



M.Sc. HOSPITALITY ADMINISTRATION

Offered by

**NATIONAL COUNCIL FOR HOTEL MANAGEMENT
AND CATERING TECHNOLOGY**

and

INDIRA GANDHI NATIONAL OPEN UNIVERSITY

at

INSTITUTES OF HOTEL MANAGEMENT

- **NCHM – IIH,NOIDA**
- **NEW DELHI (PUSA)**
- **BENGALURU**
- **CHENNAI**
- **LUCKNOW**

1. Introduction

- 1.1** This document provides information with respect to the course philosophy, descriptions of the courses, style of delivery and evaluation system. This information is compiled to facilitate running of M.Sc Hospitality Administration program in IHMs and to help achieve uniformity and consistency.
- 1.2** National Council for Hotel Management and Catering Technology (NCHMCT) was established by Ministry of Tourism, Government of India in 1982 to oversee hotel management and catering education offered by Institutes set up by it. The Council has been responsible in providing professional and skilled human capital to the hotel and tourism industry through its eleven programs.
- 1.3** Indira Gandhi National Open University (IGNOU) was established in September 1985 by an Act of Parliament, aimed at democratizing education to cover larger segments of the population focused on higher education for vocations and professions. IGNOU's Degrees are recognized in India by both UGC and AICTE and also worldwide by Commonwealth of Learning (CoL).
- 1.4** In 2002, the Council and Indira Gandhi National Open University joined hands and launched the 3-Year B.Sc. Degree in Hospitality and Hotel Administration and this cooperation further graduated with commencement of M.Sc. Hospitality Administration Program in 2003.

2. Philosophy of the Program

- 2.1** It is clearly understood that demands placed upon its student will exceed the competence provided by the B. Sc program in Hospitality Administration. The graduate from M.Sc program will be able to perform at a higher level being able to deal with a greater complexity of material. The depth of study provided by the program will enable the graduates to become better managers with a depth of understanding and width of synthesis abilities.
- 2.2** The program emphasizes on the development of the student's ability to acquire knowledge and understanding through pursuing a philosophy of independent learning and research.
- 2.3** The program will be delivered with the purpose of developing skills relating to analysis, critical evaluation and solving complex problems. The contents and delivery will provoke the students to think rigorously and independently.
- 2.4** The program will develop spirit of scholarly enthusiasm by providing in depth and challenging learning experience. The program will provide a platform to develop abilities required by effective teachers, thinkers, authors and researchers.
- 2.5** The course design and structure has been arrived at by pooling the expertise of Hospitality Education of NCHMCT and the Business Education of IGNOU. This Program has specific focus on the services sector as against majority of MBA programs which concentrate on merchandise and manufacturing businesses.

3. Course Structure

- 3.1** The program is designed by synthesis of courses from NCHMCT and IGNOU.
- 3.2** Total of 68 credits are distributed between core courses and group elective courses. There are 48 credits for core courses and 20 credits for one of the two group electives.
- 3.3** The core courses with 48 credits are covered in Semesters 1, 2 and 4.
- 3.4** There are 16 credits for group elective courses in 3rd Semester and 4 credits in 4th Semester.
- 3.5** There are total of 36 credits of courses under NCHMCT components, including 8 credits of Mentorship and Research Project. There are 32 credits of courses under IGNOU component.
- 3.6** The core courses under NCHMCT component have 20 credits and include following subjects with 4 credits each:
- SEMESTER 1**
 - Hospitality Management
 - Properties Development and Planning
 - SEMESTER 2**
 - Revenue/ Yield Management
 - Equipment and Materials Management
 - SEMESTER 4**
 - Production and Operations Management
- 3.7** The core courses under IGNOU component have 20 credits and include following subjects with 4 credits each:
- SEMESTER 1**
 - Management Functions and Behavior in Hospitality
 - Information Management Systems and Hospitality
 - SEMESTER 2**
 - Market Research
 - Managing Entrepreneurship: Small and Medium Business Properties
 - SEMESTER 4**
 - Managerial Economics

3.8 The group elective courses under NCHMCT component have 8 credits and include following subjects with 4 credits each:

SEMESTER 3

Marketing of Services and Consumer Behavior
International Marketing

OR

Managing Change in Organizations
Social Processes and Behavioral Issues

3.9 The group elective courses under IGNOU component have 12 credits and include following subjects with 4 credits each:

SEMESTER 3

Sales Management
Principles of Marketing Management

OR

Human Resource Planning
Union Management Relations

SEMESTER 4

Sales & Marketing

OR

Labour Laws

3.10 Mentorship and Research Project (Dissertation) carries 8 credits.

4. Program Aims

4.1 The program has been developed in response to the needs of those seeking higher education with the purpose of seeking career opportunities in senior positions in Hospitality Industry or Hospitality Education.

4.2 The program should enable the students to be able to pursue career in any one of the following different options:

- (i) Managerial positions in Hospitality Industry
- (ii) Property Development Consultants
- (iii) Teaching positions in Hospitality Education
- (iv) Career options in Sales & Marketing or Human Resources Department

5. Teaching and Learning Strategies

5.1 The following strategies are proposed to achieve the aims of the program and are in tune with the philosophy of the program. The student will integrate program studies with Case studies, Seminars, Business Plan Development and Business Simulation with clear managerial focus. The student will undertake research, participate in seminars that consider and investigate diverse issues relating to hospitality management.

5.2 For a higher level of learning experience, the following methods of learning should be used:

- Lectures will form an important aspect of the teaching methods employed, but will be designed to facilitate other forms of learning.
- Workshops will be used across the width of the program and will be seen as an integral part of the learning process.
- Seminars will be used as the focus of the student led presentations and debate. Seminars will be prevalent throughout the program.
- Guest speakers as well as senior industry professionals will enhance contemporary study of various aspects of Hospitality Administration and will contribute throughout the program.
- Case studies will be used across the whole program, with the principal role of illustrating issues pertaining to analysis, problem solving and decision making.
- Directed and independent learning will be regarded as a major source of learning and will be supported by text, journals, periodicals, internet, video etc.
- The coursework assigned for the purpose of internal assessment, will require deep thinking and investigation that should question assumptions. These internal assignments should provide an engaging learning experience.
- The Group work will be assigned on a regular basis and should promote team work, planning and creativity.

6. The final dissertation (Mentorship and Research Project) will be a capstone project and will test the ability to utilize learning from various courses of the program. The student will be assigned a 'live' hotel project and will have the guidance of an industry mentor, who would be an expert in the respective field. The student will use his research abilities to gather study and analyze the information and seek support from the industry mentor for arriving at practical and implementable recommendations. This project should provide a thorough learning experience to understand complex, ambiguous or contentious concepts.

WEEKLY TEACHING SCHEME

SEMESTER – I

Subject Code	Subject	Credits	Hours			
			L	T	GW/A	Total
MHA-01	Management Functions and Behaviour in Hospitality	4	4	1	3	8
MHA-02	Hospitality Management	4	4	1	3	8
MHA-03	Properties Development and Planning	4	4	1	3	8
MHA-04	Information Management System and Hospitality	4	4	1	3	8
Total		16	16	4	12	32

SEMESTER – II

Subject Code	Subject	Credits	Hours			
			L	T	GW/A	Total
MHA-05	Revenue / Yield Management	4	4	1	3	8
MHA-06	Market Research	4	4	1	3	8
MHA-07	Equipment and Materials Management	4	4	1	3	8
MHA-08	Managing Entrepreneurship: Small and Medium Business Properties	4	4	1	3	8
MHA-21	Mentorship & Research Project (Research Methodology)	-	2	1	-	3
Total		16	18	5	12	35

SEMESTER – III (Sales and Marketing)

Subject Code	Subject	Credits	Hours			
			L	T	GW/A	Total
MHA-09	Sales Management	4	4	1	3	8
MHA-10	Principles of Marketing Management	4	4	1	3	8
MHA-11	Marketing Services and Consumer Behaviour	4	4	1	3	8
MHA-12	International Marketing	4	4	1	3	8
MHA-21	Mentorship & Research Project (Dissertation)	-	-	1	-	3
Total		16	16	5	12	33

SEMESTER – IV (Sales and Marketing)

Subject Code	Subject	Credits	Hours			
			L	T	GW/A	Total
MHA-17	Production and Operations Management	4	4	1	3	8
MHA-18	Managerial Economics	4	4	1	3	8
MHA-19	Sales and Marketing	4	4	1	3	8
MHA-21	Mentorship & Research Project (Dissertation)	8	-	1	-	1
Total		20	12	4	9	25

SEMESTER – III (Human Resource Management)

Subject Code	Subject	Credits	Hours			
			L	T	GW/A	Total
MHA-13	Human Resource Planning	4	4	1	3	8
MHA-14	Union Management Relations	4	4	1	3	8
MHA-15	Managing Change in Organisations	4	4	1	3	8
MHA-16	Social Processes and Behavioural Issues	4	4	1	3	8
MHA-21	Mentorship & Research Project (Dissertation)	-	-	1	-	1
Total		16	16	5	12	33

SEMESTER – IV (Human Resource Management)

Subject Code	Subject	Credits	Hours			
			L	T	GW/A	Total
MHA-17	Production / Operations Management	4	4	1	3	8
MHA-18	Managerial Economics	4	4	1	3	8
MHA-20	Labour Laws	4	4	1	3	8
MHA-21	Mentorship & Research Project (Dissertation)	8	-	1	-	1
Total		20	12	4	9	25

EXAMINATION SCHEME

SEMESTER – I

Subject Code	Subject	Marks		
		IA	TEE	Total
MHA-01	Management Functions and Behaviour in Hospitality	30	70	100
MHA-02	Hospitality Management	30	70	100
MHA-03	Properties Development and Planning	30	70	100
MHA-04	Information Management System and Hospitality	30	70	100
Total		120	280	400

SEMESTER – II

Subject Code	Subject	Marks		
		IA	TEE	Total
MHA-05	Revenue / Yield Management	30	70	100
MHA-06	Market Research	30	70	100
MHA-07	Equipment and Materials Management	30	70	100
MHA-08	Managing Entrepreneurship: Small and Medium Business Properties	30	70	100
Total		120	280	400

SEMESTER – III (Sales and Marketing)

Subject Code	Subject	Marks		
		IA	TEE	Total
MHA-09	Sales Management	30	70	100
MHA-10	Principles of Marketing Management	30	70	100
MHA-11	Marketing Services and Consumer Behaviour	30	70	100
MHA-12	International Marketing	30	70	100
Total		120	280	400

SEMESTER – IV (Sales and Marketing)

Subject Code	Subject	Marks		
		IA	TEE	Total
MHA-17	Production and Operations Management	30	70	100
MHA-18	Managerial Economics	30	70	100
MHA-19	Sales and Marketing	30	70	100
MHA-21	Mentorship & Research Project:			
	a) Research Methodology	-	25	100
	b) Dissertation	-	75	
Total		90	310	400

SEMESTER – III (Human Resource Management)

Subject Code	Subject	Marks		
		IA	TEE	Total
MHA-13	Human Resource Planning	30	70	100
MHA-14	Union Management Relations	30	70	100
MHA-15	Managing Change in Organisations	30	70	100
MHA-16	Social Processes and Behavioural Issues	30	70	100
Total		120	280	400

SEMESTER – IV (Human Resource Management)

Subject Code	Subject	Marks		
		IA	TEE	Total
MHA-17	Production and Operations Management	30	70	100
MHA-18	Managerial Economics	30	70	100
MHA-20	Labour Laws	30	70	100
MHA-21	Mentorship & Research Project:			
	a) Research Methodology	-	25	100
	b) Dissertation	-	75	
Total		90	310	400

INCOURSE ASSESSMENT:

1. In course assessment for each course/paper/subject for each semester shall be based on one assignment for each course/paper/subject.
2. The assignment shall be hand written by the student ranging between 2000 to 2500 words.
3. The in course assessment shall constitute 30% of term marks.
4. The course co-coordinator shall allot the assignment to the student as per assessment calendar.
5. Student shall submit the properly bound assignment to the course co-coordinator within seven days.
6. 5% of total marks will be deducted for each day of late submission of assignment by the student to the Course co-coordinator.
7. Course co-coordinator must assess the assignment within seven days of submission and provide feedback to the student.
8. Assignments graded 75% and above shall be sent to National Council for Hotel Management and Catering Technology for validation.

MENTORSHIP AND RESEARCH PROJECT:

1. Mentorship and Research Project will comprise of two components:
 - A) Research Methodology (Weightage 25%)
 - B) Dissertation (Weightage 75%)
2. Research Methodology shall form part of semester-II Teaching Scheme. Marks secured by students in the theory exam of 'Research Methodology would be preserved and added to marks obtained in 'Dissertation' (MHA-21).
3. National Council for Hotel Management shall examine the students for 'Research Methodology' paper.
4. Each scholar will be attached to a faculty member, who will be the guide for the research project. To ensure quality not more than eight scholars would be attached to a faculty member.
5. Each scholar will be assigned to an industry expert, who will be the 'Mentor' to the scholar for his/ her dissertation.
6. Dissertation topic shall be decided / selected / assigned in consultation with Institute Guide and Industry Mentor during the last two weeks of semester-II.
7. The dissertation ranging between 10,000 to 12,000 words shall be computer typed (Arial Font size 12 in 1.5 line space) and is required to be submitted to the guide latest by 10th week of semester-IV.

SEMESTER – I

DURATION - 17 WEEKS

MANAGEMENT FUNCTIONS AND BEHAVIOUR	
Unit-1	ROLE OF A MANAGER <ul style="list-style-type: none">• Task of a Professional Manager• Responsibilities of a Professional Manager• Management Systems and Processes• Managerial Skills
Unit-2	DECISION MAKING <ul style="list-style-type: none">• Organisational Context of Decisions• Decision Making Models• Decision Making – Techniques and Processes• Management by Objectives
Unit-3	ORGANISATIONAL CLIMATE AND CHANGE <ul style="list-style-type: none">• Organisational Structure and Managerial Ethos• Management of Organisational Conflicts• Managing Change
Unit-4	ORGANISATION STRUCTURE AND PROCESSES <ul style="list-style-type: none">• Organisational Structure and Design• Managerial Communication• Planning Process• Controlling• Delegation and Inter-department Coordination
Unit-5	BEHAVIOURAL DYNAMICS <ul style="list-style-type: none">• Analysing Interpersonal Relations• Leadership Styles and Influence Process• Group Dynamics

Workshops & Seminars:

- ❖ Stress management, yoga and meditation
- ❖ Seven habits of highly effective people-Stephen Covey
- ❖ Business manners and etiquette
- ❖ Public speaking and presentation skills
- ❖ Intellectual capital

INFORMATION TECHNOLOGY FOR HOSPITALITY MANAGER	
Unit-1	MANAGERIAL APPLICATIONS OF COMPUTERS <ul style="list-style-type: none"> • Spreadsheet Software and Managerial Applications • Computer and Management Functions • Computer Based Financial Systems • Computer Based Inventory Systems • Computers in Human Resource Management
Unit-2	COMPUTERS AND DECISIONAL TECHNIQUES <ul style="list-style-type: none"> • Operations Research and Management Decision Making • Linear Programming – Problem Formulation and Graphical Method • Linear Programming – The Simplex Method
Unit-3	ADVANCED DECISIONAL TECHNIQUES <ul style="list-style-type: none"> • Transportation Models • Assignment Models • PERT/CPM
Unit-4	MANAGEMENT INFORMATION SYSTEM <ul style="list-style-type: none"> • An MIS Perspective • Information Needs and its Economics • Management Information and Control Systems
Unit-5	SYSTEMS ANALYSIS AND COMPUTER LANGUAGES <ul style="list-style-type: none"> • System Analysis and Design • Computer Programming • Programming Languages Application

Workshops & Seminars:

- ❖ Impact of Technology Revolution in Hotel & Food Service Industry
- ❖ Revenue Optimisation through Technology Convergence
- ❖ PERT/CPM Application in Hotel Projects
- ❖ Future Technological Trends in Hospitality Sector

HOSPITALITY MANAGEMENT	
Unit-1	<p>FOOD & BEVERAGE MANAGEMENT</p> <ul style="list-style-type: none"> • Managing Quality in Food & Beverage Operations <ul style="list-style-type: none"> ○ Quality – Definition and Meaning ○ Quality Dimension ○ Quality Assessment ○ Quality Assurance Program ○ Five Gap Analysis • Menu Management <ul style="list-style-type: none"> ○ Menu Planning ○ Menu Costing ○ Menu Engineering ○ Menu Merchandising ○ Menu Pricing • Budgetary Control and Revenue Management • Emerging Trends <ul style="list-style-type: none"> ○ Fast Food Concerns ○ Work Force Issues ○ Diversity ○ Dietary Concerns • Hazard Analysis and Critical Control Point (HACCP)
Unit-2	<p>ACCOMMODATION MANAGEMENT</p> <ul style="list-style-type: none"> • Customer Relationship Management <ul style="list-style-type: none"> ○ CRM & Hospitality defined ○ Customer expectations ○ Service Delivery ○ Wow factor ○ Future trends in service delivery • Market Segmentation • Hospitality Distribution Channels

<p>Unit-3</p>	<p>MANAGING ENVIRONMENTAL ISSUES</p> <ul style="list-style-type: none"> • Features of Environmental Management • Safety Standards in Hotels • Security systems in hotels • Role of technology in managing safety, security and energy conservation • Hazard Identification and Risk Management • Disaster Management • Developing energy conservation programs for hotels • Environmental concerns relating to hotel industry • Waste Management • Pollution Control • Water conservation and Rain Water Harvesting • Corporate Social Responsibility
<p>Unit-4</p>	<p>HOSPITALITY ENTREPRENEURSHIP</p> <ul style="list-style-type: none"> • Resort Management • Event Management • Recreation and Entertainment Management • Wellness and Spa Management
<p>Unit-5</p>	<p>LAWS AND STANDARDS RELATED TO HOSPITALITY BUSINESS</p> <ul style="list-style-type: none"> • Introduction to Laws relating to Hospitality Business • Understanding Laws & Procedures <ul style="list-style-type: none"> ○ Shops and Establishment Act ○ Apprentices Act 1961 ○ The Employment Exchange Act, 1959 ○ Cyber Laws – Introduction to information technology law/ cyber space law / privacy rights / current topics in IT Law; on-line access to justice / High Technology Litigation ○ Indian Contract Act 1872 ○ Licenses and Permits ○ Food Safety and Standards Authority of India (FSSAI) ○ Foreign Exchange Regulations

Seminars & Workshops:

- ❖ Customer Relationship Management
- ❖ Total Quality Management in Service Sector
- ❖ Ecological Impact of Hospitality Ventures (Case Study)
- ❖ Brand loyalty (Case Study)

PROPERTIES DEVELOPMENT AND PLANNING	
Unit-1	<p>TECHNICAL REQUIREMENTS AS ESTABLISHED BY LAW AND NEED</p> <ul style="list-style-type: none"> • Introduction • Developing Business Profile • Project selection • Feasibility Report • Constitution of the Establishment – Type of Business i.e. Sole Proprietorship, Partnership, Companies etc. • Specific Clearances – Land Conversion, Building Approval, Trade Licenses (essential licenses/permits etc.) • Infrastructure requirements – specific clearances from civic bodies • Financial Assistance/Aid • Fire Safety • Pollution Control Board
Unit-2	<p>FACILITIES DESIGN & ANALYSIS</p> <ul style="list-style-type: none"> • Overview of Project Design • Design Consideration – Architectural, Building, etc. • Systematic Layout Planning – Flow of Guest/Staff Movement – Diagrams • Analysis of Areas – Operational, Functional, Administrative • Design of Areas – Overview, Cost Considerations • Star Classification Criteria – Committees & Composition thereof – State/Centre • Facilities Design for other Hospitality Areas e.g., Hostels, Hospitals, Industrial Canteens, Flight Services (including costs & controls)
Unit-3	<p>GLOBAL GREEN INITIATIVE</p> <ul style="list-style-type: none"> • International and Global Accreditation • Incentives
Unit-4	<p>PLANNING FOR SPECIAL GUESTS</p> <ul style="list-style-type: none"> • Special Guests – Meaning and Types • Planning considerations • International Planning guidelines
Unit-5	<p>STUDY OF ARCHITECTURAL FEATURES OF SOME OF THE PROMINENT HOTELS</p>

Workshops & Seminars:

- ❖ Entrepreneurship
- ❖ Venture Capital
- ❖ Pollution Control
- ❖ Facility Design & Planning
- ❖ Green Hotel Concepts

Students will have assignments to prepare the programme documentation for a new hotel or one undergoing major refurbishment.

SEMESTER – II
DURATION - 17 WEEKS

REVENUE / YIELD MANAGEMENT	
Unit-1	<p>The Concept of Revenue Management</p> <ul style="list-style-type: none"> • Hotel Industry Applications <ul style="list-style-type: none"> - Benefits of the techniques/Areas where this concept is applied/How the concept is applied
Unit-2	<p>Measuring Yield</p> <ul style="list-style-type: none"> • Yield Statistic/Determination of Potential Revenue/Potential Average Single Rate/Potential Average Double Rate/ Multiple Occupancy Percentage/Rate Spread/Potential Average Rate/ Room Rate Achievement Factor/Identical Yields/Equivalent Occupancy/Required Non-Room Revenue per Guest
Unit-3	<p>Elements of Revenue Management</p> <ul style="list-style-type: none"> • Group Room Sales/Transient Room Sales/Food & Beverage Activity/Local and Area-Wide Activities/Special Events
Unit-4	<p>Using Revenue Management</p> <ul style="list-style-type: none"> • <i>Potential High and Low Demand Tactics</i> • Implementing Revenue Strategies/Availability Strategies
Unit-5	<p>Revenue Management Computer Software</p> <ul style="list-style-type: none"> • Works performed by Revenue Management Software • Working of the software/system • Advantages of computerized revenue management • Reports generated
Unit-6	<p>Revenue Management Team</p> <ul style="list-style-type: none"> • Composition of Revenue Management Team • Role of Revenue Management Team
Unit-7	<p>Industry-wise Comparison of Yield Management Application</p> <ul style="list-style-type: none"> • Airline/Hotels/Car Rentals/Cruise lines/Package Tours

Case Studies:

Case Studies on Yield Management on any two comparable properties:

- ❖ Bars, Restaurants, Resort Properties, Heritage Properties, Amusement Parks
- ❖ Hotels, Airline Catering

MARKETING RESEARCH	
Unit-1	MARKETING RESEARCH CONCEPTS AND DESIGN <ul style="list-style-type: none"> • Marketing Research Meaning and Importance, Research Process • Organisation of Marketing Research in India • Research Design
Unit-2	DATA COLLECTION <ul style="list-style-type: none"> • Data Collection • Sampling • Questionnaire Design and Development • Attitude Measurement and Scaling
Unit-3	DATA PROCESSING AND ANALYSIS <ul style="list-style-type: none"> • Qualitative Research – Meaning, Scope and Methodology • Data Processing – Coding, Tabulation Data Presentation • Description and inference from Sample Data • Analysis of Association
Unit-4	MULTIVARIATE ANALYSIS <ul style="list-style-type: none"> • Regression Analysis, Discriminant Analysis and Factor Analysis • Conjoint Analysis • Cluster Analysis and Multi-dimensional Scaling • Applications of Marketing Research in India – Some Case Studies

Seminars & Workshops:

- ❖ Research Design
- ❖ Attitude Measurement Scaling

Case Studies:

- ❖ Market determination for set up pubs or amusement parks in the city

EQUIPMENT AND MATERIALS MANAGEMENT

Unit - 1	Material Handling <ul style="list-style-type: none"> • Introduction and Meaning • Objectives of Material Handling • Principles of Material Handling • Selection of Material Handling Equipments • Evaluation of Material Handling System • Guidelines For Effective Utilisation Of Material Handling Equipments • Relationship between operational layout and Material Handling Equipments
Unit - 2	MATERIALS MANAGEMENT <ul style="list-style-type: none"> • Introduction and Meaning • Functions of Material Management • Material Planning and Control <ul style="list-style-type: none"> ○ Techniques of material Planning • Purchasing <ul style="list-style-type: none"> ○ Practical Purchasing Skills - theory, practice and techniques ○ Strategic Procurement Skills ○ Supplier Relationships: The Total Management Process • Logistic Management <ul style="list-style-type: none"> ○ Logistic Analyst ○ Store Management ○ Advanced Materials Storage Management - Policy and Process ○ Identifying and Implementing Business Process Improvements • Inventory Control <ul style="list-style-type: none"> ○ Integrated Inventory Management ○ Managing Risk ○ How to Reduce Inventory Levels - Some Practical Solutions • Standardisation, Codification and Variety Reduction • Value Analysis • Ergonomics • Just In Time (JIT) <ul style="list-style-type: none"> ○ Seven Wastes ○ Benefits of JIT

Unit - 3	Work Study <ul style="list-style-type: none"> • Advantages of Work study • Method study • Motion Study • Work Measurement • Time study
Unit - 4	Quality Control <ul style="list-style-type: none"> • Introduction • Fundamental Factors Affecting Quality • Need for controlling quality • Types of Inspection • Types of quality Control • Steps in quality Control • Tools for quality control
Unit - 5	Maintenance Management <ul style="list-style-type: none"> ○ Objectives of Maintenance ○ Types of Maintenance <ul style="list-style-type: none"> ▪ Break Down ▪ Preventive ▪ Predictive ○ Maintenance Planning & Scheduling ○ Repair, Upkeep and Maintenance ○ Best Maintenance Practices ○ Computer Aided Maintenance
Unit - 6	Waste Management <ul style="list-style-type: none"> ○ Introduction and Meaning ○ Reasons for generation and accumulation-obsolete and surplus ○ Taxonomy of Waste ○ Waste and Productivity ○ Functional Classification of Waste ○ Control of Waste ○ Recycling of Waste ○ Disposal of Waste ○ Treatment of Waste in Cost Accounts

Unit - 7	Packaging and Distribution Management <ul style="list-style-type: none">• Packaging• Transport• Physical Distribution• Information And Technology Integration in Materials Management
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Project

- ❖ Material Handling Equipment with specification /brands/costing for Hotels and allied industries
- ❖ Waste Management Mechanism in different categories of Hotels and allied industries
- ❖ Packaging and Distribution management in Railways & Airline Catering, package food Industry, home delivery

MANAGING ENTREPRENEURSHIP, SMALL AND MEDIUM BUSINESS PROPERTIES	
Unit-1	ENTREPRENEUR AND ENTREPRENEURSHIP <ul style="list-style-type: none"> • Entrepreneurship : Small Scale • Enterprises (SSE) • Entrepreneurial Competencies • Institutional Interface
Unit-2	ESTABLISHING SMALL SCALE ENTERPRISES <ul style="list-style-type: none"> • Opportunities Scanning – Choice of Enterprise • Market Assessment for SSE • Choice of Technology and Selection of Site
Unit-3	SMALL SCALE ENTERPRISES – GETTING ORGANIZED <ul style="list-style-type: none"> • Financing the New/Small Enterprise • Preparation of the Business Plan • Ownership Structure and Organization Framework
Unit-4	OPERATING THE SMALL SCALE ENTERPRISE <ul style="list-style-type: none"> • Financial Management Issues in SSE • Operations Management Issues in SSE • Marketing Management Issues in SSE • Organizational Relations in SSE
Unit-5	PERFORMANCE APPRAISAL AND GROWTH STRATEGIES <ul style="list-style-type: none"> • Management Performance Assessment and Control • Strategies for Stabilization and Growth • Managing Family Enterprises

Seminars & Workshops:

- ❖ Ethics and Corporate Governance

SEMESTER – III

THIS SEMESTER WILL OFFER SPECIALIZATION IN:

SALES AND MARKETING

OR

HUMAN RESOURCE MANAGEMENT

DURATION - 17 WEEKS

SALES MANAGEMENT	
Unit-1	SALES MANAGEMENT FUNCTIONS <ul style="list-style-type: none">• Introduction to Sales Management• Personal Selling• Sales Process• Computer Applications in Sales Management
Unit-2	SELLING SKILLS <ul style="list-style-type: none">• Communication Skills• Sales Presentation• Negotiation Skills• Retail Communication : Sales Displays
Unit-3	SALES FORCE MANAGEMENT <ul style="list-style-type: none">• Job Analysis, Recruitment and Selection• Training the Sales Force• Compensation and Motivation of Sales Force• Monitoring and Performance Evaluation
Unit-4	PLANNING AND CONTROL OF THE SALES EFFORT <ul style="list-style-type: none">• Sales Planning• Sales Organization• Sales Forecasting and Sales Quotas• Sales Budgeting and Control

Workshops & Seminars

- Soft Skills
- Negotiation Skills
- Hard Selling

PRINCIPLES OF MARKETING MANAGEMENT	
Unit-1	Evolution of Marketing <ul style="list-style-type: none"> • Meaning - Demand, Need, Desires, Wants, Goods & Services • Marketing planning
Unit-2	Nine Principles of Marketing <ul style="list-style-type: none"> • Product, Price, Place, Promotion, Packaging, Process, People, Physical Evidence, Pace
Unit-3	Marketing strategy for hospitality industry <ul style="list-style-type: none"> • Competitor – Types & strategies • STP in Hotels
Unit-4	The service quality <ul style="list-style-type: none"> • Forecasting • Service attributers • USP, unique value proposition & unique buying proposition • Case studies
Unit-5	Pricing strategies and techniques in hospitality
Unit-6	Publicity and Promotion <ul style="list-style-type: none"> • Advertising • Soft & Hard Sell • Role of Copy Writer & Attributes of Good Advertising • PR Tools • Functioning of Guest Relation Department
Unit-7	Experimental marketing, Consumer protection in India
Unit-8	Financial Control in Marketing, Marketing audit

Case Studies

Marketing Strategies

- ❖ USP based on any one property – Ecotel, Resort Property, Hotels with locational USP, USP on account of special facility.

MARKETING SERVICES AND CONSUMER BEHAVIOUR	
MARKETING SERVICES:	
Unit-1	MARKETING OF SERVICES – CONCEPTS AND ISSUES <ul style="list-style-type: none"> • Marketing of Services – Conceptual Frame Work • Services Marketing : Basic Issues • Designing Service Strategy
Unit-2	MARKETING OF HOSPITALITY SERVICES – CONCEPTS & ISSUES <ul style="list-style-type: none"> • Marketing of Hospitality and Tourism Services • Management and Marketing of Tourism in India • Hospitality Marketing – A special case in Services Marketing
Unit-3	MARKETING OF EDUCATION & PROFESSIONAL SERVICES <ul style="list-style-type: none"> • Marketing of Educational Services • Professional Education – Marketing of Services • Marketing of Professional Support Services : Implications for Advertising Agencies • Indmark – The Trade Mark Research Group (A)
CONSUMER BEHAVIOUR:	
Unit-4	CONSUMER BEHAVIOUR – ISSUES AND CONCEPTS <ul style="list-style-type: none"> • Consumer Behaviour – Nature, Scope and Application • Consumer Behaviour and Life-style Marketing • Organisational Buying Behaviour
Unit-5	INDIVIDUAL INFLUENCES ON BUYING BEHAVIOUR <ul style="list-style-type: none"> • Perceptions • Consumer Motivation and Involvement • Attitude and Attitude Change • Learning and Memory • Personality and Self-concept

Semester 3

Unit-6	GROUP INFLUENCES ON CONSUMER BEHAVIOUR <ul style="list-style-type: none">• Reference Group Influence & Group Dynamics• Family Buying Influences, Family Life-cycle and Buying Roles• Cultural and Sub-Cultural Influences
Unit-7	THE BUYING PROCESS <ul style="list-style-type: none">• Problem Recognition & Information Search Behaviour• Information Processing• Alternative Evaluation• Purchase Process & Post-purchase Behaviour
Unit-8	MODELLING BUYER BEHAVIOUR <ul style="list-style-type: none">• Early Models• Howard Sheth Model• Recent Developments in Modeling Buyer Behaviour

INTERNATIONAL MARKETING	
Unit-1	INTRODUCTION TO INTERNATIONAL MARKETING <ul style="list-style-type: none"> • Scope and Size of International Markets • Conceptual Framework • Institutional Framework
Unit-2	ENVIRONMENT OF INTERNATIONAL BUSINESS <ul style="list-style-type: none"> • Cultural and Social Environment • Legal and Political Environment • Trade, Monetary and Financial Environment
Unit-3	POLICY FRAMEWORK AND PROCEDURAL ASPECTS <ul style="list-style-type: none"> • India's Export-Import Policy • Export-Import Documentation
Unit-4	INTERNATIONAL MARKETING MIX <ul style="list-style-type: none"> • Product Policy and Planning • Advertising and Promotional Management • International Pricing Policy • Distribution and Sales Policy
Unit-5	INTERNATIONAL MARKETING PLANNING <ul style="list-style-type: none"> • International Market Selection and Segmentation • International Market Research • International Market Planning, Coordination and Control

Case Study:

- ❖ Marketing mapping of any one tourism practicing states/country.

HUMAN RESOURCE MANAGEMENT

SEMESTER III

HUMAN RESOURCE PLANNING	
Unit-1	LEARNING ORGANIZATION AND LEADERSHIP
Unit-2	BASICS OF HUMAN RESOURCE PLANNING <ul style="list-style-type: none">• Macro Level Scenario of Human Resource Planning• Concepts and Process of Human Resource Planning• Methods and Techniques – Demand Forecasting• Methods and Techniques – Supply Forecasting
Unit-3	JOB EVALUATION <ul style="list-style-type: none">• Job Evaluation – concepts, Scope and Limitations• Job Analysis and Job Description• Job Evaluation Methods
Unit-4	ACTION AREAS – ISSUES AND EXPERIENCES <ul style="list-style-type: none">• Selection and Recruitment• Induction and Placement• Performance and Potential Appraisal• Transfer, Promotion and Reward Policies• Training and Retraining
Unit-5	MEASUREMENTS IN HUMAN RESOURCE PLANNING <ul style="list-style-type: none">• Human Resource Information System• Human Resource Audit• Human Resource Accounting• Career Planning• Employee Counseling• Discipline, Suspension, Retrenchment And Dismissal• Employee Grievance Handling• Compensation & Salary Administration• Laws & Rules Governing Employee Benefit And Welfare
Unit-6	CORPORATE SOCIAL RESPONSIBILITIES
Unit-7	COMPETENCY MAPPING & CONCEPT OF ASESSMENT CENTERS

Unit-8	HUMAN RESOURCE DEVELOPMENT <ul style="list-style-type: none">• Human Resource Development An Overview• Human Resource Development Systems• Task Analysis• Human Resource Development In Service Industry• Organizing For Human Resource Development• Emerging Trends And Perspectives
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Case Studies:

- ❖ Multi-skilling practices vis-à-vis traditional skill practices of any two comparable properties.

UNION MANAGEMENT RELATIONS	
Unit-1	CONCEPTUAL FRAMEWORK <ul style="list-style-type: none"> • Union Management Relations Perspective • Public Policies and Union Management Relations • Major Events and International Issues
Unit-2	UNIONS AND UNIONISM <ul style="list-style-type: none"> • Trade Union Development and Function • Trade Union Structures and Trade Union Recognition • Leadership and Management in the Trade Unions • White Collar and Managerial Trade Unions • Management and Employers' Association
Unit-3	GRIEVANCE HANDLING <ul style="list-style-type: none"> • Employee Grievance Handling • Compensation Management • Employee Vs. Organization Liabilities
Unit-3	CONFLICT RESOLUTION <ul style="list-style-type: none"> • Dynamics of Conflict and Collaboration • Nature and Content of Collective Bargaining • Negotiation Skills • Issues and Trends in Collective Bargaining • Role of Labour Administration : Conciliation, Arbitration and Adjudication
Unit-4	WORKERS' PARTICIPATION IN MANAGEMENT <ul style="list-style-type: none"> • Evolution, Structure and Processes • Design and Dynamics of Participative Forums • Strategies and Planning for Implementing Participation
Unit-5	TRENDS IN UNION MANAGEMENT RELATIONS <ul style="list-style-type: none"> • Emerging Trends in Union Management Relations • Cross, Cultural Aspects of Union Management Relations

MANAGING CHANGE IN ORGANISATIONS	
Unit-1	CONCEPT OF MANAGING CHANGE <ul style="list-style-type: none"> • The Process of Organisational Change • Key Roles in Organisational Change • Culture and change • Managing Resistance to change • Effective Implementation of change
Unit-2	DIAGNOSIS AND INTERVENTION <ul style="list-style-type: none"> • Organisational Diagnosis: Issues and Concepts – an overview • Diagnostic Methodology : Salient Features • Diagnostic Methods : Quantitative and Qualitative • Intervention in Organisational Change • Evaluation of Organisational Change Programme
Unit-3	MODELS OF ORGANISATIONAL CHANGE <ul style="list-style-type: none"> • Some Models of Organisational Change • Why Changes May Fail: Two Case Examples • OD in an NGO • Organizational Change and Process Consultation • Work Redesign Model
Unit-4	CONSULTING : APPROACHES & SKILLS <ul style="list-style-type: none"> • Manager as Agent of Change • Internal change Agent • External Change Agent (Consultant)

SOCIAL PROCESSES AND BEHAVIOURAL ISSUES	
Unit-1	SOCIAL AND ORGANISATIONAL CULTURES <ul style="list-style-type: none"> • Indian Environment: Perspective on Cultural Processes and Social Structures • Society in Transition • Organisational and Managerial Values and Work Ethics
Unit-2	INTRA-PERSONAL PROCESSES <ul style="list-style-type: none"> • Understanding Human Behaviour • Learning • Perception • Stress and Coping
Unit-3	INTER-PERSONAL PROCESSES <ul style="list-style-type: none"> • Helping Processes • Communication and Feedback • Inter-Personal Styles
Unit-4	GROUP AND INTER GROUP PROCESSES <ul style="list-style-type: none"> • Group Formation and Group Processes • Organizational Communication • Team Development and Team Functioning • Conflict, Competition and Collaboration
Unit-5	ORGANIZATIONAL PROCESSES <ul style="list-style-type: none"> • Organizational Processes: An Overview of major concepts, and emerging trends • Power, Politics and Authority • Integration and Control • Organizational Climate • Organizational Effectiveness

Seminars/Workshops:

Workshop on Emotional Quotient (EQ), Intelligent Quotient (IQ) and Spiritual Quotient (SQ) and learn their applications in life and work:

The objective is to make the participants aware of the power of their emotions, spirituality and intelligence and to manage and enhance them and make use of them for the success of their selves, their teams and organizations to successfully beat the competitions.

- ❖ Meanings of emotions, spirituality and intelligence
- ❖ Physiology and psychology of Emotions, Intelligence and Spirituality
- ❖ Emotional awareness and EQ and Emotional fitness
- ❖ Spiritual awareness and SQ and Spiritual fitness
- ❖ Know your IQ level
- ❖ Compare your EQ, SQ, IQ level and draw your EQ, SQ and IQ map.
- ❖ Usefulness of EQ, SQ and IQ in life and work

Psychometric Tools for effective recruitment:

This workshop should aim at:

- ❖ Know how on selection and use of appropriate psychometric test
- ❖ Reliability and validity of psychometric tests
- ❖ Application of psychometric teaching for improving individual learning and professional effectiveness.
- ❖ Administering psychometric instruments and interpretation of results
- ❖ An experience of MBTT and IOTT

Workshop on Managerial skills for organizational excellence

The workshop should aim at:

- ❖ Changing role of Managers in the current business scenario
- ❖ Strategy and Vision for Managers
- ❖ Excellence orientation of Managers
- ❖ Communication & presentation skills for Managers
- ❖ Creating high performance teams
- ❖ Interpersonal skills for Managers
- ❖ Effective motivational skills
- ❖ Coaching and mentoring for Managers
- ❖ Radical change management
- ❖ Values and Ethics for Managers

Workshop on Management of Talent and Intellectual Capital

The workshop should aim at:

- ❖ Intellectual capital: what constitute intellectual and how to measure it?
- ❖ Human capital: what constitute human capital and how to measure it?
- ❖ Importance of top grading for organizations and leadership development
- ❖ Tips for recruiting and retaining talent
- ❖ Role of assimilation and integration in talent management
- ❖ Assimilation and integration methods
- ❖ Role of coaching, mentoring, performance appraisals, 360 Degree feedback, assessment and development centers in talent management Successful execution strategies

SEMESTER – IV
DURATION - 17 WEEKS

PRODUCTION AND OPERATIONS MANAGEMENT	
Unit-1	ISSUES IN PRODUCTION/ OPERATIONS MANAGEMENT <ul style="list-style-type: none"> • Production/Operations Management – an overview • Production System : Issues & Environment • Total Quality Management (TQM)
Unit-2	FORECASTING <ul style="list-style-type: none"> • Need and Importance of forecasting • Qualitative methods of forecasting • Quantitative methods of forecasting
Unit-3	PRODUCTION SYSTEM DESIGN <ul style="list-style-type: none"> • Capacity Planning • Facilities Planning • Work System Design • Managing Information for Production System
Unit-4	PRODUCTION PLANNING & SCHEDULING <ul style="list-style-type: none"> • Aggregate Production Planning • Just-In-Time (JIT) • Scheduling and Sequencing
Unit-5	MATERIALS PLANNING <ul style="list-style-type: none"> • Issues in materials management • Independent demand system • Dependent demand system
Unit-6	EMERGING ISSUES IN PLANNING / OPERATIONS MANAGEMENT <ul style="list-style-type: none"> • Total productive maintenance • Advanced manufacturing system • Computers in planning/operations management

MANAGERIAL ECONOMICS	
Unit-1	INTRODUCTION TO MANAGEMENT ECONOMICS <ul style="list-style-type: none"> • Scope of Managerial Economics (Scarcity & Choice) • The Firm : Stakeholders, Objectives & Decision Issues • Basic Techniques
Unit-2	DEMAND AND REVENUE ANALYSIS <ul style="list-style-type: none"> • Demand Concepts and Analysis • Demand Elasticity • Demand Estimation and Forecasting
Unit-3	PRODUCTION AND COST ANALYSIS <ul style="list-style-type: none"> • Production Function • Cost Concepts & Analysis I • Cost Concepts & Analysis II • Estimation of Production and Cost Functions
Unit-4	PRICING DECISIONS <ul style="list-style-type: none"> • Market Structure (Barriers) and Condition for Optimisation • Pricing Under Pure Competition/Pure Monopoly • Pricing Under Monopolistic/Oligopolistic Competition • Pricing Strategies
Unit-5	COMPREHENSIVE CASE <ul style="list-style-type: none"> • Managerial Economic Decisions Under Current Environment

MANAGEMENT OF MARKETING COMMUNICATION AND ADVERTISING	
Unit-1	MARKETING COMMUNICATION AND ADVERTISING – BASIC CONCEPTS <ul style="list-style-type: none"> • Marketing Communication in Marketing • Communication – Key Concepts • Indian Media Scene
Unit-2	ADVERTISING CAMPAIGN PLANNING AND EXECUTION <ul style="list-style-type: none"> • Planning Communication Strategy • Advertising Campaign Planning – Strategic Consideration, Creative Consideration • Advertising Creativity : Campaign Planning and Execution • Advertising Research – Role and Trends • Measuring Ad Effectiveness – Definitions and Techniques
Unit-3	MEDIA PLANNING CONCEPTS <ul style="list-style-type: none"> • Media Concepts, Characteristics and Issues in Media Planning • Media Selection, Planning and Scheduling • Internet as an Emerging Advertising Media
Unit-4	MARKETING COMMUNICATION FORM <ul style="list-style-type: none"> • Managing Sale Promotion • Direct Marketing • Publicity and Public Relation • Social Marketing Communication
Unit-5	STRATEGIES FOR ADVERTISING AGENCIES <ul style="list-style-type: none"> • Function and Structure of Ad Agencies • Managing Client Agency Relationship • Strategies for Account Management • Legal and Ethical Issues in Advertising

LABOUR LAWS	
Unit-1	INTRODUCTION TO LABOUR LEGISLATION <ul style="list-style-type: none"> • Philosophy of Labour Laws • Labour Laws, Industrial Relations and HRM • Labour Laws : Concept, Origin, Objectives and Classification • International labour Organization – International Labour Organisation and Indian Labour Legislation • Indian Constitution and Labour Legislation • Labour Policy, Emerging Issues and Future Trends
Unit-2	LAWS ON WORKING CONDITIONS <ul style="list-style-type: none"> • The Factories Act, 1948 • The Mines Act, 1952 • Plantation Labour Act 1951 • Contract Labour (Regulation and Abolition Act, 1986) • Child Labour (Prohibition and Regulation Act, 1986)
Unit-3	INDUSTRIAL RELATIONS LAWS <ul style="list-style-type: none"> • Trade Union Act, 1926 • Industrial Disputes Act, 1947 – I • Industrial Disputes Act, 1947 – II • Industrial Employment (Standing Orders) Act, 1946 • Industrial Discipline and Misconduct • Domestic Enquiry
Unit-4	WAGES AND LABOUR LAWS <ul style="list-style-type: none"> • Minimum Wages Act, 1948 • Payment of Wages Act, 1936 • Payment of Bonus Act, 1965 • Equal Remuneration Act, 1976
Unit-5	LAWS FOR LABOUR WELFARE AND SOCIAL SECURITY <ul style="list-style-type: none"> • Social Security Legislation : An overview • The Workmen’s Compensation Act, 1923 • The Employees’ State Insurance Act, 1948 • The Maternity Benefit Act, 1961 • The Employee’s Provident Fund and Miscellaneous Provision Act, 1952 • The Payment of Gratuity Act, 1972

RESEARCH METHODOLOGY FOR MANAGEMENT DECISIONS
(NCHMCT Component)

All research/project work is devoted to hospitality related issues/policies.

Unit-1	INTRODUCTION TO RESEARCH METHODOLOGY <ul style="list-style-type: none">• Importance of Research in Decision Making• Defining Research Problem and Formulation of Hypothesis• Experimental Designs
Unit-2	DATA COLLECTION AND MEASUREMENT <ul style="list-style-type: none">• Methods and Techniques of Data Collection• Sampling and Sampling Designs• Attitude Measurement and Scales
Unit-3	DATA PRESENTATION AND ANALYSIS <ul style="list-style-type: none">• Data Processing• Statistical Analysis and Interpretation of Data – Non-Parametric Tests• Multivariate Analysis of Data• Model Building and Decision Making
Unit-4	REPORT WRITING AND PRESENTATION <ul style="list-style-type: none">• Substance of Reports• Report Writing and Presentation• Presentation of Report

(2 weeks earmarked for counseling on above aspects which will enable a scholar to write a comprehensive research paper/dissertation, under the supervision of research guide before a scholar undertakes research activity or project research)