



# CHENNAIS AMIRTA

INTERNATIONAL INSTITUTE OF HOTEL MANAGEMENT

&



# ANNAMALAI UNIVERSITY

ANNAMALAINAGAR

## MBA- HOSPITALITY MANAGEMENT

(FULL-TIME)

(2018 Onwards)

**1<sup>st</sup> YEAR  
SYLLABUS**



## SCHEME OF EXAMINATIONS

### First Year: First Semester

Course Code	Course Name	Credits	Internal	External
101	Management Process	2	25	75
102	Organizational Behavior	2	25	75
103	Marketing Management	2	25	75
104	Human Resource Management	2	25	75
105	Tourism – Principles, Policies and Practices	2	25	75
106	Fundamentals of Hospitality Industry	2	25	75
107	Communication Skills and Public Relations	2	25	75
108	Comprehensive viva (Industrial visit)	2	25	75

### First Year: Second Semester

Course Code	Course Name	Credits	Internal	External
201	Introduction to French as a Foreign Language	2	25	75
202	Financial Management	2	25	75
203	Services Marketing	3	25	75
204	Project, Entrepreneurship and Mgmt. of Small Business	3	25	75
205	Front Office and House Keeping Management	2	25	75
206	Food and Beverage Management	2	25	75
207	ICT for Hospitality	2	25	75
208	Accounting Software (Tally)	2	25	75
209	Interim Training Cum Viva (Travel Industry)	2	25	75



## **101: MANAGEMENT PROCESS**

### **Unit-I: Introduction**

Evolution of Management thought, Managerial process, Functions, Skills and Roles in an Organization – Decision making and Problem solving - Group decision making.

### **Unit-II: Planning**

Distinction between operational and strategic planning – Types of plans – Steps in planning – Importance of policies – Types of policies – Principles of policy making – Policy formulation and Administration – Basic area of policy making.

### **Unit-III: Organising**

Authority Relationships – Line authority – Staff authority – Line organization – Pure line and Departmental line organization – Staff relationships – Line and Staff organization – Functional organization – Committee organization – Definition of Authority – Components of authority – Limits of authority – Delegation of authority – Process of delegation – Principles of Delegation – Centralization and Decentralization.

### **Unit-IV: Staffing and Directing**

Staffing Function – Nature and Purpose of staffing – Importance of staffing – Components of Staffing – Selection and Training – The Direction Function – Leadership – Co-ordination – Need for co-ordination – Types of Co-ordination – Principles of Co-ordination – Approaches achieving effective Co-ordination – Problems of Co-ordination.

### **Unit-V: Supervising Control and MBO**

Supervision Function – Position of a supervisor – Qualities of a good supervisor – Role of a Supervisor – Essential requirements of effective supervision – Rensis Likert studies of supervision – Effectiveness – Concept of control – Span of control – An Integrated Control System – Management By Objective – Hierarchy of Objective – Qualitative and Quantitative Objective – Process of MBO – Management by Exception.



### **References**

- 1) Bhushan, Y.K., *Fundamentals of Business Organization and Management*, Sultan Chand & Sons, New Delhi, 2013.
- 2) Gupta, C.B., *Management Theory and Practice*, Sultan Chand & Sons, New Delhi, 2011.
- 3) Heinz Wehrich, and Mark V. Cannice, Harold Koontz, *Management*, (12th Edition) Tata McGraw Hill, New Delhi, 2008.
- 4) Radha R Sharma, *Change Management and Organizational Transformation*, 2<sup>nd</sup> Edition, McGraw Hill, New Delhi, 2012.
- 5) Ramasamy. T., *Principles of Management*, Himalaya Publishing House, Mumbai, 2004.
- 6) Samuel C. Certo and S. Trevis Certo, *Modern Management*, PHI learning, New Delhi, 2008.
- 7) Stoner J., *Management*, 6<sup>th</sup> Ed., New Delhi, Prentice Hall of India, 1996.
- 8) Williams Chuck, *MGMI, Cengage Learning*, New Delhi, 2013.



## **102: ORGANIZATIONAL BEHAVIOUR**

### **Unit-I: Introduction and Individual Behaviour**

Organization Behavior – Definition and Meaning – Models of Organizational Behavior – Hawthorne Experiments – Personality Determinants – Type A/B personality – Theories of Personality – Values – Types of Values – Perception – Elements of Perception – Perceptual Errors – Learning – Theories of Learning – Learning Curve.

### **Unit-II: Work Attitude, Motivation and Job Satisfaction**

Attitudes – The ABC Model – Work attitudes – Motivation – Theories of Motivation – Job Satisfaction – factors - Causes of Dissatisfaction.

### **Unit-III: Leadership and Counselling**

Leadership – Leaders Vs Manager – Leadership theories – Leadership styles – Power – Sources of power – Conflict – Causes – Resolution strategies and Types of conflict – Interpersonal / Intra Group Conflict – Transactional Analysis – Counselling – Types of Counselling.

### **Unit-IV: Group Dynamics**

Defining and Classifying Groups – Work group behaviour – Techniques for group decision making – Advantages and disadvantages of group decision making – Participation in decision making – Factors that influence group effectiveness – Empowerment and self managed teams.

Stress – Causes of stress – Stress reduction strategies.

### **Unit-V: Organisation Change and OD**

Organization change – Meaning – Models of change – Resistance to change – Managing planned change organizational culture – Factors influencing Organizational Culture – Organizational Climate – Dimensions of Organizational Development – OD Cycle.



## References

- 1) Debra L. Nelson, James Campbell Quick, Preetam Khandelwal, *Organizational Behavior*, Cengage Learning, New Delhi, 2012.
- 2) Jarold Greenberg, Robert A Baron, *Organizational Behavior*, PHI Learning, New Delhi, 2010.
- 3) John Newstrom, Keith Davis, *Organizational Behavior – Human Behaviour at Work*, Tata McGraw Hill Publication, New Delhi, 2006.
- 4) Kavita Singh, *Organizational Behavior*, Pearson, New Delhi, 2012.
- 5) Margie Parikh, Rajen Gupta, *Organizational Behavior*, Tata McGraw Hill, New Delhi, 2010.
- 6) Ricky W. Griffin, Gregorej Moorhead, *Organizational Behavior*, Biztantra, New Delhi, 2009.
- 7) Stephen P. Robbins, Timothy Judge, *Organizational Behavior*, Phi Learning, New Delhi, 2007.
- 8) Thomas Kalliath, Paula Brough, Michael O'Driscoll, Mathew J Manimalla, O1.Ling Siu, *Organizational Behavior*, Tata McGraw Hill, New Delhi, 2011.



## **103: MARKETING MANAGEMENT**

### **Unit-I: Marketing and its Environment**

Definition – Role of marketing – Concepts of marketing – Production concept – Product concept – Selling concept – Marketing concept – Societal marketing, Relationship Marketing concept; Tasks of Marketing; Marketing Environment – Macro and Micro Environment – Marketing strategies – Market Leader Strategies – Market follower Strategies – Market Challenger Strategies and Market Niche Strategies.

### **Unit-II: Market Analysis and Segmentation**

Market Analysis – Types of Markets – Marketing mix elements – Market Portfolio Planning – Demand forecasting methods – Survey – Buyer's opinion – Composite Sales force opinion – Experts opinion – Market test method.

Market Segmentation – Bases of Segmenting Consumer Market and Industrial Market – Target Marketing – Product differentiation – Market Positioning Strategy.

### **Unit-III: Product and Pricing Strategies**

Product – Classification of consumer goods and Industrial goods – Product lines – Product Life Cycle – New Product Development – Launching New Product – Product Innovation; Brand – Types; Packaging – Labeling Trade Marks – Copyrights – Patents. Pricing Strategy – Methods of Setting Price – Discounts and Allowance – Price

### **Unit-IV: Physical Distribution and Promotion**

Marketing Channels – Direct Marketing – Industrial Marketing – Network Marketing – e-marketing – B2B – B2C – Distribution Network – Channel Management – Retailing – Wholesaling – Promotions– Advertising – Publicity – Sales Promotion Methods – Sales force Management – Qualities of Sales Manager – Performance Evaluation of Marketing Programmes; Marketing Research – Process – MIS; Ethics in Marketing – Consumerism – Environmentatism – Global Marketing – Services Marketing.

### **Unit-V: Consumer Behaviour and CRM**

Consumer Behaviour – Factors influencing Consumer Behaviour – Demographics – Psychographics – Behavioural – Psychological influence – Purchase decision process – Strategies – Family decision making – Stages in buying process – Dissonance behaviour. Customer Relationship Management.



## **References**

- 1) Carl Mc. Daniel, Charles W. Lamb and Joseph F. Hair, *MKTG, Cengage Learning*, New Delhi, 2011.
- 2) Dhruv Grewal, Michael Lerg, *Marketing Management*, Tata McGraw Hill, New Delhi, 2011.
- 3) Gupta, G.B. and N. Rajan Nair., *Marketing Management*, Sultan Chand & Sons, New Delhi, 2011.
- 4) Joel R. Evans and Barry Berman, *Marketing Management*, Cengage Learning, New Delhi, 2007.
- 5) Karen Webb, *Consumer Behaviour*, 2<sup>nd</sup> Edition, Tata McGraw Hill, New Delhi, 2011.
- 6) Philipkotler, Kevinkeller, Abraham Koshy and Jha, *Marketing Management*, 14<sup>th</sup> Edition, Pearson Education, New Delhi, 2012.
- 7) Philipkotler, Keller, *A Frame Work of Marketing Management*, 5<sup>th</sup> Edition, Prentice Hall, 2011.
- 8) Ramaswamy, V.S. and S. Namakumari, *Marketing Management, Global Perspective Indian Context*, Macmillan, New Delhi, 2009.
- 9) Russel S. Winer, *Marketing Management*, Tata McGraw Hill, New Delhi, 2012.





## **104: HUMAN RESOURCE MANAGEMENT**

### **Unit-I: Introduction**

Human Resource Management – Importance – Challenges – Line and Staff aspect – HR management activities – Role of personnel manager – Images and qualities of HR manager – Integration of employee/management interests – Environment of Human Resource Management – External forces, Internal forces.

### **Unit-II: Job Analysis, Job Design and Human Resource Planning**

Job analysis – Content, steps in job analysis, methods of collecting job data, – Job design approaches – Job specification – Human resource Planning – Importance – Factors affecting HRP – Recruitment – Factors affecting recruitment – Recruitment policy – Internal/External sources of recruitment – Methods of recruitment – Selection procedure – Orientation program.

### **Unit-III: Training and Performance Appraisal**

Distinction between training, development education – Inputs in T&D – Skills, Development – Gaps in training – Training process – on the job and off the job training methods. Training techniques – Management Development – Factors of Appraisal – Traditional methods – Modern methods – MBO process – Appraisal techniques failure – Retention determinants.

### **Unit-IV: Promotion, Job Evaluation and Compensation**

Promotion – Promotion policy – Types of Promotion – Basis of Promotion – Seniority – Merit – Ability – Transfers – Reasons, principles and types – Separation – Lay off, Resignation, Dismissal, Retrenchment, Voluntary retirement scheme – Job evaluation – Procedure, Advantages, Limitations – Job evaluation methods – Components of remuneration – Wages and salary, incentives, fringe benefits – Factors affecting employee remuneration – Minimum wage, fair wage and living wage – Executive remuneration.

### **Unit-V : Quality of work life and Participative Management**

Scope and ways of participation – Staff council, joint council, collective bargaining, Job enlargement/enrichment, suggestion schemes and quality circle – Total quality management – Structure of participative management – Nature and benefits of participation – Quality of work life.



## **References**

- 1) Aswathappa K., and Sadhna Dash, *International Human Resource Management*, 2<sup>nd</sup> Edition, Mc Graw Hill, New Delhi, 2013.
- 2) Aswathappa, K., *Human Resource Management*, McGraw Hill, 2013.
- 3) Cynthia D. Fischer, Lyle F Schoenfeldt, James B Shaw, *Human Resource Management*, Biztantra, New Delhi, 2004.
- 4) Gary Dessler, *Human Resource Management*, Pearson Education, New Delhi, 2011.
- 5) Gupta. C.B., *Human Resource Management*, Sultan Chand & Sons, New Delhi, 2011.
- 6) Luiz R. Gomez Mejia, David B. Balkin, Robert L. Cardy, *Managing Human Resource*, PHI Learning, New Delhi, 2009.
- 7) Mamoria, C.B. and S.V. Gankar, *Human Resource Management*, Himalaya Publishing House, Mumbai, 2006.
- 8) Rao, P.L., *Comprehensive Human Resource Management*, Excel Books, New Delhi, 2006.



## **105: TOURISM PRINCIPLES, POLICIES AND PRACTICES**

### **Unit- I Tourism Overview**

Tourism; Elements, Nature and Characteristics - Typology of Tourism – Classification of Tourists - Tourism network - Interdisciplinary approaches to tourism - Historical Development of Tourism - Major motivations and deterrents to travel.

### **Unit-II Tourism Emerging Areas**

Tourism Industry; Structure and Components: Attractions – Accommodation – Activities – Transportation - F&B – Shopping - Entertainment - Infrastructure and Hospitality – Emerging areas of tourism - Rural, Eco, Medical, MICE, Literary, Indigenous, Wellness, Film, Golf, etc., – Ideals of Responsible Tourism - Alternate Tourism - Case Studies on International Tourism.

### **Unit-III Models**

Tourism Impacts - Tourism Area Life Cycle (TALC) - Doxey's Index - Demonstration Effect – Push and Pull Theory - Tourism System - Mathieson and Wall Model & Leiper's Model - Stanley Plog's Model of Destination Preferences - Demand and Supply in tourism - Tourism regulations - Present trends in Domestic and Global tourism – MNC's in Tourism Industry.

### **Unit-IV Organisation**

Tourism Organizations: Role and Functions of World Tourism Organization (WTO), Pacific Asia Travel Association(PATA) , World Tourism &Travel Council (WTTC) - Ministry of Tourism, Govt. of India, ITDC, Department of Tourism, Govt. of Puducherry, FHRAL, IHA, IATA, TAAI, IATO.

### **Unit-V Tourism Policies**

Overview of Five Year Plans with special reference to Eleventh Five Year Plan for Tourism Development and Promotion, National Action Plan, National Tourism Policy - Code of conduct for safe and Sustainable Tourism for India.



## **References**

- 1) Charles R. Goeldner & Brent Ritchie, J.R. (2006), *Tourism, Principles, Practices, Philosophies*, John Wiley and Sons, New Jersey.
- 2) Bhatia A.K. (2001), *International Tourism Management*, Sterling Publishers, New Delhi.
- 3) Page J. Stephen & Brunt Paul (2007), *Tourism- A Modern Synthesis*, Thomson Publishers, London.
- 4) Chuck Y. Gee, James C. Makens & Dexter J. L. Choy (1989), *The Travel Industry*, Van Nostrand Reinhold, New York.
- 5) Ray Youell (1998), *Tourism-an introduction*, Addison Wesley Longman, Essex.
- 6) Michael M. Coltman (1989), *Introduction to Travel and Tourism- An International Approach*, Van Nostrand Reinhold, New York.
- 7) Burkart A.J., Medlik S. (1974), *Tourism - Past, Present and Future*, Heinemann, London.
- 8) Sunetra Roday, et al (2009), *Tourism Operations and Management*, Oxford University Press.



## **106: FUNDAMENTALS OF HOSPITALITY INDUSTRY**

### **Unit-I: Introduction to Hospitality Industry**

The Hospitality Industry – Origin and Growth – Tourism Industry – Importance of Tourism – Industries related to Tourism – Evolution and Growth of the Hotel – Evolution of Tourism – Factors Affecting Hospitality and Tourism Industry – Employment Opportunities in Hospitality.

### **Unit-II: Hotel Industry**

Clarification of Hotels – Major Departments of a Hotel – Star Ratings of Hotels – Global Standards for Hotels – Managing Other Services – Speciality Resorts – Book Sellers – SPA – Beauty Clinics – Gymnasium.

### **Unit-III: Tourism Industry**

Definition of Tourism – Features – Types of Tourists – Tourism Activities – Components of Tourism Infrastructure – Elements and Characteristics of Tourism Products- Scope of Tourism – Motivation for Tourism – Relation of hospitality industry with Tourism

### **Unit-IV: Travel & Transport**

History growth and present status of travel agency – Travel formalities – Linkages and arrangements with hotels, airlines and transport agencies – Transport system – Different types of transport – Impact of Science and Technology.

### **Unit-V: Hospitality and Its Related Sectors**

Theme Parks – Conventions – Cruising – Special events – recreation and leisure – Tourism and Hospitality in 21st century – Global gaming and Casino operations – Recent trends.



**References:**

- 1) Clayton W. Barrows, Tom Powers and Dennis Reynolds. (2012) Introduction to Management in the Hospitality industry. Tenth Edition. John Wiley and Sons, Inc.
- 2) Lockwood.A & Medlik.S, Tourism and Hospitality in the 21st Century, Elsevier, 2001
- 3) Lim Tau, Hema et al., Fundamentals of Hospitality and Tourism Management, e-Book – Open University Malasia, 2009.
- 4) Walker John R, Introduction to Hospitality, Prentice Hall of India, 2001
- 5) Jagmohan Negi, Hotels for Tourism Development, S. Chand, New Delhi.
- 6) Jatashankar R Tewari (2009), Hotel front office operations and Management, Oxford publication New Delhi.
- 7) Gray and Ligouri (2000), Hotel and Motel Management and Operations, PHI, New Delhi.
- 8) Sudheer Andrews (2009), Hotel Front Office Training Manual, Tata McGraw Hill, Bombay.
- 9) John Cousins David Foskett & Caillein Gillespie (2002), Food and Beverage Management, Pearson Education, England.
- 10) Arthur & Gladwell, Hotel Assistant Manager ( London communicate, Barril, Jenkins)



## **107: COMMUNICATION SKILLS AND PUBLIC RELATIONS**

### **Unit- I Oral communication skills**

Public speaking - Group presentations and discussions - Participation in meetings and interviews – Brainstorming - Designing and delivering presentations.

### **Unit - II Written Communication Skills**

Preparing letters, reports and other executive communications - Methods of achieving effective communication - Measurement of impact of communication – Mass media – Media relations.

### **Unit- III Public Relation**

Introduction to contemporary public relations — Organizational context of public relations – Social context of public relations – Communication and Public opinion – Principles of persuasion, adjustment and adaptation – PR in Tourism.

### **Unit -IV Business Communication**

Understanding the foundations of business communication- Characteristics of effective business messages- Writing business proposals – Communication across cultures – Communication challenges in today’s work place.

### **Unit - V Language Laboratory**

Practical exercises & discussions - Body language, Postures, Eye contact, Etiquettes, Voice culture, scientific temper - Team building - Interpersonal effectiveness.

### **References**

1. Kaul, Asha (2005), Effective Business Communication, PHI, New Delhi.
2. Munter Mary (2002), Guide to Managerial Communication: Effective Writing & Speaking, PHI, New Delhi.
3. Mandal S.K. (2007), Effective Communication and Public Speaking, Jaico, Mumbai.
4. Bovee, Thill & Schatzman (2003), Business Communication Today, Pearson, New Delhi.
5. Jenkins I.R. & Jif J.J. (1973), Planning the Advertising Campaign, Macmillan, New Delhi.
6. Chunawalla S.A. (2001), Advertising Sales and Promotion Management, Himalaya, Mumbai.



## **2<sup>nd</sup> SEMESTER**

### **201 INTRODUCTION TO FOREIGN LANGUAGE**

#### **Unit - I Introduction**

Spelling with the French alphabet – Nationalities – Professions - Numbers 1-100 - Date and Time – Seasons – Meals – Cloths.

#### **Unit - II Grammar**

Indefinite and Definite articles - Verbs : avoir et être in present tense, e travailler, habiter, s'appeler and venir in present tense; - Verbs in “ future proche” - Possessive adjectives - Negative form: Oui, Non, Si - Pronouns used after prepositions - Pronouns complements directs

#### **Unit - III Communication**

Greetings – presentation, introduction – Interrogation relating to everyday situations – Replying to simple questions – Describing a place – letter writing – Ordering food.

#### **Unit - IV Terminologies In Hotel Industry**

Restaurant Brigade - Hot Plate Language - Kitchen Brigade - Ingredients used in Kitchen - Culinary Terms in French – French gastronomy

#### **Unit - V French Culture**

Facts about France - French culture – Historical personalities – Geography

#### **References**

- 1) Ranjith, Mahitha & Singh, Monica. Apprenons le français. Saraswathi House Pvt. Ltd. 2nd edition 2007
- 2) S. Bhattacharya. French for Hotel Management & Tourism Industry. Frank Brothers. 2010





## **202: FINANCIAL MANAGEMENT**

### **Unit-I : Introduction to Financial Management**

Finance function: Meaning – Definition – Scope of Finance function – Goals of Financial Management – Profit maximisation and Wealth maximisation.

### **Unit-II : Short – Term Financing**

Sources of short term financing: Meaning of working capital – Net working capital – Financing mix approaches – Sources of working capital financing – Importance of cash and liquidity – Determination of cash cycle – Receivable management – Objectives – Formulation of Credit and collection policies - Inventory management – Objectives of Inventory – Determination of optimum level of inventory – Types of Inventory.

### **Unit-III : Long – Term Financing**

Sources of long term financing – Nature of long term financing – Common stock – Preferred stock – Repurchase of shares – Under writing of shares – Rights issue: Meaning – Procedure – Pricing – Underwriting of rights

### **Unit-IV : Dividend Policy Decision and Cost of Capital**

Dividend policy decision: Dividend and Retained earnings – M.M. Model – Walters Model – Dividend practices – Factors affecting dividend policy – Dividend payout ratio – Stock dividend and Stock splits – Issue of bonus shares and its procedure.

Cost of Capital – Significance – Determining component of Cost of Capital – Weighted Average Cost of Capital.

### **Unit-V : Capital Structure and Leasing**

Capital Structure – Features of an appropriate capital structure – Determinants of the capital structure – Modigliani–Miller Hypothesis – Analysis of capital structure in practice (simple problems).

Leasing: Characteristics of leasing – Types of Leasing – Advantages and Disadvantages – Hire-Purchase – Meaning and Characteristics – Hire-purchase Vs Instalment payment.



## References

1. Prasanna Chandra, *Financial Management: Theory and Practice*, Tata McGraw Hill, 2012.
2. Chandra Prasanna, *Financial Management – Theory and Practice*, Tata McGraw Hill Publishing Co., 4<sup>th</sup> ed., New Delhi, 2007.
3. Eugene F. Brigham & Joel F. Houston, *Fundamentals of Financial Management*, Cengage, 2011.
4. Hanif M, A Mukherjee, *Financial Accounting, Volume III*, Mc Graw Hill, New Delhi, 2013.
5. Khan, M.Y. and P.K. Jain, *Financial Management – Text and Problems*, 4<sup>th</sup> ed., Tata McGraw Hill Publishing Co., New Delhi.
6. Kuchhal, S.C., *Financial Management*, Allahabad, Chaitanya Publishing House, 2004.
7. Pandey, I.M., *Financial Management*, (9<sup>th</sup> Edition), Vikas Publishing House, 2009, New Delhi.
8. Srivastava. R.M., *Financial Management*, Himalaya Publication House, Mumbai, 2010.
9. VanVan Horne. James C and Sanjat Dhamija, *Financial Management and Policy*, Pearson, New Delhi, 2012.



## **203: SERVICES MARKETING**

### **Unit- I Introduction**

Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Unique characteristics of services - Challenges and issues in Services Marketing.

### **Unit – II Service Marketing Opportunities**

Assessing service market potential - Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning.

### **Unit – III Service Design And Development**

Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality – SERVQUAL – Service Quality function development.

### **Unit - IV Service Delivery And Promotion**

Positioning of services – Designing service delivery System, Service Channel – Pricing of services, methods – Service marketing triangle - Integrated Service marketing communication.

### **Unit - V Service Strategies**

Service Marketing Strategies for health – Hospitality – Tourism – Financial – Logistics - Educational – Entertainment & public utility Information technique Services.

### **References**

- 1) Christropher H.Lovelock and Jochen Wirtz, Services Marketing, Pearson Education, New Delhi, 7th edition, 2011.
- 2) Hoffman, Marketing of Services, Cengage Learning, 1st Edition, 2008.
- 3) Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2004.
- 4) Halen Woodroffe, Services Marketing, McMillan, 2003.
- 5) Valarie Zeithaml et al, Services Marketing, 5th International Edition, Tata McGraw Hill, 2007.
- 6) Christian Gronroos, Services Management and Marketing a CRM Approach, John Wiley, 2001.
- 7) Gronroos, Service Management and Marketing –Wiley India.



## **204: PROJECT, ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT**

### **Unit-I : Project Planning**

Definition of project – Classifications of projects – Importance – Scope – Project Identification – Idea generation and Screening – Project selection and Planning – Project Formulation – Project life cycle – Project Organisation – Roles and Responsibilities of project manager – Managing project team.

### **Unit-II : Project Feasibility and Project Finance and Evaluation**

Pre-feasibility study – Market and Demand analysis – Feasibility Study: Technical – Commercial – Environmental – Socio economic – Managerial and Financial analysis – Detailed Project Report – Resource Survey – Selection of plant location – Project contracts – Insurance for projects – Project Implementation.

Estimating project time and cost – Cost of capital – Source of finance – Cost control – Project Scheduling and Monitoring – Project Information System and Documents – Project Report – Social Cost Benefit Analysis – Project Evaluation and Performance Review Techniques.

### **Unit-III : Introduction to Entrepreneur**

Definition – Concept – Classification and types of entrepreneurs – Entrepreneurial Traits – Need and Important – Roles and Responsibilities of Entrepreneurs in Indian business context – Entrepreneurial Motivation – Entrepreneurial Development Programme: Contents – Institutions aiding Entrepreneurs – Central and State level Institutions.

### **Unit-IV : Entrepreneurship Environment and Challenges**

Entrepreneurship environment: Social – Cultural – Political – Natural – Geographic – Technological – Economic Environment and its impact on Entrepreneurship – Factors affecting entrepreneurial growth – Globalization and its challenges – Steps to face global challenges – Strategies for the development of women entrepreneurs.

### **Unit-V : Small Business Management**

Small Enterprises – Definition – Classification – Characteristics – Ownership Structures – Steps involved in setting up a small business – Identifying and selecting a good Business opportunity – Market potential analysis – Marketing methods: Pricing and Distribution methods. Sickness in small Business: Concept – Magnitude – Causes and Consequences – Corrective Measures – Government Policy on Small Scale Enterprises – Growth Strategies in small industry: Expansion – Diversification – Joint Venture – Merger and Sub Contracting.



### **References**

- 1) Clifford F. Gray and Erik W. Larson, *Project Management*, Tata McGraw Hill, New Delhi, 2007.
- 2) Gobalakrishnan, P. & V.E. Ramamoorthy, *Project Management*, MacMillan India Ltd, New Delhi, 2006.
- 3) Khanka, S.S., *Entrepreneurial Development*, S. Chand & Company, New Delhi, 2008.
- 4) Nagarajan, K., *Project Management*, New Age International Publishers, New Delhi, 2007.
- 5) Prasanna Chandra, *Projects*, Tata McGraw Hill, New Delhi, 2007.
- 6) Robert D. Hisrich, Michael P. Peters and Dean A. Shepherd, *Entrepreneurships*, Tata McGraw Hill, New Delhi, 2007.
- 7) Sonatakki, V.C., *Project Management*, Himalayas Publishing House, New Delhi, 2008.
- 8) Vasant Desai, *Dynamics of Entrepreneurial Development and Management*, Himalayas Publishing House, New Delhi, 2008.



## **205: FRONT OFFICE AND HOUSEKEEPING MANAGEMENT**

### **Unit - I Introduction**

Hotel industry – Classification of Hotels and other types of Lodging – Hotel Tariff plans – Types of guest rooms and annex – Major departments of a hotel – Organization structure – Duties and responsibilities of Front office personnel – Interdepartment coordination.

### **Unit - II Front Office Operations**

Sections and Layout– Room tariffs and calculation of rates - reservation – registration – Guest services – Check out and settlement – Front office accounting – Night auditing – safety and security.

### **Unit - III Front Office Management**

Evaluating Hotel performance –Revenue per available room – Market share index – Evaluation of hotels by guests; - Yield management – forecasting – Room availability – Sales techniques – Budgetary control.

### **Unit- IV Housekeeping Operations**

Importance of Housekeeping – Organizational structure – Layout – Coordination with other departments - Duties and responsibilities –Hotel guestrooms – contents and cleaning; – public areas – Housekeeping control desk

### **Unit V Housekeeping Management**

Housekeeping expenses – controlling expenses – use of textiles – Linen and uniform room – Laundry – Equipment, agents and process; – Sewing room – ergonomics in housekeeping - pest control and waste disposal – changing trends in hospitality

### **References**

1. Jatashankar R. Tewari. Hotel Front Office Operations and Management. Oxford 2009
2. G.Raghubalan and Smritee Raghubalan. Hotel Housekeeping Operations and Managemen. Second Edition. Oxford 2007
3. Anutosh Bhakta. Professional Hotel Front Office Management. Tata McGraw Hill 2012
4. Casado, M. Housekeeping Management. John Wiley and Sons, Inc. 2000 3. Ahmed Ismail. Front Office Operations and Management. Cengage Learning. 2008



## **206: FOOD AND BEVERAGE MANAGEMENT**

### **Unit- I Kitchen Management**

Job description – Hierarchy, Attitude and behavior; - Food premises - Kitchen planning – Basic Preparation and operations – Basic principles of food production - Equipments – Fuels - coordination with other departments.

### **Unit - II Menu**

Types of menu – menu planning – Beverage menu - Menu designing – menu merchandising – menu balancing – wine and food pairing.

### **Unit- III Pre – Production**

Purchasing procedure – price and quality performance – Purchase specification – Receiving – storing and issuing – stock taking – methods of storage.

### **Unit- IV Food And Beverage Production**

Food production methods - Beverage production methods – F & B Service areas - Food and beverage service methods – Specializes services.

### **Unit - V Catering Management**

Types of catering – fast-food and popular catering – hotels and quality restaurants – industrial catering, hospital catering – basic policies – financial marketing and catering – control and performance management

### **References**

- 1) Bernard Davis, Andrew Lockwood and Sally Stone. Food and Beverage Management. Third Edition. Elsevier. 1998
- 2) John A. Cousins, David Foskett, Cailein Gillespie. Food and Beverage Management. Prentice Hall. 2002
- 3) Parvinder S.Bali. Food Production Operations. Oxford. 2009
- 4) Denney G. Rutherford and Michael J. O'Fallon. Hotel and Management Operations. Fourth edition. John Wiley & Sons, Inc. 2007
- 5) Krishna Arora. Theory of Cooking. Frank Bros. & Co. 2010



## **207: INFORMATION AND COMMUNICATION TECHNOLOGY FOR HOSPITALITY**

### **Unit - I Computing Essentials**

Information and Communication Technology Infrastructure – Software, Hardware and Networking; Management Information Systems – Types, Evolution and Benefits; Database Management- Files, Records, and Fields, Database Management Systems; Multidimensional Databases.

### **Unit - II System Selection & Data Security Maintenance**

Information Needs; Sales Literature; System Requirements; Request for Proposal; Contract Negotiations; Installation Factors; System Security and Data Privacy; Operational Precautions; Risk and Disaster Management; Manual Operations Plans.

### **Unit - III Property Management System**

Property Management Systems - PMS Interfaces Issues, Call Accounting Systems, Categories of Locking Systems, Energy Management Systems and climate control ; Auxiliary Guest Services, Guest-Operated Devices, Fire alarm and security system; Reservation Systems - Electronic Distribution Channels; Intersell Agencies; Central Reservation Systems; Property-Level Reservation; Distribution of Revenues; Rooms Management Module – Room Status, Room and Rate Assignment, Guest Data, Housekeeping Functions, Generation of Reports; Guest Accounting Module – Types, Posting to Accounts, Front Office Audit, Account Settlement, System Update.

### **Unit - IV Restaurant Management System**

Point-of-Sale Technology - POS Order Entry Units; POS Printers; Account Settlement; PCI Compliance; Managing Guest Accounts; POS Software; Automated Beverage Control Systems; Food and Beverage Management Applications - Recipe Management; Sales Analysis; Menu Management; Menu Item Pricing; Integrated Food Services Software; Sales and Catering Applications - Sales Office Automation; Revenue Management; Catering Software;

Accounting Applications - Accounts Receivable Module; Accounts Payable Module; Payroll Module; Inventory Module; Purchasing Module; Financial Reporting Module; Labour Scheduling Applications





### **Unit - V E-Commerce and Emerging Technologies**

The growth of e-Commerce – Technologies and Benefits; e-Commerce business models; Electronic Distribution; Internet Marketing; Social Media and Social Networking; Emerging Trends – Long Tail, M-commerce, SoLoMo, Crowd sourcing, Data Mining, Cloud Computing; Open-Source; Role of e-Governance; e-Payment Systems; Recent and popular Apps.

### **References**

- 1) Collins, G. R., & Cobanoglu, C. (2010). Hospitality Information Technology: Learning How to Use It. Kendall Hunt Publishing Company.
- 2) Tesone, D. V. (2005). Hospitality Information Systems and E-Commerce (1st ed.). Wiley.
- 3) Kasavana, M. L., & Institute, A. H. & L. E. (2012). Managing Technology in the Hospitality Industry with Answer Sheet (EI) (6th ed.). Educational Institute.
- 4) Nyheim, P., & Connolly, D. (2011). Technology Strategies for the Hospitality Industry (2nd ed.). Prentice Hall.
- 5) Zhou, Z. (2003). E-Commerce and Information Technology in Hospitality and Tourism (1st ed.). Delmar Cengage Learning.
- 6) Haag, S., Cummings, M., & McCubbrey, D. J. (2003). Management Information Systems for the Information Age (4th ed.). Mcgraw-Hill (Tx)
- 7) Turban, E., & King, D. (2011). Electronic Commerce 2012: Managerial and Social Networks Perspectives (7th ed.). Prentice Hall.



## **208 ACCOUNTING SOFTWARE – PRACTICAL**

### **Unit-I : Basics of Accounting**

Types of accounts, Golden Rules of Accounting, Accounting Principles, Concepts and Conventions, Double Entry System of Book Keeping, Mode of Accounting, Financial Statements, Final Accounts – Preparation of Trial balance, Profit and Loss Account, Balance sheet.

### **Unit-II : Fundamentals of Tally.ERP 9**

- Getting Functional with tally.ERP 9
- Creation/ setting up of Company
- Features
- Configurations
- Setting up Account Heads.

### **Unit-III : Inventory in Tally.ERP 9**

- Order Processing
- Reorder Levels
- Tracking Numbers
- Batch wise Details
- Additional Cost Details
- Bill of Materials
- Price List.

### **Unit-IV : Value Added Tax (VAT)**

- Configuring VAT –Documents and Records
- Creating masters
- Entering Transactions
- Accounting for Return of Goods
- Rate Difference in Purchase / sales
- Accounting for Interstate transactions
- Exempt transactions under VAT
- VAT Reports

### **Unit-V : Central Sales Tax (CST)**

- Basics of Central Sales Tax (CST)
- Enabling CST
- Recording Interstate Transactions
- Payment of CST
- CST Reports



### **References**

- 1) Hanif M, A Mukherjee, *Financial Accounting, Volume III*, McGraw Hill, New Delhi, 2013.
- 2) Nadhani, *Tally ERP 9, Training Guide*, BPB Publisher, 2009.
- 3) Namrata Agarwal, *Tally 9*, Dreamtech Press, New Delhi.
- 4) *Tally. ERP 9, In Simple Steps*, Kogent Learning Inc Solutions, Dreamtech press, 2010.
- 5) Vikas Gupta, *Comdex Business Accounting with MS Excel 2010 and Tally. ERP 9 Course Kit*, Dreamtech press.
- 6) Vishmi Priya Singh, *Learning Tally.ERP 9*, New Asian Publisher.