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

    A. University Evaluation – 50 %

    B. Concurrent Evaluation – 50%

To acquire course credits, the student will be required to pass in both, Concurrent as well as 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:
  a. Assignments – individual / group / on-field
  b. Live Projects
  c. Case Studies & Caselet
  d. Situational Analysis
  e. Group Discussions
  f. Presentations and Viva-voce
  g. Open Resources Test
  h. Simulation Exercises
  i. Quizzes
  j. 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.
- **Mapping of Marks to Grades:**

Marks	Grade	Grade Point
100-90	O: Outstanding	10
89-80	A: Excellent	09
79-70	B: Very Good	08
69-60	C: Good	07
59-50	D: Above Average	06
49-45	E: Average	05
44-40	P: Pass	04
39-0	F: Fail	0
	AB: Absent	0

XIV. SELECTION OF ELECTIVE COURSES

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

XV. MHMCT COURSE STRUCTURE

Course Code	Credit Verticals	Course Name		Total hrs.	Credits	Concurrent	External	Total
SFP501MJ	Major	Specialisation in Food Production Management – I (Theory)	*Select any one Course*	4	4	50	50	**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)	*Select any one Course*	4	2	25	25	**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	50	50	**100**
EAI505MJ	Major	Entrepreneurship and Innovation		4	4	50	50	**100**
MGF506MN	Minor	Management Fundamentals		2	2	25	25	**50**
SQT507MN	Minor	Statistics and Quantitative Techniques		2	2	25	25	**50**
IKS508	IKS	Indian Knowledge Systems		2	2	50	--	**50**
EPH509GE	GE	Essentials of Psychology for Hospitality	*Select any one Course*	2	2	50	--	**50**
LSM510GE	GE	Logistic and Supply Chain Management						
			TOTAL	24	22	325	225	550
HRG511AEC	AEC	Human Rights – I (Additional Credit Course)		**1**	**1**	**25**	--	**25**
CSC512AEC	AEC	Cyber Security – I (Additional Credit Course)		**1**	**1**	**25**	--	**25**

Note:
- Minimum 15% of the total intake is mandatory to opt for electives (EPH109GE & LSM110GE).
- Students should continue with the same specialisation elective from the Semester I to Semester III.
- Students should select the same theory and practical elective courses of specialisation.

		Semester II						
Course Code	**Credit Verticals**	**Course Name**		**Total hrs.**	**Credits**	**Concurrent**	**External**	**Total**
SFP551MJ	Major	Specialisation in Food Production Management – II (Theory)	*Select any one Course*	4	4	50	50	**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)	*Select any one Course*	4	2	25	25	**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	50	50	**100**
LAH555MJ	Major	Legal Aspects of Hospitality Business		4	4	50	50	**100**
MIS556MN	Minor	Management Information System		2	2	25	25	**50**
ODL557MN	Minor	Organizational Development		2	2	25	25	**50**
CST558SEC	SEC	Corporate Sustainability		2	2	50	--	**50**
MOO542OE	OE	SWAYAM / MOOC / NPTEL	*Select any one Course*	2	2	50	--	**50**
HTX560GE	GE	Hospitality Taxation						
			TOTAL	**24**	**22**	**325**	**225**	**550**
HRG561AEC	AEC	Human Rights – II (Additional Credit Course)		**1**	**1**	**25**	--	**25**
CSC562AEC	AEC	Cyber Security – II (Additional Credit Course)		**1**	**1**	**25**	--	**25**

Note:
- Minimum 15% of the total intake is mandatory to opt for elective HTX160GE.
- Students should continue with the same specialisation elective from the Semester I to Semester III.
- Students should select the same theory and practical elective courses of specialisation.

Semester III								
Course Code	**Credit Verticals**	**Course Name**		**Total hrs**	**Credits**	**Concurrent**	**External**	**Total**
SFP601MJ	Major	Specialisation in Food Production Management – III (Theory)	***Select any one Course***	4	4	50	50	**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)	***Select any one Course***	4	2	25	25	**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	50	50	**100**
RSM631FP	FP	Research Methodology		2	2	50	--	**50**
SMG605GE	GE	Strategic Management	***Select any one Course***	2	2	50	--	**50**
SNS606GE	GE	Selling & Negotiation Skills						
SIP641OJT	OJT	Summer Internship Programme		8 Weeks	8	100	100	**200**
			TOTAL	**16**	**22**	**325**	**225**	**550**
SSK607AEC	AEC	Soft Skills (Additional Credit Course)		**2**	**2**	**50**	--	**50**
CSC608AEC	AEC	Cyber Security – III (Additional Credit Course)		**1**	**1**	**25**	--	**25**

Note:
- Minimum 15% of the total intake is mandatory to opt for electives (SMG205GE & SNS206GE).
- Students should continue with the same specialisation elective from the 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	50	50	**100**
TEC652MN	Minor	Tourism Economics		2	2	25	25	**50**
MIC653MN	Minor	Meeting, Incentive Conference/ Conventions, Exhibitions (MICE)		3	2	50	--	**50**
DMH654SEC	SEC	Disaster Management in Hospitality		2	2	50	--	**50**
TAH655GE	GE	Technological Advancement in Hospitality	*Select any one Course*	2	2	50	--	**50**
BET656GE	GE	Business Ethics						
DIS634FP	FP	Research Project		16	10	125	125	**250**
		TOTAL		**29**	**22**	**350**	**200**	**550**
SSK657AEC	AEC	Selling Skills (Additional Credit Course)		**2**	**2**	**50**	--	**50**
CSC658AEC	AEC	Cyber Security – IV (Additional Credit Course)		**1**	**1**	**25**	--	**25**

Note:
- Minimum 15% of the total intake is mandatory to opt for electives (TAH255GE & BET256GE).

As per letter No. 299 dt. 5.11.2014 of Savitribai Phule Pune University regarding skill-based courses of 4 credits are incorporated in the curriculum. Viz. Soft Skills, Selling skills. Cyber Security and Human Rights are compulsorily offered during the course of the programme.

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	:	50
Total Hours	:	4 hrs. per week	End Term Theory exam	:	50
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.	**Sociology of Food with reference to Prominent Indian Cuisines** • 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.	**Bakeshop, Café and Cloud Kitchen Management** • 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.	**Emerging trends in Food production** • 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.	**Advanced Culinary** • 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** • 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
01	Culina Mundi	Victor Ceserani	Hodder & Stoughton Educational Division
02	Theory of Cookery	Mr. K. Arora	Frank Brothers Company (Pub) Pvt. Ltd.
03	Professional cooking	Wayne Gisslen	John Wiley & Sons
04	Molecular Gastronomy: Scientific Cuisine Demystified	Jose Sanchez	Wiley
05	Molecular Gastronomy	Prof. (Chef) Subhadip Majumder	ISBN :9789395806183, My Pustak .Com
06	Indian Food: A Historical Companion	K. T. Achaya	Oxford University Press
07	Eating India: An Odyssey into the Food and Culture of the Land of Spices	Chitrita Banerji	Bloomsbury USA
08	Modernist Cuisine: The Art and Science of Cooking (6 Volume set)	Nathan Myhrvold, Chris Young, and Maxime Bilet	The Cooking Lab
09	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	:	25
Total Hours	:	4 hrs. per week	End Term Practical Exam	:	25
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 the following:

Sr. No	Practical
1.	7 International Menus including all the 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	:	50
Total Hours	:	4 hrs. per week	End Term Theory exam	:	50
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** ● Traditional Concepts ● New Restaurant Concepts ● Conceptualization of a restaurant with regards to ➢ Market & Financial Feasibility Study ➢ Sites Selection ➢ PESTLE Analysis ➢ Policy Decisions ● Marketing Considerations (Brand Positioning, USP, Digital Presence) ● Legal Considerations (Permits, Licenses, Compliance, Labor Law, VAT, Taxation)	12
2.	**Cloud Kitchen Designing: Advanced Restaurant Design** ● 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** ● 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** ● 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** ● 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. Analyze 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 (2nd Edition)	Kenneth L Solomon, Norman Katz by Prentice Hall, Inc. Englewoode 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	:	25
Total Hours	:	4 hrs. per week	End Term Practical exam	:	25
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	:	50
Total Hours	:	4 hrs. per week	End Term Theory exam	:	50
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** • 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** • 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** • 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** • Sustainable Housekeeping – Eco-Friendly Cleaning Agents & Practices • Water & Energy Conservation Strategies in Rooms Division	**12**

	• Trends in waste management techniques used in hospitality industry • Sustainable Procurement & Supply Chain Management • Green Certifications & Compliance – LEED, EarthCheck		
5.	**Quality Assurance & Standardization** • 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** • 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	:	25
Total Hours	:	4 hrs. per week	End Term Practical exam	:	25
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 proposing solutions.
10.	Conducting 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	:	50
Practical	:	--	End Term Theory exam	:	50
Total Hours	:	4 hrs. per week	End Term Practical exam	:	--
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	:	To identify tools to enhance Service Delivery Process.
CO504.2	:	To analyse the dynamics of global markets.
CO504.3	:	To co relate marketing strategies to Entertainment and Retail Industry.
CO504.4	:	To examine the ethical considerations in marketing.

Unit	Topics	Hrs.
1.	**Developing and Managing Customer Service Functions** • Customer service management cycle • Factors influencing service delivery • Infrastructure and technology to improve customer service • Effective customer service programs	12
2.	**Globalization of Services** • 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** • Entertainment Marketing Mix • Branding and communication • Integrated and convergent promotions • Application in various entertainment industries	12
4.	**Tourism Retail Marketing Strategy** • Building Brands • Business Intelligence • Customer Service monitoring • Social Media marketing	12
5.	**Ethics in Service Firms** • 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	:	EAI505MJ	Semester	:	First
Name of the Course: Entrepreneurship & Innovation					
Teaching Scheme:			Examination scheme:		
Theory	:	4 hrs. per week	Concurrent evaluation	:	50
Practical	:	--	End Term Theory exam	:	50
Total Hours	:	4 hrs. per week	End Term Practical exam	:	--
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.	**Hospitality Entrepreneurship: Frameworks & Strategies** • 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 Startups & Market Entry Strategies	**15**
2.	**Business Model Planning and Innovation** • 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.	**Financial Strategy & Valuation for Hospitality Ventures** • Financial Modelling for Hospitality Startups • Venture Capital & Angel Investments in Hospitality • Financial Risk Management & Profit Maximization • Role of Government in promoting Entrepreneurship • Role of District Industrial Center, Small Industries Services Institute, Entrepreneurship Development Institute of India, National Institute of Entrepreneurship and Small Business Development, National Entrepreneurship Development Board	**12**

4.	**Social & Sustainable Entrepreneurship in Hospitality** • 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 entrepreneurships.	**12**
5.	**Real-World Operations & Scalability Challenges** • Operational Bottlenecks in Startups vs. Established Hospitality Brands / Family-owned business • Revenue Management & Yield Optimization Strategies • Hospitality Legal Frameworks: Licenses, FSSAI, GST, Labor Laws • Risk Management: Crisis Planning, Data Protection, Health & Safety Compliance • Case Study: Major hotel chains optimize operations.	**09**
	TOTAL	**60**

Suggested Assignments:
1. Analyze an existing hotel/restaurant's operational challenges and present a scalability roadmap.
2. Develop a concept model for an AI-driven hospitality services (Chatbot, Smart Concierge, or Automated Room Service).
3. Pitch a hospitality startup 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 startup.

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: Cutting Edge Thinking and Practice	Michael C. Sturman	Wiley, 2011

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	:	25
Practical	:	--	End Term Theory exam	:	25
Total Hours	:	2 hrs. per week	End Term Practical exam	:	--
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	:	Analyze 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** • 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.	7
2	**Planning** • 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	5
3	**Organizing** • Concept, need, nature • Types Organization • Chain of Command • Span of Control • Centralization and Decentralization	6

	• 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** • 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**.**	7	
5	**Controlling** • Concept, need and Steps in the Control Process. • Designing Control Systems, Feed-forward / Concurrent / Feedback Controls. • Financial Control. • Information Controls. • Benchmarking and Best Practices.	5	
	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 Wechrich	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	:	25
Practical	:	--	End Term Theory exam	:	25
Total Hours	:	2 hrs. per week	End Term Practical exam	:	--
Credit:	:	**02**	**Total Marks**	:	**50**

Rationale:

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 Stat and QT.
CO507.4	:	To design network analysis construction diagram.

Unit	Topics	Hrs
1	Meaning and Classification of Quantitative techniques, Statistics: Meaning, Scope and Limitations, Collection, Classification, Tabulation and Presentation of Statistical Data	**04**
2	**Measures of Central Tendency, Partition Values, Measures of Dispersion**	**04**
3	Inferential Statistics F Test, T Test, Z Test, Chi Square Test, ANOVA, MANOVA, U Test Correlation and Regression and its interpretation Basic concepts of correlation, correlation coefficient by Product-moment method, Rank correlation Basic concepts of Linear regression, Regression equations and prediction, Karl person's correlation coefficient	**10**
4	Probability: Concepts, Sample Space, Theorems of Probability Rules of Probability Association of attributes Yule's coefficient of association	**03**
5	Decision theory - Decision making under risk Decision making under uncertainty -5 criteria' s Linear Programming, formulation and Graphical Solution	**03**
6	Transportation problems and Solutions by North-West Corner rule Vogel's approximation method. Assignment Problem and its solution by Hungarian method Network Analysis Construction of Network Diagrams − PERT: network diagram when three time estimates are given	**06**
	TOTAL	**30**

Suggested Assignments:
1. Numerical problems on measures of central tendency and measures of dispersion.
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 and Quantitative Methods- R	Ranjeet Chitale	Nirali Prakashan
2	Statistical Methods-	S. P. Gupta	S. Chand & Co
3	Quantitative techniques	N.D.Vora ,	Tata McGraw Hill publications ,4th edition
4	Quantitative Techniques for Decision Making	Gupta &Khanna	(Prentice Hall of India)
5	Statistical Methods	JK 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
Practical	:	--	End Term Theory exam	:	--
Total Hours	:	2 hrs. per week	End Term Practical exam	:	--
Credit:	:	**02**	**Total Marks**	:	**50**

Course Outcomes:		
CO508.1	:	To identify key concepts, texts, and contributors of Indian Knowledge Systems including the Vedas, Upanishads, Ayurveda, and the six schools of Indian philosophy.
CO508.2	:	To explain the evolution of Indian languages, education systems, arts, architecture, mathematics, astronomy, and their significance in ancient India.
CO508.3	:	To analyse the practical applications and philosophies of ancient Indian sciences in contemporary contexts.
CO508.4	:	To compare the influence of different Indian religions and philosophies and their global impact on knowledge, culture, and lifestyle.
CO508.5	:	To demonstrate an integrated understanding of ancient Indian craftsmanship, engineering, music, dance, and farming practices through reflective assignments, presentations, or projects.

Savitribai Phule Pune University's Indian Knowledge System Generic Course:
http://collegecirculars.unipune.ac.in/sites/documents/Syllabus2024/Indian%20Knowledge%20Systems%20(IKS)%20(Generic)%20Academic%20Year%202024-25_03062024.pdf

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	:	50
Practical	:	--	End Term Theory exam	:	--
Total Hours	:	2 hrs. per week	End Term Practical exam	:	--
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	**Understanding of Psychology** • 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	6
2.	**Building foundations for understanding the psychology of a Hospitality Consumer** • The Psychology of purchasing and Consumption • Theory of tourism consumption system (TCS). • Tourist Typologies – Cohen's Tourist Typology. • Models of Tourist (consumer) Behaviour • Models of purchase decision-making processes- Scholl model	6

3.	**Motivation**
	 • Definition of Motivation and its types (Status & Prestige, Cultural, Interpersonal and Physical motive)
	 • Motivation for consumer
	    o The influence of consumers on personality, lifestyle, perceptions and purchase motives
	    o Determinants of Consumer Motivation
	    o Maslow's hierarchy with reference to hospitality consumer.
	 • Motivation for employees
		6

		o Meaning, Importance and Types of Motivation in Industry o Monetary and Non-Monetary Incentives o Fatigue, Boredom and Monotony: Meaning, Causes and Remedies o Attitude of Working Culture and Behaviourism and Psychological Health	

4.	**Cognition:**
	• Thinking – Mental Imagery, Problem Solving Decision Making
	   o Concept Formation, Language development
	   o Relationship between language and thinking
	• Emotion: Definition of Emotion, the Physiology of Emotion,
	   o Emotional Expression – Verbal & Non-verbal, Labelling Emotions
	   o Theories of Emotion – Common sense theory of emotion, James Lang theory of emotion,
	   o Cannon Bard Theory of Emotion, Cognitive Arousal Theory of Emotion,
	   o Wellbeing and Resilience- its importance in preventing the onset of mental health
		6

5.	**Colour psychology** • 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	**6**
		TOTAL	**30**

Suggested Assignments:
1. Comparative study on customer behavior 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 Weisz and John Schopler	Indian Edition
3.	Essentials of understanding psychology	Feldman.S.R	Tata Mc Graw 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	:	50
Practical	:	--	End Term Theory exam	:	--
Total Hours	:	2 hrs. per week	End Term Practical exam	:	--
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** • 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** • 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** • Role of ERP and SCM Software (SAP, Oracle, etc.) • Blockchain, 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** • 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** • 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. Analyze 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	:	50
Total Hours	:	4 hrs. per week	End Term Theory exam	:	50
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	8
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
01	Handbook of Food and Beverage Fermentation Technology	Y. H. Hui, Lisbeth Meunier-Goddik, Jytte Josephsen	CRC Press
02	On Cooking	Sara Lebenski	Pearson
03	NOMAs guide to Fermentation	Rene RedZepi David Zilber	Artisan Division of Workman Publishing
04	Microbial Production of Food Ingredients, Enzymes and Nutraceuticals	Brian McNeil, David Archer, Ioannis Giavasis, Linda Harvey	Woodhead Publishing Limited.
05	The Science of Cooking	Dr. Stuart Farrimond	DK
06	Food processing and Packaging	Anton Kuris	Discovery Publication , India
07	Professional cooking	Wayne Gisslen	John Wiley & Sons
08	Hygiene and Sanitization	S. Rodey	McGraw Hill
09	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	:	25
Total Hours	:	4 hrs. per week	End Term Practical exam	:	25
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	:	50
Total Hours	:	4 hrs. per week	End Term Theory exam	:	50
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	**Meet The Manager** ● 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	**Intrapreneurship and Entrepreneurship in F&B Management**
	● Concept of Intrapreneurship
	  ➢ 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
	  ➢ 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** ● 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** ● Stakeholders of guest service excellence (Define the concept) ● The customer user journey map ● Physical and digital touchpoint ● 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** ● 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 (6th 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 (4th 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	:	25
Total Hours	:	4 hrs. per week	End Term Practical exam	:	25
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 touchpoint 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	:	50
Total Hours	:	4 hrs. per week	End Term Theory exam	:	50
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** • 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	15
2.	**Financial Management in Accommodation Operations** • 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** • 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	9
4.	**Crisis & Risk Management in Rooms Division** • 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** • 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	:	25
Total Hours	:	4 hrs. per week	End Term Practical exam	:	25
Credit:	:	**02**	**Total Marks**	:	**50**

Course Outcomes:		
CO553P.1	:	To apply revenue management tools to simulate demand forecasting, rate fencing, and optimize pricing strategies for peak and off-peak seasons.
CO553P.2	:	To design and interpret financial and operational reports to support informed managerial decisions.
CO553P.3	:	To evaluate guest profiles, online presence, and review platforms to propose data-driven loyalty programs and digital marketing strategies for room sales.
CO553P.4	:	To develop and implement crisis response procedures ensuring preparedness and risk mitigation in accommodation operations.
CO553P.5	:	To demonstrate professional skills in vendor negotiations, guest conflict resolution, and sustainability assessments through roleplays 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.	Analyzing 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 TripAdvisor, 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.	Roleplays 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	:	50
Practical	:	--	End Term Theory exam	:	50
Total Hours	:	4 hrs. per week	End Term Practical exam	:	--
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** • 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** • Understanding of Financial Statements • Interpretation of Financial Statements with help of Basic Accounting Ratios	**12**
3.	**Cost Volume Profit Analysis, Budget and Budgeting Control** • Beak Even Analysis • Decision making under marginal costing system related to Hotel Industry • Preparation of Flexible and Cash Budget	**12**
4.	**Working Capital Management** • Need for working capital • Factors affecting working capital • Operating cycle • Estimation of working capital requirement (especially in Hotel Industries)	**12**

5.	**Capital Budgeting** • 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	:	50
Practical	:	--	End Term Theory exam	:	50
Total Hours	:	4 hrs. per week	End Term Practical exam	:	--
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	**Business and Commercial Law** • 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	**Welfare and Safety Statutory Laws** • ESI Act • Definitions. • Authorities constituted under it. • Concept of ESI Fund	12

	Workmen's Compensation Act 1923 • 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 Act08**		
3	**Sale of Goods Act** • 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	**Licenses and Permits required by Hotels** • 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	**Central, State and Other Laws related to Hospitality Industry** • 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 **Other Laws related to Hospitality Industry** • 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:

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	:	25
Practical	:	--	End Term Theory exam	:	25
Total Hours	:	2 hrs. per week	End Term Practical exam	:	--
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.	**Introduction to Management Information System (MIS)**
	• Introduction, Definition, Concept
	• Understanding Information systems – MIS, DSS, EIS
	• Infrastructural Resources required for MIS
	   o Hardware
	   o Software
	   o Data
	• Managing multiprocessor environments
	• MIS security Issues
	• MIS Performance evaluation
		04

2.	**Computer-based systems for Accommodation Management** • 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.	**Information Systems for Accounting** • Types of Accounts • Posting Entries to guest ledger & city ledger • Night Audit Routine • Reports Generation & analysis – o Night Audit Report o Credit Limit Report o Tariff Report o Rate Variance Report o Today's Arrival Report o Pick-up Report o Turn-away Report	**05**
4.	**Catering Computing Systems** • 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	**05**
5.	**Back Office & Allied Systems** • Back Office Systems o Payroll System o Maintenance Management System o Performance Management System o Personnel Management System • Allied Systems o Energy Management System o Auxiliary Guest Services o Guest Operated Devices – In-room vending, In-room entertainment, IoT o Electronic Locking System	**05**
6.	**Selecting & Implementing Computer Systems** • Analysing current information needs • Establishing system requirements • Proposal from vendors • Contract negotiations • Installation & Maintenance of systems • Troubleshooting, Training & Upgradation	**03**
	TOTAL	**30**

Suggested Assignments:

1. Select a well-known PMS software (e.g., Opera, IDS, or 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	:	25
Practical	:	--	End Term Theory exam	:	25
Total Hours	:	2 hrs. per week	End Term Practical exam	:	--
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)** • Values, Characteristics, Assumptions, Importance and Evolution of OD • Foundations of OD: Conceptual Framework of OD • First Order and Second Order Change	4
2	**Foundation of OD** • Action Research • Survey Feedback • Systems Theory • Teams And Teamwork, Participation & Empowerment • Applied Behavioural Science • Parallel Learning Structures • Normative – Re educative Strategy of Changing	7
3	**Process of OD** • 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	6

4	**OD Intervention** • 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	8
5	**Client and Consultant Relationship** • 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	5
	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	:	50
Practical	:	--	End Term Theory exam	:	--
Total Hours	:	2 hrs. per week	End Term Practical exam	:	--
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.	**Chapter 1: Foundations of Corporate Sustainability in Hospitality Industry** • 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.	**Chapter 2: Environmental Sustainability**
	• Sustainable Hospitality Development and Design
	  ➢ 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
	  ➢ ISO 14001, LEED, EarthCheck
	  ➢ Sustainable hotel ranking systems (Green Key, GSTC certification)
		08

3.	**Chapter 3: Human Resources and Organizational Sustainability**
	• Building a Sustainable Workforce
	• Employee Engagement and Well-being
	  ➢ Mental health and work-life balance in hospitality
	  ➢ Ethical leadership and employee empowerment
	  ➢ Strategies for preventing burnout and turnover in sustainable hospitality
		06

	• Diversity, Inclusion, and Equity (D.I.E.) in the Workplace
	• Case Studies in HR Sustainability
	   ➢ 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.	**Chapter 4: Corporate Social Responsibility (CSR) and Community Impact**
	• Strategic CSR in Hospitality
	• Impact Measurement and Reporting
	• Hospitality and Social Entrepreneurship
	• Suggested Case Studies in CSR & Community Engagement
	   ➢ ITC's "Responsible Luxury" model
	   ➢ Taj Hotels' sustainable community engagement programs
	   ➢ Accor's Planet 21 sustainable development strategy
		08

5.	**Chapter 5: Trends and Innovations in Sustainable Hospitality** • 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: SWAYAM / MOOC/ NPTEL					
Teaching Scheme:			**Examination scheme:**		
Theory	:	--	Concurrent evaluation	:	50
Practical	:	--	End Term Theory exam	:	--
Total Hours	:	--	End Term Practical exam	:	--
Credit:	:	**02**	**Total Marks**	:	**50**

Any Course of 2 Credits can be taken in the form of SWAYAM / NPTEL MOOCS provided the student secures the certificate from SWAYAM / NPTEL. MOOCs from other 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	:	50
Practical	:	--	End Term Theory exam	:	--
Total Hours	:	2 hrs. per week	End Term Practical exam	:	--
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	**Goods and Services Tax (GST) in Hospitality** • 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)	7
2	**Income Tax** • **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)**	7

	• **Tax Holiday & Incentives for Hotels (Section 80-ID for new hotels in special regions)**		
3	**State-Level Taxes & Levies** • Excise Duty on Alcohol (State Government Control) • Entertainment Tax (if applicable, now largely subsumed in GST) **Municipal Taxes (Property Tax, Trade License Fees)**	4	
4	**Employee-Related Taxes & Compliance** • Professional Tax (State-specific, like Maharashtra, Karnataka, etc.) • Provident Fund (PF) & Employee State Insurance (ESI) Compliance • Gratuity & Bonus Taxability	4	
5	**Special Tax Benefits & Deductions** • Incentives for Eco-friendly & Sustainable Hotels • Deductions for Renovation & Expansion	4	
6	**FDI & Taxation in Hospitality** • Tax Implications for Foreign Investors • Withholding Tax on Foreign Payments (e.g., royalties, management fees)	4	
	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