Undergraduate Programme

BACHELOR OF BUSINESS ADMINISTRATION in HOSPITALITY MANAGEMENT
(To be effective from the Academic Session 2024-25)

YEAR II – Semester 3 and Semester 4 Courses

Department of Management

Gurugram University, Gurugram

(A State Govt. University Established Under Haryana Act 17 Of 2017)

Course Code	Course Title	Credits			
		L	T	P	Total
Semester III					
240/BBAHM/CC301	Practice School - Operational Internship	-	-	11	11
MI	From UG Pool	-	-	-	4
MD	From UG Pool	-	-	-	3
AE	From UG Pool	-	-	-	2
Total Credits					20
The duration of the Operational Internship will be 20 weeks. Assessment will be done as per the provisions in the course curriculum provided in this document. The courses in the pool will be delivered via blended mode in accordance to the scheme provided for the courses in the pool.					
Semester IV					
240/ BBAHM /CC401	Food & Beverage Management	2	-	2	4
240/ BBAHM /CC402	Tourism Principals & Practice	2	1	1	4
240/ BBAHM /CC403	Leading Teams for Success	3	1	-	4
VO	From UG Pool	2	-	2	4
AE	From UG Pool	-	-	2	2
VA	From UG Pool	-	-	2	2
Total Credits					20

Note: L = Lecture; T = Tutorial; P = Practicum; TI – Theory Internal Assessment; TE = Theory End Semester Examination; PE = Practicum End Semester Examination.

After successfully completing 2nd Year, if a student is exiting the programme after Second Semester and securing 92 Credits including 4 Credits of Summer Internship, will be awarded UG Diploma in Hospitality Management. The Summer Internship Report of 4 Credits and 4-6 weeks duration shall be submitted by the candidates in the manner as specified by the department and as per the scheme of the programme.

Course Code	Course Title	Credits			
		L	T	P	Total
Semester III					
240/BBAHM/CC301	Practice School - Operational Internship	-	-	11	11
240/BBAHM/MI304	Practice School - Operational Internship	-	-	4	4
240/BBAHM/MD305	Practice School - Operational Internship	-	-	3	3
240/BBAHM/AE306	English Language in Professional Context	-	-	2	2
Total Credits					20

The duration of the Operational Internship will be 20 weeks. Assessment will be done as per the provisions in the course curriculum provided in this document. The courses in the pool will be delivered via blended mode in accordance to the scheme provided for the courses in the pool.

Semester IV					
240/ BBAHM /CC401	Food & Beverage Management	2	-	2	4
240/ BBAHM /CC402	Tourism Principals & Practice	2	1	1	4
240/ BBAHM /CC403	Leading Teams for Success	3	1	-	4
240/BBAHM/VO404	Customer Experience in Digital Age	2	-	2	4
240/ BBAHM /AE406	English for the Diverse World	-	-	2	2
240/ BBAHM /VA407	Introduction to Data Analytics	-	-	2	2
Total Credits					20

Note: L = Lecture; T = Tutorial; P = Practicum; TI – Theory Internal Assessment; TE = Theory End Semester Examination; PE = Practicum End Semester Examination.

After successfully completing 2nd Year, if a student is exiting the programme after Second Semester and securing 92 Credits including 4 Credits of Summer Internship, will be awarded UG Diploma in Hospitality Management. The Summer Internship Report of 4 Credits and 4-6 weeks duration shall be submitted by the candidates in the manner as specified by the department and as per the scheme of the programme.

Semester III

Practice School - Operational internship (Course Code: 240/BBAHM/CC301)

CREDITS				MARKS				
L	T	P	Total	TI	TE	PI	PE	Total
-	-	11	11	-	-	85	190	275

An industry internship of 18 weeks in any standard category of culinary business.

See below for example of internship report. This report will be completed weekly and signed off by the workplace supervisor and the student. The compiled report will be submitted to the external examiner for assessment and grading.

1) **Log Book:**
   i. A log book is an important communication tool to record relevant information pertaining to the a day wise record of progress made with the Industry project.
   ii. Logbook shared by ISH has to be filled as per schedule and to be submitted along with the Report.
   iii. A screenshot of the Weekly Workplace Service and Reflective Log is shared as under for ready reference.

Weekly Workplace Service and Reflective Log: Service Period 1					
Date		Shift Start Time		Shift End Time	
Service area (list areas you worked in)					
Service period details					
What functions did you perform this week?					
Equipment used					
Adjustments made for Special Customer Requests (if any):					
Supervisor checklist (workplace supervisor to complete)					Satisfactory
Did the student successfully demonstrate evidence of their ability to do the following?					
Follow company SOPs in the specific area					
Identify and use appropriate alternatives in case of special requests					
Use planning and organizational skills to prioritize, sequence and monitor tasks.					
Go the extra mile to create customer WOW moments					
Follow a work schedule to maximize efficiency, taking into consideration roles and responsibilities of other team members.					
Complete end of shift procedures including storage of items, cleaning of work areas and participate in debrief or hand over session.					
Supervisor comments					
Supervisor's signature				Date	
Student's signature				Date	

2) **Attendance:** Shared by the Training Manager at the end of Operational Internship

3) **Report**
The Report submitted should have the following sequence:
   i. Title Page

ii. Training Certificate of Completion signed by the Training Manager.
iii. Certificate by Supervisor at the Institute i.e. ISH
iv. Declaration by Trainee
v. Acknowledgement
vi. Introduction
vii. Company Profile
viii. Mission &Vision
ix. Departments of the hotel
x. Different Services of the Hotel
xi. Organizational Chart of the Hotel
xii. **Details of the Food Production Department (Department Specific Functions, SOPs, Layout, Org Chart, Layout, Software used, Various Segments)**
xiii. SWOT Analysis of the Hotel / Organization
xiv. Awards & Accolades
xv. Certifications of the Hotel (if any)
xvi. Skills acquired during Training
xvii. Problems, Suggestions and Conclusion
xviii. Bibliography
xix. Screenshots / Copies of positive comments / compliments / certificates by guests / staff / supervisors / managers for the trainee

Following guidelines should be adhered to
i. The typing should be done on both sides of the paper (instead of single side printing)
ii. The font size should be 12 with Times New Roman font.
iii. The project Report should be typed in 1.5 line spacing. But the References/Bibliography should be typed in single space.
iv. The paper should be A-4 size.
v. Two copies meant for the purpose of evaluation may be Hard bound in paper (Black only with letters in Gold colour)- and submitted to the approved authority.

4) Viva Voce

Students will present a PPT of 8 – 10 slides on the basis of the Internship undertaken in front of a panel of Experts followed by Viva Voce.

Assessment will be on the basis of a Rubric pertaining to Log book, Report, Presentation and Viva Voce which will be shared closer to date.

Formats of Hard Bound Cover, Front Page (inside the project) Certificates etc. is appended with this mail.

Food and Beverage Management (Course Code - 240/ BBAHM /CC401)

	CREDITS			MARKS				
L	T	P	Total	TI	TE	PI	PE	Total
2	-	2	4	15	35	15	35	100

Course Description:
This course provides a comprehensive understanding of control mechanisms in the food and beverage (F&B) industry. It covers both theoretical and practical aspects of cost control, inventory management, revenue optimization, and budgeting in hospitality operations. Students will learn to apply principles of F&B control through simulations and real-world applications such as POS systems, costing exercises, and break-even analyses. Emphasis is placed on sustainable practices and data-driven decision-making to enhance profitability and reduce waste in F&B establishments.

Course Objectives:
The objective of this course is to:
CO1   Explain the objectives and methods of food and beverage control in hospitality operations.
CO2   Apply inventory control techniques and pricing strategies using industry tools.
CO3   Analyse cost and revenue data to support menu planning and profitability.
CO4   Develop budgets, perform variance analysis, and evaluate break-even points for business decisions.

Units (Theory):
Unit 1: Food & Beverage Control
- Introduction to Food & Beverage Control
- Objectives of F&B Control
- Methodology of F&B Control
- Role of Control in F&B Operations

Unit II: Inventory Controls
- Introduction to Inventory Controls
- Methods of Inventory Control
- Levels & Techniques of Inventory Control
- Pricing of Commodities

Unit III: Concept of Revenue, Cost & Costing
- Introduction to the Concept of Cost & Revenue
- Relation of Cost to Revenue
- Classification of Costs in F&B
- Cost associated with F&B Ops

Unit IV: Budget, Variance & Breakeven Analysis
- Define Budget & Budgetary Control
- Calculation of Selling Price
- Standard Cost, Costing & Variance
- Break-even Chart – PV Ratios, Contribution & Marginal Costing

Units (Practical):
Unit I: Food and Beverage Control Applications
- Setting up F&B controls in a startup café
- Use of POS system to track cost & waste
- Design a sustainable F&B control system

Unit 2: Inventory Control Practices
- FIFO/LIFO/ABC exercises with dummy data
- Inventory valuation and cost tracking
- Physical inventory tracking using POS reports
- Forecasting and reducing food waste

Unit 3: Revenue & Costing in Practice
- Costing a recipe – fixed and variable components
- Using costing sheets for menu engineering
- Profitability improvement in a quick-service outlet

Unit 4: Budgeting & Break-even Analysis (7.5 Hours)
- Create a budget for a food outlet
- Selling price based on different cost structures
- Calculate and interpret cost variances
- Prepare a break-even chart and analyse profitability

Suggested Readings:
- DITTMER, P. THE CULINARY INSTITUTE OF AMERICA. (2006). Principles of Food, Beverages, and Labor Cost Controls: WITH Supervision in the Hospitality Industry, Applied HR 5r.e. , John Wiley & Sons, USA, ISBN-10: 047014002X
- DOPSON, L. HAYES, D. (2015). Food and Beverage Cost Control 6th Edition, Wiley, USA, ISBN-10: 1118988493
- MILLER, J. HAYES, D. DOPSON, L. (2004) Food and Beverage Cost Control, John Wiley & Sons, USA, ISBN-10: 0471477877
- LEVINSON, CHARLES. Food and beverage operation: cost control and systems management 2nd Edition, ISBN 0-13-322819-3

Food and Beverage Management												
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4
CO1	2	3	2	1	1	3	2	1	2	2	3	3
CO2	2	3	2	3	1	3	2	2	2	3	3	3
CO3	2	3	3	2	2	3	2	2	2	3	2	3
CO4	3	3	3	2	2	3	2	3	2	3	2	3

Tourism Principles & Practices (Course Code - 240/ BBAHM /CC402)

CREDITS				MARKS				
L	T	P	Total	TI	TE	PI	PE	Total
2	1	1	4	25	50	5	20	100

Course Description:
This course on Tourism Principles and Practices explores the key aspects of tourism, including its scope, evolution, and economic, cultural, social, and environmental impacts. Students will examine various forms of tourism, the role of government and private sectors, and models like Leiper's Tourism System. The course also covers tourism products, India's major tourist resources, and challenges in destination management. A key focus is sustainable and responsible tourism, with emphasis on the UN's SDGs and community-based tourism through global and Indian case studies.

Course Objectives:
The objective of this course is to:
- CO1 Explain the scope, evolution, and key impacts of tourism—economic, cultural, social, and environmental.
- CO2 Identify core tourism sectors and the roles of major global and national tourism organizations.
- CO3 Classify types of tourism products and evaluate factors that make destinations attractive, with emphasis on India.
- CO4 Discuss sustainable and responsible tourism practices aligned with the UN SDGs and global case studies.

Units (Theory):
Unit 1: Definitions, Concepts and Scope of Tourism
- Understanding Tourism: Definitions and Key Concepts
- Forms and Characteristics of Tourism Products
- Importance of tourism: Economic, cultural, social, and environmental impacts.
- Evolution of Tourism: Historical Milestones, Grand Tour and Modern Mass Tourism.

Unit 2: Tourism Organizations and Systems
- Key Sectors, Interdependence of different segments
- Leiper's Model of Tourism System,
- Tourism Demand and Supply, Linkages between tourism destinations and markets
- Tourism Organizations: International (UNWTO, IATA, ICAO, WTTC, OECD, UNESCO) National (Ministry of Tourism, ITDC, ASI, ICPB, FAITH, TFCI, IATO), Regional and local tourism organizations

Unit 3: Tourism Products and Destinations
- Natural and Cultural Tourism Products
- Man-Made and Adventure Tourism Products
- Specialized Tourism Products
- MICE Products

Unit 4: Tourism in India: Resources, Circuits, and Management Issues
- Tourism Resources in India: Heritage Sites, National Parks, and Adventure Tourism
- Major Tourism Circuits (Golden Triangle, North-East, South India)
- Environmental, Socio-Cultural, and Economic Challenges

- Infrastructure, Governance, Marketing, Technology, and Stakeholder Engagement Challenges

Units (Practical):

Unit 1: Definitions, Concepts, and Scope of Tourism
- Understand definitions and key concepts of tourism.
- Explore the evolution of tourism.

Unit 2: Tourism Organizations and Systems
- Tourism Systems
- Leiper's Model and interdependence of tourism segments
- Tourism Organizations and their roles

Unit 3: Tourism Products and Destinations
- Types of tourism products.
- Diversity of tourism products.

Unit 4: Tourism in India: Resources, Circuits, and Management Issues
- Tourism Circuit
- Tourism Challenges

Suggested Readings:
- Tourism Principle, Practice, Philosophies by Goeldner, Charles R & Ritchie J R Brent
- Economics of Tourism, Pricing, Impacts and Forecasting by Kamra Krishan K
- Dictionary of Travel, Tourism and Hospitality by Harris, Robert & Howard Joy
- Tourism and Cultural Heritage of India by Neeraj Agarwal

<table>
<caption>Tourism Principles & Practices</caption>
<tr><th>COs</th><th>PO1</th><th>PO2</th><th>PO3</th><th>PO4</th><th>PO5</th><th>PO6</th><th>PO7</th><th>PO8</th><th>PSO1</th><th>PSO2</th><th>PSO3</th><th>PSO4</th></tr>
<tr><td>CO1</td><td>1</td><td>2</td><td>2</td><td>0</td><td>3</td><td>1</td><td>1</td><td>0</td><td>3</td><td>1</td><td>3</td><td>1</td></tr>
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Leading Teams to Success (Course Code - 240/ BBAHM /CC403)

CREDITS				MARKS				
L	T	P	Total	TI	TE	PI	PE	Total
3	1	-	4	30	70	-	-	100

Course Description:
This course is designed to prepare students to effectively lead and manage teams in the dynamic hospitality industry. It emphasises the development of interpersonal, communication, and leadership skills necessary to inspire and manage diverse teams toward achieving organizational goals. Students will explore practical frameworks for fostering collaboration, handling conflicts, and driving team performance.

Course Objectives:
The objective of this course is to:
CO1　To analyse the concepts of personality, perception, and attitude and their role in influencing individual behaviour and interactions within teams.
CO2　To Evaluate leadership styles, emotional intelligence, and traits of effective team leaders in fostering collaboration.
CO3　To Examine group dynamics, including development, norms, cohesiveness, and challenges like social loafing and power dynamics.
CO4　To Develop coaching and mentoring skills to enhance team performance and manage job stress effectively.

Units (Theory):
Unit I: Personality, Perception & Attitude
- Personality- Meaning and definition, the Big-five personality traits model, Myers-Briggs type Indicator, theories, Understanding different personality types
- Perception – meaning and definition, process, factors influencing perception, perceptual errors or distortions
- Attitude: meaning and definition, components, functions, formation

Unit II: Fundamentals of Team Leadership
- Understanding Leadership Styles and Theories, Characteristics of Effective Team Leaders
- Emotional Intelligence in Leadership
- Understanding work teams and their types
- Negotiation Skills for leaders

Unit III: Building and Managing Teams
- Group dynamics- definition and importance, types of groups, group formation, group development, group performance factors, group norms, group status, group size, cohesiveness, social loafing
- Power & Politics, collaboration and conflict resolution
- Team Decision Making

Unit IV: Driving Team Performance
- Motivation – Sources, types and theories
- Coaching
- Mentoring
- Stress Management - Understanding stress, Sources & symptoms of job stress, Coping with job stress and consequences of job stress.

Suggested reading:
- Stephen P. Robbins, Timothy A. Judge (2020). Organizational Behaviour. 18th Edition. Pearson Education.
- Kavita Singh (2015). Organizational Behaviour: Text and Cases. 3rd Edition. Pearson Education India.
- Stephen P. Robbins, Timothy A. Judge (2022). Essentials of Organizational Behavior. 15th Edition. Pearson Education.
- Parikh, M. & Gupta, R. Organizational Behaviour: Western Perspective, Indian Experience, McGraw-Hill Education

COs	Leading Teams To Success
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4
CO1	2	1	3	–	2	2	2	1	2	–	2	–
CO2	2	2	3	2	3	3	2	3	2	2	2	3
CO3	2	2	3	1	3	2	2	2	2	–	2	3
CO4	3	2	2	2	3	3	2	3	2	2	3	2

Semester 3

English Language in Professional Context (Course Code: 240/BBAHM/AE301)

CREDITS				MARKS				
L	T	P	Total	TI	TE	PI	PE	Total
-	-	2	2	-	-	15	35	50

Course Objectives: This two-credit course is an experiential learning course with the core idea to have students reflect on and document how language skills - communication, writing, or even multilingual interactions—are used during their internships. Instead of traditional classes, the course would rely on their real-world experiences, with the output being a report or portfolio they submit at the end of the semester. The course emphasizes reflective writing, professional documentation, and critical analysis of workplace interactions to create a polished report for internship evaluation.

Learning Outcomes:
CO1: Analyze and document daily workplace communication experiences (e.g., emails, meetings, client interactions) in a structured format.
CO2: Develop a professional report that reflects personal growth, challenges, and skills applied during the internship.
CO3: Demonstrate self-awareness through critical self-evaluation of communication experiences.
CO4: Produce a clear, concise, and well-organized report that meets academic and professional standards.

Course Structure:
Task 1: Write a **one-page proposal** in the first week of internship - outlining the internship role, company, and expected communication tasks (e.g., client emails, team meetings tasks assigned individually and in groups etc.).
Task 2: Documenting Daily Communication - Maintain a daily journal with a focus on categorizing communication: formal meetings, emails), informal (team discussions), and external (client interactions) during Week 3 & 4. Prepare a communication log summary on daily interactions, challenges, and skills applied (1-2 pages).
Task 3: Reflective Analysis of Communication Experiences - Draft the self-evaluation report (1-2 pages), discussing strengths, areas for improvement, and lessons learned during Week 5 to 7).
Task 4: Summarizing Projects and Skills - Highlight 3-5 significant projects or tasks OR key experiences from their internship describe three to five key experiences, an analysis of language skills gained, how it enhanced the abilities and skills applied in 1500 words. It must be submitted along with the Daily Journal prepared and the Self-evaluation report.

Marking Scheme:

PI - 30%		PE - 70%		
Weekly Communication Log (15%)	Self-Evaluation Draft (15%)	Project Summary (20%)	Final Report (30%)	Presentation (20%)

Reference:
1. Schall, J. (2015). Style for Students Online.
2. Eisenberg, A. (1992). Effective Technical Communication. McGraw-Hill.
3. Boston University College of Communication. Internship Report Format.
4. Compilatio.net. (2023). Internship Report: Outline and Examples.
5. Indeed.com. (2025). How To Write an Effective Internship Report (With Examples).

Self-Development Report												
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4
CO1												
CO2												
CO3												
CO4												

Semester IV

Introduction to Data Analytics (Course Code -240/ BBAHM /VA407)

CREDITS				MARKS				
L	T	P	Total	TI	TE	PI	PE	Total
-	-	2	2	-	-	15	35	50

Course Description:
This course introduces students to Microsoft Excel as a powerful business tool for data management, analysis, and decision-making in the hospitality sector. Through a hands-on, practical approach, students will develop foundational and advanced Excel skills, enabling them to analyse operational data, generate reports, and visualize trends relevant to hospitality businesses. The curriculum integrates real-world applications from hospitality operations to enhance analytical thinking and business intelligence, preparing students for data-driven roles in hotels, restaurants, event planning, and tourism management. The course also emphasizes accuracy in computations, logical functions for scenario building, and visual storytelling using charts and pivots.

Course Objectives:
The objective of this course is to:
CO1   Recall and explain key elements and functions of Microsoft Excel.
CO2   Apply Excel tools and functions to perform data formatting, basic calculations, and text manipulation
CO3   Analyse and interpret operational hospitality data using logical functions and data visualization tools.
CO4   Create and evaluate dynamic dashboards and summaries using pivot tables and consolidated data techniques.

Units (Practical):
Unit I: Introduction to Excel
- Introduction & Basics of Excel
- Elements, Worksheets
- Formulae and functions
- BODMAS, Rounding
- Inserting images

Unit II: Functions in Excel
- Formatting
- Rows & Columns, Comments
- Advanced functions (count if, sum if, average if, today)
- Date and Time
- Dealing with text
- Inserting Charts in excel
- Logical functions - (if, and, or), - comparison operators (=, , ...)

Unit III: Mathematical Concepts in Excel
- Cell referencing
- Percentage (Increase and Decrease)

- Conditional Formatting with data
- Formatting
- Mean, Median and Mode
- Pivots

Unit IV: Topic – Data Handling
- Hospitality Operations
- Summarising and consolidating data
- Data validation: cell control
- Data Visualization

Suggested Readings:
- Schmuller, J. (2016). Statistical analysis with Excel for Dummies. John Wiley Sons, Inc.

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4
CO1	2	–	1	2	–	–	2	–	2	1	–	–
CO2	2	2	2	2	–	–	2	–	2	2	2	–
CO3	3	3	3	3	–	–	2	–	3	3	2	1
CO4	3	3	3	3	–	–	3	–	3	3	3	2

Introduction to Data Analytics

Semester IV

Customer Experience in a Digital Age (Course Code - 240 / BBAHM / VO404)

CREDITS				MARKS				
L	T	P	Total	TI	TE	PI	PE	Total
1	-	3	4	5	20	25	50	100

Course Description:

This course explores the evolving landscape of customer experience (CX) in the context of the digital era. Students will gain insights into how technology, data analytics, and digital platforms are reshaping customer interactions and expectations along the marketing funnel from acquisition to retention. Through real-world case studies, hands-on projects, and interactive discussions, students will learn how to craft personalized, seamless, and engaging experiences that drive customer loyalty and business growth. Emphasis will also be placed on ethical considerations, emerging trends, and the integration of human-centric design in digital CX strategies.

Course Objectives:

The objective of this course is to:

CO1   Understand and explain the role of the customer experience (CX) as a key differentiator in the digital economy.

CO2   Examine the role of the customer experience in the digital marketing funnel from acquisition to retention.

CO3   Evaluate the effectiveness of various digital touchpoints in shaping a positive customer experience

CO4   Analyse the ethical aspects of utilising technology and data to drive the customer experience

Units (Theory):

Unit I: Customer Acquisition
- Digital Marketing Funnel
- Targetted Keyword Planning using Google Ads
- Search Engine Marketing
- Video Marketing
- Paid Social Media Marketing

Unit II: Customer Retention: Customer Experience 3.0 and Implications for Customer Service
- What is Customer Experience 3.0
- Difference between Good Service and a Great Customer Experience
- Leveraging technology for a great customer experience
- Intersection of people, process and technology for a great customer experience

Unit III: Designing the end-to-end customer experience
- Do It Right The First Time (DIRFT) Model
- Establishing accurate metrics and delivering DIRFT with flexibility
- Multi-channel access
- Key Customer Service Functions shaping the customer experience

Unit IV: Implementation of successful CX models
- Transparency of technology tools
- Augmented Marketing

- Revenue Impact of a great customer experience
- Ethical Considerations in CX design in the digital age

Units (Practical):

Unit I: Customer Acquisition
- Digital Marketing Funnel frameworks
- Search Engine Marketing and Keyword Targeting through Google Ads and Keyword Planner platforms
- Paid Social Media Marketing and Video Marketing

Unit II: Customer Retention: Customer Experience 3.0 and Implications for Customer Service
- Customer Experience 3.0 Ecosystem
- Determining difference between Good Service and a Great Customer Experience in
- Leveraging intersection of people, process and technology for a great customer experience.

Unit III: Designing the end-to-end customer experience
- Establishing accurate metrics and delivering DIRFT with flexibility in organisation-customer engagement
- Multi-channel access for customers shaping consumer experience
- Key Customer Service Functions shaping the customer experience

Unit IV: Implementation of successful CX models
- Augmented Marketing's Impact on CX experience
- Understanding revenue Impact of a great customer experience
- Ethical Considerations Transparency of technology tools in CX design in the digital age

Suggested Readings:
- Customer Experience 3.0, John A. Goodman and Peter North, Harper Collins Leadership. 2024
- Ian Dodson, (2016) The Art of Digital Marketing, 1st Edition, Wiley

Customer Experience in a Digital Age												
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4
CO1	2	3	3	3	1	3	1	2	2	3	1	3
CO2	2	3	3	3	2	2	1	2	2	2	1	3
CO3	2	3	3	3	2	3	1	2	2	2	1	2
CO4	2	3	3	3	3	3	1	3	2	2	3	3

English for the Diverse World (Course Code - 240/ BBAHM /AE406)

CREDITS				MARKS				
L	T	P	Total	TI	TE	PI	PE	Total
-	-	2	2	-	-	15	35	50

Course Description:
This communication module equips hospitality management students with essential cross-cultural communication skills, building on their internship experiences. Through interactive sessions, students will explore cultural frameworks, customer service adaptation, difficult workplace communication, and the development of cultural intelligence. The course integrates reflective exercises, case studies, and role-plays to prepare students for dynamic, multicultural professional environments.

Course Objectives:
The objective of this course is to:

CO1   Understand the impact of cultural differences on communication within hospitality operations

CO2   Demonstrate effective customer service communication that adapts to diverse cultural expectations

CO3   Navigate difficult conversations in multicultural workplaces with emotional intelligence

CO4   Develop cultural intelligence (CQ) and a global mindset essential for future hospitality careers

Units (Practical):
Unit I: Foundations of Cross-Cultural Communication
- Understanding Culture and Communication - Definitions, elements, and cultural influences on communication
- Cultural Frameworks and Theories - Hofstede's dimensions, Hall's high/low context cultures, and time orientation
- Verbal and Non-Verbal Communication Across Cultures - Body language, tone, gestures, silence, and eye contact in different regions
- **Cultural Perceptions and Miscommunication -** Ethnocentrism vs. cultural relativism, stereotypes, and misinterpretations

Unit II: Cross-Cultural Customer Service in Hospitality
- **Guest Expectations Across Cultures -** Perceptions of luxury, personal space, formality, and service speed
- **Adapting Service Styles to Cultural Norms -** Flexibility in communication and interaction styles based on guest background
- **Cultural Scripts and Service Rituals -** Greeting customs, tipping behaviour, complaint handling, and conflict management
- **Language Sensitivity and Inclusive Language -** Using clear, respectful, and inclusive language with non-native speakers

Unit III: Navigating Communication Challenges in Multicultural Workplaces
- **Understanding Difficult Conversations** - Causes: conflict, feedback, performance issues, and emotional triggers.
- Structuring the Conversation Professionally - Using clarity, assertiveness, and frameworks like SBI (Situation-Behaviour-Impact).
- Emotional Intelligence in Workplace Communication - Empathy, self-regulation, cultural empathy, and listening skills.
- Tone, Language, and Non-verbal Sensitivity - How delivery affects message interpretation across cultures.

Unit IV: Cultural Intelligence and Global Hospitality Careers
- The Four Components of Cultural Intelligence (CQ) - CQ Drive, CQ Knowledge, CQ Strategy, CQ Action.
- Intercultural Teamwork and Leadership Styles - Leading and working in diverse hospitality teams.
- Adaptability and Continuous Learning - Flexibility, open-mindedness, and feedback-seeking behaviour.
- Career Readiness for Global Hospitality Roles - Building a global mindset, interview communication, and intercultural professionalism.

Suggested Readings:
- Beamer, L., & Varner, I. (2007). *Intercultural communication in the global workplace.* McGraw-Hill
- Meyer, E. (2014). *The culture map: Breaking through the invisible boundaries of global business.* Public Affairs

English for the Diverse World												
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4
CO1	2	–	2	–	2	–	3	2	3	2	2	1
CO2	2	2	3	–	3	–	3	–	3	2	2	2
CO3	2	–	2	1	3	–	3	1	2	2	1	2
CO4	3	–	2	1	3	1	3	2	3	3	3	3