

COURSE STRUCTURE

Semester I

Introduction to Hospitality Management (240/BBAHM/CC101)

L	T	P	L	T	P	Total	MARKS				
(Hrs)			Credits			Credits	TI	TE	PI	PE	Total
2	-	4	2	-	2	4	15	35	15	35	100

Course Description:

This introductory course provides an overview of the hospitality and tourism industry, its growth and development, industry segments and their distinguished characteristics, trends and current concerns. The course encourages exploration of history, current trends, and future challenges of the industry. The course emphasizes the development of essential management skills needed to succeed in a fast-paced and dynamic hospitality environment.

Course Objectives:

The objective of this course is to:

- CO1 To Understand the scope and significance of the hospitality and tourism industry, including various types of establishments and their hierarchical structures.
- CO2 To Identify the different types and needs of tourists, and the roles of travel agents and tour operators in the tourism industry.
- CO3 To Identify the socio-economic and environmental impacts of hospitality and tourism.
- CO4 To Describe the different classifications and segmentations of hotels.

Units (Theory):

Unit I: Introduction to the Hospitality Industry

- Introduction and Scope of the Hospitality & Tourism Industry
- Types of Hospitality and Tourism Establishments – hotels, resorts, restaurants, airlines, cruise lines, tour operators, entertainment, recreation, and attractions.
- Hierarchy in Hospitality Establishments

Unit II: Introduction to the Tourism Industry

- Define Tourism
- Types and Needs of Tourists
- Role of Travel Agent and Tour Operators

Unit III: Socio-economic and Environmental Impact of Hospitality and Tourism

- Over Tourism
- Impact of Hospitality and Tourism on Society

- Impact of Hospitality and Tourism on the Economy
- Impact of Hospitality and Tourism on the Environment

Unit IV: Hotel Classification and International Organizations

- Classification of Hotels
- Hotel Segmentation
- Hotel Categories – Types of Hotels
- Tourism Organizations in the World

Units (Practical):

Unit I: Introduction to the Hospitality Industry

- Scope and Trends
- Exposure to different Hospitality Setups

Unit II: Introduction to the Tourism Industry

- Scope and Trends
- Exposure to different Tourism Organizations
- Types of Tourism

Unit III: Environmental Impact on Hospitality and Tourism

- Environmental impact of Hospitality and Tourism
- Environmental Sustainability Practices

Unit IV: Hospitality and Technology

- Impact of Technology in Hospitality
- Future trends in Hospitality and Tourism Technology

Suggested Readings:

- John R. Walker. (2016). Introduction to Hospitality Management. Pearson Publication.
- CW Barrows. (2011). Introduction to the Hospitality Industry. John Wiley & Sons Inc.

Introduction to Hospitality Management												
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4
CO1	3	1	1	1	2	3	2	3	3	-	2	1
CO2	3	1	1	-	-	3	2	3	3	-	-	1
CO3	3	-	1	-	3	2	2	3	3	-	3	2
CO4	3	-	-	-	-	3	2	3	3	-	-	-

Semester I

Introduction to Food and Beverage (240/BBAHM/CC102)

L	T	P	L	T	P	Total Credits	MARKS				
(Hrs)			Credits				TI	TE	PI	PE	Total

2	-	4	2	-	2	4	15	35	15	35	100
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Course Description:

This course focuses on the Food & Beverage sector and is designed to provide students with balanced training which combines theory and practical experience in the specific skills involved in hands-on operations & customer service needed in the hospitality industry. They will gain exposure in the following segments: Restaurants & bars, hierarchy & functioning of the department, and control systems.

Course Objectives:

The objective of this course is to:

- CO1 To Understand the food and beverage sector and the opportunities that it offers.
- CO2 To Describe different styles of menus and service.
- CO3 To Apply technical skills required to handle operations of a food and beverage outlet.
- CO4 To Understand the categorization of non-alcoholic beverages.

Units (Theory):

Unit I: Introduction to Food & Beverage Industry

- Sectors of the Food Service Industry
- Types of Restaurants & their characteristics
- Types of service & their characteristics
- Stages of a guest cycle in various F&B outlets

Unit II: Menu

- Significance of Menu
- Meal plans – American, Modified American, Continental, European
- Types of Menus
- French Classical Menu

Unit III: F&B Department and controls

- F&B department hierarchy
- F&B department - roles & responsibilities
- F&B control process
- Inventory control – procedure & significance

Unit IV: Bar & Non-Alcoholic Beverages

- Types of Bars
- Classification of non-alcoholic beverages
- Tea – production and classification
- Bar design & layout

Units (Practical):

Unit I: Basic Technical Skills

- Carrying a Tray / Salver
- Service of water
- Laying a tablecloth, Napkin folding
- Setting up a side station
- Use of service gear
- Rules to be observed while laying table – two and three-course menus

Unit II: Organizing

- Mise-en-scene for a restaurant
- Mise- en- place for a restaurant
- Cover set up for formal dining
- Sequence of service
- Briefing and de-briefing
- Complaint handling

Unit III: Stages of guest cycle in a F&B outlet

- Taking a reservation
- Welcome
- Seating
- Order Taking
- Billing
- Farewell

Unit IV: Outlet operations

- Café operations
- Fine dine operations
- Buffet operations
- POS

Suggested Readings:

- Dennis R. Lillicrap. & John. A. Cousins. (2014).
- Food & Beverage Service. Hodder Education
- R, Singaravelavan. (2016). Food & Beverage Service. Oxford.

Introduction to Food and Beverage												
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4
CO1	3	1	2	2	2	3	2	2	3	3	-	-
CO2	3	-	-	-	1	2	2	2	3	-	-	-
CO3	3	1	1	3	2	3	3	3	2	1	3	2
CO4	3	-	-	-	1	2	2	2	3	-	-	-

Semester I

Accommodation Operations (240/BBAHM/CC103)

L	T	P	L	T	P	Total	MARKS				
(Hrs)			Credits			Credits	TI	TE	PI	PE	Total
2	-	4	2	-	2	4	15	35	15	35	100

Course Description:

This housekeeping course covers all aspects of housekeeping such as the role of housekeeping in hospitality operations of a deluxe modern hotel, composition, care and cleaning of different surfaces, room layout and guest supplies, public area cleaning, routine systems and procedures, contract services and more. The student focuses on room set-up standards and customer care within the housekeeping environment.

Course Objectives:

The objective of this course is to

- CO1 To Understand the role of housekeeping in hospitality operations and demonstrate knowledge of composition, care, and cleaning techniques for different surfaces.
- CO2 To Interpret ways to optimize guest experience and satisfaction, while recognizing the importance of adhering to room set-up standards for enhanced customer care.
- CO3 To Apply cleaning methods and procedures to maintain cleanliness, utilizing routine systems and procedures to uphold quality standards.
- CO4 To Infer the effectiveness of contract services and improve housekeeping practices and procedures to enhance guest satisfaction and operational efficiency.

Units (Theory):

Unit I: Introduction to Accommodation Operations

- Understanding Accommodation Operations
- Accommodation Operations in the Hospitality Setting - Exploring the roles and practices of housekeeping in environments such as hospitals, cruise ships, and corporate offices.
- Career Opportunities in Housekeeping and Facilities
- Organizational Structure & Roles and Responsibilities for Rooms Division Personnel
- Coordination between Rooms Division and other Departments

Unit II: Exploring Housekeeping Operations in Hotels

- Types of Guest Rooms and Room Status
- Standard Contents, Cleaning Procedures and Techniques for Guest Rooms
- Identification and Treatment of Different Types of Soil
- Science of Cleaning: Principles, Procedures, and Frequency
- Guest Floor Rules and Reportable Standards

Unit III: Maintenance of Public Areas

- Cleaning Procedures for Various Public Areas
- Frequency and Standards of Cleaning for Public Areas

- Cleaning Equipment: Manual and Mechanical
- Cleaning Agents: Classification, Selection, Storage, and Issue
- Handling Guest Inquiries and Complaints

Unit IV: Housekeeping Supervision

- Role, General Duties and Responsibilities of Housekeeping Supervisors
- Inspection & Supervision: Importance and Checklists
- Handling Guests with Special Needs
- Mitigation of Risks in Housekeeping Operations using Ergonomic Principles
- Changing Trends in Housekeeping

Units (Practical):

Unit I: Introduction to Accommodation Operations

- Field Trip to different hospitality setups.
- Interdepartmental coordination with housekeeping.
- Housekeeping Operation Immersion
- Ergonomic Practices

Unit II: Exploring Housekeeping Operations in Hotels

- Guestroom Classification
- Understanding Housekeeping Operations in Alternative Accommodations
- Types of amenities used in hospitality.
- Types of linen and upholstery.
- Identification and Treatment of Different Types of Soil
- Laundry Operations

Unit III: Maintenance of Public Areas

- Cleaning Agents
- Mechanical Cleaning Equipment
- Snag Lists

Unit IV: Housekeeping Supervision

- Brand Standards
- Inspection and Supervision Techniques
- Contract Services
- POS
- Handling Guest Inquiries and Complaints
- Introduction to Waste Management

Suggested Readings:

- Raghubalan, G., & Raghubalan, S. (2015). Hotel Housekeeping: Operations and Management. New Delhi, India: Oxford University Press.
- Ghosh, S. G. (2016). Basics of Hotel Housekeeping Operations. The Hospitality Press.
- Andrews, S. (2017). Textbook of Hotel Housekeeping Management and Operations. New Delhi, India: McGraw Hill Education.

Accommodation Operations												
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4
CO1	2	-	-	-	2	3	2	1	1	-	1	-
CO2	2	-	1	-	-	3	3	-	2	1	-	2
CO3	3	-	2	2	1	3	-	1	-	-	2	2
CO4	-	1	1	-	2	3	2	2	3	-	1	2

Semester I

World of Barista (240/BBAHM/MI104)

L	T	P	L	T	P	Credits	MARKS				
(Hrs)			Credits				TI	TE	PI	PE	Total
-	-	4	-	-	2	2	-	-	15	35	50

Course Description:

This course would enable a learner to understand the end-to-end journey of coffee from bean to cup. The learner would absorb the aspects of coffee processing, brewing, day to day running and profitability of a coffee-based outlet.

Course Objectives:

The objective of this course is to

- CO1 To Understand the operational aspects of a café.
- CO2 To Apply the art of guest interaction and coffee service.
- CO3 To Recall and demonstrate different brewing techniques.
- CO4 To Relate with the financial aspects of the role of a barista.

Units (Practical):

Unit I: Introduction to the World of Barista

- Layout of a café
- Familiarization with the coffee station
- Small & large equipment
- Outlet opening & closing checklist

Unit II: Service of Coffee

- Guest interaction during service
- Setting up of salver for coffee service
- Cleaning of machines & accessories
- Workflow & ergonomics of a café service area

Unit III: Brewing Techniques

- Espresso basics & milk frothing
- Manual brewing - French press, AeroPress, cold brew and pour over
- Coffee profiling through tasting
- Coffee grind adjustments

Unit IV: Business Aspect for a Barista

- Pricing of a coffee menu
- Inventory control & FIFO

- Reporting
- Sourcing for a café

Suggested Readings:

- Dennis R. Lillicrap. & John. A. Cousins. (2014) Food & Beverage Service. Hodder Education
- R, Singaravelavan. (2016). Food & Beverage Service. Oxford.

World of Barista												
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4
CO1	1	2	1	1	3	3	3	3	1	-	3	2
CO2	3	2	1	1	3	3	3	2	3	-	2	2
CO3	3	-	-	1	3	3	1	1	-	1	3	2
CO4	3	3	2	1	2	3	2	-	-	-	2	3

Semester I

Fundamentals of Bakery & Patisserie (240/BBAHM/MD105)

L	T	P	L	T	P	Credits	MARKS				
(Hrs)			Credits				TI	TE	PI	PE	Total
-	-	6	-	-	3	3	-	-	25	50	75

Course Description:

This course is designed to give students the basic idea of fundamentals in bakery and patisserie. Students will be introduced to basic ingredients, tools and equipment. Students will explore the science behind bakery and patisserie by applying those aspects through various techniques and methods. This course will enable them to understand various applications that build the basic grounds of bakery and patisserie. Students will learn about cookies, travel cakes, Brownies, Blondies and various Basic breads that built the foundation for Bakery and Pastry fundamentals.

Course Objectives:

The objective of this course is to

CO1 To Understand the basics of Pastry and Bakery.

CO2 To Identify various tools, equipment, and ingredients.

CO3 To Select the right ingredients, measuring and weighing them accurately

CO4 To Prepare various cookies, cakes and breads using different methods and techniques.

Units (Practical):

Unit I: Cookies

- Chocolate chip, Spritz, Biscotti
- Almond oats, Scottish sable
- Sandwich, Jam drop, soft center
- Florentine

Unit II: Muffins and Cupcakes:

- Choco chip muffin, Vanilla muffin
- Berry crumble, Cupcakes
- Chocolate ganache, Buttercream
- Piping techniques

Unit III: Travel Cakes, Brownies and Blondies:

- Pound cake, Yellow Butter Cake
- Fudgy Brownie, Gooey Brownies
- Banana Walnut Cake, Carrot Cake
- Caramelized milk Cake, White Chocolate Blondie

Unit IV: Basic breads:

- Soft rolls, Hard rolls
- Pita, Lavash, Grissini

- Focaccia.

Suggested Readings:

- Bachour, A. (2017). Bachour The Baker. The Chefs Connection.
- Gisslen, W. (2016). Professional Baking. John Wiley & Sons Inc.
- Notter, E. (2011). The Art of the Chocolatier. John Wiley & Sons Inc.
- Suaz, M. (2008). Advanced Bread and Pastry. Delmar Cengage Learning.

Fundamentals of Pastry and Bakery												
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4
CO1	2	-	-	-	2	3	-	2	-	-	2	-
CO2	-	-	2	-	-	3	-	-	1	-	1	-
CO3	1	-	1	-	-	-	-	-	2	-	-	-
CO4	3	-	2	2	1	3	-	-	1	1	2	-

Semester I

Business English Communication (240/BBAHM/AE106)

L	T	P	L	T	P	Credits	MARKS				
(Hrs)			Credits				TI	TE	PI	PE	Total
-	-	4	-	-	2	2	-	-	15	35	50

Course Description:

Proper communication and Business Protocol are fundamental requirements for all jobs. Great communication and business etiquette can give the edge and position one's career in the right direction for growth and opportunity. The aim of this course is to equip the students with the necessary communication skills needed in professional contexts. The topics include, but are not limited to, job applications, interview preparation, first impressions, teamwork, collaboration, and adapting into the business setting. Written and oral communication skills used within the hospitality industry are the focus points, with emphasis on language, vocabulary, and register.

Course Objectives:

The objective of this course is to

- CO1 To Comprehend the role of Business Communication in operations of a hospitality setup.
- CO2 To Understand and develop the requisite attitude and verbal/non-verbal skills for teamwork and operations that are important to adapt in a business environment.
- CO3 To Demonstrate effective writing techniques for smooth and clear business communication.

Units (Practical):

Unit I: Communication for Business

- Role of Communication
- Importance of Communication Skills
- 7 Cs of Good Communication
- Barriers to Communication
- Telephone Conversation
- Enhance Vocabulary

Unit II: Teamwork and Collaboration

- The importance of teamwork
- The importance of communication while solving conflicts
- How to frame responses while dealing with customers
- Various types of communication styles
- How to build rapport with colleagues and customers
- Hospitality Glossary

Unit III: Oral Communication

- Formal vs Informal Oral Communication
- Advantages and Disadvantages of Oral Communication

- Importance of Listening

Unit IV: Written Communication

- Professional cover e-mail basics: Portfolio Assessment, Attaching Documents
- Persuasive and impactful writing
- Punctuation
- Common Idioms and Phrases
- Abbreviations and Acronyms

Suggested Readings:

- SINHA, K. K. (2018), Business communication, Taxmann Publications Pvt Ltd, New Delhi, ISBN 9789387957633
- SHARMA R C & MOHAN KRISHNA, (2016) Basic Correspondence and Report Writing, McGraw Hill Education (India) Pvt Ltd, Chennai, ISBN: 978-93-85965-05-0

Business English Communication												
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4
CO1	2	-	-	-	-	2	3	-	2	-	-	-
CO2	2	-	-	-	-	2	3	3	2	-	-	1
CO3	3	-	2	-	2	2	3	-	3	-	-	1

Semester I

Hospitality Discovery Experience (240/BBAHM/SE107)

L	T	P	L	T	P	Credits	MARKS				
(Hrs)			Credits				TI	TE	PI	PE	Total
-	-	6	-	-	3	3	-	-	25	50	75

Course Description:

This introductory course provides an immersive, hands-on introduction to the hospitality industry, offering students a unique opportunity to explore various aspects of hospitality management through experiential learning. The course is designed to facilitate immersive learning, enabling students to gain firsthand experience in different hospitality avenues. The course emphasizes the development of professional skills, including customer service excellence, teamwork, problem-solving, and effective communication. Through direct interaction with industry professionals and exposure to the latest trends and technologies, students will gain a comprehensive understanding of the diverse and dynamic nature of the hospitality industry.

Course Objectives:

The objective of this course is to

- CO1 To Gain practical, hands-on experience through site visits, workshops, event simulations, and other experiential learning activities.
- CO2 To Learn customer service skills and understand the importance of delivering exceptional service to guests.
- CO3 To Develop cultural competency and sensitivity to diverse cultures, traditions, and customs encountered within the hospitality industry.
- CO4 To Relate to current trends, innovations, and emerging opportunities within the hospitality industry through guest lectures, industry panels, and research presentations.

Units (Practical):

Unit I: Immersion in the Hotel and Food & Beverage Industry

- Introduction to the hotel operations and academic observations
- Food and Beverage Experiences
- Public Area Settings
- Guest Online Feedback

Unit II: Immersion in the Retail industry

- Introduction to the operations of a retail set-up
- Customer experiences and delivery
- Public area settings
- Customer feedback - Online

Unit III: Immersion in the Entertainment Industry

- Introduction to the operations of an entertainment space

- Customer experiences and delivery
- Public area settings
- Customer Feedback - Online

Unit IV: Immersion in other Allied Hospitality Industries like Real Estate, Mixed Used, Aviation, Cruise etc.

- Introduction into the allied Industry operations
- Customer experiences and delivery
- Public area settings
- Customer Feedback – Online

Hospitality Discovery Experience												
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4
CO1	3	1	-	2	1	-	-	1	3	2	1	3
CO2	3	-	2	-	2	2	3	1	2	-	-	2
CO3	3	-	2	-	3	2	3	2	2	-	-	1
CO4	3	1	2	1	1	1	-	-	1	3	3	1

Semester I

Human Ethics & Values (240/BBAHM/VA108)

L	T	P	L	T	P		MARKS
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(Hrs)			Credits			Credits	TI	TE	PI	PE	Total
2	-	-	2	-	-	2	15	35	-	-	50

Course Description:

This course introduces the principles of human values and ethics and their role in personal, social, and professional life. It explores core values, integrity, ethical decision-making, and the resolution of ethical dilemmas while examining contemporary challenges in educational and institutional settings. Through practical applications and real-world scenarios, students will develop critical thinking, moral reasoning, and the ability to make responsible, value-based decisions.

Course Objectives:

The objective of this course is to

- CO1 Students will demonstrate a comprehensive understanding of the importance of human values and ethics in their personal lives and professional careers
- CO2 Students will develop critical thinking abilities to assess how family, society, and educational institutions shape the incorporation of human values, clarifying their individual roles in fostering moral development.
- CO3 Students will be able to apply human values and ethics in real life settings and will be able to deal with the ethical challenges prevalent in the institutions.

Units (Theory):

Unit I: Human Values

- Definition and Types of Values : Personal, Social and Cultural
- Core Values
- Ethics: Definition, Ethics vs Values, Importance of Ethics, the Role of Ethics in Society
- Integrity: Meaning and Role in Personal Life

Unit II: Ethical Dilemma

- Meaning and Nature, Common Ethical Dilemma
- Ethical Decision Making: Meaning & Steps in Ethical Decision Making
- Identifying the Problem, Considering Options, Evaluating Consequences, Making a Decision.
- Challenges for Ethical Practices in Institutions: Ragging, Suicide and Need for Educational Counselling, Violence and Peaceful Protest, Conflict Resolution.

Suggested Readings:

- Prof. D R Kiran “*Professional Ethics and Human Values*”
- A Textbook On Professional Ethics and Human Values. (20027). India: New Age International (P) Limited.
- Prof. A R Aryasri, Dharanikota Suyodhana “*Professional Ethics and Morals*” Maruti Publications.
- A. Alavudeen, R, Kalil Rahman and M.Jayakumaran “*Professional Ethics and Human Values*”. Laxmi Publications.

- PSR Murthy *“Indian Culture, Values and Professional Ethics”* BS Publication

Human Ethics & Values												
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4
CO1	3	1	1	1	3	-	2	3	3	-	3	-
CO2	3	1	-	-	3	3	2	3	3	-	3	1
CO3	3	1	-	-	3	3	2	3	3	-	3	1

Semester II

Hospitality Financial Accounting (240/BBAHM/CC201)

L	T	P	L	T	P	Credits	MARKS				
(Hrs)			Credits				TI	TE	PI	PE	Total
3	1	0	3	1	0	4	30	70	-	-	100

Course Description:

Financial understanding is an essential element in any manager's range of required skills. The course presents basic financial accounting concepts and explains how they apply to the hospitality industry. Students are introduced to basic accounting practices, including major classification of accounts, concepts, and preparation of financial statements. Through exercises, students practice writing journals, ledgers, income statements and balance-sheets. Financial statements from hospitality operations are introduced and various forms of financial analyses are included demonstrating how they serve the manager to assist in the business decision-making process.

Course Objectives:

The objective of this course is to

- CO1 To Acquire knowledge of basic concepts and conventions of accounting.
- CO2 To Demonstrate an understanding and prepare financial statements of a sole proprietorship viz., Trading Account, Profit and Loss Account and Balance Sheet.
- CO3 To Understand financial statements from the perspective of different stakeholders using tools of horizontal and vertical analysis and ratio analysis.
- CO4 To Evaluate the role of Indian and International Accounting Standards including IFRS and Ind-AS.

Units (Theory):

Unit I: The Fundamentals of Accounting

- Uniform System of Accounts and Branches of Accounting
- Basic Concepts of Accounting
- GAAP rules
- Difference between Financial and Managerial Accounting.

Unit II: The Accounting Cycle

- The Accounting Equation
- Accounting Cycle
- Transaction Analysis – Debit- Credit Rule Journal – Ledger/ T-accounts
- Trial Balance

Unit III: Financial Statements of Sole Proprietorship: Trading Account, Profit and Loss Account and Balance Sheet

- Preparation of Trading Account

- Preparation of Profit and Loss Account
- Preparation of Balance Sheet

Unit IV: Financial Statement Analysis

- Horizontal Analysis
- Vertical Analysis
- Ratio Analysis – Liquidity and Profitability Ratios
- Methods of Inventory Valuation-Specific Item Cost, FIFO, LIFO and Weighted Average Cost.

Suggested Readings:

- Grewal, T. S. (2024-25). Double Entry Bookkeeping. New Delhi: Chand Publications.
- Maheshwari S.N., Maheshwari Suneel K. (2018). Financial Accounting (6th Edition). New Delhi: Vikas Publishing.
- Goel, D.K., Goel, R. (2024). Accountancy. New Delhi: Avichal Publishing Company

Hospitality Financial Accounting												
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2	-	1	1	-	-	-	-	2	1
CO2	3	3	2	-	1	1	-	-	-	-	2	1
CO3	3	3	2	-	1	1	-	-	-	-	2	1
CO4	3	3	2	-	1	1	-	-	3	-	2	1

Semester II

Introduction to the World of Alco Bev (240/BBAHM/CC202)

L	T	P	L	T	P	Credits	MARKS				
(Hrs)			Credits				TI	TE	PI	PE	Total
2	-	4	2	-	2	4	15	35	15	35	100

Course Description:

This course explores the world of alcoholic beverages. The students get a basic understanding of the production processes, styles and service of fermented, distilled and fortified beverages. The learners deep dive into the history, science, and artistry of alcoholic beverages, and understand flavors and experience. The course also promotes students to gain hands-on experience through simulations.

Course Objectives:

The objective of this course is to

- CO1 To Understand the production processes involved in crafting spirits, wines, and beers.
- CO2 To Identify the flavor profiles and characteristics of different types of alcoholic beverages.
- CO3 To Develop sensory evaluation skills through hands-on tastings.
- CO4 To Apply technical skills to handle beverage operations.

Units (Theory):

Unit I: Alcoholic Beverages & Fermentation

- Classification of Alcoholic Beverages
- Understanding Fermentation
- Beer Production
- Types & Styles of Beer
- Brands of Beer – Domestic and International

Unit II: Wines

- Production process of Still, Sparkling and Fortified wines
- White, Red & Rose wine making process.
- Major wine producing regions- France and Italy
- Sparkling Wines (Champagne, Prosecco)
- Fortified Wines (Port, Sherry, Marsala, and Madeira)
- Basics of Food & Wine Pairing

Unit III: Spirits

- Production Process of Distilled Spirits
- Whisk(e)y – Types, Styles & Brands

- Tequila - Types, Styles & Brands
- Rum - Types, Styles & Brands
- Gin - Types, Styles & Brands
- Vodka - Types, Styles & Brands

Unit IV: The World of Mixology

- Techniques of making Cocktails.
- Classic Cocktail Recipes
- Rum – Mojito, Cuba Libre, Pina Colada, Daiquiri, Caipirinha, Mai Tai
- Whiskey – Old Fashioned, Whiskey Sour, Rob Roy
- Vodka – Bloody Mary, Moscow Mule, Screwdriver, Sex on the beach, Cosmopolitan, Kamikaze
- Gin – Gimlet, Negroni, Tom Collins, French 75, Bramble, Perfect Martini, Dry Martini, Dirty Martini, Bronx, Gibson Martini
- Tequila – Tequila Sunrise, Paloma, Margarita, Long Island Iced Tea, Bloody Maria

Units (Practical):

Unit I: Introduction to Bar Operations

- Layout of a Bar
- Familiarization with Bar Equipment
- Sequence of Service:
- Order taking
- Setting up server for order
- Delivery
- Feedback
- Clearance

Unit II: Fermented and Distilled Beverages

- Service of Beer
- Service of Spirits – whisk(e)y, vodka, rum, tequila & gin

Unit III: Wine

- Service of Red Wine
- Service of White Wine
- Service of Sparkling Wine
- Decanting of Wine

Unit IV: World of Mixology

- Techniques of Cocktail Making.
- Classic Cocktails – Production and Presentation
- Rum – Mojito, Cuba Libre, Pina Colada, Daiquiri, Caipirinha, Mai Tai
- Whiskey – Old Fashioned, Whiskey Sour, Rob Roy
- Vodka – Bloody Mary, Moscow Mule, Screwdriver, Sex on the Beach, Cosmopolitan, Kamikaze

- Gin – Gimlet, Negroni, Tom Collins, French 75, Bramble, Perfect Martini, Dry Martini, Dirty Martini, Bronx, Gibson Martini
- Tequila – Tequila Sunrise, Paloma, Margarita, Long Island Iced Tea, Bloody Maria

Suggested Readings:

- Singaravelavan, R. (2016). Food & Beverage Service. (2nd ed.), India: Oxford University Press. ISBN 978-0199464685
- Cousins, J., Lillicrap, D. & Weekes S. (2014). Food & Beverage Service. (9th ed.), India: Hodder Education. ISBN 978-1471807954

Introduction to the World of Alco Bev												
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4
CO1	2	-	-	-	-	3	-	-	3	-	1	-
CO2	2	-	1	-	-	3	-	-	3	-	-	-
CO3	2	-	1	-	-	3	-	-	3	-	-	-
CO4	2	2	2	2	1	2	2	1	1	-	2	-

Semester II

Marketing for Culinary Industry (240/BBAHM/CC203)

L	T	P	L	T	P	Credits	MARKS				
(Hrs)			Credits				TI	TE	PI	PE	Total
2	-	4	2	-	2	4	15	35	15	35	100

Course Description:

Marketing is an integral component of the success of any product or service offerings. In today's hyper-connected and hyper-competitive ecosystem, the hospitality industry's success cannot be imagined without effective marketing. Hospitality marketing is constantly evolving but some marketing themes are unique to hospitality and tourism. The course is a basic introduction to the principles of marketing. It is designed to empower the students with hospitality marketing skills and at the same time enable the student to discover the challenges that one would encounter daily across different formats of marketing concepts.

Course Objectives:

The objective of this course is to

- CO1 To Identify the various decision areas within marketing and the tools and methods used by marketing managers for making decisions.
- CO2 To Explain the importance of marketing within local and global economic systems.
- CO3 To Analyze the importance of marketing within hospitality organizations and the necessary relationships between marketing and other functions of business.
- CO4 To Differentiate between effective and ineffective marketing strategies with regards to the needs & expectations of different market segments in hospitality.

Units (Theory):**Unit I: Introduction to Marketing**

- Marketing of Goods vs. Marketing of Services
- Traditional Marketing Mix
- Hospitality Marketing Mix
- Managing Customer Relationships and Capturing Customer Value

Unit II: Marketing Process

- Market Environment
- Market Segmentation
- Market Targeting
- Market Positioning

Unit III: Marketing Channels

- Channel Strategies
- Retailing and retailer marketing decisions
- Wholesaler types and trends in wholesaling
- Supporting franchisee relationships via marketing

Unit IV: Marketing Promotions

- Advertising Strategies and Formats
- Sales Promotions
- Introduction to Public Relations tools and techniques
- Event Marketing

Units (Practical):

Unit I: Introduction to Marketing

- Immersion - Goods and Services Marketing
- Customer Relationships
- Capturing Customer Value

Unit II: Marketing Process

- Environment & Segregation Immersion
- Targeting & Positioning

Unit III: Marketing Channels

- Strategies Simulation
- Retail Marketing
- Wholesaler Marketing
- Franchise Marketing

Unit IV: Marketing Promotions

- Advertising Strategies and Sales Promotion
- Public Relations
- Event Marketing

Suggested Readings:

- Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Prentice Hall. (2017). Principles of Marketing, 17th edition. New Jersey, USA.
- Robert D. Reid and David C. Bojanic. (2012). Hospitality Marketing Management

Marketing for the Hospitality Industry												
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4
CO1	2	3	3	2	2	2	1	-	2	-	2	2
CO2	1	3	-	-	1	2	2	-	3	-	3	2
CO3	2	3	3	1	2	3	1	-	3	-	2	3
CO4	3	3	3	2	-	3	1	-	3	-	2	3

Semester II

Front Office Operations (240/BBAHM/MI203)

L	T	P	L	T	P	Credits	MARKS				
(Hrs)			Credits				TI	TE	PI	PE	Total
-	-	4	-	-	2	2	-	-	15	35	50

Course Description:

This course provides an in-depth understanding of the roles and responsibilities of a hotel front office, which is the central hub for guest interaction and service delivery. Students will learn about the operational challenges, management practices, and customer service strategies essential for the successful operation of hotel front desks.

Course Objectives:

The objective of this course is to

- CO1 To Understand Front Office Operations and its importance in hospitality.
- CO2 To Develop the ability to collaborate effectively with other departments to enhance teamwork and operational efficiency.
- CO3 To Apply innovative strategies for enhancing guest service excellence in front office operations.
- CO4 To Comprehend the impact of technology in front office operations.

Units (Practical):

Unit I: Introduction to Front Office

- Front Office: Sections and Functions
- Roles and Responsibilities
- Organizational Chart
- Introduction to Guest Cycle

Unit II: Reservations

- Type, Sources, and Modes of Reservation
- Meal Plans, Types of Room Rates
- Understanding Cancellation, Amendment and Overbooking
- Reservation Phraseology and Telephone Etiquette
- Rate Plan & Package Design
- Technology in Front Office

Unit III: The Pre-arrival and Check-in Process

- Pre-Arrival Process
- Registration: Importance and Records

- Check-in Process, Managing Room Positions, Upselling, and Upgrading
- Primary Positions & Duties of Bell Desk and Concierge
- Left Luggage and Room Change Procedure

Unit IV: Check Out Process and Service Recovery

- Check Out Process
- Modes of Settlement
- Process of Early Departure and Late Checkout
- Service Recovery and Feedback Mechanisms

Suggested Readings:

- Professional Front Office Management, Robert H. Woods, Jack D. Ninemeir, David K Hayes, Michele A Austin, M. L. (2018), 10th edition, Pearson Educations, ISBN 978-81-317-1748-6.
- BARDI, J. A. (2010), Hotel Front Office Management, 5th edition, John Wiley, New Jersey, USA, ISBN 0-47063-752-8
- KASAVANA, M. L. (2013), Managing Front Office Operations, 9th edition, Educational Institute of the American Hotel & Lodging Association, Lansing, Michigan, ISBN 0-13343-078-2
- Front Office Operations & Management, Jetashankar R. Tiwari, 2nd Edition, Oxford Higher Education, ISBN 0-19-946469-3

Front Office Operations												
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4
CO1	2	1	-	-	2	3	-	-	1	-	1	-
CO2	2	-	3	-	2	3	3	3	-	-	2	1
CO3	3	2	3	3	3	3	3	1	2	3	2	2
CO4	3	-	2	3	1	-	-	-	2	3	-	2

Semester II

Human Resources and Diversity in the Global Workspace (240/BBAHM/MD205)

L	T	P	L	T	P	Credits	MARKS				
(Hrs)			Credits				TI	TE	PI	PE	Total
2	1	-	2	1	-	3	25	50	-	-	75

Course Description:

This course explores the intersection of human resources management and diversity within the global workspace. It examines the role of HR practices in promoting diversity, equity, and inclusion, while also addressing challenges and opportunities faced by organizations operating in diverse environments. Through theoretical frameworks and practical case studies, students gain insights into how HR strategies can effectively manage diverse workforces and foster a culture of inclusivity.

Course Objectives:

The objective of this course is to

- CO1 To Understand Diversity Management and its dimensions and implications in human resources.
- CO2 To Recognize the different recruitment strategies, bias awareness techniques, and inclusive interviewing methods necessary for managing diverse workforces effectively.
- CO3 To Understand the impact of diversity on organizational dynamics and performance.
- CO4 To Apply Diversity Metrics for Performance Enhancement

Units (Theory):

Unit I: Introduction to Human Resources and Diversity

- Understanding Human Resources Management
- Conceptualizing Diversity in the Global Workspace
- The Role of HR in Promoting Diversity and Inclusion
- Legal and Ethical Considerations in Diversity Management
- Global HR Theories

Unit II: Recruitment and Selection

- Recruitment Strategies
- Bias Awareness in Selection Processes
- Interviewing Techniques for Ensuring Diversity
- Evaluating Candidate Selection

Unit III: Managing Workplace

- Creating Inclusive Work Cultures

- Conflict Resolution in Teams
- Employee Resource Groups and Diversity Initiatives
- Training and Development

Unit IV: Diversity Metrics and Organizational Performance

- Measuring Diversity and Inclusion
- Linking Diversity Metrics to Business Outcomes
- Diversity Scorecards and Reporting
- Strategies for Continuous Improvement in Diversity Practices

Suggested Readings:

- Dessler, G. (2017). Human Resource Management. 15th ed. Harlow – Essex. Pearson Education
- (Barak, 2022) Managing Diversity: Toward a Globally Inclusive Workplace" by Michalle E. Mor Barak

Human Resources and Diversity in the Global Workspace												
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4
CO1	3	1	-	-	3	1	1	3	3	-	2	1
CO2	2	2	2	1	3	3	3	2	2	-	3	1
CO3	3	2	1	-	2	3	2	3	2	1	1	1
CO4	2	1	2	2	2	-	1	3	3	2	2	2

Semester II

English for Workplace Success (240/BBAHM/AE206)

L	T	P	L	T	P	Credits	MARKS				
(Hrs)			Credits				TI	TE	PI	PE	Total
-	-	4	-	-	2	2	-	-	15	35	50

Course Description:

This course aims to prepare students to present themselves with clarity, confidence, and authenticity across interviews and industry interactions. The curriculum focuses on developing self-awareness, articulating personal strengths, and building a strong professional presence. Key areas include interview preparation, personal branding, reflective communication, and real-world hospitality scenarios that require professional dialogue. Emphasis is placed on both verbal and non-verbal communication, helping students navigate diverse professional settings with competence and impact.

Course Objectives:

The objective of this course is to

CO1 To develop self-awareness and an authentic personal brand for professional hospitality contexts.

CO2 To build confidence and clarity in verbal, non-verbal, and storytelling-based communication.

CO3 To equip students with essential interview, pitching, and professional writing skills for industry interactions.

Units (Practical):

Unit I: Personal Awareness & Brand Identity

- Self-Assessment & Leadership Narrative
- Personal Brand Building in Hospitality
- Storytelling for Professional Presence
- Clarity, Structure & Confidence in Communication

Unit II: Confidence, Body Language & Interpersonal Presence

- Body Language & Vocal Delivery
- Overcoming Speaking Anxiety & Building Stage Presence
- Rapport-Building & Emotional Intelligence
- Hospitality-Specific Communication Simulations

Unit III: Interview Techniques, Pitching & High-Stakes Communication

- Interview Frameworks & Hospitality Question Banks

- Story-Led Interview Responses
- Pitching, Message Mapping & Data Storytelling
- Mock Interviews & Communication Simulations

Unit IV: Professional Writing, Digital Presence & AI Tools

- Resume, Cover Letter & Portfolio Development
- Professional Writing Structures & Email Etiquette
- LinkedIn Identity & Digital Networking Skills
- AI-Assisted Communication & Ethical Usage

Suggested Readings:

- Kumar, K. (2018). *Personal Interview Skills* (1st ed.). Friends Publications India. ISBN: 9788193823101
- Jayaprakash, S. (2010). *Interview Skills* (1st ed.). Himalaya Publishing House. ISBN: 9788184885040
- *Interview Skills* (1st ed.). (n.d.). Arrow Publications India. ISBN: — if you later find the ISBN or author, we can update this.

English for Workplace Success												
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4
CO1	3	–	2	–	2	3	3	2	3	–	–	3
CO2	3	–	3	–	–	3	3	3	3	–	–	3
CO3	3	2	3	2	–	3	3	3	3	2	–	3

Semester II

Opera Property Management System (240/BBAHM/SE107)

L	T	P	L	T	P	Credits	MARKS				
(Hrs)			Credits				TI	TE	PI	PE	Total
-	-	6	-	-	3	3	-	-	25	50	75

Course Description:

This course delves into the basic practical applications of the features and functionalities of the Hospitality Property Management Software. The course will enable students to learn how to leverage this technology to streamline reservations, enhance guest service and drive loyalty. The course will cover the rooms reservations, front desk, cashiering, and room management modules. Throughout the course, emphasis will be placed on practical application and real-world scenarios, allowing students to develop the skills and knowledge necessary to excel in the competitive hospitality industry.

Course Objectives:

The objective of this course is to

- CO1 To Understand and gain comprehensive knowledge of the importance of property management software in hospitality sectors.
- CO2 To Explore how property management software can enhance guest experience.
- CO3 To Apply the practical skills to real world scenarios in handling and managing room inventories from the planning phase to the execution phase.
- CO4 To Understand the impact of effective property management solutions on increasing staff productivity, improving service quality, and fostering guest loyalty.

Units (Practical):

Unit I: Reservations Module

- Creating & Updating Profiles – New guests and repeat guests.
- Creating & Updating Reservations - Overbooking and upselling.
- Preferences records – Special requests, notes, and preferences.
- Profile and Reservation - Company profiling, contact information & verification.
- Amendments – Cancellations and confirmations

Unit II: Front Desk Module

- Pre-Arrival – Check arrivals for the day and week, house status, room status, housekeeping status, and end of day projections.
- Room Blocking – Preference checks, room types and status & check-in.
- Registration Process – Domestic & Foreign Nationals - Nationality and C-form.
- Updating a reservation and profile post check in, payment information.

Unit III: Rooms Management Module

- Rooms - Changing room status, discrepancy report,
- Out of Order and Service – plugging in and removing rooms, impact on inventory.

- Room History, quick keys, detailed availability, occupancy graph
- Planning operations using the rooms management module for the future.

Unit IV: Cashiering

- Checkouts – Checking and billing stayovers, due outs & checked outs, information invoice and tax invoice.
- Creating different folios for the same guest, cashier reports and functions.
- Types of charges.
- Allowances and Discounts – passing entries, understanding when to use each entry.

Suggested Readings:

- Woods. (2008). Professional Front Office Management. Pearson Education India.
- Bardi, J. A. (2002). Hotel Front Office Management. Wiley.

Opera Property Management System												
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4
CO1	2	-	-	3	-	3	-	-	-	-	-	-
CO2	3	1	-	3	-	3	1	-	2	-	-	1
CO3	3	3	2	3	-	3	-	-	-	-	-	2
CO4	3	2	3	3	2	3	-	-	2	2	1	2

Semester II

Environmental Studies (240/BBAHM/VA208)

L	T	P	L	T	P	Credits	MARKS				
(Hrs)			Credits				TI	TE	PI	PE	Total
2	-	-	2	-	-	2	15	35	-	-	50

Course Description:

This course provides an introduction to environmental studies by exploring the relationship between humans and the natural environment. It covers the fundamental concepts of ecosystems, natural resources, biodiversity, population dynamics, sustainable development, and environmental pollution. Students will examine the impact of human activities on the environment and develop an understanding of sustainable practices, environmental conservation, and responsible decision-making to address contemporary environmental challenges.

Course Objectives:

The objective of this course is to

- CO1 Gain in depth knowledge on natural processes and resources that sustain life and govern economy
- CO2 Understand the consequences of human actions on the web os science and quality of life
- CO3 Develop critical thinking for shaping strategies (scientific, social, economic and legal) for environmental protection
- CO4 Explain sustainable development, its goal, targets, challenges and strategies for sutainable development

Units (Theory):

Unit I: Basic Concepts

- Environment – definition and significance; habitat and ecological niche; biosphere, atmosphere, lithosphere and hydrosphere
- Factors effecting environment: Abiotic Factors – light, temperature, humidity, typography; Biotic Factors – microorganisms, animals, plants and humans.
- Sources of Energy: Renewable and non-renewable sources.

Unit II: Ecosystem

- Definition, types and functions; energy flow – food chain, food webs, trophic structure, concept of productivity
- Biogeochemical cycles: Hydrological, gaseous and sedimentary cycles.
- Biological invasion and it's impact on the environment.

Unit III: Population

- Concept of population, population density, natality, mortality, carrying capacity, growth forms.

- Human Populations: National and International Concerns, Indian efforts to control the growing population
- Sustainable development

Unit IV: Environmental Pollution:

- Air Pollution, Water Pollution, Soil Pollution, Noise Pollution, Plastic Pollution and Marine Pollution
- Solid Waste Management; Ozone Depletion; Global Warming and Climate Change

Suggested Readings:

- Rajagopalan, R. (2016). Environmental Studies: From Crisis to Cure (3rd Edition ed., Vol. 3rd Edition). India: Oxford University Press.

Principles of Environmental Sustainability												
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4
CO1	3	-	-	-	3	-	-	-	-	-	3	-
CO2	3	-	1	-	3	-	-	-	-	-	3	-
CO3	3	-	2	-	3	-	-	-	1	-	3	-
CO4	3	-	1	-	3	-	-	-	2	-	3	-

Semester III

Practice School - Operational internship (240/BBAHM/CC301)

L	T	P	L	T	P		Credits	MARKS				
(Hrs)			Credits					TI	TE	PI	PE	Total
-	-	22	-	-	11		11	-	-	85	190	275

Course Description:

The Industrial Internship module provides BBA Hospitality Management students with an immersive learning experience in diverse service-based industry environments. Through supervised industry placement, students apply foundational knowledge from classroom learning to practical tasks across key departments, develop professional competencies, and understand the operational and managerial dynamics of hospitality organisations. The module emphasises guest service excellence, ethical conduct, workplace responsibility, and reflective practice. By integrating hands-on exposure with structured academic guidance, the internship fosters holistic professional growth and prepares students for advanced study and future careers in the hospitality industry.

Course Objectives:

The objective of this course is to

- CO1 Apply theoretical knowledge and operational skills to perform core functions within hospitality environments.
- CO2 Demonstrate professional behaviour, ethical conduct, and guest-service excellence in real hospitality settings.
- CO3 Analyse departmental procedures and managerial practices to understand workflow efficiency and service standards.
- CO4 Evaluate workplace experiences to identify operational insights, professional development needs, and their relevance to future hospitality careers.

Units (Practical):

Unit 1: Service Operations & Customer Interaction

Hands-on exposure to frontline service duties, reservations/queries handling, customer engagement, and interdepartmental coordination. Focus on communication, interpersonal skills, humility, and professional etiquette.

Unit 2: Facility Upkeep & Service Quality Standards

Practical experience in workplace upkeep, environment maintenance, and quality inspection routines. Emphasis on attention to detail, teamwork, discipline, and service excellence.

Unit 3: Service Delivery & Client Experience Management

Application of service procedures in customer-facing environments such as dining, events, or general service touchpoints. Development of service etiquette, confidence, teamwork, and client-focused problem-solving.

Unit 4: Support Functions & Organizational Integration

Exposure to essential support functions such as Sales, HR, Finance, Events, and Operations. Understanding cross-functional workflows while building management awareness, teamwork, and professional maturity.

Practice School - Operational internship												
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4
CO1	3	3	0	0	0	3	0	3	0	0	0	3
CO2	2	0	0	0	3	3	3	3	2	0	3	2
CO3	0	3	3	2	0	2	0	2	0	2	2	3
CO4	2	2	2	0	2	3	2	2	2	2	2	3

Semester III

Internship (240/BBAHM/MI301)

L	T	P	L	T	P		Credits	MARKS				
(Hrs)			Credits					TI	TE	PI	PE	Total
-	-	8	-	-	4		4	100				

Course Description:

Internship serves as a reflective, evidence-driven artefact that captures departmental immersion, hands-on operational experience, professional skill development, and contextual understanding of hospitality industry practices. Students consolidate real-world learning through analytical documentation of hotel functions, organizational structures, service standards, industry trends, sustainability practices, and self-development insights.

The course nurtures industry readiness by aligning field exposure with academic rigor, ensuring that learners articulate workplace competencies with clarity, professionalism, and strategic thinking.

Course Objectives:

The objective of this course is to

- CO1 Integrate internship experiences into a structured, reflective, and professionally articulated Work-Based Learning Report aligned with hospitality industry standards.
- CO2 Analyse hotel operations and departmental functions to understand organizational structure, service delivery systems, technology usage, and operational interdependencies.
- CO3 Demonstrate industry-relevant competencies by documenting skills acquired, challenges faced, problem-solving approaches, and personal growth during the training period.
- CO4 Identify and describe key industry trends, sustainability practices, and operational observations from the internship, and outline a simple future development plan based on these learnings.

Units (Practical):

Unit 1: Foundations of Work-Based Learning Documentation

- Introduction to the Work-Based Learning Report
- Importance of reflective practice and industry immersion
- Guidelines for academic and professional documentation
- Formatting, certification requirements, and ethical declaration
- Structuring the introductory sections:
Title Page

Training Certificate
Institute Supervisor Certificate
Declaration
Acknowledgment
Introduction to Internship Role and Duration

Unit 2: Organization and Operational Understanding

- Developing a comprehensive company profile
- Analysing Mission, Vision, and Service Philosophy
- Understanding hotel structure and departmental synergy
- Organizational charts: property-wide and departmental
- Profiling hospitality services, facilities, and unique selling propositions
- Core departmental study
- Department-specific focus: Functions, SOPs, tools and technology, layouts, software applications, and customer segments

Unit 3: Industry Insights, Trends & Strategic Analysis

- Observing operational efficiency through an industry lens
- Sustainability and eco-friendly practices: waste management, energy systems, water stewardship
- Technology adoption and automation in hospitality
- Guest behaviour patterns and service personalization
- Competitive benchmarking
- Conducting SWOT Analysis of the property
- Documenting awards, accolades, and certifications

Unit 4: Professional Growth, Challenges & Evidence

- Mapping skills acquired during training: communication, service excellence, conflict handling, teamwork, leadership, and technical skills
- Identifying challenges faced during internship and problem-solving approaches
- Providing suggestions for operational or service improvement
- Future development plan for student's personal career roadmap
- Compiling workplace evidence:
 - Screenshots
 - Compliments
 - Certificates
 - Feedback from supervisors or guests
- Conclusion and Bibliography preparation (APA format)

Internship

COs	P01	P02	P03	P04	P05	P06	P07	P08	PS01	PS02	PS03	PS04
CO1	3	1	1	0	1	2	3	0	2	0	0	2
CO2	1	3	2	2	0	3	1	1	2	1	1	3
CO3	3	1	1	0	2	3	2	2	2	1	2	3
CO4	2	1	1	1	2	1	0	0	2	1	3	1

Semester III

Internship (Hospitality Management) (240/BBAHM/MD301)

L	T	P	L	T	P		Credits	MARKS				
(Hrs)			Credits					TI	TE	PI	PE	Total
-	-	6	-	-	3		3	75				

Course Description:

This course equips students with the ability to document, analyse, and reflect on their workplace experiences through a structured logbook and reflective appraisal framework. Designed to strengthen workplace readiness, the course trains learners to capture daily operational tasks, apply reflective thinking to real-world scenarios, and incorporate supervisor feedback into their personal growth. By engaging with reflection models, industry expectations, and structured documentation practices, students develop clarity, self-awareness, and accountability, essential competencies for progressing through their professional hospitality journey.

Course Objectives:

The objective of this course is to

- CO1 Maintain accurate, professional, and timely logbook entries that document workplace experiences, daily functions, and operational exposure.
- CO2 Apply reflective practices to connect workplace tasks with learning outcomes, identifying strengths, areas for improvement, and insights gained through industry engagement.
- CO3 Demonstrate workplace readiness by adhering to SOPs, recording skill development, and incorporating supervisor feedback into personal and professional growth plans.

Units (Practical):

Unit 1: Daily Workplace Documentation

This unit focuses on maintaining accurate, consistent daily entries in the logbook, capturing tasks performed, roles undertaken, equipment used, and basic operational exposure. Students learn to document their workday with clarity, professionalism, and attention to detail.

Unit 2: Weekly Reflective Entries

Students compile weekly reflections that summarize key learnings, challenges faced, problem-solving approaches, and workplace observations. Reflection models may be referenced informally, encouraging students to connect their real-world experiences to their growing professional identity.

Unit 3: Supervisor Interaction and Appraisal Recording

This unit emphasizes weekly check-ins with workplace supervisors, documenting performance feedback, SOP adherence, skill development, and behaviour indicators. Students learn to incorporate supervisor comments into their reflective entries and track their progress over the internship period.

Unit 4: Consolidated Logbook Compilation and Submission

Students organize all daily and weekly logs into a structured final logbook, ensuring completeness, accuracy, and professional formatting. This unit includes preparing the final reflective summary and ensuring the logbook meets institutional standards before submission.

Internship (Hospitality Management)												
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4
CO1	3	0	1	1	1	2	3	0	0	0	0	1
CO2	3	1	2	0	1	2	2	0	1	0	1	2
CO3	3	1	2	0	2	3	2	1	1	0	1	2

Semester III

Self-Development Report (240/BBAHM/AE301)

L	T	P	L	T	P		Credits	MARKS				
(Hrs)			Credits					TI	TE	PI	PE	Total
-	-	4	-	-	2		2	50				

Course Description:

The Self-Development Report acts as a reflective performance audit, pushing students to articulate key experiences, analyse challenges, identify skill evolution, and map future development goals. The course empowers students to recognize their own growth trajectories and align their learning mindset with industry expectations as emerging hospitality professionals.

Course Objectives:

The objective of this course is to

- CO1 Identify and describe key personal, interpersonal, and professional learnings gained during the industrial internship.
- CO2 Reflect on internship experiences to recognize areas of growth and outline future development goals as hospitality professionals.

Units (Practical):

Unit 1: Foundations of Self-Reflection & Internship Experiences

Overview of internship context; documenting workplace exposure; identifying key moments of learning; capturing day-to-day experiences; understanding confidence shifts, behavioural development, and workplace adaptation.

Unit 2: Skill Evolution, Challenges & Future Pathways

Reflecting on interpersonal and professional skill growth (communication, teamwork, adaptability, work ethic); analysing challenges and solutions; articulating personal evolution; setting future goals; writing a structured self-development narrative.

Self-Development Report												
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4
CO1	2	1	1	2	2	1	2	1	2	1	2	3
CO2	1	1	1	3	2	1	3	2	1	1	3	3

Semester IV

Food and Beverage Management (240/BBAHM/CC401)

L	T	P	L	T	P		Credits	MARKS				
(Hrs)			Credits					TI	TE	PI	PE	Total
2	0	4	2	0	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 I: 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 II: 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 III: 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 IV: Budgeting & Break-even Analysis

- 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

Semester IV

Tourism Principles & Practices (240/BBAHM/CC402)

L	T	P	L	T	P		Credits	MARKS				
(Hrs)			Credits					TI	TE	PI	PE	Total
2	1	2	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

Tourism Principles & Practices												
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PS01	PS02	PS03	PS04
CO1	1	2	2	0	3	1	1	0	3	1	3	1
CO2	1	3	1	2	2	1	2	0	3	2	1	2
CO3	1	2	1	0	2	3	2	0	3	2	2	3
CO4	2	1	1	1	3	2	2	0	2	3	3	2

Semester IV

Leading Teams to Success (240/BBAHM/CC403)

L	T	P	L	T	P		Credits	MARKS				
(Hrs)			Credits					TI	TE	PI	PE	Total
3	1	0	3	1	0		4	30	70	0	0	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, McGrawhill Education

Leading Teams To Success												
COs	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 IV

Customer Experience in a Digital Age (240/BBAHM/VO401)

L	T	P	L	T	P		Credits	MARKS				
(Hrs)			Credits					TI	TE	PI	PE	Total
1	0	6	1	0	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

Semester IV

English for the Diverse World (240/BBAHM/AE401)

L	T	P	L	T	P		Credits	MARKS				
(Hrs)			Credits					TI	TE	PI	PE	Total
0	0	4	0	0	2		2	0	0	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*. PublicAffairs

English for the Diverse World												
COs	P01	P02	P03	P04	P05	P06	P07	P08	PS01	PS02	PS03	PS04
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

Semester IV

Introduction to Data Analytics (240/BBAHM/VA401)

L	T	P	L	T	P		Credits	MARKS				
(Hrs)			Credits					TI	TE	PI	PE	Total
0	0	4	0	0	2		2	0	0	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.

Introduction to Data Analytics												
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PS01	PS02	PS03	PS04
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

Semester V

Customer Relationship Management (240/BBAHM/CC501)

L	T	P	L	T	P		Credits	MARKS				
(Hrs)	Credits							TI	TE	PI	PE	Total
2	-	4	2	-	2		4	15	35	15	35	100

Course Description:

The adoption and implementation of CRM systems represents a transformation of the firm from product-centric to a more customer-centric focus. This course examines customer relationship management (CRM) and its application in marketing.

Effective CRM strategies help companies align business processes with customer centric strategies using people, technology, and knowledge. Companies strive to use CRM to optimize the identification, acquisition, growth and retention of desired customers to gain competitive advantage and maximize profit.

Course Objectives:

The objective of this course is to

- CO1 Evaluate the premise of Relationship Marketing, the foundation for CRM, and analyse the meaning of "creating value" for different customer segments
- CO2 Analyse the key elements of implementing a CRM strategy consistent with the changing parameters in business
- CO3 Apply the understanding of CRM strategies to analyse their implementation in industries via live business examples in both the business-to-business (B2B) and business-to-customer (B2C) contexts of CRM
- CO4 Analyse organizational, cultural, and cross-functional factors that influence successful CRM implementation and change management

Units (Theory):

Unit 1: Foundations of CRM and Customer Relationships

- Introduction to CRM
- Understanding Relationships
- Relationship Marketing and Creating Value
- Managing the Customer Journey: Acquisition, Retention and Development

Unit 2: Consumer Decision Making and Customer Experience

- Consumer Problem Solving Techniques
- Diffusion of Innovation and Consumer Adoption Process
- Managing Customer Experienced Value
- Managing Customer Experience

Unit 3: Customer Portfolio Management Models

- Customer Portfolio Segmentation
- Univariate Customer Portfolio Models
- Bivariate Customer Portfolio Models
- Multivariate Customer Portfolio Models

Unit 4: Analytical CRM and Data Management

- Categorising Customer Segments
- Developing a Customer-Related Database
- Analytics through the Customer Journey
- Big Data Analytics in CRM

Units (Practical):

Unit 1: CRM Strategy and Relationship Evaluation

- Evaluating Relationship Marketing in Business Contexts
- Analysing Value Creation for Different Customer Segments
- Mapping Customer Acquisition and Retention Strategies
- Analysing B2B and B2C CRM Applications

Unit 2: Consumer Behaviour and Experience Analysis

- Applying Consumer Problem Solving Techniques to Case Situations
- Analysing Diffusion and Adoption Patterns in Industry Examples
- Evaluating Customer Experienced Value in Service Contexts
- Assessing Omnichannel Customer Experience Gaps

Unit 3: Customer Portfolio Application

- Applying Customer Portfolio Segmentation to Case Data
- Using Univariate Portfolio Models for Analysis
- Using Bivariate Portfolio Models for Strategic Interpretation
- Using Multivariate Portfolio Models for Resource Allocation Decisions

Unit 4: CRM Analytics Application

- Categorising Customer Segments Using CRM Data
- Designing a Customer-Related Database Structure
- Analysing Customer Data Across the Customer Journey
- Applying Big Data Analytics Concepts in CRM Contexts

Customer Relationship Management												
COs	P01	P02	P03	P04	P05	P06	P07	P08	PS01	PS02	PS03	PS04
CO1	2	3	3	1	1	2	-	1	2	2	1	3
CO2	3	3	3	2	2	2	1	2	2	3	1	3
CO3	2	3	2	2	1	1	-	3	2	3	2	2
CO4	2	3	3	2	2	3	1	2	2	3	2	3

Semester V

Fundamentals of Economics (Course Code: 240/BBAHM/CC502)

L	T	P	L	T	P		Credits	MARKS				
(Hrs)			Credits					TI	TE	PI	PE	Total
3	1	-	3	1	-		4	30	70	-	-	100

Course Description:

This course provides introduction to the core area of economics known as Microeconomics. The course considers economic concepts that are fundamental to understand various decision-making units in the economy-individuals and firms, to make their consumption and production decisions, ensuring green growth with focus on preservation of natural resources and a sustainable environment. Supply, demand, and elasticity are introduced, as well as different cost concepts including long run and short run costs and different market structures. Different forms of competition, market failures are assessed in the hospitality industry. Corporate policies within the framework of Government policies to correct market failure and negative externalities including climate change, global warming, greenhouse gases, eradicate poverty, human development, promote agriculture, irrigation, and infrastructure are discussed.

Course Objectives:

The objective of this course is to

- CO1 Explain key microeconomic concepts and their relevance to business decision-making.
- CO2 Apply demand–supply and cost models using graphs to analyse economic situations
- CO3 Compare different market structures and pricing mechanisms
- CO4 Evaluate market failures and government interventions with reference to sustainability and social welfare

Units (Theory):

Unit 1: Introduction to Microeconomics:

- Definition of Economics.
- Difference between Microeconomics and Macro Economics.
- Central Problems of an economy- Production Possibility Curves.
- Types of Economies – Market Economy, Free Economy, Mixed Economy - Market Economy – Features, Advantages, Disadvantages.

Unit 2: Demand – Supply – Market Equilibrium:

- Demand & Demand Function – Law of Demand – Individual Demand and Market Demand Curve – Change in Demand.
- Exceptions to the law of demand
- Elasticity of Demand - Different types of elasticity of Demand and Measurement of elasticity of demand.
- Supply - Supply Curve – Measurement of Elasticity of Supply.
- Determination of Consumer's Equilibrium using Cardinal and Ordinal Approaches to consumer behaviour.

Unit 3: Production & Cost Analysis:

- Production function
- Law of Variable Proportions - Three Stages of Production
- Returns to Scale
- Concepts of cost of production – different types of cost – short run and long run
- Determination of producers' equilibrium

Unit 4: Market Equilibrium & Market Structure:

- Various Types of Markets-specific features of the different market structure-Perfect Competition, Monopoly, Oligopoly, Monopolistic Competition.
- Market equilibrium in different market structures-Monopoly, Monopolistic Competition, Perfect Competition and Oligopoly.
- Price discrimination-determination of price in Competitive Market.
- Government Intervention, Market Failure and Socially Undesirable Outcomes.

Suggested Readings:

- Sloman, J. (2013) Essentials of Economics (6th ed). Harlow: Pearson.
- Mankiw, G. (2011), Economics. Southwestern Press
- Mankiw, N.G. (2004) Principles of Microeconomics. New York: Thomson
- Schiller, B.R. (2002) Essentials of economics. New York: McGraw-Hill Irwin
- Nagar, Parul (2022) The ABC of Microeconomics Basic Microeconomic Principles in Practice
- Hubbard R. Glenn (2017) Microeconomics; 5th Edition
- Koutsyiannis, A (2013), Modern Microeconomics, Macmillan Press, London

Fundamentals of Economics												
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PS01	PS02	PS03	PS04
CO1	1	3	2	–	1	2	–	–	1	–	1	2
CO2	1	3	3	1	–	2	–	–	–	2	1	3
CO3	–	3	3	1	1	2	–	–	1	2	1	3
CO4	1	2	3	–	3	1	–	–	2	1	3	2

Semester V

Food and Beverage Concepts (Course Code: 240/BBAHM/CC503)

L	T	P	L	T	P		Credits	MARKS				
(Hrs)			Credits					TI	TE	PI	PE	Total
-	-	8	-	-	4		4	-	-	30	70	100

Course Description:

This course helps students understand how food and beverage concepts are shaped by context. It looks at how purpose, location, customer expectations, scale, and business structure influence the design and operation of different F&B formats.

Students learn to study concepts through a structured lens: customer value, positioning, operating logic, and commercial structure. The course also examines how F&B formats evolve with changing markets and customer behaviour.

Course Objectives:

The objective of this course is to

- CO1 Describe how context and customer expectations influence food and beverage concepts.
- CO2 Explain how different service environments shape F&B positioning and format decisions.
- CO3 Analyse the commercial structure and risk logic behind various F&B business models.
- CO4 Apply a structured framework to evaluate contemporary and emerging F&B concepts.

Units (Practical):

Unit 1: Understanding F&B Concepts in Context

- Meaning and components of an F&B concept
- Role of purpose, audience, and environment
- Captive versus open-market settings
- Stakeholders influencing concept decisions
- Positioning and value proposition

Unit 2: Customer Experience and Concept Architecture

- Changing consumer behaviour and expectations
- Menu positioning and perceived value
- Service intensity and operational style
- Experience-driven versus utility-driven formats
- Differentiation in competitive markets

Unit 3: Business and Commercial Models in F&B

- Ownership structures and partnership formats
- Lease and revenue-sharing approaches (conceptual understanding)
- Scale, growth, and expansion choices
- Investment intensity and risk exposure
- Understanding financial structure at a conceptual level

Unit 4: Evolving Concepts and Market Adaptation

- What makes F&B concepts change over time
- Role of technology and changing distribution channels
- How concepts respond to shifts in customer behaviour
- Regulation and compliance considerations
- How to assess new formats using a concept-analysis framework

Suggested Readings

- Cousins, J., O’Gorman, K., & Stierand, M. (2019). *Food and beverage management* (10th ed.). Pearson. ISBN-13: 9781292239408
- Walker, J. R. (2021). *The restaurant: From concept to operation* (9th ed.). Wiley. ISBN-13: 9781119762188
- Davis, B., Lockwood, A., Alcott, P., & Pantelidis, I. (2018). *Food and beverage management* (6th ed.). Routledge. ISBN-13: 9781138228443

Food and Beverage Concepts												
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PS01	PS02	PS03	PS04
CO1	1	2	2	–	1	2	1	–	1	1	1	2
CO2	–	3	2	1	1	3	1	1	1	2	1	3
CO3	1	3	3	1	1	3	–	1	–	3	1	3
CO4	2	3	3	2	1	3	2	2	1	3	1	3

Semester V

Hospitality Innovation Project I (Course Code: TBD by GU)

L	T	P	L	T	P		Credits	MARKS				
(Hrs)			Credits					TI	TE	PI	PE	Total
-	-	8	-	-	4		4	-	-	30	70	100

Course Description:

This course focuses on hands-on product innovation. Students identify everyday needs or gaps and develop tangible products in response. The emphasis is on practical creativity, experimentation, and refinement.

Students ideate, build, test, and improve a physical product such as a packaging solution, beverage concept, flavor combination, material improvement, or small-format functional innovation.

Course Objectives:

The objective of this course is to

- CO1 Identify opportunities for product innovation in everyday contexts.
- CO2 Generate practical product ideas using structured thinking methods.
- CO3 Develop a tangible prototype or functional product concept.
- CO4 Refine the product through feedback and practical testing.

Units (Practical):

Unit 1: Introduction to Innovation in Practice

- Meaning of Innovation
- Types of Product Innovation
- Identifying simple Real-world Problems
- Observing Gaps and Opportunities

Unit 2: Idea Development and Concept Building

- Generating Product Ideas
- Evaluating Practicality and Usability
- Basic Feasibility Considerations
- Concept Refinement

Unit 3: Prototyping and Experimentation

- Building Simple Prototypes
- Testing Functionality

- Material and Design Adjustments
- Iterative Improvement

Unit 4: Product Finalization and Presentation

- Product Testing and Feedback
- Practical Evaluation of Usefulness
- Risk Awareness in Product Innovation
- Structured Presentation of the Final Prototype

Suggested Readings:

- Kelley, T., & Kelley, D. (2014). *Creative confidence: Unleashing the creative potential within us all* (ISBN-13: 9780007592517). HarperCollins Publishers.
- Brown, T. (2019). *Change by design: How design thinking transforms organizations and inspires innovation* (Revised & Updated ed., ISBN-13: 9780062856623). Harper Business.

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

Semester V

Social Media Management (Course Code: TBD by Gurugram University)

L	T	P	L	T	P		Credits	MARKS				
(Hrs)			Credits					TI	TE	PI	PE	Total
-	-	8	-	-	4		4	-	-	30	70	100

Course Description:

The course serves as an introduction to the technical working of social media platforms and broader context of digital economy within which these platforms evolve and operate. Through the course of the semester, the programme participants will understand and analyse the multi-participant nature of social media platforms and how they provide value to each of these groups including platform owners, users and third parties ranging from advertisers to app developers. The course also looks into the mechanisms of the generation of data by platform participants and the use of this data by platform owners, as well as the different types of social media platforms on the basis of functionality.

Course Objectives:

The objective of this course is to

- CO1 Critically appraise the workings of social media platforms with respect to the engagement between various platform participants.
- CO2 Understand and analyse the process by which data is generated on social media platforms and the various methods this data is utilised by platform owners
- CO3 Analyse the different forms of platform monetisation and their applicability to diverse platforms
- CO4 Analyse the impact of emerging technologies including AI and machine learning on social media platforms

Units (Practical):

Unit I: Platform Architecture

- Two- Sided Network Effects
- Four Kinds of Network Effects
- Core Interaction of a Platform
- Three Kinds of Social Media Platforms

Unit II: Launching a Social Media Platform

- Eight Launch Strategies for a Social Media Platform

- Manager and Sponsor Participation
- Developer Participation
- User Participation

Unit III: Platform Monetisation

- Network Effects
- Value Creation and the Challenge of Monetizing Network Effects
- Four Monetization Models
- Measurement Metrics from Start-up to the Growth Phase

Unit IV: Evolution of Social Media Platforms

- Factors determining social media readiness of industries
- The impact of the Internet of Things on the Social Media Ecosystem
- How AI and Machine Learning are shaping Social Media

Suggested Readings:

Parker, G.G., M.W. Van Alstyne and S.P. Choudary Platform revolution. (London: Norton, 2016)

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

Semester V

Hospitality Financial Management (Course Code: TBD by Gurugram University)

L	T	P	L	T	P		Credits	MARKS				
(Hrs)			Credits					TI	TE	PI	PE	Total
-	-	8	-	-	4		4	-	-	30	70	100

Course Description:

In this course, students will examine the role of finance within a business, with a focus on financial concepts and practices including analysis of company resources, types and sources of financing, forecasting and planning methods of the main types of business organizations such as sole proprietors, partnerships, private limited companies, and public limited companies. Students will also identify the risk and return associated with different levels of financial leverage (borrowing) and operational leverage. Additionally, students of BBAHM will learn the main investment appraisal techniques, allowing them to evaluate proposed investments in large projects such as a new restaurant or hotel from a number of financial perspectives.

Course Objectives:

The objective of this course is to

- CO1 Explain core financial management principles, including time value of money and financial decision types.
- CO2 Apply capital budgeting techniques to evaluate hospitality investment proposals.
- CO3 Analyse cost of capital, leverage, and capital structure decisions.
- CO4 Evaluate working capital requirements and financial risk in hospitality operations.

Units (Practical):

Unit I: Nature of Financial Management

- Concepts, Nature, Scope, Function and Objectives of Financial Management.
- Basic Financial Management decisions: Investment decision, Financing decision and Dividend decision.
- Time value of money: Future value of a single amount; Future value of an annuity – Present value of a single amount; Present value of an annuity – multi-period compounding.

Unit II: Capital Budgeting Decisions

- Nature of investment decisions.

- Importance of investment decisions.
- Investment evaluation criteria.
- Capital budgeting process.
- Methods to evaluate investment proposals-Discounting and Non-discounting Cash Flow Criteria.
- Capital rationing.

Unit III: Cost of Capital

- Importance of Cost of capital
- Opportunity Cost
- Determining Components of Cost of Capital: Debt – Equity – Preference Capital and Retained Earnings
- Weighted Average Cost of Capital
- Capital Structure.

Unit IV: Working Capital Management

- Concept, components and need of Working Capital
- Computation of working capital of a company.
- Current Assets Management-Classification and Methods
- Operating Cycle, Cash Cycle
- Cash Management
- Receivables Management
- Inventory Management.

Suggested Readings

- Chandra Prasanna, Financial Management: Theory and Practice, (Ed.9th), McGraw Hill Education, ISBN-10: 9789339222574
- Pandey I.M. Financial Management, (2023) (Ed. 12th), Pearson India Education Services Pvt. Ltd. ISBN 978-93-905-7725-5
- Van Horne, J. & Wachowicz, J. (2008), Fundamentals of Financial Management, (Ed.13th), Financial Times, Prentice Hall, ISBN 978-0-273-71363-0
- Agnes L. Defranco & Thomas W. Lattin (2007) Hospitality Financial Management, John Wiley & Sons, ISBN 13-978-0-471-69216-4
- Titman, S., Keown, A. & Martin, J. (2013), Financial Management: Principles and Applications, (Ed.12th), New York, Pearson Education, ISBN 978-0133423822

Hospitality Financial Management												
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4
CO1	1	3	2	1	1	2	–	–	–	1	–	2
CO2	1	3	3	1	–	3	–	–	–	2	–	3

CO3	1	3	3	1	1	3	-	-	-	2	-	3
CO4	2	3	3	1	2	3	-	-	-	2	1	3

Semester VI

Facilities Design (240/BBAHM/CC601)

L	T	P	L	T	P		Credits	MARKS				
(Hrs)			Credits					TI	TE	PI	PE	Total
-	-	8	-	-	4		4	-	-	30	70	100

Course Description:

Facilities Design examines the planning, technical systems, sustainability integration, and lifecycle management of built environments across hospitality and other service-sector industries. The course analyses how mechanical, electrical, plumbing, HVAC, safety, and digital building systems influence operational efficiency, regulatory compliance, cost structures, and user experience. Emphasizing asset performance, environmental responsibility, and project lifecycle thinking, it equips students to evaluate maintenance strategies, sustainability frameworks, and facility development initiatives within contemporary organizational contexts.

Course Objectives:

The objective of this course is to

- CO1 Apply facilities design principles to evaluate operational efficiency and user experience across service-sector industries.
- CO2 Analyse building systems (MEP, HVAC, BMS, safety infrastructure) and assess their impact on cost, compliance, and performance.
- CO3 Evaluate environmental management systems and sustainability frameworks in improving long-term asset value and regulatory alignment.
- CO4 Develop strategic facility lifecycle plans, including maintenance models, renovation strategies, and commissioning approaches.

Units (Practical):

Unit I: Foundations of Facilities Management

- Scope of Facilities Management Across Industries
- Hard vs Soft Services
- Built Environment and Spatial Planning
- Regulatory and Safety Basics

Unit II: Building Systems and Infrastructure

- Electrical and Power Systems
- Water Supply and Plumbing Systems

- HVAC Systems and Thermal Comfort
- Safety and Building Monitoring Systems

Unit III: Sustainability and Environmental Systems

- Energy Management in Buildings
- Water and Waste Management
- Introduction to Sustainable Buildings
- Indoor Environmental Quality

Unit IV: Facility Operations and Lifecycle Management

- Maintenance Management Approaches
- Technology in Facilities Management
- Facility Planning and Budgeting
- Renovation, Retrofitting and Asset Management

Suggested Readings:

- Bansal, T. (2010). *Hotel facility planning*. Oxford University Press.
- Atkin, B., & Brooks, A. (2021). *Total facility management* (5th ed.). Wiley.
- Stipanuk, D. M. (2015). *Hospitality facilities management and design* (4th ed.). Educational Institute of the American Hotel & Lodging Association.

Facilities Design												
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PS01	PS02	PS03	PS04
CO1	3	-	-	-	1	2	-	-	3	3	2	2
CO2	3	3	3	2	2	1	-	2	-	-	2	3
CO3	3	1	2	-	3	-	1	-	3	3	3	2
CO4	3	3	1	3	2	1	-	2	3	3	2	1

Semester VI

Strategic Management in Hospitality (240/BBAHM/CC602)

L	T	P	L	T	P		Credits	MARKS				
(Hrs)			Credits					TI	TE	PI	PE	Total
2	-	4	2	-	2		4	15	35	15	35	100

Course Description:

Strategic Management in Hospitality examines how organizations establish long-term direction and sustain competitive advantage in dynamic service environments. The course focuses on enterprise-level decision-making and the discipline of aligning purpose, positioning, and resource commitments over time.

While grounded in hospitality and service contexts, the principles explored extend to broader experience-driven enterprises. Students examine how organizations make deliberate strategic choices, manage trade-offs, and adapt to competitive, technological, and institutional change in order to achieve sustained performance.

Course Objectives:

The objective of this course is to

- CO1 Analyze the strategic position of an organization within its competitive and institutional environment.
- CO2 Evaluate organizational resources and capabilities as sources of sustained advantage.
- CO3 Formulate coherent strategic choices regarding positioning, scope, and growth.
- CO4 Assess strategic trade-offs, risks, and long-term performance implications of major organizational decisions.

Units (Theory):

Unit 1: Introduction to Strategic Management

- Meaning and nature of strategy
- Importance of strategy in organizations
- Levels of strategy: corporate, business, and functional
- Strategic intent and vision
- Difference between strategy and operational planning

Unit 2: Competitive Advantage

- Meaning and sources of competitive advantage
- Cost leadership, differentiation, and focus strategies

- Basic industry structure concepts
- Role of trade-offs in strategy

Unit 3: Resources and Capabilities

- Resource-based view of the firm
- Tangible and intangible resources
- Core competencies
- VRIO framework (conceptual understanding)

Unit 4: Corporate Strategy and Control

- Growth strategies: expansion, integration, diversification
- Strategic alliances and partnerships
- Strategy implementation basics
- Strategy evaluation and control mechanisms

Units (Practical):

Unit 1: Industry and Competitive Diagnosis

- Application of industry analysis to real organizations
- Assessment of structural threats and opportunities
- Service-sector competitive mapping

Unit 2: Capability and Strategic Fit Analysis

- Applying VRIO to organisational case studies
- Evaluating sources of sustained advantage
- Diagnosing capability gaps and strategic coherence

Unit 3: Strategic Choice and Trade-Off Evaluation

- Comparative evaluation of growth alternatives
- Resource allocation and prioritisation exercises
- Strategic risk and scenario analysis

Unit 4: Strategic Renewal and Long-Term Performance

- Assessment of corporate direction and evolution
- Ecosystem and partnership analysis
- Strategic performance review and sustainability assessment

Suggested Readings

- Johnson, G., Scholes, K., & Whittington, R. (2020). Exploring strategy: Text and cases (12th ed.). Pearson.
- Grant, R. M. (2022). Contemporary strategy analysis (11th ed.). Wiley.
- Hill, C. W. L., Schilling, M. A., & Jones, G. R. (2023). Strategic management: Theory and cases: An integrated approach (14th ed.). Cengage Learning.
- Porter, M. E. (2008). Competitive strategy: Techniques for analyzing industries and competitors. Free Press. (Original work published 1980)

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

Semester VI

Research Methodology (Course Code: 240/BBAHM/CC603)

L	T	P	L	T	P		Credits	MARKS				
(Hrs)			Credits					TI	TE	PI	PE	Total
2	1	-	2	1	-		3	25	50	-	-	75

Course Description:

The course is an introductory course in research methodology which will help students to understand the relevance of research in the area of hospitality industry. The course gives an overview of the research process, including different research methods, research design, data collection methods, sampling, tools of data analysis, writing of reports and ethical issues involved in research. Business research encompasses the processes of inquiry, investigation, examination, and experimentation. By the end of the course, students will be able to understand the relevance of research in the process of decision making for any business.

Course Objectives:

The objective of this course is to

- CO1 Explain the research process, research paradigms, and types of research in business and hospitality contexts.
- CO2 Formulate a research problem, develop hypotheses, and design an appropriate research framework with relevant variables and measurement scales.
- CO3 Apply suitable research designs, sampling techniques, and basic data analysis methods to address business research questions.
- CO4 Develop a structured research proposal and report demonstrating ethical standards, academic referencing, and logical presentation of findings.

Units (Theory):

Unit 1: Introduction to Research as a Way of Thinking

- Application of Research
- Research Process
- Types of Research
- Research Paradigms

Unit 2: Formulating a Research Problem

- Review of Literature
- Research Problem
- Identifying Variables and Measurement Scale
- Constructing hypotheses

Unit 3: Research Design, Data Collection, Data Analysis

- Selecting a research design
- Data Collecting using primary and secondary sources.
- Selecting a Sample
- Data Analysis

Unit 4: Processing and Displaying Data and Writing a Research Proposal & Research Report

- Processing and Displaying Data
- Writing a Research Report
- Referencing
- Writing a Bibliography
- Developing a Research Project

Suggested Readings:

- Sekaran, Uma & Bougie, Roger (2016) Research Methods for Business: A Skill Building Approach, (7th Ed.), United Kingdom: John Wiley & Sons. ISBN: 978-1119165552
- Kothari, C.R. & Garg, Gaurav (2019) Research Methodology: Methods and Techniques, (4th Ed.), New Age International Publishers. ISBN: 978-9386649225
- Zikmund William G., Babin Barry J., Carr John C., Griffin Mitch (2013) Business Research Methods (9th Ed.), Cengage India Private Limited. ISBN 978-9353503260
- Cooper, Boris, Donald R., Schindler, Pamela S. (2017) Business Research Methods (11th Ed.) McGraw Hill Education. ISBN:978-1259001857

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

Semester VI

Hospitality Cost Management (Course Code: TBD by Gurugram University)

L	T	P	L	T	P		Credits	MARKS				
(Hrs)			Credits					TI	TE	PI	PE	Total
3	1	-	3	1	-		4	30	70	-	-	100

Course Description:

This course is an introduction to the determination, development, and use of internal accounting information needed by managers within the organization. Hospitality Managerial Finance is the field of accounting aimed at providing managers with financial information to help make decisions and maintain effective control of their organisations. The course is designed to benefit all students who will be future users of accounting information.

Course Objectives:

The objective of this course is to

- CO1 Differentiate financial, managerial, and cost accounting concepts and interpret financial ratios to evaluate hospitality business performance.
- CO2 Apply cost classifications and Cost–Volume–Profit (CVP) analysis to support pricing, cost control, and profitability decisions.
- CO3 Prepare operating budgets and perform variance analysis to assess managerial performance and operational efficiency.
- CO4 Evaluate cost information to support managerial decision-making and operational efficiency in hospitality organizations.

Units (Theory):

Unit I: Introduction To Managerial Accounting

- Difference between Financial Accounting, Managerial Accounting and Cost Accounting
- Financial Ratio Analysis - Liquidity ratios - Solvency ratios - Profitability ratios - Activity ratios
- Gross margin, difference between operating and net income

Unit II: Cost Terminologies And Cost Volume Profit Analysis

- Prime costs and Period costs
- Fixed costs, Semi Variable costs, and Variable costs

- Direct costs and Indirect costs
- Opportunity costs, Sunk costs and Relevant costs
- Cost-Volume-Profit Analysis: Contribution margin ratio – Breakeven Chart.

Unit III: Operating Budget And Variance Analysis

- Introduction to operating budgets
- Types of budgets
- Factors affecting budgeting process
- Variance Analysis.

Unit IV: Financial Statement Analysis

- Statement in comparative and common-size form
- Ratio Analysis- Liquidity, Asset Managements, Debt Management, Profitability, Market Performance

Suggested Readings

- Khan M.Y., Jain P.K. (2021) Management Accounting, (Ed. 8th), Noida, India, McGraw Hill Education (India) Ltd. ISBN: 978-9354600395.
- Jagels, M. G. (2006), Hospitality Management Accounting, (Ed. 9th), New York, USA, John Wiley. ISBN: 978-0-471-68789-4.
- Balakrishnan, S.R., Sprinkle, G.(2014), Managerial Accounting, New York, USA, John Wiley. ISBN:978-11183853-8.

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

Semester VI

Hospitality Innovation Project 2 (Course Code: TBD by Gurugram University)

L	T	P	L	T	P		Credits	MARKS				
(Hrs)			Credits					TI	TE	PI	PE	Total
-	-	6	-	-	3		3	-	-	25	50	75

Course Description:

This course focuses on improving existing products, processes, or systems. Students examine how value can be created through efficiency, sustainability, cost reduction, or productivity enhancement.

The emphasis is on practical problem-solving within real or simulated environments. Students identify inefficiencies and propose structured improvement innovations with measurable impact.

Course Objectives:

The objective of this course is to

- CO1 Identify inefficiencies or value gaps within existing systems.
- CO2 Analyze areas where improvement or redesign is required.
- CO3 Develop a structured improvement innovation proposal.
- CO4 Demonstrate measurable value creation through practical innovation.

Units (Practical):

Unit 1: Innovation for Improvement

- Meaning of Improvement Innovation
- Incremental versus Breakthrough Change
- Identifying Inefficiencies
- Observing Operational Gaps

Unit 2: Waste Reduction and Productivity

- Types of Waste
- Improving Efficiency

- Simplifying Workflows
- Measuring Improvement Impact

Unit 3: Sustainability and Responsible Innovation

- Resource Efficiency
- Reducing Environmental Impact
- Responsible Operational Practices
- Long-term Improvement Thinking

Unit 4: Implementation and Value Demonstration

- Practical Feasibility
- Risk Awareness
- Implementation Planning
- Structured Presentation of Improvement Outcomes

Suggested Readings:

- Christensen, C. M. (2024). The innovator's dilemma: When new technologies cause great firms to fail (with a new foreword by Marc Benioff). Harvard Business Review Press. ISBN-13: 9781647826765.
- Govindarajan, V., Trimble, C., & Nooyi, I. (2012). *Reverse innovation: Create far from home, win everywhere*. Harvard Business Review Press. ISBN-13: 9781422157640.

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

Semester VI

Hospitality Entrepreneurship (Course Code: TBD by Gurugram University)

L	T	P	L	T	P		Credits	MARKS				
(Hrs)			Credits					TI	TE	PI	PE	Total
-	-	8	-	-	4		4	-	-	30	70	100

Course Description:

This course builds on Business Canvas and focuses on venture feasibility, execution readiness, and responsible entrepreneurial decision-making. It examines how opportunities are evaluated, structured for launch, financed, and governed across different venture contexts including small businesses, family enterprises, hospitality ventures, and new entrepreneurial initiatives. Students develop the ability to assess market attractiveness, competitive positioning, capital requirements, operational planning, and risk exposure. The course emphasises disciplined opportunity evaluation and structured preparation for venture initiation, while introducing ethical and governance considerations relevant to entrepreneurial leadership.

Course Objectives:

The objective of this course is to

- CO1 Analyze the feasibility of a venture using market, competitive, and operational reasoning.
- CO2 Develop a structured market entry approach suitable for an entrepreneurial venture.
- CO3 Prepare a foundational financial outline including pricing logic, cost drivers, and capital considerations.
- CO4 Assess governance, ethical, and operational risks associated with venture execution.

Units (Practical):

Unit 1: Opportunity Evaluation and Feasibility

- Opportunity Screening and Evaluation Criteria
- Market Attractiveness and Competitive Context
- Resource Requirements and Capability Assessment
- Risk Identification and Assumption Validation

Unit 2: Market Entry and Competitive Positioning

- Target Segment Selection
- Positioning Logic

- Channel Strategies
- Pricing Approaches and Value Communication

Unit 3: Financial Foundations for Entrepreneurs

- Cost Structures and Unit Economics
- Break-even Logic
- Cash Flow Awareness
- Capital Structure and Funding Lifecycle Overview

Unit 4: Venture Execution and Governance

- Operational Planning and Milestone Design
- Performance Indicators
- Legal and Regulatory Awareness
- Ethical Responsibility and Founder Governance
- Entrepreneurial Leadership in SMEs and Service Ventures

Suggested Reading:

- Barringer, B. R., & Ireland, R. D. (2018). *Entrepreneurship: Successfully launching new ventures* (5th ed.). Pearson. ISBN-13: 9780134729534
- Byers, T. H., Dorf, R. C., & Nelson, A. J. (2020). *Technology ventures: From idea to enterprise* (4th ed.). McGraw Hill. ISBN-13: 9781259872976
- Ries, E. (2011). *The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses*. Crown Business. ISBN-13: 9780307887894
- Blank, S., & Dorf, B. (2020). *The startup owner's manual: The step-by-step guide for building a great company* (K&S Ranch Press edition). K&S Ranch. ISBN-13: 9780984999309

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

Semester VI

Global Economic Dynamics (Course Code: TBD by Gurugram University)

L	T	P	L	T	P		Credits	MARKS				
(Hrs)			Credits					TI	TE	PI	PE	Total
-	-	8	-	-	4		4	-	-	30	70	100

Course Description:

This course aims to introduce the students to the basic concepts of Macroeconomics relating to consumption, production, income generation in an economy. Macroeconomics deals with functioning of the economy as a whole, including how the economy's total output a goods and services and employment of resources is determined and what causes these totals to fluctuate This paper has been designed to make the undergraduate students of Hospitality Management aware of the basic theoretical framework underlying the field of macroeconomics and help them to understand the functioning of modern economic system.

Course Objectives:

The objective of this course is to

- CO1 Explain core macroeconomic concepts including national income accounting, circular flow, and income determination models
- CO2 Analyse the impact of monetary and fiscal policies on inflation, employment, and economic stability
- CO3 Evaluate macroeconomic fluctuations and their implications for business decision-making in the hospitality sector
- CO4 Assess the role of international economic institutions in shaping global economic governance and development

Units (Practical):

Unit 1: Introduction to Macroeconomics and National Income Accounting

- Nature and scope of macroeconomics.
- Circular flow of income.
- National income accounting– alternative concepts and the measures, income and their interrelationship, stock and flow variables.

Unit 2: Theory of Income Determination

- Simple Keynesian Model of Income Determination, Consumption Function-MPC and APC, Investment Multiplier.

- Changes in Equilibrium, Paradox of Thrift.

Unit 3: Money, Interest, Inflation and Monetary Policy

- Meaning and nature of money, primary and secondary functions of money.
- Credit Creation Process and Money Multiplier.
- Tools of Monetary Policy-types, causes, effects and control measures.
- Promotional and Regulatory role of central bank.
- Inflation, Phillips Curve: short run and long run analysis.

Unit 4: Fiscal Policy and Role of International Organizations

- Nature of fiscal policy, fiscal deficits, basic issues in fiscal deficit management, nature and management of public debt; business taxes – types, rationale, and incidence.
- Evaluate the role of major international organisations impacting worldwide economic policy and development such as the World Bank, OECD, the IMF and the WTO – the functions of these international organisations.

Suggested Readings:

- Frank, R. & Bernanke, B. (2007), *Principles of Macro Economics*, 3rd edition, McGraw Hill, London, ISBN 978-007333673-2
- Mankiw, N. (2006), *Macroeconomics*, Worth Publishers, New York, ISBN 978-0230-22492-6
- Dornbusch, R. & Fischer, S (2018), *Macroeconomics*, 12th Edition, McGraw Hill Education, ISBN 978-9353162597
- Miller, R. & Benjamin, D. (2007), *Economics For Macro Issues*, 3rd Edition, Addison Wesley, UK, ISBN 978-032141659-9
- Moss, D. (2007), *Concise Guide to Macroeconomics: What Managers, Executives, and Students Need to Know*, Harvard University Press, Boston, ISBN 978-142210179-7

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

