM Digitalization and Automation in Hospitality Logistics Case Studies: Implementation of Technology in Hotel SCM 	04
4.	Risk Management & Resilience in Supply Chains <ul style="list-style-type: none"> Identifying Risks in Hospitality SCM Crisis Management and Business Continuity Planning Supplier Relationship Management and Compliance Ethical Considerations and Legal Aspects in Supply Chains 	06

5.	Trends and Future of Supply Chain Management <ul style="list-style-type: none"> • Circular Economy and Sustainable SCM Practices • Emerging Trends in E-Commerce and Hospitality SCM • Future of Supply Chain: AI, Robotics, and Automation • Global Case Studies on Supply Chain Innovations 	04
	TOTAL	30

Suggested Assignments:

1. Analyse a global hotel chain's supply chain strategy and propose improvements.
2. Develop a sustainability-driven supply chain strategy for a hotel.
3. Conduct an interview with an SCM professional in the hospitality industry and summarize key insights.

Reference Books

SR. No.	Name of the Book	Name of Author	Publication details
1.	Supply Chain Management	Chopra Sunil & Peter Meindl	Pearson Prentice Hall
2.	Logistics & Supply Chain Management	Raghuram G.	MacMillan Business Books
3.	Logistics & Supply Chain Management	Agarwal D.K.	MacMillan
4.	Supply Chain Management	Christopher Martin	Pearson
5.	Logistics and Supply Chain Management	K Shridhar Bhat	Himalaya Publishing House
6.	Supply Chain Management	HPH Sahah	Pearson
7.	Introduction to Operations and Supply Chain Management	Bozarth, Cecil C. & Handfield, Robert B.	Pearson Education
8.	Principles of Supply Chain Management – A balanced approach	Wisner, Joel D., Leong, G. Keong & Tan, Keah-Choon	South-Western College Publishing
9.	Operations Management	Gaither, Norman & Frazier, Greg	South-Western College Publishing
10.	Operations Management: Theory and Practice	B. Mahadevan	Pearson Education
11.	Operations Management (processes and value chains)	Krajewski, Lee J. & Ritzman, Larry P.;	Pearson Education

Semester II

Course Code	:	SFP551MJ	Semester	:	Second
Name of the Course: Specialisation in Food Production Management – II					
Teaching Scheme:		Examination scheme:			
Theory	:	4 hrs. per week	Concurrent evaluation	:	40
Total Hours	:	4 hrs. per week	End Term Theory exam	:	60
Credit:	:	04	Total Marks	:	100

Rationale: On completion of this course students will gain the proficiency in the international cuisines. Students will also gain the knowledge of modern marketing practices, Large Scale food production and national and international standards of hygiene and sanitations.

Course Outcomes:		
CO551.1	:	To understand the sociological, cultural and demographical impact on cuisines of the world.
CO551.2	:	To explore latest trends of marketing practices followed by the restaurants to ensure the social media presence.
CO551.3	:	To gain knowledge about large scale production, its volume forecasting and keeping in mind the tools of food cost control.
CO551.4	:	To understand the latest fermentation, preservation and packaging techniques.
CO551.5	:	To identify, establish and implement food safety standards.

Unit	Topics	Hrs.
1.	Sociology of Food with reference to Prominent International Cuisines - (Sothern American, North American, European, African, Middle Eastern, Southeast Asian, East Asian cuisines) • Cultural Influences on Food Choices • Psychology of Food and Dining Experiences • Social & Demographic Trends in Food Consumption	16
2.	Marketing Practices of New Age Restaurants • Social Media • Food Photography • Content Writing / Food Critique	08
3.	Mass Production Techniques • Advancement of large scale equipments • Sale estimation techniques • F&B Cost Control	12
4.	Food processing and Packaging techniques • Food Preservation Techniques • Food Packaging (dry and wet foods) • Characteristics of Sustainable food packaging.	10
5.	Global Food Safety Standards • Food Safety Management Systems • HACCP: Principles & Implementation • ISO & International Safety Standards in Hospitality • FSSAI (India-Specific) & Local Regulatory Compliance	14
	TOTAL	60

Suggested Assignments:

1. Comparative study of Two leading Restaurant's operations
2. Report on visit to a food packaging Unit
3. Market Survey of Packaging Materials
4. HACCP Certification

Reference Books

SR. No.	Name of the Book	Name of Author	Publication details
1.	Handbook of Food and Beverage Fermentation Technology	Y. H. Hui, Lisbeth, Goddik,	CRC Press
2.	On Cooking	Sara Lebenski	Pearson
3.	NOMAs guide to Fermentation	Rene RedZepi David Zilber	Artisan Division of Workman Publishing
4.	Microbial Production of Food Ingredients, Enzymes and Nutraceuticals	Brian McNeil David Archer Ioannis Giavasis Linda Harvey	Woodhead Publishing Limited.
5.	The Science of Cooking	Dr. Stuart Farrimond	DK
6.	Food processing and Packaging	Anton Kuris	Discovery Publication , India
7.	Professional cooking	Wayne Gisslen	John Wiley & Sons
8.	Hygiene and Sanitization	S. Rodey	McGraw Hill
9.	Institutional Food Management	Mohini Sethi	New Age International
10.	Culinaria Series		Konemann UK Ltd, Ullmann Publishing
11.	Food Processing Principles and Applications	Editors- J Scott Smith, Y H Hui	Wiley
12.	Marketing Management	Philip Kotler	Pearson education
13.	From Farm to Table- Organic Food Marketing Strategies of India	Dr Syed Ellahi	Adhyayan Books
14.	Hygiene Management in Kitchen and Service	Frank Hochsmann	Books On Demand

Course Code	:	SFP551MJP	Semester	:	Second
Name of the Course: Specialisation in Food Production Management – II (Practical)					
Teaching Scheme:			Examination scheme:		
Practical	:	4 hrs. per week	Concurrent evaluation	:	20
Total Hours	:	4 hrs. per week	End Term Practical exam	:	30
Credit:	:	02	Total Marks	:	50

Course Outcomes:	
CO551P.1	: To plan and prepare four-course international menus using basket ingredients, combining global trends and modern culinary techniques.
CO551P.2	: To learn and apply traditional and modern fermentation and preservation techniques to improve food safety, aromas and shelf life.
CO551P.3	: To implement large-scale cooking methods for global cuisines with a focus on efficiency, food safety, and quality control.

Minimum 12 practicals to be conducted in the semester. These practicals should be comprised of the following:

SR. No	Practical
1.	10 Practicals of International Cuisine
2.	01 Practical of Fermentation and Preservation techniques
3.	01 Practical to understand Bulk Cooking

Course Code	:	SFB552MJ	Semester	:	Second
Name of the Course: Specialisation in Food & Beverage Service Management – II					
Teaching Scheme:			Examination scheme:		
Theory	:	4 hrs. per week	Concurrent evaluation	:	40
Total Hours	:	4 hrs. per week	End Term Theory exam	:	60
Credit:	:	04	Total Marks	:	100

Rationale: Students will acquire the leadership, innovation, customer service, and strategic management skills essential for success in the F&B industry, enabling them to effectively manage operations, enhance guest experiences, drive business growth, implement strategic and ethical decision-making, and leverage creativity and technological advancements to remain competitive in managerial and entrepreneurial roles.

Course Outcomes:	
CO552.1	: To demonstrate leadership and management skills necessary for effective F&B operations.
CO552.2	: To apply customer service excellence strategies to enhance guest satisfaction and loyalty.
CO552.3	: To develop and implement innovative business models, whether as entrepreneurs or intrapreneurs.
CO552.4	: To utilize analytical and strategic planning skills to drive sustainable growth and operational efficiency in the F&B industry.

Unit	Topics	Hrs
1.	<p>Meet The Manager</p> <ul style="list-style-type: none"> • Restaurant Leadership and Management (Food & Wine Manager- Brand Manager - Catering Manager - Banqueting Managers- F&B Marketing and Communication Manager-Director of F&B Operations- F&B Consultant- Entrepreneur in the F&B industry - Winemaker) • Handling customer complaints and crisis situations • Meet the staff (Training and Development- Leadership Strategies) • Case studies on adaptability. 	12
2.	<p>Intrapreneurship and Entrepreneurship in F&B Management</p> <ul style="list-style-type: none"> • Concept of Intrapreneurship <ul style="list-style-type: none"> ➢ Driving innovation within an existing organization ➢ Implementing process and product innovations ➢ Overcoming internal resistance to change ➢ Rewarding and fostering an intrapreneurial mind-set ➢ Case studies of intrapreneurial success in F&B brands • Concept of Entrepreneurship <ul style="list-style-type: none"> ➢ Best Practices and Benchmarking ➢ Identifying market gaps and business opportunities ➢ Scaling and Growth Practises ➢ Risk assessment and contingency planning ➢ Success stories of food entrepreneurs 	12

3.	Business Strategies <ul style="list-style-type: none"> ● Turn Around Strategies ● Short Term and Long-Term Development Plans ● Quality Assurance Management (ServQUAL) ● Ethical and Moral Policies 	12
4.	Guest Service Excellence/Customer Relationship Management in F&B <ul style="list-style-type: none"> ● Stakeholders of guest service excellence (Define the concept) ● The customer user journey map ● Physical and digital touch point ● Micro experiences and ceremonies ● Emotional engineering in food and beverage ● Service Attitude ● Cultural Sensitivity in Service 	12
5.	Creativity and Innovation in the F&B sector <ul style="list-style-type: none"> ● Recent trends in consumer behaviour ● Innovation in Food ● Technology (Automation in the food service operations) ● Experience Driven Dining examples 	12
	TOTAL	60

Suggested Assignments:

1. Interview a Food and Beverage Manager and present findings.
2. Visit a fine-dine restaurant and evaluate the consumer experience.
3. Study a case on an innovation happening in your city.

Reference Books

SR. No.	Name of the Book	Name of Author	Publication details
1.	Food and Beverage Management (6 th Edition)	Bernard Davis, Andrew Lockwood, Peter Alcott, Ioannis Pantelidis	Routledge (6th edition) on January 12, 2018 (ISBN: 978-1138679313).
2.	Unreasonable Hospitality: The Remarkable Power of Giving People More Than They Expect	Will Guidara	Optimism Press on October 25, 2022 (ISBN: 978-0593418574)
3.	When Fish Fly: Lessons for Creating a Vital and Energized Workplace	John Yokoyama and Joseph Michelli	Hyperion on August 4, 2004 (ISBN: 978-1401300616).
4.	Atlas Black: Managing to Succeed	Jeremy Short, Talya Bauer, and Dave Ketchen	Flat World Knowledge on August 1, 2010 (ISBN: 978-1936126446).
5.	Hotel Management & Operations (4 th Edition)	Denney G. Rutherford, Michael J. O'Fallon,	John Wiley & Sons, Inc.

Course Code	:	SFB552MJP	Semester	:	Second
Name of the Course: Specialisation in Food & Beverage Service Management – II (Practical)					
Teaching Scheme:		Examination scheme:			
Practical	:	4 hrs. per week	Concurrent evaluation	:	20
Total Hours	:	4 hrs. per week	End Term Practical exam	:	30
Credit:	:	02	Total Marks	:	50

Course Outcomes:	
CO552P.1	: To apply managerial decision-making skills in operational, staffing, and service-related scenarios through simulations and crisis response.
CO552P.2	: To analyse service quality and customer experiences using industry models and real-world case studies.
CO552P.3	: To create innovative business strategies and lean models that address market needs and enhance F&B operations.

Minimum 12 practicals to be conducted in the semester. These practicals should be comprised of the following:

SR. No	Practical
1.	Create SOP for making key decisions on operations, staffing, and customer service in different managerial role settings.
2.	Case studies on handling live crisis scenario (e.g., food poisoning complaint, kitchen fire, PR issue) and developing a resolution plan in real time.
3.	Role-play exercises on training and development techniques, conflict resolution, and team motivation strategies.
4.	Analyse a real-world case study on industry adaptability and present their strategic responses.
5.	Brainstorm and pitch an intrapreneurial innovation for an existing restaurant brand, focusing on process or product improvements.
6.	Design a lean business model canvas for a new F&B concept, identifying market gaps, revenue streams, and risk factors.
7.	Create a physical and digital customer journey map for a restaurant, identifying key service touch points and areas for improvement.
8.	Assess service quality using the ServQUAL model and propose actionable improvements in a restaurant.

Course Code	:	SRD553MJ	Semester	:	Second
Name of the Course: Specialisation in Rooms Division Management – II					
Teaching Scheme:			Examination scheme:		
Theory	:	4 hrs. per week	Concurrent evaluation	:	40
Total Hours	:	4 hrs. per week	End Term Theory exam	:	60
Credit:	:	04	Total Marks	:	100

Rationale: This syllabus focuses on developing strategic and financial acumen, revenue optimization skills, and guest relationship management, enabling students to drive profitability and brand loyalty in competitive markets. It emphasizes proactive crisis management and innovative sales strategies to ensure resilience and growth in accommodation businesses.

Course Outcomes:		
CO553.1	:	To develop and implement strategic revenue management techniques to optimize pricing and occupancy in hotels.
CO553.2	:	To analyse financial statements and budgets to improve profitability and cost control in accommodation operations.
CO553.3	:	To design and implement customer relationship management (CRM) strategies to enhance guest retention and loyalty.
CO553.4	:	To apply risk management techniques to identify and mitigate crises in rooms division operations.
CO553.5	:	To develop innovative marketing and sales strategies to maximize revenue through online and offline channels.

Unit	Topics	Hrs.
1.	Strategic Revenue Management <ul style="list-style-type: none"> Understanding Revenue Management in Rooms Division Demand Forecasting & Market Segmentation Dynamic Pricing Strategies & Rate Fencing Overbooking Strategies & Inventory Control Distribution Channel Management (OTAs, Direct Booking, GDS) Measuring Revenue Performance – RevPAR, GOPPAR, TrevPAR 	14
2.	Financial Management in Accommodation Operations <ul style="list-style-type: none"> Forecasting Room Revenue & Expenses Budgeting & Cost Control Techniques in Rooms Division Profit & Loss (P&L) Analysis for Front Office & Housekeeping Break-even Analysis Cost-Benefit Analysis 	12
3.	Guest Relations & Loyalty Program Management <ul style="list-style-type: none"> Guest Profiling & Data-Driven CRM Strategies Loyalty Programs & Guest Retention strategies by leading hospitality brands Handling Guest Feedback & Reputation Management Role of Emotional Intelligence in Guest Engagement 	10
4.	Crisis & Risk Management in Rooms Division <ul style="list-style-type: none"> Identifying Risks in Front Office & Housekeeping Operations Fire Safety, Cyber Threats, and Security Protocols Crisis Communication Strategies for Hotels Reputation Management in Crisis Situations Developing Emergency Response Plans 	10

5.	Sales & Marketing Strategies for Accommodation Businesses <ul style="list-style-type: none"> • Digital Marketing for Hotels – SEO, Social Media, PPC Advertising • Online Reputation Management & Review Platforms • Developing Effective Promotional Campaigns • Influencer & Affiliate Marketing in Hospitality • B2B Sales Strategies – Corporate Tie-ups, MICE Market 	14
	TOTAL	60

Suggested Assignments:

1. Develop budgeting and cost control measures for accommodation businesses.
2. Create an emergency response strategy for risk management in rooms division.
3. Design a guest retention strategy for a hospitality business.

Reference Books

SR. No.	Name of the Book	Name of Author	Publication details
1.	Accommodation Operations Management	Kaushal, S.K. Gautam S.N.	Frank brother
2.	Professional Management of Housekeeping Operations	Thomas Jones	Wiley
3.	Managing House Keeping Operation	Margaret Kappa & Aleta Nitschke	
4.	Front office Management	S.K. Bhatnagar	Frank Bros & Co ltd
5.	Effective Front Office Operations	Michael. L. Kasavana	AH&LA
6.	Front Office: Procedures, social skills, yield & management	Abbott, Peter &Lewry,Sue	Elsevier
7.	Hotel Front Office Management	James Bardi.	Wiley India

Course Code	:	SRD553MJP	Semester	:	Second
Name of the Course: Specialisation in Rooms Division Management – II (Practical)					
Teaching Scheme:		Examination scheme:			
Practical	:	4 hrs. per week	Concurrent evaluation	:	20
Total Hours	:	4 hrs. per week	End Term Practical exam	:	30
Credit:	:	02	Total Marks	:	50

Course Outcomes:	
CO553P.1	:
CO553P.2	:
CO553P.3	:
CO553P.4	:
CO553P.5	:
To apply revenue management tools to simulate demand forecasting, rate fencing, and optimize pricing strategies for peak and off-peak seasons.	
To design and interpret financial and operational reports to support informed managerial decisions.	
To evaluate guest profiles, online presence, and review platforms to propose data-driven loyalty programs and digital marketing strategies for room sales.	
To develop and implement crisis response procedures ensuring preparedness and risk mitigation in accommodation operations.	
To demonstrate professional skills in vendor negotiations, guest conflict resolution, and sustainability assessments through role-plays and simulation exercises.	

Minimum 12 practicals to be conducted in the semester. These practicals should be comprised of the following:

Sr. No	Practical
1.	Revenue Management using tools to simulate demand forecasting and pricing strategies.
2.	Creating a financial report for the hotel's rooms division.
3.	Analysing guest profiles and proposing loyalty programs.
4.	Implementing rate fencing and price optimization strategies.
5.	Simulating a fire, cyber-attack, or security breach response.
6.	Evaluating a hotel's presence on Trip Advisor, Google Reviews, and social media.
7.	Creating a digital marketing strategy for hotel room sales.
8.	Evaluating green initiatives in hotel housekeeping & maintenance.
9.	Developing a preventive maintenance schedule for hotel rooms.
10.	Role-plays on vendor and supplier agreements & negotiations
11.	Optimizing pricing strategies for peak and off-peak seasons.
12.	Practicing conflict resolution in guest relations.

Course Code	:	HFM554MJ	Semester	:	Second
Name of the Course: Hospitality Finance Management					
Teaching Scheme:		Examination scheme:			
Theory	:	4 hrs. per week	Concurrent evaluation	:	40
Total Hours	:	4 hrs. per week	End Term Theory exam	:	60
Credit:	:	04	Total Marks	:	100

Rationale: Effective finance management is crucial for hospitality organization to achieve their goals and objectives. This course will introduce the important financial aspects such as planning, organizing, directing, and controlling financial resources to optimize returns and minimize risks.

Course Outcomes:	
CO554.1	To understand various concepts related to financial management.
CO554.2	To categorize various types of budgets & present various financial statements with the help of accounting ratios.
CO554.3	To study in detail, various tools and techniques in the area of finance.
CO554.4	To evaluate capital budgeting & determine the working capital requirements.
CO554.5	To develop the analytical skills this would facilitate the decision making in Business situations.

Unit	Topics	Hrs
1.	Introduction to Business Finance <ul style="list-style-type: none"> • Sources of Long-term finance • Meaning of Financial Management, • Goals of Financial Management (Profit Maximization and Wealth Maximization), • Modern approaches to Financial Management – (Investment Decision, Financing Decision and Dividend Policy Decisions) • Finance and other related disciplines • Functions of finance manager 	12
2.	Introduction to Financial Statements <ul style="list-style-type: none"> • Understanding of Financial Statements • Interpretation of Financial Statements with help of Basic Accounting Ratios 	12
3.	Cost Volume Profit Analysis, Budget and Budgeting Control <ul style="list-style-type: none"> • Break Even Analysis • Decision making under marginal costing system related to Hotel Industry • Preparation of Flexible and Cash Budget 	12
4.	Working Capital Management <ul style="list-style-type: none"> • Need for working capital • Factors affecting working capital • Operating cycle • Estimation of working capital requirement (especially in Hotel Industries) 	12

5.	Capital Budgeting <ul style="list-style-type: none"> • Time value of money • Discounting of Cash Flows • Methods of evaluating Capital Expenditure proposals (except IRR) 	12
		TOTAL 60

Suggested Assignments:

1. Distinguish between direct & indirect cost with examples.
2. Enumerate and briefly explain components of Cost Sheet.

Reference Books:

SR. No.	Book Name	Author	Publisher
1.	Financial Management	I. M. Pandey	Vikas Publication
2.	Financial Management	Khan & Jain	TATA McGraw Hill
3.	Corporate Finance, Theory and Practice	Aswath Damodaran	Wiley Publication
4.	Financial Management	N. M. Wechlekar	Nirali Publication
5.	Financial Management Principle and Practices	S. Sudarsana Reddy	Himalaya Publication

Course Code	:	LAH555MJ	Semester	:	Second
Name of the Course: Legal Aspects for Hospitality Business					
Teaching Scheme:		Examination scheme:			
Theory	:	4 hrs. per week	Concurrent evaluation	:	40
Total Hours	:	4 hrs. per week	End Term Theory exam	:	60
Credit:	:	04	Total Marks	:	100

Rationale: The hospitality industry is a complex and dynamic sector that is heavily influenced by laws and regulations. Hospitality law provides a framework for understanding the legal rights and responsibilities of hospitality providers and consumers, ensuring a safe and enjoyable experience for guests.

Course Outcomes:	
CO555.1	To interpret the foundational business and commercial laws applicable to hospitality enterprises.
CO555.2	To analyse key welfare legislations with respect to employee rights and employer obligations in hospitality.
CO555.3	To apply the provisions of the Sale of Goods Act to hospitality business transactions, understanding guest-hotel owner contractual obligations and remedies.
CO555.4	To evaluate the procedures, requirements, and legal implications of various licenses and permits essential for the lawful operation of hospitality establishments.
CO555.5	To analyse the impact of central and state taxation laws, cyber laws, and international acts in the context of the hospitality and tourism industry.

Unit	Topics	Hrs
1.	<p>Business and Commercial Law</p> <ul style="list-style-type: none"> • Special contracts- Franchising • Partnership Act 1932 • Meaning and definition of partnership • General duties of partner • Determination of rights and duties of partners by contract between partners • Negotiable Instruments Act • Nature of negotiable Instruments • Types of Negotiable Instruments • Endorsement • Minimum salary and Payment of salary act pertaining to Hospitality Industry. • Introduction to Minimum wages Act 1948 and Payment of wages Act 1936 Pertaining to Hospitality Companies Act 	14

2.	<p>Welfare and Safety Statutory Laws</p> <ul style="list-style-type: none"> • ESI Act • Definitions. • Authorities constituted under it. • Concept of ESI Fund <p>Workmen's Compensation Act 1923</p> <ul style="list-style-type: none"> • Introduction of the Act • Definitions • Employer's liability to pay compensation • Maternity Benefit Act 1961 • Introduction and Applicability of Act • Definitions, Role of Authority constituted under the Act 	12
3.	<p>Sale of Goods Act</p> <ul style="list-style-type: none"> • Essentials of valid Sale • Conditions and Warranties-- applicable to Hospitality industry • Unpaid seller and his rights – applicable to Hospitality industry • Rights and duties of seller and buyer – Guests and Hotel Owner 	12
4.	<p>Licenses and Permits required by Hotels</p> <ul style="list-style-type: none"> • Bar License • Restaurant and various types of outlets and Licenses required • Swimming pool License • Spa and Health Club License • Public Amusement License • Renewal Suspension and termination of licenses • Procedure for granting Star gradation in India, various approvals, permissions required to set up a hotel • Other Licenses required • Only License and their Requisites to be explained with reference to Related Law 	10
5.	<p>Central, State and Other Laws related to Hospitality Industry</p> <ul style="list-style-type: none"> • VAT-- applicability to the Hospitality industry. • Service tax -- applicability to the Hospitality industry. • Luxury tax -- applicability to the Hospitality industry. • Any other applicable taxes • GST <p>Other Laws related to Hospitality Industry</p> <ul style="list-style-type: none"> • Cyber law – important provisions applicable to Hospitality industry. • Passport Act -- Applicable to Hospitality industry with concern with the Foreign Tourist • Foreigners Registration Act • Foreign Exchange Management Act. (FEMA) 	12
	TOTAL	60

Suggested Assignments:

1. Presentation on important Licenses and Permits required for starting a restaurant, bar and five-star hotel (minimum 10).
2. Analyse provisions related to the permit of alcohol consumption.
3. Analysis of case laws filed against catering establishments under consumer protection act.

References Books

SR. No.	Book Name	Author	Publisher
1.	Respective Acts	-	-
2.	Legal Aspect for Hospitality & Tourism Industry	Atul Bansal	
3.	Hotel Law	Amitabh Devendra	

Course Code	:	MIS556MN	Semester	:	Second
Name of the Course: Management Information System					
Teaching Scheme:		Examination scheme:			
Theory	:	2 hrs. per week	Concurrent evaluation	:	20
Total Hours	:	2 hrs. per week	End Term Theory exam	:	30
Credit:	:	02	Total Marks	:	50

Rationale: This syllabus is designed to provide students with comprehensive knowledge of computer-based systems used in hospitality, focusing on their role in enhancing efficiency, decision-making, and operational control. It emphasizes the selection, integration, and implementation of information systems across accommodation, accounting, catering, and back-office functions to support data-driven management.

Course Outcomes: -		
CO556.1	:	To explain the fundamental concepts of MIS, DSS, and EIS and their significance in decision-making.
CO556.2	:	To demonstrate knowledge of PMS and reservation systems, including the generation and interpretation of key operational reports.
CO556.3	:	To evaluate MIS applications in accounting, night audit, and financial reporting to enhance financial control.
CO556.4	:	To examine the role of catering computing systems and back-office applications in streamlining hospitality operations.
CO556.5	:	To identify system requirements, vendor selection processes, and implementation strategies for effective MIS adoption in hospitality businesses.

Unit	Topics	Hrs.
1.	<p>Introduction to Management Information System (MIS)</p> <ul style="list-style-type: none"> • Introduction, Definition, Concept • Understanding Information systems – MIS, DSS, EIS • Infrastructural Resources required for MIS <ul style="list-style-type: none"> ◦ Hardware ◦ Software ◦ Data • Managing multiprocessor environments • MIS security Issues • MIS Performance evaluation 	04
2.	<p>Computer-based systems for Accommodation Management</p> <ul style="list-style-type: none"> • Property Management System-Various Modules related to Reservations, Registration, Cashiering, Telephones, Guest History, Housekeeping • Various reports generated using computer-based systems – Room Occupancy Report, Housecount Report, Expected Arrival List, Expected Departure List, Cashier Report, Room & Rate Assignment, Room Status Report, Discrepancy Report, Guest Requests • Computerised Reservation Systems – Global Distribution System, Central Reservation Systems • MIS for volume forecasting 	08

3.	<p>Information Systems for Accounting</p> <ul style="list-style-type: none"> • Types of Accounts • Posting Entries to guest ledger & city ledger • Night Audit Routine • Reports Generation & analysis – <ul style="list-style-type: none"> ◦ Night Audit Report ◦ Credit Limit Report ◦ Tariff Report ◦ Rate Variance Report ◦ Today's Arrival Report ◦ Pick-up Report ◦ Turn-away Report 	04
4.	<p>Catering Computing Systems</p> <ul style="list-style-type: none"> • Stock Control System • E-procurement System • Electronic POS system • Table Management System • Recipe Management System • Menu Management System • Conference & Banquet Management System • Beverage Control System • Sales Analysis 	06
5.	<p>Back Office & Allied Systems</p> <ul style="list-style-type: none"> • Back Office Systems <ul style="list-style-type: none"> ◦ Payroll System ◦ Maintenance Management System ◦ Performance Management System ◦ Personnel Management System • Allied Systems <ul style="list-style-type: none"> ◦ Energy Management System ◦ Auxiliary Guest Services ◦ Guest Operated Devices – In-room vending, In-room entertainment, IoT ◦ Electronic Locking System <p>Selecting & Implementing Computer Systems</p> <ul style="list-style-type: none"> • Analysing current information needs • Establishing system requirements • Proposal from vendors • Contract negotiations • Installation & Maintenance of systems • Troubleshooting, Training & Upgradation 	08
	TOTAL	30

Suggested Assignments:

1. Select a well-known PMS software (e.g., Opera, IDS, or XN Protel). Describe its modules related to reservations, front office, housekeeping, and guest management.
2. Design an outline for a catering business incorporating technology-driven systems like POS, stock control, and banquet management systems.
3. Prepare a PowerPoint Presentation on Energy Management Systems and Guest-Operated Devices to improve sustainability and guest experience in hotel industry.

Reference Books

Sr. No.	Name of the Book	Name of Author	Publication details
1.	Computers in Hotels: Concepts and Applications	Partho Pratim Seal	Oxford
2.	Hospitality Information Systems and E-Commerce	Dana V Tesone	Wiley
3.	Management Information System	James A. O'Brien, George M. Marakas	McGraw-Hill Publication
4.	Information and Communication Technologies in Hospitality and Tourism: Applications and Management	Marianna Butterworth	Heinemann Limited
5.	Hospitality Information Technology: Learning How to Use It	Galen R. Collins, Cihan Cobanoglu Kendall	Hunt Publishing Company
6.	Essentials of Management Information Systems	Kenneth C. Laudon, Jane P. Laudon	Pearson Education
7.	Management Information Systems	Mahadeo Jaiswal & Monika Mittal	Oxford Publication
8.	Information Management Systems and Tourism	--	Neeraj Publication
9.	Management Information Systems	W. S. Jawadekar	--

Course Code	:	ODL557MN	Semester	:	Second
Name of the Course: Organisation Development					
Teaching Scheme:		Examination scheme:			
Theory	:	2 hrs. per week	Concurrent evaluation	:	20
Total Hours	:	2 hrs. per week	End Term Theory exam	:	30
Credit:	:	02	Total Marks	:	50

Rationale: OD focuses on improving the overall effectiveness of an organization and the well-being of its employees through planned interventions. It encompasses the application of behavioural science principles and practices to help organizations become more adaptive, innovative, and aligned with their goals. By implementing OD principles, organizations can create a culture that nurtures continuous development and sustainable change.

Course Outcomes:	
CO557.1	Familiarize the concepts and techniques of OD.
CO557.2	Evaluate the implementation of OD interventions and judge their usefulness against other change tools and techniques.
CO557.3	Identify the key roles and responsibilities of an OD consultant needed to develop and sustain long term OD interventions.
CO557.4	Interpret a range of organization data to gain insights into organizational effectiveness.

Unit	Topics	Hrs
1.	Introduction of Organization Development (OD) <ul style="list-style-type: none"> • Values, Characteristics, Assumptions, Importance and Evolution of OD • Foundations of OD: Conceptual Framework of OD • First Order and Second Order Change 	04
2.	Foundation of OD <ul style="list-style-type: none"> • Action Research • Survey Feedback • Systems Theory • Teams And Teamwork, Participation & Empowerment • Applied Behavioural Science • Parallel Learning Structures • Normative – Re educative Strategy of Changing 	08
3.	Process of OD <ul style="list-style-type: none"> • Components of OD Process, Diagnosis, Action and Program Management • Model Of Change, Six Box Model • Third Wave Consulting: The Action Component – OD Intervention • Analysing discrepancies: The Program Management – Model for managing Change 	06

4.	OD Intervention <ul style="list-style-type: none"> • Meaning, Importance • Team Intervention: Role Analysis, Interdependency, Appreciation and Concern • Inter group: Walton, Principled Negotiation • Structural: STS-Kaizen, Quality of Work Life, ISO14000 • Work Redesign, Self-Managed Teams • Individual: T-Group, Behaviour Modelling • Research and analysis for organization 	06
5.	Client and Consultant Relationship <ul style="list-style-type: none"> • Competencies of OD Practitioners • Role of OD Consultant • Entering into an OD Relationship - Clarifying the organizational Issue -Determining the Relevant Client - Selecting an OD Practitioner 	06
	TOTAL	30

Suggested Assignments:

1. Case Studies on Kaizen, Quality of Work Life etc.
2. Book review Organizational diagnosis: a workbook of theory and practice
3. Make a presentation on Steps to Achieve ISO 14001 Certification

Reference Books

SR. No.	Name of the Book	Name of Author	Publication details
1.	Organization Development: Behavioral Science Interventions for Organization Improvement, 6th	French, Wendell L / Bell, Cecil H Jr.	Pearson Education. Prentice Hall - 1998
2.	An Experiential Approach to Organizational Development, 7th e	Harvey, Don / Brown, Donald R .	Pearson Prentice Hall – 2005
3.	Organizational Development	S Ramnarayan, T V Rao	SAGE Publications Inc.
4.	Organizational Development	French and Bell	Pearson
5.	Practicing Organization Development: A Guide for Leading Change	William J. Rothwell, Jacqueline M. Stavros, Roland L. Sullivan and Arielle Sullivan	John Wiley and Sons, Inc.
6.	Strategic Organizational Development And Change	Jonathan H. Westover	HCI Press
7.	Organization Effectiveness and Change Management	Kondalkar	PHI Learning
8.	Organizational Change and Development	Dipak Bhattacharyya	Oxford University Press.
9.	Organizational diagnosis: a workbook of theory and practice	M. R. Weisbord	Basic Books, 1978

Course Code	:	CST558SEC	Semester	:	Second
Name of the Course: Corporate Sustainability					
Teaching Scheme:		Examination scheme:			
Theory	:	2 hrs. per week	Concurrent evaluation	:	20
Total Hours	:	2 hrs. per week	End Term Theory exam	:	30
Credit:	:	02	Total Marks	:	50

Rational / Objectives: This course aims to provide students with a thorough understanding of sustainability in the hospitality industry, equipping them with the knowledge and tools to implement sustainable strategies in hotel and restaurant management.

Course Outcomes:	
CO558.1	: To understand the principles of corporate sustainability and their application in the hospitality industry.
CO558.2	: To analyse sustainable operational strategies, including energy efficiency, waste management, and ethical sourcing in hospitality industry.
CO558.3	: To evaluate human resource sustainability practices and ethical leadership in hospitality organizations.
CO558.4	: To be aware of technological innovations on sustainability in the hospitality sector.

Unit	Topics	Hrs.
1.	Foundations of Corporate Sustainability in Hospitality Industry <ul style="list-style-type: none"> Introduction to Sustainability: The Triple Bottom Line (People, Planet, Profit) Environmental Stewardship in Hospitality (Carbon footprint, Best practices in energy and water conservation, Circular economy principles in hospitality) Social Responsibility and Ethics Corporate Governance for Sustainability – Case studies 	04
2.	Environmental Sustainability <ul style="list-style-type: none"> Sustainable Hospitality Development and Design <ul style="list-style-type: none"> LEED-certified and green hotel architecture Biomimicry and nature-inspired sustainable design Low-impact development in hospitality Resource Efficiency and Green Operations Sustainable Food and Beverage Management Waste and Circular Economy in Hospitality Sustainability Certifications and Benchmarking <ul style="list-style-type: none"> ISO 14001, LEED, EarthCheck Sustainable hotel ranking systems (Green Key, GSTC certification) 	08
3.	Human Resources and Organizational Sustainability <ul style="list-style-type: none"> Building a Sustainable Workforce Employee Engagement and Well-being <ul style="list-style-type: none"> Mental health and work-life balance in hospitality Ethical leadership and employee empowerment Strategies for preventing burnout and turnover in sustainable hospitality 	06

	<ul style="list-style-type: none"> • Diversity, Inclusion, and Equity (D.I.E.) in the Workplace • Case Studies in HR Sustainability <ul style="list-style-type: none"> ➢ Employee sustainability training programs at leading hotel chains (e.g., Marriott's Serve 360, Hilton's Travel with Purpose) ➢ Hospitality companies leading in ethical labour practices 	
4.	Corporate Social Responsibility (CSR) and Community Impact <ul style="list-style-type: none"> • Strategic CSR in Hospitality • Impact Measurement and Reporting • Hospitality and Social Entrepreneurship • Suggested Case Studies in CSR & Community Engagement <ul style="list-style-type: none"> ➢ ITC's "Responsible Luxury" model ➢ Taj Hotels' sustainable community engagement programs ➢ Accor's Planet 21 sustainable development strategy 	08
5.	Trends and Innovations in Sustainable Hospitality <ul style="list-style-type: none"> • Technology and Sustainability in Hospitality • Hospitality in the Climate Crisis Era • The Future of Sustainable Hospitality 	04
	TOTAL	30

Suggested Assignments:

1. Conduct a sustainability audit of a hotel or restaurant and propose improvement strategies.
2. Present a PPT on a hospitality brand known for its sustainability initiatives.
3. Create a business plan for a sustainable hospitality venture incorporating green design and ethical operations.

Reference Books

SR. No.	Name of the Book	Name of Author	Publication details
1.	Sustainability in the Hospitality Industry: Principles of Sustainable Operations	Willy Legrand, Philip Sloan, Joseph S. Chen	Routledge, Latest Edition
2.	Sustainable Hospitality: A Pathway to Success	Franziska Doell	Springer, Latest Edition
3.	Greening Food and Beverage Services: A Green Seal Guide to Sustainable Practices	Jenny Davies, J. Glenn	Wiley, Latest Edition
4.	Hospitality and Climate Change: Challenges and Opportunities	Vinnie Jauhari	CRC Press, Latest Edition
5.	Corporate Social Responsibility in the Hospitality Industry	C. Michael Hall, Stefan Gössling	Routledge, Latest Edition

Course Code	:	MOO542OE	Semester	:	Second
Name of the Course: MOOC					
Teaching Scheme:			Examination scheme:		
Total Hours	:	--	Concurrent evaluation	:	50
Credit:	:	02	Total Marks	:	50

Any Course of 2 Credits can be taken in the form of MOOCs, provided the student secures the certificate from the MOOC platform. Any other online platforms shall not be considered valid.

Course Code	:	HTX560GE	Semester	:	Second
Name of the Course: Hospitality Taxation					
Teaching Scheme:		Examination scheme:			
Theory	:	2 hrs. per week	Concurrent evaluation	:	20
Total Hours	:	2 hrs. per week	End Term Theory exam	:	30
Credit:	:	02	Total Marks	:	50

Rationale: Understanding and applying the full range of taxes in the hospitality industry -GST, income tax, state-level taxes, payroll taxes, FDI-related taxation, and tax-saving opportunities—are critical for ensuring legal compliance, optimizing financial performance, and reducing operational risks. By staying informed about tax responsibilities and opportunities, hospitality businesses can create a sustainable financial model, navigate regulatory challenges, and maximize growth potential while minimizing tax burdens

Course Outcomes:	
CO560.1.	Demonstrate a comprehensive understanding of Goods and Services Tax (GST) and Income Tax as it applies to hospitality businesses.
CO560.2	Understand and apply various state-level taxes and levies that affect the hospitality industry.
CO560.3	Gain knowledge of Payroll Taxes, Provident Fund, Employee State Insurance, and other tax-related obligations for workers in the hospitality sector.
CO560.4	Identify and apply tax-saving opportunities that reduce the overall tax burden on hospitality enterprises.
CO560.5	Evaluate the impact of FDI on local tax regimes and compliance for hospitality businesses.

Unit	Topics	Hrs
1.	<p>Goods and Services Tax (GST) in Hospitality</p> <ul style="list-style-type: none"> Hotels (based on tariff slabs): < ₹1,000 per night: 0% (Exempt), ₹1,001 - ₹7,500 per night: 12%, Above ₹7,500 per night: 18% Restaurants: Standalone restaurants: 5% (without ITC), Restaurants in hotels (room tariff < ₹7,500): 5% (without ITC), Restaurants in hotels (room tariff > ₹7,500): 18% (with ITC), Outdoor catering: 18%, Banquet & conference services: 18%, Alcohol sales: Outside GST (VAT & Excise apply) Input Tax Credit (ITC) Rules: GST Returns & Compliance (GSTR-1, GSTR-3B, Annual Return), GST on Online Travel Agencies (OTAs) & Aggregators (e.g., OYO, MakeMyTrip, Airbnb) 	08
2.	<p>Income Tax</p> <ul style="list-style-type: none"> Applicable Tax Rates for Hotels & Restaurants Presumptive Taxation for Small Businesses (Section 44AD & 44ADA) TDS (Tax Deducted at Source) Compliance TDS on Rent (Sec 194I) TDS on Contractors & Professionals (Sec 194C & 194J) Depreciation on Hospitality Assets (Sec 32) Tax Holiday & Incentives for Hotels (Section 80-ID for new hotels in special regions) 	06

3.	State-Level Taxes & Levies <ul style="list-style-type: none"> Excise Duty on Alcohol (State Government Control) Entertainment Tax (if applicable, now largely subsumed in GST) Municipal Taxes (Property Tax, Trade License Fees) 	04
4.	Employee-Related Taxes & Compliance <ul style="list-style-type: none"> Professional Tax (State-specific, like Maharashtra, Karnataka, etc.) Provident Fund (PF) & Employee State Insurance (ESI) Compliance Gratuity & Bonus Taxability 	04
5.	Special Tax Benefits & Deductions <ul style="list-style-type: none"> Incentives for Eco-friendly & Sustainable Hotels Deductions for Renovation & Expansion FDI & Taxation in Hospitality <ul style="list-style-type: none"> Tax Implications for Foreign Investors Withholding Tax on Foreign Payments (e.g., royalties, management fees) 	08
	TOTAL	30

Suggested Assignments:

1. Case study that includes a hotel's annual financial report, including its revenue, operating expenses, and investment details. Students are required to calculate the applicable GST
2. Presentation on cross-border taxation
3. Practical Audit Simulation to identify potential tax issues and recommend corrective actions.

Reference Books

SR. No.	Name of the Book	Name of Author	Publication details
1.	Guide to GST on Services	Rakesh Garg, Sandeep Garg	Bloomsbury Publishing
2.	Evolution of Goods and Services Tax in India	R. Kavita Rao, Sacchidananda Mukherjee, Amaresh Bagch	Cambridge University Press
3.	Income Tax – Law and Practice	Prof. Preeti Rani Mittal, Dr. Anshika Bansal	Sultan Chand & Sons

Semester III

Course Code	:	SFP601MJ	Semester	:	Third
Name of the Course: Specialisation in Food Production Management – III					
Teaching Scheme:		Examination scheme:			
Theory	:	4 hrs. per week	Concurrent Evaluation	:	40
Total Hours	:	4 hrs. per week	End Term Theory Exam	:	60
Credit:	:	04	Total Marks	:	100

Rationale: This course equips students with advanced managerial, ethical, research and technological competencies in food production. It integrates strategic resource management, culinary ethics, research methodologies, food communication and artificial intelligence, enabling graduates to lead efficient, responsible and innovation-driven culinary operations in a global hospitality environment.

Course Outcomes:	
CO601.1.	To analyse and optimise capacity, workforce deployment, equipment lifecycle, and technology and improve efficiency and profitability in diverse hospitality contexts.
CO601.2	To evaluate real world kitchen situations using ethical theories.
CO601.3	To formulate research problems, select appropriate quantitative and qualitative methods and interpret findings.
CO601.4	To create evidence-based food writing and media content, and critically appraise the impact of AI

Unit	Topics	Hrs.
1.	<p>Strategic Resource Management</p> <ul style="list-style-type: none"> Concept and scope of resource management in hospitality Capacity planning and demand forecasting Yield management and standardization in food production Workforce planning for kitchens and production units Skill mapping and competency-based deployment Selection, maintenance, and lifecycle management of kitchen equipment Profit optimization through resource efficiency Use of ERP, POS, and kitchen management systems Impact of globalization on food production resources 	20
2.	<p>Culinary Ethics</p> <ul style="list-style-type: none"> Meaning and importance of ethics in culinary profession, Moral philosophy and ethical theories Professional codes of conduct in hospitality and culinary arts Ethical Food Sourcing and Procurement Ethical responsibility: Honest menu descriptions, Allergen management and dietary disclosures, Consumer rights, Religious, regional, and dietary sensitivity, Food waste ethics and ethical marketing of food products Occupational health and safety in kitchens Ethics vs. law in food service operations 	14

3.	Research areas in food production <ul style="list-style-type: none"> Quantitative and qualitative methods relevant to food production, such as experiments, surveys, sensory panels, observations, case studies, and mixed methods. Simple experimental designs Product and menu development research 	10
4.	Food Writing and Culinary Media <ul style="list-style-type: none"> Evolution of culinary writing and media Types of food writing: reviews, features, travel food writing, recipes Descriptive and sensory writing techniques Social media and food storytelling 	08
5.	Impact of Artificial Intelligence on Food Production <ul style="list-style-type: none"> Definition and scope of Artificial Intelligence in hospitality AI-based demand forecasting and production planning Recipe standardization and quality consistency using AI Human–AI collaboration in kitchens 	08
	TOTAL	60

Suggested Assignments:

1. Culinary Ethics Case Study - Prepare a case study analysis (2,000–2,500 words) on an ethical dilemma in culinary operations.
2. Conduct a small empirical study (group or individual): Sensory panel comparing two standardized recipes, Observation of production workflow and time-motion analysis, short survey of guests or staff on one menu/production issue.
3. Write one critical restaurant review or one travel-food narrative or word reflection explaining how sensory description

Reference Books

SR. No.	Name of the Book	Name of Author	Publication details
1.	Handbook of Food and Beverage Fermentation Technology	Y. H. Hui,	CRC Press
2.	On Cooking	Sara Lebanski	Pearson
3.	NOMAs guide to Fermentation	Rene RedZepi David Zilber	Artisan Division of Workman Publishing
4.	Microbial Production of Food Ingredients, Enzymes and Nutraceuticals	Brian McNeil David Archer Ioannis Giavasis Linda Harvey	Woodhead Publishing Limited.
5.	The Science of Cooking	Dr. Stuart Farrimond	DK
6.	Food processing and Packaging	Anton Kuris	Discovery Publication , India
7.	Professional cooking	Wayne Gisslen	John Wiley & Sons
8.	Hygiene and Sanitization	S. Rodey	McGraw Hill
9.	Institutional Food Management	Mohini Sethi	New Age International
10.	Culinaria Series		Konemann UK Ltd, Ullmann Publishing

11.	Food Processing Principles and Applications	Editors- J Scott Smith, Y H Hui	Wiley
12.	Marketing Management	Philip Kotler	Pearson education
13.	From Farm to Table- Organic Food Marketing Strategies of India	Dr syed Ellahi	Adhyayan Books
14.	Hygiene Management in Kitchen and Service	Frank Hochsmann	Books On Demand

Course Code	:	SFP601MJP	Semester	:	Third
Name of the Course: Specialisation in Food Production Management – III (Practical)					
Teaching Scheme:		Examination scheme:			
Practical	:	4 hrs. per week	Concurrent Evaluation	:	20
Total Hours	:	4 hrs. per week	End Term Practical Exam	:	30
Credit:	:	02	Total Marks	:	50

Course Outcomes:	
CO601P.1	: Design and execute creative basket practicals that highlight innovation, sensory appeal, and market relevance in food production
CO601P.2	: Demonstrate proficiency in Sous-vide and Low-Temperature Cooking, ensuring precision in temperature control, food safety, and product quality.
CO601P.3	: Analyse the scientific principles behind low-temperature cooking methods and evaluate their impact on texture, flavour, and nutrition.
CO601P.4	: Prepare and deliver a structured research presentation that connects culinary practice with academic inquiry, demonstrating skills in investigation, critical thinking, and communication.

Minimum 12 practicals to be conducted in the semester. The practicals should comprise of the following:

SR. No	Practical
1.	10 basket practical for product development
2.	01 Sous-vide and Low-Temperature Cooking
3.	01 Mini Research Presentation

Course Code	:	SFB602MJ	Semester	:	Third
Name of the Course: Specialisation in Food & Beverage Service Management – III					
Teaching Scheme:			Examination scheme:		
Theory	:	4 hrs. per week	Concurrent evaluation	:	40
Total Hours	:	4 hrs. per week	End Term Theory exam	:	60
Credit:	:	04	Total Marks	:	100

Rationale: This course introduces to the students to advanced food and beverage service strategies, global service standards, sustainable restaurant leadership, and the integration of technology-driven F&B innovations.

Course Outcomes:	
CO602.1.	To demonstrate advanced understanding of global service styles, service excellence frameworks, and guest engagement strategies.
CO602.2	To apply operational analytics, revenue management, and demand forecasting tools to improve F&B profitability.
CO602.3	To analyse and manage beverages, bar operations, mixology trends, and revenue management in beverage service.
CO602.4	To develop leadership, team management, and sustainability strategies for F&B entrepreneurship and business growth.

Unit	Topics	Hrs
1.	F&B Industry Landscape & Innovation Trends <ul style="list-style-type: none"> • Clean label movement • Sugar & salt reduction technologies • Plant-based & alternative proteins • Regulatory overview (FSSAI, FDA, EFSA) • Food & Beverage Product Innovation: (Sensory-driven design, prototyping) • Food entrepreneurship & commercialization 	12
2.	Revenue & Performance Optimization <ul style="list-style-type: none"> • Restaurant Performance Analytics (KPIs) • Advanced Forecasting (Seasonality, Demand Patterns) • Yield Management & Dynamic Pricing in Restaurants • Capacity Management techniques • Labor Optimization strategies • Benchmarking: Competitor & Industry Standards 	12
3.	Sustainability & Ethical Foodservice Leadership <ul style="list-style-type: none"> • Sustainable Restaurant Operations (Energy, Water, Waste, Materials) • Green Certifications (LEED, Green Restaurant Association) • Ethical Procurement & Supply Chain Transparency • Climate-Smart Menus • Leadership in Sustainable Hospitality • Crisis Management & Risk Preparedness • Sustainability Audit of a Food Service Outlet 	12

4.	F & B Entrepreneurship & Innovation <ul style="list-style-type: none"> Business Models in Modern F&B (Pop-ups, Food Trucks, Hybrid Dining, Subscription Dining) Developing a Business Plan for a New F&B Venture Financial Planning (Capital Estimation, Investment, ROI) Branding, Positioning & Digital Storytelling Tech Integration (AI in F&B, Robotics, Smart Inventory, CRM Systems) Franchise Management 	12
5.	Beverage Trends <ul style="list-style-type: none"> Introduction to molecular mixology (Classic, Contemporary & Zero-ABV) Calculating standard vs. actual beverage cost Recipe standardization for beverages Pour cost evaluation 	12
	TOTAL	60

Suggested Assignments:

1. Create an SOP manual for a luxury specialty restaurant.
2. Develop a beverage menu with costing and design layout.
3. Create a sustainability improvement plan for an existing food outlet.
4. Draft a mini business plan for a sustainable F&B entrepreneurial concept.

Reference Books

SR. No.	Name of the Book	Name of Author	Publication details
1.	Food and Beverage Management	John cousins, David Foskett, Gillespie by Pearson	2nd Edition, Pearson Education, 2002, ISBN: 978-0582452718
2.	Profitable Restaurant Management	Kenneth L Solomon, Norman Katz by Prentice Hall, Inc. Englewood Cliff	2nd Edition, Prentice-Hall, Englewood Cliffs, N.J., 1981, ISBN: 978-0137288168
3.	The Bar and Beverage Book	Costas Katsigris & Chris Thomas	Published by John Wiley & Sons
4.	Menu Engineering: A Practical Guide to Menu Analysis	<i>Michael L. Kasavana and Donald I. Smith</i>	Hospitality Publications, 1982, ISBN: 978-0866120518
5.	Managing Sustainability in the Hospitality and Tourism Industry: Paradigms and Directions for the Future	Vinnie Jouhari	Apple Academic Press / CRC Press

Course Code	:	SFB602MJP	Semester	:	Third
Name of the Course: Specialisation in Food & Beverage Service Management – III (Practical)					
Teaching Scheme:		Examination scheme:			
Practical	:	4 hrs. per week	Concurrent Evaluation	:	20
Total Hours	:	4 hrs. per week	End Term Practical Exam	:	30
Credit:	:	02	Total Marks	:	50

Course Outcomes:	
CO602P.1	: Formulate innovative business models for new food service ventures (food truck, pop-up, café, cloud bar, hybrid dining), including menu prototyping, pricing, and cost estimation for launch and branding it
CO602P.2	: Evaluate food service operations by conducting waste audits and measuring the carbon footprint of selected menu items, fostering awareness of environmental impact.
CO602P.3	: Create checklists for fire safety and food safety incident response, and draft risk management SOPs to ensure operational resilience
CO602P.4	: Collect and interpret field data to calculate key performance indicators (KPIs) such as RevPASH, average check, cover turnover, and food cost percentage, supporting evidence-based decision-making.

Minimum 12 practicals to be conducted in the semester. The practicals should comprise of the following:

SR. No.	Practical
1.	Entrepreneurial strategies- Designing a business model for a new outlet (food truck, pop-up, café, cloud bar, hybrid dining) Creating Menu prototype with pricing Cost estimation for launching the venture
2.	Branding & digital storytelling concept
3.	Sustainability Audit of a Food Service Outlet: Conducting a waste audit, Measuring carbon footprint of selected menu items
4.	Preparing a sustainability checklist and suggesting improvement strategies
5.	Crisis & Risk Management Drill: creating checklists for - Fire safety in restaurants, Food safety incident response Drafting risk management SOPs
6.	Restaurant Performance Analytics Practical: Field work- Collecting sample data to calculate KPIs (RevPASH, average check, cover turnover, food cost %, etc.)
7.	Demand forecasting with spreadsheet tools, Creating a model for decision-making

Course Code	:	SRD603MJ	Semester	:	Third
Name of the Course: Specialisation in Rooms Division Management – II					
Teaching Scheme:		Examination scheme:			
Theory	:	4 hrs. per week	Concurrent Evaluation	:	40
Total Hours	:	4 hrs. per week	End Term Theory Exam	:	60
Credit:	:	04	Total Marks	:	100

Rationale: The need for holistic, future-oriented training that blends leadership, innovation, sustainability, and strategic asset management to prepare students for dynamic roles in the global hospitality industry.

Course Outcomes:	
CO603.1.	To develop leadership strategies and decision-making frameworks to enhance operational efficiency in the accommodation sector.
CO603.2	To implement innovative and technology-driven solutions to optimize guest experience and streamline housekeeping & front office functions.
CO603.3	To design and execute global best practices in sustainability, ethics, and corporate social responsibility (CSR) in hospitality.
CO603.4	To analyse hospitality real estate and asset management principles for long-term profitability and brand positioning.
CO603.5	To evaluate contemporary challenges and emerging trends shaping the future of accommodation management.

Unit	Topics	Hrs.
1.	Leadership & Organizational Development in Rooms Division <ul style="list-style-type: none"> Overview of Leadership Styles & Decision-Making in Accommodation Management Organizational Behaviour & Team Dynamics in Housekeeping & Front Office Strategic Workforce Planning & Talent Acquisition & Management Employee Motivation, Retention & Performance Management Crisis Leadership & Conflict Resolution in department 	12
2.	Facilities & Asset Management <ul style="list-style-type: none"> Lifecycle Costing of Hospitality Assets Maintenance Strategies for hospitality Infrastructure Preventive vs. Predictive Maintenance in Housekeeping Structural Audits – Fire, Health, FSSAI Sustainability in Facilities Management – Green Buildings, Water & Energy Conservation 	12
3.	Hospitality Real Estate & Asset Management <ul style="list-style-type: none"> Hotel Investment Models – Franchise vs. Management Contracts vs. Ownership Hotel Valuation & ROI Calculation Capital Budgeting & Renovation Planning for Hotels Revenue Optimization in Real Estate Assets (Timeshares, Serviced Apartments, Co-Living Spaces) 	12

4.	Sustainability & CSR in Accommodation Management <ul style="list-style-type: none"> • ESG (Environmental, Social, and Governance) Strategies in Hotels • Carbon Footprint Reduction & Renewable Energy Solutions • Water & Waste Management Strategies for Sustainable Hotels • Ethical Sourcing & Sustainable Procurement • Community Engagement & Corporate Social Responsibility (CSR) Initiatives 	12
5.	Emerging Trends & Contemporary Challenges in Accommodation Sector <ul style="list-style-type: none"> • Impact of Geopolitical & Economic Factors on Hospitality • Changing Consumer Preferences & Personalized Hospitality Experiences • The Role of Metaverse, Augmented Reality (AR) & Virtual Reality (VR) in Guest Engagement • Ethical AI & Guest Privacy Regulations in Hotel Operations <p>Future-Proofing Hotels: Business Resilience Strategies</p>	12
	TOTAL	60

Suggested Assignments:

1. Design a workforce management plan for a large hotel chain.
2. Develop an ESG (Environmental, Social, and Governance) strategy for a hotel.
3. Identify and analyse upcoming trends shaping the accommodation sector.

Reference Books

SR. No.	Name of the Book	Name of Author	Publication details
1.	Accommodation Operations Management	Kaushal, S.K. Gautam S.N.,	Frank brother
2.	Professional Management of Housekeeping Operations	Thomas Jones	Wiley
3.	Managing House Keeping Operation	Margaret Kappa & Aleta Nitschke	
4.	Front office Management	S. K. Bhatnagar	Frank Bros & Co ltd
5.	Effective Front Office Operations	Michael. L. Kasavana	AH&LA
6.	Front Office: Procedures, social skills, yield & management	Abbott, Peter & Lewry, Sue	Elsevier
7.	Hotel Front Office Management	James Bardi.	Wiley India

Course Code	:	SRD603MJP	Semester	:	Third
Name of the Course: Specialisation in Rooms Division Management – II (Practical)					
Teaching Scheme:		Examination scheme:			
Practical	:	4 hrs. per week	Concurrent evaluation	:	20
Total Hours	:	4 hrs. per week	End Term Practical exam	:	30
Credit:	:	02	Total Marks	:	50

Course Outcomes:	
CO603P.1	: Develop decision-making frameworks and practice crisis response through role-plays, simulations, and case studies to enhance resilience in hospitality operations
CO603P.2	: Conduct in-depth studies of hotel leadership structures, assess energy/water/waste initiatives, and design CSR strategies aligned with global hospitality standards.
CO603P.3	: Analyse hotel ROI and valuation, explore block chain applications for secure guest transactions, and design immersive VR-based experiences to optimize business performance.
CO603P.4	: Investigate contemporary challenges and global trends shaping the future of hospitality, integrating insights into strategic planning and operational excellence.

Minimum 12 practicals to be conducted in the semester. The practicals should comprise of the following:

SR. No	Practical
1.	Role-plays on scenarios to practice crisis management and decision-making.
2.	Conducting an in-depth study of a hotel's corporate culture and leadership structure.
3.	Assessing energy, water, and waste management initiatives by hospitality industry.
4.	Developing a CSR strategy for a hospitality company.
5.	Case study - Calculating ROI and valuation of a selected hotel.
6.	Studying current trends in accommodation management.
7.	Exploring block chain's role in data security and guest payments.
8.	Simulating a real-world hotel crisis and developing an action plan.
9.	Designing an immersive VR-based hotel experience.

Course Code	:	HRD604MJ	Semester	:	Third
Name of the Course: Human Resource Management & Development in Hospitality					
Teaching Scheme:			Examination scheme:		
Theory	:	4 hrs. per week	Concurrent Evaluation	:	40
Total Hours	:	4 hrs. per week	End Term Theory Exam	:	60
Credit:	:	04	Total Marks	:	100

Rationale: This course helps students understand key HR concepts and how people management and development support business success. It trains them to design and manage basic HR processes like hiring, training, performance and rewards in a professional way. Students also learn to use data to make better HR decisions and solve people-related problems. The course builds awareness of ethics, labour laws and diversity so that future managers handle employees fairly and responsibly.

Course Outcomes:	
CO604.1.	To Critically explain the strategic role of HRM and key HR functions within different types of organisations.
CO604.2	To Design recruitment, selection and on boarding systems that attract and retain suitable human resources.
CO604.3	To Develop and evaluate performance management, training and compensation systems that enhance individual and organisational effectiveness
CO604.4	To Apply HR analytics and research-based evidence to diagnose HR problems

Unit	Topics	Hrs
1.	<p>Human Resource Management</p> <ul style="list-style-type: none"> • Introduction • Objectives, Scope & Features of HRM • Role of HRM • Importance of HRM • Policies and Practices of HRM • Functions of HRM • Challenges of HRM. 	10
2.	<p>Human Resource Planning</p> <ul style="list-style-type: none"> • Definition, Objectives, Need and Importance, HRP Process, Barriers to HRP. • Job Analysis Process – Contents of Job Description & Job Specification, Job design, Factors affecting Job design, Job enrichment Vs job enlargement. • Recruitment and Retention • Training and Development • Career Planning • Managing Employee Performance and Training • Compensation Management 	14

3.	<p>Strategic Human Resource Management and Competency-Based HRM</p> <p>Strategic Human Resource Management</p> <ul style="list-style-type: none"> • Definition and objectives of SHRM • Evolution of SHRM • Types of HR strategies <p>Competency-Based HRM</p> <ul style="list-style-type: none"> • Basic Components of Competency (Knowledge(K), Skill(S), Attitude(A)) Performance Vs Competency, • Difference between Competence and Competency, • Type of Competency- Generic Vs Specific/ Key Competency, Functional, behavioural, Emotional and Technical Competency, Leadership and Managerial Competency • Need for Competency Framework, Limitation and Learning from Competency Framework, Myth about Competency. 	14
4.	<p>HR Analytics</p> <ul style="list-style-type: none"> • Definition, Scope, and Strategic Significance of HR Analytics in modern HR practices. • Role of data-driven decision-making in HR effectiveness and organizational performance. • Roles and Responsibilities in HR Analytics. 	08
5.	<p>Wage Theories and Sectoral Wage Determination</p> <ul style="list-style-type: none"> • Theories of Wages – Classical Theories, Marxist Theory, Neo-Classical & Modern Theories. • Definitions, objectives and Importance of Minimum Wage • Wage Determination – Organized Sector & Unorganized Sector. Rural Sector & Urban Sector. • Labour Costing – Objectives of Labour Costing. • Components of Labour Cost – Direct Labour Cost and Indirect Labour Cost • Methods of Wage Payment – Time Rate System, Piece-Rate System. • Incentive Systems – Financial & Non-Financial Incentives. • Labour Cost Control. • Components of Payroll System – Maintenance of Statutory Returns – TDS, Profession tax, Form – 16 A and B, Form 26 AS, PF, ESI, Calculation of CTC and designing salary structure Income from salaries, deductions from salaries, meaning of salary for different purposes, perquisites, value of rent free accommodation 	14
	TOTAL	60

Suggested Assignments:

1. Identify five current HR challenges and discuss how HR can address these challenges with evidence from recent research or industry reports.
2. Workforce Forecasting Exercise - Using hypothetical organizational data, prepare: Demand forecasting, Supply forecasting
3. Prepare Job Description & Specification for any one position in hospitality industry

Reference Books

SR. No.	Name of the Book	Name of Author	Publication details
1.	Strategic Human Resource Management	Agrawal, Tanuja	Oxford University Press
2.	Human Resource Management- Text and Cases	Pande, Sharan; Basak, Swapnalekha	Pearson Publication
3.	Performance management: Key strategies and practical guidelines	Armstrong, M	Kogan Page, London.
4.	A Practical Guide to Competencies	Whiddett and Hollyforde	Chartered Institute of Personnel and Development
5.	Winning on HR analytics: Leveraging data for competitive advantage	Ramesh Soundararajan & Kuldeep Singh	Sage Publication
6.	Industrial Relations & Labour Laws.	Pandey, S. C., Singh, B. K.	Pearson Education India.
7.	Personnel Management	C B Mamoria	Himalaya Publishing House
8.	Compensation Management	Dipak Kumar Bhattacharya	Oxford University Press
9.	Performance Management: The New Realities	Michael Armstrong & Angela Baron	Jaico Publishing House, New Delhi

Course Code	:	RSM631RP	Semester	:	Third
Name of the Course	:	Research Methodology			
Teaching Scheme:		Examination scheme:			
Theory	:	2 hrs. per week	Concurrent evaluation	:	20
Total Hours	:	2 hrs. per week	End Term Theory exam	:	30
Credit	:	2	Total Marks	:	50

Rationale: This course develops advanced research competencies required for industry-based problem solving. Students gain expertise in research frameworks, advanced sampling, quantitative and qualitative analysis, statistical tests, and research matrix design.

Course Outcomes:	
CO631.1	: To explain advanced research concepts, paradigms, and the role of theory in hospitality research.
CO631.2	: To formulate complex research problems and design methodological frameworks using research matrices.
CO631.3	: To analyse data using advanced sampling techniques and quantitative & qualitative analytical tools.
CO631.4	: To evaluate statistical test results, research validity, reliability, and ethical considerations in research.
CO631.5	: To develop a complete postgraduate-level research proposal and prepare publication-ready research documents.

Unit	Topics	Hrs
1.	Foundation of Research Methodology, Problem Formulation & Design <ul style="list-style-type: none"> • Meaning & Definition of Research • Research Paradigms – Positivism, Constructivism, Pragmatism • Role of Theory & Conceptual Frameworks in Research • Research Matrix – Purpose, Components, Construction • Identifying Research Gaps – Analysis of existing studies • Framing Complex Research Problems & Hypotheses • Designing Conceptual & Theoretical Models • Research Designs – Longitudinal, Mixed Methods, Experimental, Quasi-Experimental 	06
2.	Sampling Techniques <ul style="list-style-type: none"> • Determination of Sample Size • Probability Sampling – Cluster, Multistage, Systematic, Stratified Proportional Sampling • Non-Probability Sampling – Purposive, Quota, Snowball, Theoretical Sampling • Sampling Errors, Biases & Mitigation Strategies • Selecting appropriate Sampling Method 	04

3.	Data Collection <ul style="list-style-type: none"> • Use of Digital Tools for Surveys • Designing valid & reliable instruments – Pilot Testing, Cronbach's Alpha • Qualitative methods – In-Depth Interviews, Ethnography, Delphi Technique • Use of Secondary Datasets 	06
4.	Data Processing & Statistical Analysis <ul style="list-style-type: none"> • Data Cleaning – Handling Missing Data, Outliers, Normality Checks • Descriptive Analysis – Cross-Tabulation, Pivoting, Clustering • Inferential tests – T-Tests, ANOVA, Chi-Square, Correlation, Regression • Using software – SPSS, Excel Data Analysis ToolPak Qualitative Data Analysis <ul style="list-style-type: none"> • Coding techniques – Open, Axial, Selective Coding • Thematic analysis – Steps & Frameworks • Content Analysis & Narrative Analysis • Validity & Trustworthiness in Qualitative Research 	10
5.	Reporting, Publication & Presentation Skills <ul style="list-style-type: none"> • Structure of research reports and dissertations • Academic Writing • Referencing styles – APA, MLA, Harvard • Preparing research for Conferences & Publications • Writing Abstracts, Executive Summaries & Implications 	04
	TOTAL	30

Suggested Assignments:

1. Plan a detailed Research Matrix including a research problem, variables, objectives, hypotheses, and methodology.
2. Prepare a structured literature review using national & international research papers, focusing on gaps and theoretical contributions.
3. Collect or use an existing dataset (minimum 30 entries) and perform various statistical tests.

Reference Books:

SR. No.	Name of the Book	Name of Author	Publication details
1.	Research Methodology, Methods & Technology	C. R. Kothari and Gaurav Garg	New Age International Publication
2.	Fundamentals of Academic Research Matrix & Evaluation Methods	Dr. Birasalapati Doraswamy, Laveleen Kaur Narang, Devesh Janvekar, Dr. Alpa Ghosh	A2Z EduLearningHub LLP, Kerala
3.	Research Design and Methods	Kenneth's Bordens and Bruce B. Abbott	
4.	Research Methodology in Management	Dr. V. P. Michaeel	Himalaya Publishing house
5.	Business Research Methodology	Alan Bryman and Emma Bell	Oxford publishing house
6.	Journal of Hospitality Application and Research	-	BIT, Mesra
7.	Journal of Hospitality and Tourism Research	-	Sage Publishing
8.	Project Report Writing	M.K Rampal and S.L Gupta	

Course Code	:	SMG605GE	Semester	:	Third
Name of the Course	:	Strategic Management			
Teaching Scheme:		Examination scheme:			
Theory	:	2 hrs. per week	Concurrent evaluation	:	20
Total Hours	:	2 hrs. per week	End Term Theory exam	:	30
Credit:	:	02	Total Marks	:	50

Rationale: The course gives a basic understanding of strategic management, focusing on how to set direction, develop strategies, and implement them effectively. It covers strategic intent, corporate and business strategies, and the processes of implementation and evaluation for organizational success.

Course Outcomes:	
CO605.1	: To explain the fundamental concepts, purpose, and scope of strategic management and its role in organizational success.
CO605.2	: To evaluate the importance of vision, mission, goals, and objectives in guiding strategic decision-making.
CO605.3	: To differentiate between various types of strategies (corporate, business, and functional) and their relevance to organizational goals.
CO605.4	: Identify and describe the key components of the strategic management process, including strategy formulation, implementation, and evaluation.

Unit	Topics	Hrs.
1.	Introduction to Strategic Management. <ul style="list-style-type: none"> • Definition of Strategic Management • Elements in Strategic Management Process • Evolution of Strategic Management • Understanding Strategy: The Concept of Strategy, Levels at which Strategy Operates • Strategic Decision-Making • Issues in Strategic Decision-Making • Model of Strategic Management Process 	04
2.	Hierarchy of Strategic Intent <ul style="list-style-type: none"> • Strategic Intent: Understanding Strategic Intent, Concepts of Stretch, Leverage & Fit • Vision: Nature of Vision, Definition, Benefits of having a Vision, Process of Envisioning • Mission: Understanding Mission, Definition, Formulation of Mission Statements, Characteristics of Mission Statement • Goals and Objectives: Role of Objectives, Characteristics of Objectives, Issues in Objective-setting, Formulation of Objectives 	04
3.	Corporate-Level Strategies <ul style="list-style-type: none"> • Corporate-Level Strategies: Retrenchment Strategies, Expansion Strategies, Stability Strategies, Combination Strategies • Concentration Strategies • Integration Strategies: Horizontal Integration, Vertical Integration • Diversification strategies: Importance, Risks of Diversification 	06

4.	Business-level Strategies <ul style="list-style-type: none"> Business-level Strategies: Industry Structure Generic Business Strategies: Cost Leadership Business Strategy, Differentiation Business Strategy, Focus Business Strategy Tactics for Business Strategies: Timing Tactics, Market Location Tactics 	08
5.	Strategy Implementation, Strategic Evaluation <ul style="list-style-type: none"> Nature of strategy implementation Barriers to Strategy Implementation A model of strategy implementation Project implementation Importance of Strategic Evaluation Participants in Strategic Evaluation Barriers in Evaluation Requirements for Effective Evaluation 	08
	TOTAL	30

Suggested Assignments:

1. Compare how Vision and Mission statements influence strategic decision-making. Use examples from two multinational corporations e.g., Tata Group & Reliance
2. Differentiate between the major types of corporate-level strategies.
3. Evaluate the effectiveness of the company's business-level strategy in terms of: Customer value creation, Cost efficiency, Market share and profitability, Innovation and sustainability
4. Discuss the common barriers to effective strategy implementation

Reference Books

SR. No.	Name of the Book	Name of Author	Publication details
1.	Business policy and strategic management	Jayarathnam M.	Himalaya Pub. House
2.	Strategic Management – Business Policy	Kazmi Azhar	Tata Megraw
3.	Strategic Management	Chandrashekaran N & Anant Narayanan	Oxford University Press
4.	Strategic Management	Bhat K Govinda	Himalaya Pub. House
5.	Strategic Management in the hospitality Industry	Michael Olsen	Willey Publishing
6.	Strategic Management: Concepts and cases	Milind Pandhare	PHI Learning Pvt Ltd

Course Code	:	SNS606GE	Semester		Third
Name of the Course	:	Selling & Negotiation Skills			
Teaching Scheme::			Examination scheme:		
Theory	:	2 hours per week	Concurrent Evaluation	:	20
Total Hours	:	2 hours per week	End Term Theory Exam	:	30
Credit:	:	02	Total Marks	:	50

Rationale: This course provides a foundation in sales psychology and negotiation strategies, combining theory with practical application to prepare students for real-world business interactions, conflict resolution, and effective relationship management.

Course Outcomes:

CO606.1	:	To create awareness about personal selling
CO606.2	:	To enumerate the selling process
CO606.3	:	To understand the dynamics of negotiations
CO606.4	:	To define remedies for conflicts

Unit	Topics	Hrs.
1.	Introduction to Selling & Psychology of Selling <ul style="list-style-type: none"> • Concept of Sales • Your Customer (Designing a Buyer Persona) • Motivations of Buying • The Art of Persuasion • Buyer-Seller Dyadic Interaction 	04
2.	The Selling Process <ul style="list-style-type: none"> • Personal Selling Process (Prospecting, Qualifying, Pre-approach, Approach) • Presentation and Demonstration • Overcoming Objections • Trial Close / Closing a sale • Follow-up and Service • Sales Management 	06
3.	Concept of Negotiations <ul style="list-style-type: none"> • Types & Importance of Negotiation, • Situations where negotiation is not possible • Negotiation Process 	06
4.	Nature of Negotiations <ul style="list-style-type: none"> • Communication Skills for Negotiation • Negotiation Strategies / Tactics / Models • Psychology of Negotiation • Power Dynamics in Negotiation • Ethics in Negotiation. 	06
5.	Conflict Management <ul style="list-style-type: none"> • Levels of conflict • Functions and Dysfunctions of Conflict • Factors affecting conflict management • Managing cross-cultural negotiation • Managing multi-party negotiation 	08
	TOTAL	30

Suggested Assignments:

1. To develop 'Ideal Buyer's Persona model' for hospitality products and services.
2. To create a mind map for conflict resolution.
3. To identify the legal fallout of negotiation strategies used by large corporations.
4. Case studies.

Reference Books

SR. No.	Name of the Book	Name of Author	Publication details
1.	Hospitality Sales: Selling Smarter	Judy Siuaw. David C Bojanic	Delmar Publications
2.	Sales & Marketing: A Textbook for Hospitality Industry	Sudhir Andrews	Tata McGraw-Hill Publications
3.	Hospitality Sales and Marketing	James R. Abbey	Educational Institute of the American Hotel & Lodging Association, 2014

Course Code	:	SIP641OJT	Semester	:	Third
Name of the Course	:	Summer Internship Programme			
Teaching Scheme:			Examination scheme:		
Duration	:	8 weeks in Industry	Concurrent Evaluation	:	80
			End Term Practical Exam	:	120
Credit:	:	08	Total Marks	:	200

Rationale: Summer Internship Programme provides students with structured, experiential learning that cannot be fully achieved in the classroom. SIP helps students to develop practical skills, industry awareness, and supervisory professional competencies.

The SIP concludes with the aim of enabling students to observe and identify gaps between academic knowledge and industry operations, and to propose practical solutions by applying research-based understanding and analytical skills.

Duration
08 Weeks
(Minimum 45 hours per week)

At the end of the Second Semester, every student is required to undertake an 8-week Summer Internship Project (SIP) in the field of Hotel Management and Catering Technology. Upon completion of the internship, the student must submit a structured written report based on the work carried out during the training period.

The SIP may take one of the following forms:

1. **Research-based Project** – involving the collection and analysis of primary and/or secondary data on a relevant topic observed during the summer internship.
2. **Operational / Industry Assignment** – involving hands-on work on a specific task, project, or assignment pertaining to a gap observed during the summer internship which may be assigned by the organization.

The primary objective of the SIP is to help students develop essential managerial skills and qualities required for effective performance at mid and senior management levels. Through real-world exposure, the SIP aims to sensitize students to workplace expectations, operational challenges, and professional behaviour in the hospitality and allied sector.

The report should be well documented and supported by –

1. Executive Summary
2. Organization Profile
3. Outline of the problem / task undertaken
4. Research methodology & data analysis (in case of research projects only)
5. Relevant activity charts, tables, graphs, diagrams, etc.
6. Learning of the student through the project
7. Contribution to the host organization
8. References in appropriate referencing styles (APA, MLA, Harvard, Chicago style, etc.)

It should reflect the nature and quantum of work undertaken by the student. The report must reflect 8 weeks of work and justify the same.

The completion of the SIP shall be certified by the respective Faculty Guide and approved by

the Director of the Institute. The external organization (Hospitality / Tourism / Retail Industry Entity) shall also certify the SIP work carried out during the internship.

The student shall submit TWO hard copies and one soft copy of the project report; one hard copy is to be returned to the student by the institute after the External Viva-Voce.

In the interest of environmental considerations, students are encouraged to print their project reports on both sides of the paper.

SIP shall have a weightage of 8 credits. The institute shall conduct an internal viva-voce for evaluation of the SIP for 80 marks. The panel shall comprise of the Internal Faculty Guide and one additional faculty nominated by the Director.

There shall be an external viva-voce for the SIP for 120 marks. The examiner's panel for the same shall include one external faculty member nominated by the University and one internal faculty member nominated by the Director. The external viva-voce shall be conducted for 10-15 minutes at least per student.

The internal and external viva shall evaluate the project based on –

1. Actual work undertaken by the student
2. Student understands of the organization and business environment
3. Outcome of the project.
4. Utility of the project to the organization.
5. Basic analytical capabilities

Semester IV

Course Code	:	QMA651MJ	Semester		Fourth
Name of the Course	:	Quality Management & Assurance			
Teaching Scheme::		Examination scheme:			
Theory:	:	4 hrs per week	Concurrent Evaluation	:	40
Total Hours	:	4 hrs per week	End Term Theory Exam	:	60
Credit:	:	04	Total Marks	:	100

Rationale: This course builds on the foundations of Total Quality Management (TQM) and extends into advanced frameworks of Quality Management and Assurance. It introduces students to the principles, systems, and tools that drive quality in service environments, with a strategic focus on hotels and foodservice operations. The syllabus integrates foundational quality philosophies enabling learners to understand, evaluate, and implement quality improvement frameworks in real-world contexts. Through analytical tools, structured problem-solving techniques, employee involvement strategies, and global quality standards, the course aims to build managerial competence and prepare students to lead continuous improvement initiatives in the hospitality industry.

Course Outcomes:		
CO651.1	:	To understand quality concepts, frameworks, and costs in service organizations.
CO651.2	:	To assess employee involvement, motivation strategies, and team-based quality approaches.
CO651.3	:	To measure, analyse, and interpret customer satisfaction using structured feedback tools, service quality models, and hospitality-specific survey techniques.
CO651.4	:	To critically review continuous improvement frameworks, advanced quality tools, and global quality standards.

Unit	Topics	Hrs.
1.	Foundations of Quality & Assurance <ul style="list-style-type: none"> Quality (Definition and Dimensions) Total Quality Management (Evolution, Philosophy, Core Concepts, Benefits & Limitations) Quality Planning and Policy Deployment (Hoshin Kanri) Quality Costs (Establishing Goals & Optimizing Costs) Application of quality costs in hospitality (Case-based Discussion) Quality Assurance vs. Quality Control Strategic importance of quality in services and hospitality 	14
2.	Employee Involvement and Organizational Excellence <ul style="list-style-type: none"> Employee Involvement (Empowerment, Participation, Recognition & Rewards) Workforce Motivation Models and Strategies (Maslow, Herzberg, Vroom) Building High-performance Teams Performance Appraisals, Gain Sharing & Unions in Quality Culture Internal Customer Concept Workplace Excellence Models (EFQM, Baldrige Criteria) 	10

3.	Customer Focus and Service Quality <ul style="list-style-type: none"> Understanding the customer (SERVQUAL & RATER model) Guest complaints as opportunities for feedback & service recovery Guest satisfaction surveys in hotels (case studies from Marriott, Taj, Accor, etc.) Designing, conducting & tracking guest surveys (benchmarking) Customer retention strategies & loyalty management 	10
4.	Continuous Improvement and Advanced Quality Tools <ul style="list-style-type: none"> Continuous Process Improvement (CPI) The ADDIE/System approach Juran's Trilogy PDSA cycle and structured problem-solving methods Kaizen philosophy and workplace application Business Process Re-engineering (BPR) Introduction to Six Sigma (DMAIC framework) Root Cause Analysis (5 Why's- Process Mapping and Flowcharts- Service Blueprints) Elimination of waste & lean service management (Just-In-Time, Muri-Muda-Mura) Advanced Tools - Failure Mode Effect Analysis (FMEA), Poka Yoke (Zero Defect), brainstorming techniques, hyper-automation applications in hospitality 	14
5.	Quality Assurance Systems and Global Standards <ul style="list-style-type: none"> Quality Management Systems (QMS): ISO 9001 (requirements, implementation, documentation, benefits) ISO 14001 (Environmental Management System) (sustainability and green certifications) Statistical Process Control (SPC) Seven QC Tools revisited: check sheet, flow chart, histogram, Pareto, cause & effect, scatter diagram, control charts (hospitality application examples) The new Seven Tools (Affinity Diagram [KJ method]- Interrelationship diagram- Tree Diagram – Prioritization matrix – Matrix diagram or quality table – Process decision program chart – Activity network diagram) Acceptance Sampling and audit procedures Quality Assurance Audits in hotels: types, preparation, conduct, reporting, and follow-up actions 	12
	TOTAL	60

Suggested Assignments:

- 1) Prepare a COQ analysis for your specialization department by identifying examples of prevention, appraisal and failure costs.
- 2) Create a Service Blueprint for one guest journey highlighting fail points and improvement opportunities

OR

Design a complete guest satisfaction survey for a hotel/restaurant using SERVQUAL or RATER dimensions.

- 3) Conduct a 5S Workplace Assessment of any area (lab, classroom, pantry and corridor) and submit a short report with photographs and improvement suggestions.

OR

Perform a mock internal audit for any hospitality department and submit a Corrective and Preventive Action Plan (CAPA) report.

Reference Books

SR. No.	Name of the Book	Name of Author	Publication details
1.	Total Quality Management	Dale H. Besterfield, Carol Besterfield-Michna	Pearson Education, Latest Edition
2.	Managing for Quality and Performance Excellence	James R. Evans & William M. Lindsay	Cengage Learning, Ninth Edition
3.	Juran's Quality Handbook	Joseph M. Juran & A. Blanton Godfrey	McGraw-Hill Education, Seventh Edition
4.	Total Quality Control	Armand V. Feigenbaum	McGraw-Hill International Edition
5.	Quality Management Systems: ISO 9001 and ISO 14001 Standards Documentation	International Organization for Standardization (ISO)	Wiley / ISO Official Standards (Latest Version: ISO 9001:2015 & ISO 14001:2015)

E References:

- Online Learning Modules MIT Open CourseWare – Quality Management (free)
- Industry Material Hospitality Quality Audit Checklists (Marriott / Taj internal case material – faculty access only)

Course Code	:	TEC652MN	Semester	:	Fourth
Name of the Course	:	Tourism Economics			
Teaching Scheme:		Examination scheme:			
Theory:	:	2 hrs per week	Concurrent Evaluation	:	20
Total Hours	:	2 hrs per week	End Term Theory Exam	:	30
Credit:	:	02	Total Marks	:	50

Rationale: The objective of this course is to provide learners with a comprehensive understanding of economic principles and their applications within the tourism and hospitality industry.

Course Outcomes:	
CO652.1	: To enable students to relate core economic principles to the functioning of tourism and hospitality enterprises
CO652.2	: To study various types of business organizations such as sole proprietorship, partnership, joint stock companies, private and public limited companies, and cooperatives.
CO652.3	: To develop the ability to analyse determinants of demand and supply specific to tourism services and products
CO652.4	: To study production theories, including the law of variable proportions and returns to scale, helping students understand resource allocation and productivity in tourism businesses
CO652.5	: To familiarize students with the need for government regulation in tourism markets, including price controls, support pricing, and dual pricing systems.

Unit	Topics	Hrs
1.	Tourism Economics <ul style="list-style-type: none"> • Definition, Nature and Scope of Economics in Tourism • Concept of Microeconomics and Macroeconomics in Tourism. • Tourism Economics and decision-making. 	04
2.	Forms of Business Ownership <ul style="list-style-type: none"> • Concept of Plant, Firm and Industry • Types of Business Organisation <ul style="list-style-type: none"> ○ Sole Proprietorships ○ Partnerships ○ Joint stock company ○ Public Limited Company ○ Private Limited Company ○ Cooperative Business Ownership 	06
3.	Demand & Supply <ul style="list-style-type: none"> • Determinants of Demand • Law of Demand • Types of Elasticity of Demand • Demand Forecasting of an established Product and a new product • Meaning & Determinants of Supply • Law of supply. • Elasticity of supply. • Determinants of Elasticity of Supply 	08

4.	Consumer Behaviour and Theory of Production <ul style="list-style-type: none"> Utility – concept and types Law of diminishing marginal utility Law of Variable Proportions. Law of return to scale 	08
5.	Need for Government Intervention in Markets <ul style="list-style-type: none"> Price Controls Support Price Types of Market and Control of Monopolies System of Dual Price 	04
		TOTAL 30

Suggested Assignments:

1. To solve case studies related to the subject
2. Compare and contrast the performance of different business ownership models (e.g., sole proprietorship vs. joint stock company) in the hospitality sector
3. Prepare a case study on resource allocation in a tourism enterprise, applying the law of variable proportions and returns to scale
4. To write a case study related to the tourism industry to analyse how microeconomic and macroeconomic principles influence tourism policy in a chosen country.

Reference Books

SR. No.	Book Name	Author	Publisher
1.	Managerial Economics- Theory & Application	D.M.Mithan	Himalaya Publishing House, Seventh Edition
2.	Managerial Economics – Principles and Worldwide Applications	Dominick Salvatore & Ravikesh Srivastava	Oxford Publication, Seventh Edition 2013
3.	Economics for Management – Text & Cases	Misra & Puri,	Himalaya Publication House, First Edition 2004
4.	Managerial Economics	G.S. Gupta	McGraw-Hill Education (India) Pvt. Ltd, New Delhi, First Edition 2011
5.	Principle of Economics	Deviga Vengedasalam, Karunagaran Madhavan	Oxford Publication ,New Delhi Third edition 2013
6.	Tourism -operations and management	Sunetra Roday, Archana Biwal & Vandana Joshi	Oxford Publication ,New Delhi Third edition 2012

Course Code	:	MIC653MN	Semester	:	Fourth
Name of the Course	:	Meeting, Incentive Conference/ Conventions, Exhibitions (MICE)			
Teaching Scheme:			Examination scheme:		
Theory:	:	2 hrs per week	Concurrent Evaluation	:	20
Total Hours	:	2 hrs per week	End Term Theory Exam	:	30
Credit:	:	02	Total Marks	:	50

Rationale: This course equips students with strategic and operational competencies in Meetings, Incentives, Conferences, and Exhibitions by integrating planning frameworks, legal considerations, incentive travel, and emerging technologies. It develops industry-ready professionals capable of managing large-scale events, driving tourism growth, and leveraging digital tools for competitive advantage in the evolving global MICE sector.

Course Outcomes:		
CO653.1	:	To describe the concepts of MICE and understand its significance in the tourism industry.
CO653.2	:	To identify the types of meetings, the role of meeting planners, and the various responsibilities involved in planning meetings, conventions, and conferences, while considering technological requirements.
CO653.3	:	To understand the importance of incentive tours and trade exhibitions, and to acquire knowledge of the process involved in planning an exhibition.
CO653.4	:	To identify and understand the legal aspects of MICE, and to gain knowledge about the technologies utilized in modern MICE practices.
CO653.5	:	To describe the concepts of MICE and understand its significance in the tourism industry.

Unit	Topics	Hrs.
1.	Introduction to MICE <ul style="list-style-type: none"> • Definition, Evolution, Importance • Infrastructure for MICE • MICE as a supplement to tourism • Present scenario of MICE in India • Organizations promoting MICE in India: ICPB, ITPO 	06
2.	Planning a Meeting & Conventions & Conference <ul style="list-style-type: none"> • Difference between Meeting, Convention & Conference • Types of Meetings • Planning of conventions, conferences • Infrastructure Required Check list 	06
3.	Incentive Travel & Exhibitions <ul style="list-style-type: none"> • Definitions • Motivators for Incentive Travel • Techniques for Selling Incentive Travel • Process to plan an Exhibition 	06
4.	Legal aspect of MICE <ul style="list-style-type: none"> • Negotiation • Contract and risks • Labour issues and ethics in MICE 	06

5.	Use of technology & AI in MICE Internet, social media, Digital marketing, Software	06
		TOTAL 30

Suggested Assignments:

1. Prepare a comprehensive proposal for organizing a national-level conference, including infrastructure checklist, budgeting, legal considerations, and digital marketing strategy.
2. Design an incentive travel program for a corporate client, highlighting motivators, itinerary planning, costing, and sales techniques.
3. Analyse the role of technology and AI in modern MICE operations through a case study of a major exhibition or convention in India.

Reference Books

SR. No.	Name of the Book	Name of Author	Publication Details
1.	Meetings, Expositions, Events & Conventions: an Introduction to the Industry	George G. Fenich,	Pearson Education
2.	Study material of IGNOU on MICE		IGNOU
3.	International Tourism	A. K. Bhatia	
4.	Introduction to Travel & Tourism	Dennis L. Foster	
5.	Corporate & Business Travel	Thompson Smith, Jeanie M	
6.	How to plan & book Meetings & Seminars?	Williams Jud	

Course Code	:	DMH654SEC	Semester	:	Fourth
Name of the Course	:	Disaster Management Hospitality			
Teaching Scheme:		Examination scheme:			
Theory:	:	2 hrs per week	Concurrent Evaluation	:	20
Total Hours	:	2 hrs per week	End Term Theory Exam	:	30
Credit:	:	02	Total Marks	:	50

Rationale: The following objectives ensure students not only gain theoretical knowledge but also practical skills to safeguard hospitality establishments, protect lives, and minimize economic losses during disasters.

Course Outcomes:	
CO654.1	: To equip students with a clear understanding of disaster management concepts, scope, and impact, including natural and man-made disasters
CO654.2	: To familiarise students with international, national, and local disaster management structures, policies, and frameworks, including the Yokohama Strategy, Hyogo Framework, Sendai Framework, and the Disaster Management Act 2005.
CO654.3	: To train students to conduct hazard, risk, and vulnerability assessments, apply disaster prediction models, and utilise GIS and other tools for effective disaster risk reduction.
CO654.4	: To build practical knowledge of emergency response systems, incident command, evacuation planning and search and rescue operations, fire safety, medical services, and psychological first aid.
CO654.5	: To enable students to analyse disaster profiles specific to hotels, hospitals, malls, theatres, and other hospitality facilities, addressing unique risks such as epidemics, pandemics, cyber security threats etc... apart from frequent disasters

Unit	Topics	Hrs
1.	Disaster Management <ul style="list-style-type: none"> Introduction, Scope & Impact. Types of Disasters- Natural and Man-made Natural Disaster- Causes, Effects and Characteristics Man-Made Disaster-Causes, Effects and Characteristics Disaster management cycle- Phases of Disaster Management – Preparedness, Response, Recovery and Mitigation 	06
2.	Institutional setup for Disaster Management <ul style="list-style-type: none"> International Level - Yokohama strategy and plan of action for a safer world, Hyogo framework, Sendai Framework. National Disaster Management Act 2005 Organization for Disaster management at the National Level, Union Level, State level, District Level Local Authorities, Institutional Structure 	08

3.	Hazard, Risk & Vulnerability Analysis <ul style="list-style-type: none"> Concepts of Risk, Hazard, and Vulnerability Methods for Hazard Identification and Risk Mapping Vulnerability Assessment Techniques for Different Communities Early Warning Systems and Disaster Prediction Models Disaster Risk Reduction (DRR) Frameworks and Policies Community-Based Disaster Risk Management (CBDRM) Role of Geographic Information Systems (GIS) in Disaster Management, Climate Change and Its Impact on Disaster Frequency and Severity 	06
4.	Emergency Response and Rescue Operations: <ul style="list-style-type: none"> Incident Command System (ICS) and Disaster Coordination: First Responder Responsibilities and Incident Management Evacuation Planning and Crowd Control Techniques Search and Rescue Operations: Techniques and Equipment, Fire Safety and Firefighting Strategies, Emergency Medical Services (EMS) and Trauma Care in Disasters, Psychological First Aid (PFA) and Mental Health Support for Disaster Victims Role of Military, Police, and Civil Defence in Disaster Response 	06
5.	Disaster Management in the Hospitality Industry <ul style="list-style-type: none"> Disaster Profile of the Hospitality Industry – Hotels, Hospitals, Multi-theatres, Mall, Facilities, etc. Risk analysis, Hazard assessment, and Vulnerability assessment of the Hospitality Industry. Urban Safety Guidelines Epidemics and Pandemics: Health Crisis Management and Disease Control Cyber security Threats: Protecting Critical Infrastructure and Data. Training in Disaster Management Evacuation plan Fire Fighting demonstration Mock Drill Emergency Response Plan 	04
	TOTAL	30

Suggested Assignments:

1. Presentation on disaster preparedness plan for disaster management with reference to the mall, hospital, Institute, Multi-theatres, Crew, hotel, events etc.
2. Impact of Disasters on Hospitality Revenue & Occupancy- Case studies related to Hospitality.
3. Prepare a presentation on the role of Artificial Intelligence & Big Data in Disaster Planning.
4. Cyber security as a Growing Disaster in Hospitality, analysis the cases related to cybercrime in the hospitality industry with reference to disaster.

Reference Books

SR. No.	Name of the Book	Name of Author	Publication details
1.	Disaster Management Guidelines		GOI-UND Disaster Risk Program (2009-2012)
2.	Introduction to International Disaster Management	Damon, P. Copola,	Butterworth Heineman
3.	Disaster management and Risk Reduction, Role of Environmental Knowledge	Gupta A.K., Niar S.S and Chatterjee S.	Narosa Publishing House, Delhi.
4.	Disaster Management	Murthy D.B.N.	Deep and Deep Publication PVT. Ltd. New Delhi
5.	Managing Natural Disasters	Modh S	Mac Millan publishers India LTD.
6.	Operation Module; District Disaster Management Plan		YASHDA, Pune
7.	Encyclopedia of Disaster Management Vol 3	S.L Goel	
8.	Disaster Management	R. B Singh	
9.	Disaster Management	Mukesh Dhunna	Vayu Education of India, New Delhi.

Course Code	:	TAH655GE	Semester	:	Fourth
Name of the Course	:	Technological Advancements in Hospitality			
Teaching Scheme:			Examination scheme:		
Theory	:	2 hrs per week	Concurrent Evaluation	:	20
Total Hours	:	2 hrs per week	End Term Theory exam	:	30
Credit	:	02	Total Marks	:	50

Rationale: This course will explore cutting-edge technologies transforming core hotel operations. Students will learn to identify, evaluate and implement innovations like IoT, AI, and robotics and data analytics. Building technological literacy empowers future hospitality leaders to enhance efficiency, guest satisfaction and operational sustainability.

Course Outcomes:		
CO655.1	:	To describe major technological innovations in hotel operations.
CO655.2	:	To demonstrate how technologies like IoT, AI, robotics, and data analytics integrate into operational workflows.
CO655.3	:	To assess the impact of advanced technologies on guest experience, workforce productivity, and cost efficiency.
CO655.4	:	To critically evaluate technology adoption strategies in real hotel case studies.
CO655.5	:	To propose a technology-enhancement plan for a core operational department.

Unit	Topics	Hrs
1.	Internet of Things (IoT) in Hospitality <ul style="list-style-type: none"> Smart rooms and connected devices (thermostats, lighting, curtains) Energy-saving via IoT sensors Predictive maintenance for equipment Guest personalization and in-room automation Security & data privacy considerations 	06
2.	Artificial Intelligence & Machine Learning <ul style="list-style-type: none"> AI chat bots and virtual concierge services Predictive analytics for guest demand forecasting Machine-learning–driven dynamic pricing Sentiment analysis from guest reviews AI for recruitment and HR processes 	06
3.	Overview of Robotics & Automation <ul style="list-style-type: none"> Service robots in room delivery and housekeeping Automated check-in/check-out kiosks Autonomous cleaning robots Robotic F&B servers Implementation challenges & ROI 	04
4.	Big Data, Data Analytics & Business Intelligence <ul style="list-style-type: none"> Guest data collection and CRM systems Operational analytics (staffing, inventory, resource optimization) Revenue management through BI dashboards Data security and GDPR-like compliance Predictive analytics for customer behaviour 	08

5.	Emerging Hospitality Technologies <ul style="list-style-type: none"> Augmented Reality (AR) & Virtual Reality (VR) for guest experience Block chain for secure payments and identity verification Mobile and contactless technology (mobile keys, mobile payments) Cloud computing and SaaS for hotel operations Smart wearable tech and guest engagement 	06
	TOTAL	30

Suggested Assignments:

1. Select a hotel chain that has adopted IoT or robotics and analyse its adoption, benefits and challenges.
2. Analyse a small dataset of guest behaviours. Use BI tools (Excel/Power BI) to generate a dashboard showing patterns.
3. Create a future technology adoption roadmap for one hotel department.
4. Propose a plan for implementing AI-based guest personalization tools in a large-scale hotel.

Reference Books:

SR. No.	Name of the Book	Name of Author	Publication Details
1.	Hospitality Information Technology: Learning How to Use It	Peter O'Connor	Prentice-Hall
2.	Managing Technology in the Hospitality Industry	Michael Kasavana & John Cahill	Amer Hotel & Motel Assn
3.	AI in hospitality industry	-	EHL Insights
4.	Technology in the Hospitality Industry: Prospects and Challenges	Prasanna Kansakar, Arslan Munir, Neda Shabani	IEEE Consumer Electronics Magazine
5.	Artificial Intelligence for Smart Technology in the Hospitality and Tourism Industry	Vinod Kumar Shukla, Amit Verma, Jean Paolo G. Lacap	Apple Academic Press
6.	Journal of Hospitality Application and Research	-	BIT, Mesra
7.	Journal of Hospitality and Tourism Research	-	Sage Publishing

Course Code	:	BET656GE	Semester	:	Fourth
Name of the Course	:	Business Ethics			
Teaching Scheme:		Examination scheme:			
Theory	:	2 hrs per week	Concurrent evaluation	:	20
Total Hours	:	2 hrs per week	End Term Theory exam	:	30
Credit	:	2	Total Marks	:	50

Rationale: The aim of this syllabus is to equip students with a comprehensive understanding of business ethics, covering foundations, concepts of moral, cultural values and application in organizations in context with Indian Culture and global dimensions, specifically in the hospitality industry.

Course Outcomes:	
CO656.1	: To understand the fundamental concepts, nature, and scope of business ethics, and differentiate between ethics, morals, and values.
CO656.2	: To apply ethical principles and decision-making process in hospitality, including issues related to menu planning and providing guests service in all the departments.
CO656.3	: To develop the ability to make well-reasoned ethical decisions and implement the same within Indian and global business environments, recognizing the influence of Indian ethos, culture and value systems.
CO656.4	: To critically evaluate the impact of globalization and cross-cultural ethics, especially in the hospitality industry (e.g. labour ethics, sustainability, corruption, environmental & social awareness and responsible tourism) and propose ethical best practices for a sustainable, ethically-driven business organization.

Unit	Topics	Hrs.
1.	Core concepts of Business Ethics <ul style="list-style-type: none"> Meaning, nature, scope of ethics in business; difference between ethics, morals, values. Ethics in business: importance, benefits, roots of unethical behaviour. Evolution of business ethics; ethical awareness in Indian & global context. Ethical theories and approaches: utilitarianism, deontology, virtue ethics, stakeholder theory, stockholder theory. 	06
2.	Ethical Decision-Making & Organizational Ethics <ul style="list-style-type: none"> Introduction to Menu Planning Principles of Menu Planning Menu balancing and food costing Factors -blowing, ethical dissent, conflict of interest. 	06
3.	Ethics in Functional Areas of Business <ul style="list-style-type: none"> Marketing Ethics: advertising, consumer rights, truth, and fairness. Finance Ethics: insider trading, fair markets, fiduciary duty. Human Resource Ethics: discrimination, labour rights, diversity, outsourcing. Operations/Supply Chain Ethics: sourcing, labour standards, environment. Information & Technology Ethics: privacy, data, algorithmic fairness. 	06

4.	Indian Ethos in Business & Culture of Ethics <ul style="list-style-type: none"> Indian value systems, philosophy and their relevance to management: e.g., teachings from scriptures (Gītā, Upanishads), ethos of trusteeship. Ethics in Indian business culture, comparative perspective (emerging vs developed economies). Case studies of Indian companies and governance/ethics failures and reforms. 	06
5	Globalization & Cross-Cultural Ethics <ul style="list-style-type: none"> The hospitality industry is inherently global, serving diverse guests and operating across borders. Cross-cultural ethics affect guest relations, hiring practices, and marketing Labor ethics: <ul style="list-style-type: none"> Bribery & Corruption Relevant Indian Laws and Their Connection to Hospitality Industry Ethics The Prevention of Corruption Act (PCA), 1988 (Amended 2018) <ul style="list-style-type: none"> Section 7 Section 8 & 9: Section 9 (Amendment 2018): Introduces corporate liability Section 10 Ethical best practices: <ul style="list-style-type: none"> Sustainability & Environmental Ethics <p>The hospitality industry has a high environmental footprint – energy use, water consumption, food waste, and carbon emissions.</p> Technology & Business Ethics Future of Business Ethics in Hospitality ESG (Environmental, Social, Governance): Stakeholder capitalism: <ul style="list-style-type: none"> Ethical branding: Emerging trends: <ul style="list-style-type: none"> Circular economy (reuse and recycling in hotel operations). Responsible tourism (minimizing local disruption and maximizing community benefit). Transparent corporate reporting on sustainability and human rights. 	06
	TOTAL	30

Suggested Assignments:

1. Define and differentiate between ethics, morals, and values with appropriate examples and discuss the importance of ethics in the hospitality industry and analyse how ethical behaviour benefits organizations and society.
2. Discuss the importance of ethics in menu planning and menu balancing in the hospitality industry. Provide two real examples where ethical issues could arise.
3. Analyse how hotels can reduce their environmental footprint using the ESG framework. Discuss ethical challenges of technology (e.g., guest data privacy, algorithmic pricing).

Reference Books

SR. No.	Name of the Book	Name of Author	Publication details
1.	Business Ethics: An Indian Perspective	Fernando, Satheesh & Muralidheeran	Pearson Education India
2.	Business Ethics- Texts and Cases from the Indian Perspective	Das Gupta	Springer India
3.	Introduction to Business Ethics	Vivek Viswan V. & M. M. Sulphey	Viva Books, 2018
4.	International Encyclopaedia of Hotel and Hospitality Management Ethics	P. C. Sinha	Barnes & Noble- E Books

Course Code	:	DIS634RP	Semester	:	Fourth	
Name of the Course	:	Dissertation	Examination scheme:			
Teaching Scheme:			Concurrent evaluation	:	100	
Theory	:	4 hours per week	End Term Theory exam	:	--	
Practical	:	12 hours per week	End Term Practical exam	:	150	
Credit	:	10	Total Marks	:	250	

Rationale: The Dissertation Project enables students to apply advanced research methodology to address contemporary hospitality challenges. Through systematic inquiry, data analysis and professional reporting, students develop scholarly competence, critical thinking and industry-oriented problem-solving skills.

Course Outcomes:					
CO634.1	:	To explain advanced research foundations, paradigms, and methodological choices.			
CO634.2	:	To formulate research problems, hypotheses, and designs based on contemporary hospitality issues.			
CO634.3	:	To employ appropriate sampling methods, quantitative/qualitative tools, and statistical techniques for rigorous data analysis.			
CO634.4	:	To critically interpret findings to derive meaningful managerial implications and validate research outcomes.			
CO634.5	:	To produce a structured dissertation demonstrating original inquiry, academic writing skills, and professional presentation standards.			

In the final semester of the MHMCT programme, each student shall undertake an independent and advanced research project under the supervision of a faculty guide. This project carries 10 credits, reflecting its academic significance, and requires 16 hours per week of dedicated research engagement. The research topic must relate to contemporary issues in Hospitality Management and align with the advanced knowledge acquired with the Research Methodology, Problem Formulation, Sampling Techniques, Data Collection, Statistical Analysis, Reporting and Publication Skills.

Students must select a research topic in consultation with the assigned guide. It is mandatory to submit a detailed Research Proposal including Introduction, Problem Statement, Research Questions, Objectives, and Hypotheses (where applicable), Conceptual Framework, Review of Literature, Research Design, Sampling Plan, Data Collection Tools, and Proposed Statistical/Qualitative Analysis Methods. Approval of the Guide and Director is required before commencing fieldwork.

Data collection may include primary (surveys, interviews, observations, experiments, focus groups) and/or secondary sources (industry reports, academic publications, archival records). Students are expected to demonstrate competence in advanced sampling techniques, application of statistical software (SPSS, Excel or similar) and the integration of qualitative methods where appropriate. Data processing must include editing, coding, classification, tabulation, followed by descriptive, inferential, correlational, regression, or multivariate analysis based on the study design.

Each dissertation must present a well-structured Review of Literature, integrating recent global and national research, demonstrating critical evaluation and identification of research gaps. The

Findings and Discussion section should provide logical interpretation supported by tables, charts, and statistical outputs. The Conclusion must summarize key insights, managerial implications, limitations, and recommendations for future research.

Students shall submit two hardbound copies and one soft copy (pen drive). Environmentally conscious double-side printing is encouraged. After submission, each student will make an oral presentation (viva-voce) before a panel comprising the internal guide and an external examiner from the hospitality industry or academia. The project will be evaluated out of 250 marks, based on research quality, analysis rigor, originality, and report structure and presentation skills.

All research reports and evaluation records must be archived by the institute for a minimum of three academic years.