

NEP and Learning Outcomes based Curriculum Framework (LOCF)

For

**Postgraduate Programme
Master of Business Administration (Hospitality Management)
(Applicable from the Academic Session 2022-23)**



**Department of Management, Gurugram University, Gurugram
(A State Govt. University Established Under Haryana Act 17 of 2017)**

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1. About The Department

Established in 2018, the Department of Management aims at developing global citizens of tomorrow through research, innovation, life skills, technical skills, and ethical training. The Department focuses on the education ecosystem through enshrined core values of intellectual excellence, collegiality, diversity, and integrity. As of today, it offers two-year full time MBA (General), MBA(Integrated), MBA (Hospitality Management), Post graduate diploma in Data Analytics, Post Graduate Diploma in digital Marketing and Ph.D. programme from the University campus. The courses offer a unique and inspirational academic model designed to match the international standards. A wide spectrum of programs is paired with flexibility, experiential learning, and interdisciplinary orientation. The Department has a dynamic academic fraternity drawn from top universities nationally and internationally. The Department is the epitome of excellence and has created dynamic industry leaders and aspires to develop into a destination of choice for future managers. Department attracts a great diversity of students who have the drive, confidence, and a burning desire to advance the progress for business and society. Students here get the platform to train themselves with a view to face the challenges of the corporate world with confidence. Special emphasis is given to their holistic development through a healthy and collaborative learning environment. An integrated approach that combines field work, case studies, presentations and group discussions is followed by the department to inculcate pedagogical and conceptual knowledge along with practical exposure of management concepts and theories in students.

2. Programme Outcomes

Programme Outcomes (PO) of Post Graduate Programmes/Courses in the Faculty of Commerce and Management, Gurugram University, Gurugram are as under:

PO1	Self-Directed Learning: Develop the ability to work independently as well as effectively in the changing environment.
PO2	Problem Solving: Visualize, conceptualize, articulate and solve complex problems through experimentation and observation using theoretical framework of social science disciplines.
PO3	Critical Thinking and Scientific Enquiry: Critically analyse everyday problems faced by the society, evaluate specific policy proposals, compare arguments with different conclusions to a specific societal issue and assess the role played by assumptions in such arguments. Develop the capability of defining problems, formulate hypothesis, collect relevant data, develop empirical evidence and interpret the results of such analyses.
PO4	Usage of Analytical Tools: Develop the ability to apply appropriate quantitative/qualitative used in social science disciplines along with ICT, softwares etc.
PO5	Specialization and Employability: Develop deeper understanding, creativity, originality, and critical skills in chosen specialized areas of social science disciplines leading to employability.
PO6	Life Skills: Articulate and apply ethics, values and ideals that demonstrate awareness of current societal challenges leading to better quality of life.
PO7	Leadership: Build skills to work as part of a team and lead others, setting directions and formulating inspiring vision.
PO8	Communication: Communicate conclusions, interpretations and implications clearly, concisely and effectively, both orally and in writing for different types of audiences.

3. Programme Specific Outcomes (PSOs)

The MBA (Hospitality Management) is a highly prominent management programme of modern times and prepares the participants for taking up middle and top-level challenging executive assignments in private and public sectors. Accordingly, they are imparted adequate conceptual knowledge and practical training in various functional areas of hospitality management i.e., Finance, Marketing, Organizational Behaviour and Human Resource Management and supply chain management. MBA (Hospitality Management) programme is two years programme divided into four semesters. The programme is aimed at following outcomes:

PSO1	Business Environment and Domain Knowledge (BEDK): Economic, legal and social environment of Indian business. Graduates are able to improve their awareness and knowledge about functioning of local and global business environment and society. This helps in recognizing the functioning of businesses, identifying potential business opportunities, involvement of business enterprises and exploring the entrepreneurial opportunities.
PSO2	Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI): Competencies in quantitative and qualitative techniques. Graduates are expected to develop skills on analyzing the business data, application of relevant analysis, and problem solving in other functional areas such as marketing, business strategy and human resources.
PSO3	Global Exposure and Cross-Cultural Understanding (GECCU): Demonstrate a global outlook with the ability to identify aspects of the global business and Cross-Cultural Understanding
PSO4	Social Responsiveness and Ethics (SRE): Developing responsiveness to contextual social issues/ problems and exploring solutions, understanding business ethics and resolving ethical

	dilemmas. Graduates are expected to identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making. Demonstrate awareness of ethical issues and on distinguish ethical and unethical behaviors.
PSO5	Effective Communication (EC): Usage of various forms of business communication, supported by effective use of appropriate technology, logical reasoning, articulation of ideas Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on).
PSO6	Leadership and Teamwork (LT): Understanding leadership roles at various levels of the organization and leading teams. Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.

4. Postgraduate Attributes

- **Disciplinary Knowledge**
- **Creative and Critical Thinking**
- **Reflective Thinking**
- **Problem Solving**
- **Analytical Reasoning**
- **Communication Skills**
- **Research Skills**
- **Life Skills**
- **Multicultural Competence**
- **Moral and Ethical Values**
- **Life-long Learning**
- **Global Competence**

5. Qualification Descriptors

- Students shall be admitted to a two-year programme with the second year devoted entirely to specialization for those who have completed the three-year Bachelor's programme
- Students completing a four-year Bachelor's programme with Honours, may be admitted to a one-year Master's programme.
- A programme of study leading to the MBA degree is open to those who have met the entrance requirements, including specified levels of attainment, in the programme admission regulations. Admission to a programme of study is based on the evaluation of documentary evidence (including the academic record) of the applicant's ability to undertake MBA study.

6. Scheme of Programme

MBA (Hospitality Management)- a four-semester postgraduate programme is of 94 credits; weightage consisting of Core Courses (CC), Skill Enhancement Courses (SEC), Ability Enhancement Courses (AEC), Value Addition Courses (VAC), Discipline Specific Elective Courses (DSEC), and General Elective Courses (GEC).

Course and Credit Scheme

Semester	Core Courses (CC)		Skill Enhancement Courses (SEC)		Ability Enhancement Courses (AEC)		Value Addition Courses (VAC)		General Elective Courses (GEC)		Discipline Specific Elective Courses (DSEC)		Total Credits
	No. of Courses	Total Credits	No. of Courses	Total Credits	No. of Courses	Total Credits	No. of Courses	Total Credits	No. of Courses	Total Credits	No. of Courses	Total Credits	
I	4	14	3	10	-	-	1	2	-	-	-	-	26
II	2	7	3	11	2	6	-	-	1	2	-	-	26
III	-	-	1	20	-	-	-	-	-	-	-	-	20
IV	2	7	1	6	-	-	-	-	-	-	3	9	22
Total	Core Credits	28	Skill Enhancement Credits	47	Ability Enhancement Courses (AEC)	6	Value Addition Courses (VAC)	2	General Elective Courses (GEC)	2	Discipline Specific Elective Courses (DSEC)	9	94
%age	Core Credits	31	Skill Enhancement Credits	50	Ability Enhancement Courses (AEC)	6	Value Addition Courses (VAC)	2	General Elective Courses (GEC)	2	Discipline Specific Elective Courses (DSEC)	9	100

7. Learning Outcome Index									
Semester	PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
	Course No. ↓								
1st	221MHMCC1	✓	✓	✓				✓	
	221MHMCC2	✓	✓	✓					✓
	221MHMCC3			✓	✓		✓		✓
	221MHMCC4		✓		✓	✓	✓		
	221MHMSEC1				✓	✓		✓	
	221MHMSEC2	✓	✓					✓	
	221MHMSEC3	✓		✓			✓		
2nd	221MHMVAC1	✓				✓			✓
	222MHMCC1		✓				✓	✓	
	222MHMCC2			✓	✓		✓	✓	
	222MHMAEC1							✓	
	222MHMAEC2			✓	✓			✓	
	222MHMSEC1	✓	✓		✓			✓	
	222MHMSEC2	✓	✓						
	222MHMSEC3	✓							
3rd	222MGGEC1	✓			✓				
	223MHMSEC1	✓	✓	✓	✓	✓	✓	✓	✓
4th	224MHMCC1		✓		✓			✓	
	224MHMCC2	✓	✓			✓		✓	
	224MHMSEC1	✓		✓			✓		
	224MHMEC1	✓		✓	✓			✓	✓
	224MHMEC2		✓					✓	✓
	224MHMEC3	✓	✓		✓		✓	✓	
	224MHMEC4	✓		✓		✓	✓	✓	✓
	224MHMEC5	✓							
	224MHMEC6	✓	✓		✓		✓	✓	
224MHMEC7	✓	✓					✓		
224MHMEC8		✓					✓	✓	

8. Course Outcomes and Mapping Matrix:

- Each Course of the MBA Programme results in few Course/Learning Outcomes (COs) which are broadly mapped or associated with POs as well as PSOs.
- Mapping is a process of representing the correlation between COs and POs, COs and PSOs in the scale of 1 to 3 as follows.

Scale of Mapping between COs and POs & COs and PSOs

Scale 1	If the contents of course have low correlation (i.e. in agreement with the particular PO to a small extent) with the particular Programme outcome.
Scale 2	If the contents of course have medium correlation (i.e. in agreement with the particular PO to a reasonable extent) with the particular Programme outcome.
Scale 3	If the contents of course have strong correlation (i.e. in agreement with the particular PO to a large extent) with the particular Programme outcome

First Year First Semester (Total Credits: 26, Marks -750)

Course Code	Course Title	External Marks	Internal Assessment Marks	External /	Total Marks	Credit (L-T-P)
		(Theory)	Assignment / Cases / Workshop / Practical	Practical Marks		
Core Course(s)						
221MHMCC1	Principles of Management (Blended Learning Mode)	70	30	-	100	3-0-0
221MHMCC2	Principles of Marketing OR Equivalent MOOC Course**	70	30	-	100	4-0-0
221MHMCC3	Introduction to Finance OR Equivalent MOOC Course**	70	30	-	100	4-0-0
221MHMCC4	Introduction to Human Resource Management (Blended Learning Mode)	70	30	-	100	3-0-0
Skill Enhancement Course(s)						
221MHMSEC1	Introduction of Hospitality Business	70	30	-	100	3-0-0
221MHMSEC2	Tourism Economics	70	30	-	100	4-0-0
221MHMSEC3	Accommodation Management	70	30	-	100	3-0-0
Value Addition Course(s)						
221MHMVAC1	Management Lessons Through Ancient Wisdom (Blended Learning Mode) OR Equivalent MOOC Course**	-	-	-	50	2-0-0
**Each student is required to opt one course from MOOC for equivalent credits. The student is required to submit the passing certificate of the same to the department.						
Total					750	26

Notes:

1. It is mandatory to teach at least two cases per subject per semester.
2. Spreadsheet is the recommended software for doing basic calculations in subjects applicable, hence shall be used for teaching, practice, problem solving and assignments during all the four semesters.
3. The duration of all the end term theory examinations shall be 3 hours

First Year Second Semester (Total Credits: 26, Marks - 750)

Course Code	Course Title	External Marks	Internal Assessment Marks	External/	Total Marks	Credit (L-T-P)
		(Theory)	Assignment/Cases/ Workshop/Practical	Practical Marks		
Core Course(s)						
222MHMCC1	Financial Management OR Equivalent MOOC Course**	70	30	-	100	4-0-0
222MHMCC2	Consumer Behaviour (Blended Learning Mode)	70	30	-	100	3-0-0
Ability Enhancement Course(s)						
222MHMAEC1	Managing and Developing People (Blended Learning Mode)	70	30	-	100	3-0-0
222MHMAEC2	Management Communication OR Equivalent MOOC Course**	70	30	-	100	3-0-0
**Each student is required to opt one course from MOOC for equivalent credits. The student is required to submit the passing certificate of the same to the department.						
Skill Enhancement Course(s)						
222MHMSEC1	Front Office Management	70	30	-	100	3-0-0
222MHMSEC2	Analytics and Research Skills for Business	70	30	-	100	4-0-0
222MHMSEC3	F & B Management	70	30	-	100	4-0-0
General Elective Course						
222MGGEC1	General /Open Elective *	35	15	-	50	2-0-0
*Each student is required to opt one course from the pool of Open Elective Courses provided by the University, excluding the Open Elective Courses offered by Department of Management.						
Total					750	26

Notes:

1. It is mandatory to teach at least two cases per subject per semester.
2. Spreadsheet is the recommended software for doing basic calculations in subjects applicable; hence shall be used for teaching, practice, problem solving and assignments during all the four semesters.
3. The duration of all the end term theory examinations shall be 3 hours

Exit Policy: For MBA (Hospitality Management) programme, there shall only be one exit point that is, at the end of the first year of the MBA programme after successful earning of 52 credits of First and Second semesters. Students who exit after the first year shall be awarded the Post-Graduate Diploma in Hospitality Management.

Summer Training: At the end of second semester, all the students will have to undergo summer training of 20 weeks with an industrial, business or service organization. The condition of successfully completing the programme shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of faculty from the department the department. Each student will be required to submit a summer training report to the department for the work undertaken for evaluation at the end of the Second semester. Internal evaluation of 350 marks will be based on seminar presentation before the committee of three members constituted by Dean of the Department and remaining 400 marks will be awarded by external examiner after evaluation of summer training report.

MBA 2 Year: 3rd Semester (Total Credits: 20, Marks -750)

Course Code	Course Title	External Marks	Internal Assessment Marks / Workshop / Practical	External / Practical Marks	Total Marks	Credit (L-T-P)
		(Theory)				
Skill Enhancement Course						
223MHMSEC1	Operational Internship (20 Weeks)	-	-	-	750	0-0-20
Total					750	20

MBA 2 Year: 4th Semester (Total Credits: 22, Marks - 700)

Course Code	Course Title	External Marks	Internal Assessment Marks / Assignment/Cases/Workshop/Practical	External / Practical Marks	Total Marks	Credit (L-T-P)
		(Theory)				
Core Courses						
224MHMCC1	Service Marketing (Blended Learning Mode)	70	30	-	100	4-0-0
224MHMCC2	Strategic Management OR Equivalent MOOC Course**	70	30	-	100	3-0-0
**Each student is required to opt one course from MOOC for equivalent credits. The student is required to submit the passing certificate of the same to the department.						
Skill Enhancement Course						
224MHMSEC1	Hospitality Entrepreneurship (Project) (Blended Learning Mode)	-	-	200	200	0-6-0
Electives Courses (Choose Any Three from The List)						
224MHMEC1	Digital Marketing	70	30	-	100	3-0-0
224MHMEC2	Innovation & Change Management (Project)	70	30	-	100	3-0-0
224MHMEC3	Resort & Destination Management	70	30	-	100	3-0-0
224MHMEC4	Hospitality Development & Asset Management	70	30	-	100	3-0-0
224MHMEC5	Hospitality Trends & Issues	70	30	-	100	3-0-0
224MHMEC6	Sustainability and the Environment (Project)	70	30	-	100	3-0-0
224MHMEC7	Revenue Management	70	30	-	100	3-0-0
224MHMEC8	Corporate Finance	70	30	-	100	3-0-0
Total					700	22

Notes:

1. After completing 3rd Semester, students are required to choose any three electives from the given list. There must be at least 10 students having opted that specialization.
2. After completing 3rd Semester, students are required to finalize the topic of Hospitality Entrepreneurship (Project) 224MHMSEC1 under the guidance of Supervisor from the department.
3. It is mandatory to teach at least two cases per subject per semester.
4. Spreadsheet is the recommended software for doing basic calculations in subjects applicable, hence shall be used for teaching, practice, problem solving and assignments during all the four semesters.
5. The duration of all the end term theory examinations shall be 3 hours

Instructions for External Examiner: The theory question paper shall be divided in two sections. Section 'A' shall comprise of seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.

Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. All questions will carry equal marks.

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation (CP) And Individual Assessment	10
2	Assessment 2: Mid Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP) / Group Project (GP) / Role Play / Live Projects / Simulation / Worksheet Assessment	10
	Internal Assessment (IA) (1+2+3)	30 (30%)
	End-Term Examination (EE)	70 (70%)
	Total Marks (IA+EE)	100

****Massive Open Online Courses (MOOCs)**

Study Webs of Active Learning for Young Aspiring Minds (SWAYAM: www.swayam.gov.in) is India's national Massive Open Online Course (MOOC) platform, designed to achieve the three cardinal principles of India's Education Policy: access, equity, and quality. The University Grants Commission (Credit Framework for Online Learning Courses through Study Webs of Active Learning for Young Aspiring Minds) Regulations, 2021 have been notified in the Gazette of India, which now facilitates an institution to allow up to 40 per cent of the total courses being offered in a particular programme in a semester through the online learning courses offered through the SWAYAM platform. The department of Management, Gurugram University has adopted SWAYAM Courses for the benefit of the students. A student will have the option to earn credit by completing quality-assured MOOC programmes offered on the SWAYAM portal or any other online educational platform of repute, after seeking approval from the department.

Summary of Credits

Semester	Credits
First Semester	26
Second Semester	26
Third Semester	20
Fourth Semester	22
Total Credits	94 credits

Note: A student will earn Master of Business Administration (Hospitality Management), a post graduate degree after successfully completing 94 credits.

MBA (Hospitality Management): YEAR 1, BOOT CAMP

Module No.	Subject	Periods			Evaluation Scheme			
		L	T	P	Internal Assessment			Total Internal Assessment
					TA	CA	Class Test	
MBAHM001	Business Communication	2	0	0	20	10	20	50
MBAHM002	Decision Making Using Spreadsheets	2	0	1	20	10	20	50
MBAHM003	Introduction of Hospitality Operations	2	0	1	20	10	20	50
Total								150

Note. There are no end term Exam for Boot camp subjects. The internal assessment will be conducted for these subjects. Credits of Boot Camp will not be added in the degree/diploma.

**Business Communication (Year 1: BOOT CAMP)
MBAHM001**

L-T-P
3-0-0

Internal: 50

Type of Course:

Core Courses	Boot Camp Course	Ability Enhancement Courses	Skill Enhancement Course	Value Addition Course
	✓			

Introduction to the Course:

The aim of this course is to equip students with the necessary communication skills needed in professional contexts and equip them with written and oral communication skills used within the tourism and hospitality industry are the main focus points, with emphasis on language, vocabulary and register.

Course Outcomes:

CO1: Express ideas clearly and succinctly in a variety of business formats appropriate to different workplace contexts.

CO2: Exhibit collaborative communication skills and strategies within a range of professional settings.

CO3: Exhibit collaborative communication skills and strategies within a range of registers.

CO4: Demonstrate self-reflection in professional contexts.

Detailed Syllabus:

UNIT I

Communication for Business:

Role of Communication in Business, Importance of Communication Skills - 7 Cs of Good Communication, Barriers to Communication, Listening Effectively, Personal Discussion, Verbal Communication: Formally accepted Global English.

UNIT II

Introduction - Formal vs Informal Oral Communication - Advantages and Disadvantages of Oral Communication - Importance of Listening - Professional cover e-mail basics - Portfolio Assessment, attaching documents - Persuasive and impactful writing - Punctuation - Common Idioms and Phrases - Abbreviations and Acronyms

UNIT III

Making Effective Presentations, Elevator Pitch, Developing Interview Skills, Sharing and Receiving Feedback, Dealing with Difficult Situations: Conflict Management with team and customers

UNIT IV

Introduction - Self Reflection on personal and professional growth. Communicating across Diversity, Concept, and key principles of networking.

SUGGESTED READINGS:

- BEEBE, S. A. & BEEBE, J. B. (2005), Public Speaking: An Audience-Centred Approach, 6th edition. Allyn and Bacon, USA, ISBN 0-20544-983-2
- Jim Holtje: The Power of Storytelling: Captivate, Convince, or Convert Any Business Audience Using Stories from Top CEOs
- 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

Decision Making Using Spreadsheets (Year 1: BOOT CAMP)
MBAHM002

L-T-P
3-0-0

Internal: 50

Type of Course:

Core Courses	Boot Camp Course	Ability Enhancement Courses	Skill Enhancement Course	Value Addition Course
	✓			

Introduction to the Course:

This course aims to provide students with a sound conceptual understanding of the role that management science plays in decision-making process. This course is applications oriented and continues to use the problem-scenario approach using spreadsheets.

Course Outcomes:

On completion of this course, the students will be able

CO1: To work efficiently with spreadsheets data

CO2: To use functions and formulae for analysis of spreadsheet data and protect the data.

CO3: To analyse financial data and Decision modelling.

CO4: Allocation of resources and inventory analysis using spreadsheet

Detailed Syllabus:**UNIT I**

Understanding Workbooks and Worksheets

Creating worksheets and workbook, Inserting and deleting worksheets, copying a worksheet, renaming a worksheet. Moving or copying a sheet to another workbook, changing worksheet tab colors, Grouping worksheets, SELECTING RANGES, Exploring data entry and editing techniques. Entering data with autofill. Working with dates and times, Using undo and redo, Adding Comments, Formatting, Saving & Protecting Worksheets

UNIT II

Formulas and Functions, Introduction to inventory, safety stock and lead time, Modeling of inventory, Analysis of inventory by spreadsheets, Introduction to type of decision making, Decision making under Risk

UNIT III

Introduction to financial Parameters, Financial calculations using Microsoft Excel, Introduction to Multi-objective Optimization

UNIT IV

Introduction to inventory, safety stock and lead time, Modeling of inventory, Analysis of inventory by spreadsheets, Introduction to type of decision making, Decision making under Risk, Vehicle Routing Problem, Introduction to AHP, AHP Implementation.

SUGGESTED READINGS:

- Ramesh Bangia (2013) Learning Microsoft Excel 2010
- J.K Sharma (2009) Operations Research Theory and Applications 4th edition

Introduction of Hospitality Operations (Year 1: BOOT CAMP)
MBAHM003

L-T-P
3-0-0

Internal: 50

Type of Course:

Core Courses	Boot Camp Course	Ability Enhancement Courses	Skill Enhancement Course	Value Addition Course
	✓			

Introduction to the Course:

This course will provide a comprehensive overview of the various facets of the Hospitality industry and the economic impact of each component with emphasis on hotel and food & beverage operations. This foundational course will cover the nature of services as it relates to tourism, accommodations, food & beverage and recreation. Students will research and explore key industry brands.

Course Outcomes:

CO1: To understand about the Front Office Operations

CO2: To understand the House keeping Operations

CO3: To understand the management process in food and beverage operations including organization, marketing, menus, costs and pricing, production, service, and safety.

CO4: To understand the issues and practices as well as employment laws that have an impact on the way people are managed in hotels and restaurants

Detailed Syllabus:

UNIT I

Introduction to Front Office Operations

Front Office Department - Sections, Functions & Responsibilities, Organizational Chart of Front Office, Co-ordination with other Departments, Guest Cycle.

UNIT II

Introduction to Housekeeping Operations

HK department-Organization Structure, Duties & Responsibilities, Layout, Co-ordination with other departments. Guest Room -Types & Status of Guest Rooms, Guest Room Beds, Cleaning Guest Rooms-Introduction, Guest Room Inspection, Handling Guests with special needs.

UNIT III

Introduction to F&B Service

F&B - Organization Structure, Duties & Responsibilities, Origin of the menu, types of menus & objectives of menu planning, understand food and beverage service stages. Understand the function of control system, Types of F&B outlets.

UNIT IV

Introduction to F&B Production

Culinary Organization Structure, Duties & Responsibilities. Introduction to cookery - Culinary history and Origin of cooking - Organization and layout - Classical kitchen brigade vs Modern kitchen brigade.

SUGGESTED READINGS:

- Jones, Peter; Introduction to Hospitality Operations: An Indispensable Guide to the Industry, Cengage Learning EMEA; 2nd edition (19 December 2002)
- Dennis R. Reynolds, Imran Rahman, Clayton W. Barrows, Introduction to Hospitality Management, 1st Edition, WILEY (2021) ISBN: 978-1-119-68884-6

**Detailed Syllabus
First Semester
Principals of Management (Blended Learning Mode)
221MHMCC1**

L-T-P
3-0-0

External: 70
Internal: 30
Time Allowed: 3 Hrs.

Type of Course: Core Course

Core Courses	General Elective Course	Ability Enhancement Courses	Skill Enhancement Course	Value Addition Course
✓				

Introduction to the Course:

The objective of this course is to familiarize students with basic management concepts and behavioural process in organization.

Course Outcomes:

After completing the course, students would be able to:

- CO1: Recall the concepts of management process and different required managerial skills.
- CO2: Analyze the different managerial functions in organisation.
- CO3: Analyze the behaviour of individuals and groups in organizations understand the implications of organizational behaviour on the process of management.
- CO4: Explain the organizational culture and describe group processes, Conflict and Stress Management.

Detailed Syllabus:

UNIT I

Introduction to Management: Meaning, nature and scope of management; Evolution of management thoughts: School of management thoughts, Approaches to management; Managerial skills: Managerial functions; Social Responsibility of managers and business; Challenges before modern managers.

UNIT II

Managerial functions: Planning, Decision Making, Management by Objectives; Organizing, Organizational Design, Organizational Structure, Authority and Responsibility, Power, Decentralization; Staffing; Directing, Leading, Motivating, communicating; Controlling; Co-ordinating.

UNIT III

Organizational Behavior: concepts, determinants, challenges, and opportunities of OB; contributing disciplines to the OB; Organizational culture and climate, Impact of organizational structure on OB; Understanding and managing individual behavior: Personality; Perception; Values; Attitudes; Learning.

Unit IV

Understanding and managing group processes: Interpersonal and Group Dynamics; Understanding Self; Transactional Analysis; Applications of Emotional Intelligence in organizations; Conflict Management; Stress Management.

SUGGESTED READINGS:

1. Koontz and Wehrick. H., Management, Tata McGraw Hill, New Delhi.
2. Robbins, Aggarwal and Madhu Shree, Fundamentals of Management, Pearson Education, New Delhi.

3. Robbins, Judge and Vohra, Organizational Behaviour, Pearson Education, New Delhi.
4. Stoner, Freeman and Gilbert, Management, Pearson Education, New Delhi.

Note: The duration of all the end term theory examinations shall be 3 hours

Instructions for External Examiner: The question paper shall be divided in two sections as follows:

Section A	Seven (7) short answer type questions from whole of the syllabus carrying two marks each This section will be compulsory	7*2=14 marks
Section B	8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit.	14*4= 56 marks
Total Marks		70 marks

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation (CP) And Individual Assessment	10
2	Assessment 2: Mid Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP) / Group Project (GP) / Role Play / Live Projects/ Simulation / Worksheet Assessment	10
Internal Assessment (IA) (1+2+3)		30 (30%)
End-Term Examination (EE)		70 (70%)
Total Marks (IA+EE)		100

Mapping Matrix of Course: 221MHMCCI

Table 1: CO-PO Matrix for the Course 221MHMCCI

COURSE OUTCOMES	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	2	3	3	2	3
CO2	3	3	2	2	2	3	3	3
CO3	2	2	3	3	3	3	2	2
CO4	3	3	3	3	3	3	3	2
Average	2.75	2.75	2.75	2.5	2.75	3	2.5	2.5

Table 2: CO-PSO Matrix for the Course 221MHMCCI

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	3	3	2	3	3
CO2	2	3	2	3	3	3
CO3	2	2	3	3	3	3
CO4	3	3	3	3	3	3
Average	2.5	2.75	2.75	2.75	3	3

Principles of Marketing
PAPER CODE: 221MHMCC2

L-T-P
4-0-0

External Marks: 70
Internal Marks: 30

Time Allowed: 3 Hours

Type of Course: Core Course

Core Courses	General Elective Course	Ability Enhancement Courses	Skill Enhancement Course	Value Addition Course
✓				

Introduction to the Course:

Principals of Marketing course enables a student to understand the fundamentals of marketing concept and the role marketing plays in business. This course enables a student to understand the 'Marketing mix' elements and the strategies and principles underlying the modern marketing practices. Students should be able to demonstrate their comprehension of marketing concepts and knowledge by applying those in their written exams, case studies discussions, presentations and projects. The assignments/projects would enable students to apply the marketing concepts and marketing mix elements practically and illustrate those through a written report and presentation. The course methodology encourages students to explore for themselves the role of a marketing manager and the boundaries of marketing.

Course Outcomes:

- CO1: To learn and understand the concepts of marketing and marketing environment
- CO2: To learn about marketing process and tools used for marketing decisions.
- CO3: To learn about marketing process for different types of products and services
- CO4: To understand the tools used by marketing managers in decision situations

Detailed Syllabus:

UNIT I:

Meaning, Scope, Nature, Importance, Recent Trends and application; Challenges in Marketing, Core concepts of Marketing, Marketing Myopia, elements of marketing environment, creation of value chain

UNIT II:

Marketing Plan and Strategy; Market Segmentation, Bases for Segmentation, Market Targeting, Developing and Communicating Positioning Strategy, identification and managing competition, new product development

UNIT III:

Consumer and Business Markets; Product Classification, Product life cycle – stages and strategies, managing product and services along PLC and Product Differentiation, Developing Pricing Strategies and Programs, Responding to Price Changes, Role of Marketing Channels, Channel Design Decision and Managing Channel Conflict.

UNIT IV:

Marketing communication framework and personal selling; Communication (viral marketing, experiential marketing), Marketing Control, Emerging trends of digital marketing, role of social media in marketing, understanding the challenges of global marketing

Suggested Readings:

1. Kotler Philip and Keller, Marketing Management; PHI, New Delhi
2. Kotler, Philip, Kevin Keller, A. Koshy, and M. Jha, Marketing Management in South Asian Perspective, Pearson Education, New Delhi
3. Kerin, Hartley, Berkowitz and Rudelius, Marketing, TMH, New Delhi
4. Etzel, Michael J, Marketing: Concepts and Cases, TMH, New Delhi
5. Dhunna, Mukesh, Marketing Management – Text and Cases, Wisdom Publications, New Delhi

Note: The duration of all the end term theory examinations shall be 3 hours

Instructions for External Examiner: The question paper shall be divided in two sections as follows:

Section A	Seven (7) short answer type questions from whole of the syllabus carrying two marks each. This section will be compulsory	7*2=14 marks
Section B	8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 11 marks from each unit.	14*4= 56 marks
Total Marks		70 marks

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation (CP) and Individual Assessment	10
2	Assessment 2: Mid Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP) / Group Project (GP) / Role Play / Live Projects / Simulation / Worksheet Assessment	10
	Internal Assessment (IA) (1+2+3)	30 (30%)
	End-Term Examination (EE)	70 (70%)
	Total Marks (IA+EE)	100

Mapping Matrix of Course :221MHMCC2

Table 1: CO-PO Matrix for the Course 221MHMCC2

COURSE OUTCOMES	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	2	3	3	3	3
CO2	3	2	2	3	2	3	3	3
CO3	2	2	3	3	3	3	2	2
CO4	3	3	3	3	3	3	3	3
Average	2.75	2.5	2.75	2.75	2.75	3	2.75	2.75

Table 2: CO-PSO Matrix for the Course 221MHMCC2

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	3	3	?	3	3
CO2	2	3	3	3	3	3
CO3	3	2	3	3	3	3
CO4	3	3	3	3	3	3
Average	2.75	2.75	3	2.75	3	3

Introduction to Finance
221MHMCC3

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time Allowed: 3 Hours

Type of Course: Core Course

Core Courses	General Elective Course	Ability Enhancement Courses	Skill Enhancement Course	Value Addition Course
✓				

Introduction to the Course:

This course emphasizes on the development and use of accounting information for internal decisions in business management. Aim of this course is to equip participants with a systematic and rigorous knowledge of management accounting practices that can be strategically applied across various functions of an organization to improve its performance. The course also reviews contemporary developments in cost & management accounting for strategic decision-making. This course is recommended for students who will be using accounting information for managing- manufacturing & service operations; controlling costs & making strategic decisions; as well as those going into general consulting or thinking of starting their own businesses. A variety of case studies in different industries and decision contexts are used to examine the application of Managerial accounting concepts.

Course Outcomes:

The Objective of this course is to provide students with a conceptual understanding of cost and managerial accounting and the skills required in applying knowledge for decision making. Following learning objectives will be emphasized. This course attempts to:

- CO1: Sharpen participant's ability to understand and analyse accounting information.
- CO2: Provide students with a conceptual understanding of managerial accounting.
- CO3: Understand the need & relevance of application of knowledge in managerial decision making.
- CO4: Emphasize on the interpretation and use of accounting information for decision making rather than its creation and accumulation.

Detailed syllabus:

UNIT -I

Financial Accounting-concept, importance and scope, accounting principles, journal, ledger, trial balance, depreciation (straight line and diminishing balance methods), Preparation of final accounts (in vertical format only) with adjustments.

UNIT -II

Analysis and interpretation of financial statements – meaning, importance and techniques, ratio analysis; trend analysis; Altzman's Z Model for analyzing financial health, cash flow analysis (AS-3)

UNIT -III

Cost accounting-meaning, importance, methods, techniques; classification of costs and cost sheet; inventory valuation; an elementary knowledge of activity-based costing.

UNIT -IV

Management accounting- concept, need, importance and scope; Budgetary control- meaning, need, objectives, essentials of budgeting, different types of budgets; standard costing and variance analysis (materials, labour); marginal costing and its application in managerial decision making.

SUGGESTED READINGS:

1. Malhotra A K, Accounting for Managers, Arya Publication, Rohtak, Haryana
2. Khan, M.Y. and Jain, P.K.. Management Accounting, TMH, New Delhi.

3. Pandey, I.M., Management Accounting, Vikas Publishing House, New Delhi
4. Horngren, Sundem & Stratton, Introduction to Management Accounting, Pearson Education, New Delhi.
5. Hansen & Mowen, Cost Management, Thomson Learning
6. Mittal, S.N., Management Accounting and Financial Management, Shree Mahavir Book Depot, New Delhi.

Note: The duration of all the end term theory examinations shall be 3 hours

Instructions for External Examiner: The question paper shall be divided in two sections as follows:

Section A	Seven (7) short answer type questions from whole of the syllabus carrying two marks each. This section will be compulsory	7*2=14 marks
Section B	8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit.	14*4= 56 marks
Total Marks		70 marks

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation (CP) and Individual Assessment	10
2	Assessment 2: Mid Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP) / Group Project (GP) / Role Play / Live Projects / Simulation / Worksheet Assessment	10
	Internal Assessment (IA) (1+2+3)	30 (30%)
	End-Term Examination (EE)	70 (70%)
Total Marks (IA+EE)		100

Mapping Matrix of Course: 221MHMCC3

Table 1: CO-PO Matrix for the Course 221MHMCC3

COURSE OUTCOMES	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	3	3	2	3	3	3
CO2	3	3	3	2	3	3	3	3
CO3	3	3	3	3	2	3	3	3
CO4	2	3	3	3	3	3	3	3
Average	2.75	2.75	3	2.75	2.5	3	3	3

Table 2: CO-PSO Matrix for the Course 221MHMCC3

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	3	3	3	3	3
CO2	3	3	3	3	3	3
CO3	3	3	3	2	3	2
CO4	3	3	3	3	3	3
Average	3	3	3	2.75	3	2.75

Human Resource Management (Blended Learning Mode)
PAPER CODE: 221MHMCC4

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time Allowed: 3 Hours

Type of Course: Core Course

Core Courses	General Elective Course	Ability Enhancement Courses	Skill Enhancement Course	Value Addition Course
✓				

Introduction to the Course:

This Course will develop students' knowledge and skills in the HR arena, for creating future thought leaders for transformational changes in the global context. The aim of this course is to enhance student's capabilities by inculcating a spirit of innovation in the dynamic business world. This course is recommended for students who would be using the HR concepts to solve real world problems and transform organizations.

Course Outcomes:

The Objective of this course is to provide students with a conceptual understanding of HR Concepts and its usage in organizations. This will also impart the skills required in applying theory to practice for effective decision making. Following learning objectives will be emphasized. This course attempts to:

- CO1: Contribute towards students' Holistic development to work collaboratively in a team and efficiently manage teams
- CO2: Have an integrated knowledge of the various areas of importance in HR discipline
- CO3: Acquire the conceptual understanding and be equipped with skills required in HR decision making.
- CO4: Provide students with the knowledge of new HR trends.

Detailed Syllabus:

UNIT-I:

Strategic importance of HRM; objectives of HRM; challenges to HR professionals; role, responsibilities, and competencies of HR professionals; HR department operations; human resource planning - objectives and process; human resource information system; Linkage between HRM and Strategic Management; Introduction to Strategic Human Resource Management and HRD

UNIT-II

Talent acquisition: Job Analysis, recruitment and selection strategies, career planning and management, succession planning, socialization and induction of new employees; training and development, investment in training, training need assessment, designing and administering training programme; executive development programme, evaluation of T & D programme

UNIT-III

Performance Appraisal: Conceptual Understanding: developing and instituting performance appraisal system, Methods of Performance Appraisal, Performance Management, linking rewards to organizational objectives, Job Evaluation, Compensation Management and incentive plans, Executive Compensation, designing and administering benefits and services

UNIT-IV

HR in knowledge era: HR in knowledge industry, HR in virtual organizations, HR in mergers and acquisitions, outplacement, outsourcing HR functions, employee leasing, HR audit, international

HRM, Theories of Cultural Analysis, Managing Cross Cultural Teams, Cultural Intelligence and Impact on Work.

Suggested Readings:

1. Ivancevich, John M., Human Resource Management, Tata McGraw Hill, New Delhi
2. Gomez. Megia, Luis, David Balkin, and Roberty Cardy, Managing Human Resources, Pearson Education
3. Dessler, G., & Biju, V, Human Resource Management. Pearson Education., New Delhi
4. Mathis, Robert, and John Jackson, Human Resource Management, Thomson Learning Inc.
5. Shell, Scott and George Bohlander, Human Resource Management, Thomson Learning Inc.
6. Pattanayak, Biswajert, Human Resource Management, PHI, New Delhi
7. Jyothi P., and D.N.Venkatesh, Human Resource Management, Oxford University Press, New Delhi
8. Hodegetts, R.M., Luthans, F., Doh, J., International Management: Culture, Strategy and Behaviour, Tata McGraw Hill, New York.

Note: The duration of all the end term theory examinations shall be 3 hours

Instructions for External Examiner: The question paper shall be divided in two sections as follows:

Section A	Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory	7*2=14 marks
Section B	8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit.	14*4= 56 marks
Total Marks		70 marks

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation (CP) and Individual Assessment	10
2	Assessment 2: Mid Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP)/ Group Project (GP) / Role Play / Live Projects/ Simulation / Worksheet Assessment	10
	Internal Assessment (IA) (1+2+3)	30 (30%)
	End-Term Examination (EE)	70 (70%)
Total Marks (IA+EE)		100

Mapping Matrix of Course: 221MHMCC4

Table 1: CO-PO Matrix for the Course 221MHMCC4

COURSE OUTCOMES	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	3	3	2	3	3	3
CO2	3	3	3	2	3	3	3	3
CO3	3	3	3	3	2	3	2	3
CO4	2	3	3	3	3	3	2	3
Average	2.75	2.75	3	2.75	2.5	3	2.5	3

Table 2: CO-PSO Matrix for the Course 221MHMCC4

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	3	3	3	3	3
CO2	3	3	3	3	3	3
CO3	3	3	3	2	3	2
CO4	3	3	3	3	2	3
Average	3	3	3	2.75	2.75	2.75

**Introduction to Hospitality Business
221MHMSEC1**

L-T-P
3-1-0

**External Marks: 70
Internal Marks: 30
Time Allowed: 3 Hours**

Type of Course: Skill Enhancement Course

Core Courses	General Elective Course	Ability Enhancement Courses	Skill Enhancement Course	Value Addition Course
			✓	

Introduction to the Course:

This course is designed to give students the basic concepts of Hospitality Business, an ever growing, dynamic industry that deals with the oversight of various types of hotels and an understanding of various revenue and non-revenue generating departments to ensure guests have the kinds of experiences they are coming for. The course also focuses on the study of positive and negative impacts on tourism with hospitality industry's perspective, it introduces the students to the future trends in the hospitality industry and the role of various international tourism organizations that are instrumental in changing the industry's landscape

Course Outcomes:

- CO1: Comprehend the world of hospitality and tourism Industry and its requirements
- CO2: Understand the hotel and restaurant classifications
- CO3: Importance of people travel and its effects on Hospitality and Tourism Industry
- CO4: The needs of the ever-growing hospitality and tourism industry, in terms of manpower and technology

Detailed Syllabus:

UNIT I:

Hospitality & Tourism Industry and its Evolution – History of Travel – International and India
Role of Tourism Infrastructure, Inns and Early Times, Hotels in Modern Times, History of Hotels in India

UNIT II:

Tourism Needs and Hierarchy – The different types and needs of tourists; business, vacation, family, and tours Reasons for travel and the travel 'experience' for heritage, culture, scenery, weather Facilities, psychological and sociological influences, facilitators, and motivators to encourage travel - Hierarchy in various types of Hospitality Industry - Role of Travel Agent and Tour Operators

UNIT III:

Food & Beverage service industry (hotels & restaurants) – Characteristics of various catering operations - Types of restaurants, market segments, and characteristics - Meal Plan in a hotel

UNIT IV:

Classification of Hotels - Introduction Basis of Classification of hotels - Types of Hotels - Types of Room

SUGGESTED READINGS:

1. International Tourism Management – AK, Bhatia
2. Professional Front Office Management, Robert H. Woods, Jack D. Ninemeir,

3. David K Hayes, Michele A Austin, M. L. (2018), *10th edition*, Pearson Educations, ISBN 978-81-317-1748-6
4. BARDI, J. A. (2010), *Hotel Front Office Management, 5th edition*, John Wiley, New Jersey, USA, ISBN 0-47063-752-8
5. 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
6. *Front Office Operations & Management*, Jatashankar R. Tiwari, 2nd Edition, Oxford Higher Education, ISBN 0-19-946469-3

Note: The duration of all the end term theory examinations shall be 3 hours

Instructions for External Examiner: The question paper shall be divided in two sections as follows:

Section A	Seven (7) short answer type questions from whole of the syllabus carrying two marks each. This section will be compulsory	7*2=14 marks
Section B	8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit.	14*4= 56 marks
Total Marks		70 marks

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation (CP) and Individual Assessment	10
2	Assessment 2: Mid Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP) / Group Project (GP) / Role Play / Live Projects / Simulation / Worksheet Assessment	10
Internal Assessment (IA) (1+2+3)		30 (30%)
End-Term Examination (EE)		70 (70%)
Total Marks (IA+EE)		100

Mapping Matrix of Course: 221MHMSEC1

Table 1: CO-PO Matrix for the Course 221MHMSEC1

COURSE OUTCOMES	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	2	3	3	2	3
CO2	3	3	2	2	2	3	3	3
CO3	2	2	3	3	3	3	2	2
CO4	3	3	3	3	3	3	3	2
Average	2.75	2.75	2.75	2.5	2.75	3	2.5	2.5

Table 2: CO-PSO Matrix for the Course 221MHMSEC1

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	3	3	2	3	3
CO2	2	3	2	3	3	3
CO3	2	2	3	3	3	3
CO4	3	3	3	3	3	3
Average	2.5	2.75	2.75	2.75	3	3

Tourism Economics
221MHMSEC2

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time Allowed: 3 Hours

Type of Course: Skill Enhancement Course

Core Courses	General Elective Course	Ability Enhancement Courses	Skill Enhancement Course	Value Addition Course
			✓	

Introduction to the Course:

The objective of the course is to give students a theoretical economic background for a better understanding of domestic and international tourism which they can use for analyzing and resolving related issues on Local, Domestic, and International Levels. The focus of the course is to give answers to major challenges which tourism-related industries and destination organizations face in global economies.

Course Outcomes:

- CO1: Examine the concept of International Tourism, its elements, and the impact of Tourism Legislative and Economic Policies, Primary & Secondary Components of Tourism Infrastructure.
- CO2: Understand Role & business models of Distribution Channels of Tourism Products.
- CO3: Deduce aspects of Tourism Planning and Demand Generation. Correlating Tourism demand, Destination Management, Role of Tourism Organizations, Development Strategies, etc.
- CO4: Apply Sustainability in Hospitality Industry, and its application, reviewing Global Environmental issues and Hospitality Industry's Response to them

Detailed Syllabus:

UNIT I:

- Introduction to International Tourism
- History of International Tourism
- Current Developments and Trends in Global Travel flows and Analysis of the reasons behind
- Types of International Tourism based on Direction of Movement
- Impact of Tourism Legislative and Economic Policies on Local, National & International levels

UNIT II

- Primary Components of Tourism Infrastructure: Structure of the Accommodation sector, the role of Brands, different Ownership Models.
- Secondary Components of Tourism Infrastructure: Nature and Classification of Tourist Attractions, Issues associated with their Management.
- Role and Business Models of Distribution Channels of Tourist Products such as Tour Operators and Travel Agents, Global Distribution System and Online Travel Agencies

UNIT III

Destination Planning and Demand Generation

- What is Destination Management?
- Factors Affecting Tourism Services Demand
- Tourism Management - Demand
- Development of new destinations
- Destination Marketing systems
- Role, Structure, and influence of Different Tourism Organizations
- Impact of Effective Planning and Development Strategies

- Factors Affecting Tourism Service Demand
- Factors Affecting Tourism Behaviour
- Economic Impact of Tourism on the Economy
 - Analyse the Multiplier effect of Tourism activity
 - The problem of Leakages
 - Advantages of Linkages

UNIT IV

Sustainable Tourism

- Application in the Hospitality Industry
 - Lodging
 - Food & Beverages
 - Transportation
 - Attractions
 - Other Tourism Products
- Global Environmental Issues and Hospitality Industry's Response to them
- Importance of Sustainable Development in the Hospitality Industry and Potential to use it for Marketing
- Managerial Issues and Opportunities associated with Sustainable Tourism Development in Hospitality Context

SUGGESTED READINGS:

- BECKER, E. (2016), *Overbooked: The Exploding Business of Travel and Tourism*, Simon & Schuster, New York, USA, ISBN 1-43916-100-3
- COOK, R. A., HSU, C. H. C. & TAYLOR, L. L. (2017), *Tourism: The Business of Hospitality and Travel (What's New in Culinary & Hospitality)*, 6th edition, Pearson, USA, ISBN 0-13448-448-7
- GOELDNER C. R. & BRENT RITCHIE J. R. (2003), *Tourism: principles, practices, philosophies*, 12th edition, John Wiley, Hoboken, N.J, USA, ISBN 111807-177-8
- HARRILL, R. (2003), *Guide to best practices in tourism and destination management*, Educational Institute of the American Hotel & Lodging Association, Lansing, Mich, ISBN 0-86612-250-8
- HONEY, M. (1999), *Ecotourism and Sustainable Development - Who owns Paradise?*, Island Press, Washington, ISBN 0-02055-914-X
- HOWIE, F. (2003), *Managing the tourist destination*, Cengage Learning, Boston, USA, ISBN1-84480-097-0
- JEFFRIES, D. (2007), *Governments and tourism*, 1st edition, ButterworthHeinemann, Oxford, ISBN 0-04101-682-X
- KNOWLES, T., DIAMANTIS, D. & EL-MOURHABI, J. B. (2004), *The globalization of tourism and hospitality: a strategy*

Note: The duration of all the end term theory examinations shall be 3 hours

Instructions for External Examiner: The question paper shall be divided in two sections as follows:

Section A	Seven (7) short answer type questions from whole of the syllabus carrying two marks each. This section will be compulsory	7*2=14 marks
Section B	8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit.	14*4= 56 marks
Total Marks		70 marks

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation (CP) And Individual Assessment	10
2	Assessment 2: Mid Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP)/ Group Project (GP) / Role Play / Live Projects / Simulation / Worksheet Assessment	10
	Internal Assessment (IA) (1+2+3)	30 (30%)
	End-Term Examination (EE)	70 (70%)
	Total Marks (IA+EE)	100

Mapping Matrix of Course: 221MHMSEC2

Table 1: CO-PO Matrix for the Course 221MHMSEC2

COURSE OUTCOMES	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	2	3	3	2	3
CO2	3	3	2	2	2	3	3	3
CO3	2	2	3	3	3	3	2	2
CO4	3	3	3	3	3	3	3	2
Average	2.75	2.75	2.75	2.5	2.75	3	2.5	2.5

Table 2: CO-PSO Matrix for the Course 221MHMSEC2

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	3	3	2	3	3
CO2	2	3	2	3	3	3
CO3	2	2	3	3	3	3
CO4	3	3	3	3	3	3

Accommodation Management 221MHMSEC3

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time Allowed: 3 Hours

Type of Course: Skill Enhancement Course

Core Courses	General Elective Course	Ability Enhancement Courses	Skill Enhancement Course	Value Addition Course
			✓	

Introduction to the Course:

The objective of this course is to identify the role of housekeeping in the guest cycle and the significant responsibilities of housekeeping employees. This subject demonstrates basic knowledge of the role of the housekeeping department. Analyze each section's room attendant-hours justification in the housekeeping department and the importance of the butler service in hospitality industry. Apply the knowledge about environmental issues in the housekeeping department.

Course Outcomes:

CO1: Define the role of the housekeeping department in the hospitality set-up.

CO2: Understand the entire Housekeeping Function and list the different aspects of departmental functioning and organizational chart in House Keeping related to the hotels' size, the category, and the destination.

CO3: Use appropriate cleaning machines, equipment, and products

CO4: Perform cleaning & maintenance of floor areas and public areas maintain Safe, Hygienic and Secure Work Environment.

Detailed Syllabus:**Unit I:**

HK department-Organization Structure, Duties & Responsibilities, Layout, Co-ordination with other departments HK Control Desk & Supervision- Controlling guest room mini bar items - Importance & Responsibility, Records & Formats, Handling Telephone calls, Handling Software; Key & Key Control Procedure; Lost & Found Procedure; Gate Pass Procedure. HK Briefing & Debriefing Procedure.

Unit II:

Guest Room -Types & Status of Guest Rooms, Guest Floor Rules & Reportable; Guest room Beds, Mattresses & Pillows; Cleaning Guest Rooms-Introduction, The science of cleaning -Terminology, Principles of Cleaning, Procedures & frequency of cleaning (Daily, weekly, Periodic & spring Cleaning).

Unit III:

HK Public Areas - The Cleaning Process; Cleaning Public Area- Introduction to Public Area, Daily & Periodic Cleaning. Cleaning Equipment- Manual & Mechanical, Selection & Control of Equipment: Cleaning Agent - Classification, Selection, Storage & Issue.

Unit IV:

HK Supervisor- Duties & Responsibilities, Guest room Inspection - Importance & Checklist of Inspection Handling Guests with special needs

SUGGESTED READINGS:

- Raghubalan & Smritee Raghubalan, Hotel Housekeeping Operations & Management, Oxford University Press
- Iries Jones & Cynthia Phillip, Commercial Housekeeping and Maintenance, Stanley Thrones (Publisher) Ltd.

Note: The duration of all the end term theory examinations shall be 3 hours

Instructions for External Examiner: The question paper shall be divided in two sections as follows:

Section A	Seven (7) short answer type questions from whole of the syllabus carrying two marks each. This section will be compulsory	7*2=14 marks
Section B	8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit.	14*4= 56 marks
	Total Marks	70 marks

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation (CP) And Individual Assessment	10
2	Assessment 2: Mid Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP)/ Group Project (GP) / Role Play / Live Projects / Simulation / Worksheet Assessment	10
	Internal Assessment (IA) (1+2+3)	30 (30%)
	End-Term Examination (EE)	70 (70%)
	Total Marks (IA+EE)	100

Mapping Matrix of Course: 221MHMSEC3

Table 1: CO-PO Matrix for the Course 221MHMSEC3

COURSE OUTCOMES	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	2	3	3	2	3
CO2	3	3	2	2	3	3	3	3
CO3	2	3	3	3	3	3	2	2
CO4	3	3	3	3	3	3	3	2
Average	2.75	3	2.75	2.5	3	3	2.5	2.5

Table 2: CO-PSO Matrix for the Course 221MHMSEC3

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	3	3	2	3	3
CO2	2	3	2	3	3	3
CO3	2	2	3	3	3	3
CO4	3	3	3	3	3	3

Management Lessons Through Ancient Wisdom (Blended learning Mode)
221MHMVAC1

L-T-P
2-0-0

Internal Marks: 50

Type of Course: Value Addition Course

Core Courses	General Elective Course	Ability Enhancement Courses	Skill Enhancement Course	Value Addition Course
				✓

Introduction to the Course:

Business Management curriculum provides a variety of theoretical inputs that enables an individual to take decisions for effective running of an organization. In the current state of affairs these inputs are characterized by two peculiar aspects. Firstly, these are based mainly on the western paradigm of the "world view". While this is one aspect of the knowledge, it is worthwhile to understand alternative "world views". Secondly, the current management theories are by and large prescriptions for the business organizations. Even when issues pertaining to individuals are addressed, they are in the context of organizational performance. For instance, theories on motivation are developed to improve the organizational performance. This overwhelming focus on organizations has over time pushed the "individuals" to the residual in the equations. It is increasingly felt that the current ideas do not adequately cover all the issues of major concern to individuals and organizations. Many feel the need for alternative perspectives on the problems and possible solutions. Ancient Indian wisdom has a set of ideas that present a different perspective of the problems that individuals and organizations face and proposes alternative ways of understanding several aspects pertaining to the domain of management. This course is an attempt to bring these perspectives using Bhagavad Gita as the main reference frame for culling out ideas from Ancient Indian wisdom. Bhagavad Gita is adopted only to take guidance not for religious promotion.

Course Outcomes: The objectives of this course are:

- CO1: To identify some of the commonly felt problems that individuals, organizations and the society faces.
- CO2: To illustrate the usefulness of Gita in addressing some of these problems.
- CO3: To demonstrate how alternative world views and paradigms of management could be developed with knowledge of Ancient Indian wisdom such as Gita.
- CO4: To provide a good introduction to Ancient Indian wisdom using Gita as a vehicle

Pre-requisites:

This course is a little different from the current crop of MBA courses offered. Therefore, students must be ready for a slightly different approach to learn. There are four pre-requisites for attending this course:

- This course critically depends on the self-interest and self-regulation of the course participants. This is a major pre-requisite for the course.
- This course will heavily draw from the original sources of Gita, Upanishads and other such Ancient Indian wisdom. Therefore, many may think that good knowledge of Sanskrit is required. While it may be an added advantage, it is not required. Familiarity with the Devanagari script (Hindi Script) may be useful at times.
- Another major pre-requisite is a sense of openness with which the ideas need to be received. A "reflective and intuitive mind" is more likely to benefit greatly than a pure "logical or analytical mind".
- The other major pre-requisite is a sense of deep commitment to the basic idea of exploring alternate perspectives present in Ancient Indian wisdom. Without this basic commitment students may find it difficult to maintain the motivation level as the course proceeds.

Detailed syllabus:**UNIT 1:**

Current Challenges in Business Management & Society. Problem in individual and organizational business goal congruence: Issues in achieving organizational goal and personal satisfaction, motivation & inspiration, societal challenges. Discovering the Joy of Work, The Notion of Meaningful Work.

UNIT 2:

Perspectives on Individuals: Mind as a key player in an individual, the problem of mental stress. Understanding the mind & its ways, diagnosing some of the personal problems through Bhagwad Gita

UNIT 3

Group Skills: Concept and dilemma of empowerment, fostering empowerment and delegation, building effective teams and promoting teamwork, leading positive change through Bhagwad Gita.

UNIT 4

Notion of building stronger inner self, Meditation & Yoga as tools for self-management: Role of Meditation in winning over the mind, Role of Yoga in improving managerial performance.

Suggested Readings:

1. Geus, A. (1997), "The Life Span of a Company: Chapter 1 in The Living Company", Nicholas Brealey Publishing, London, pp. 7 – 19.
2. Beer, S. (1994). "May the Whole Earth be Happy: Loka Samastat Sukhino Bhavantu", Interfaces, 24 (4), 83 – 93.
3. Mahadevan, B. (2013). "Spirituality in Management: Sparks from the Anvil", IIMB Management Review, 25 (2)
4. Reconciling the "world outside" with the "world within" The conceptualization of God – Universe – Living Beings.
5. Houston, D.J. and Cartwright K.E. (2007), "Spirituality and Public Service". Public Administration Review, Jan. – Feb., 2007, 88 – 102.
6. Payne, S.G. (2010). "Leadership and spirituality: Business in the USA", The International Journal of Leadership in Public Services, 6 (2), 68 – 72.
7. Poole, E. (2007). "Organizational Spirituality – A literature review", Journal of Business Ethics, 84, pp. 577 – 588.
8. Bhattachiri, M.P. "Bhagavad Gita and Management"
9. Mahadevan, B. (2009). "Shrimad Bhagavad Gita – Ideas for Modern Management", One day Seminar on "Towards a New Paradigm of Business management: Alternative Perspectives from Ancient Indian Wisdom", IIM Bangalore, December 12, 2009.

10. (2012). "Bhagavad Gita and Management", Arsha Vidya News Letter, April 2012, 23 – 30.
11. Mahadevan, B., (2013). "Inspirational Leadership: Perspectives from Gita", Chapter 13 in Sanskrit and Development of World Thought. Kutumba Sastry V. (Ed.), D K Print World, New Delhi, pp 199 - 210.
12. Meluotra, R. (2010). "Work Builds, Charity Destroys", Chapter 8 in Ennoble, English course book, Second Year Pre-University, The Karnataka Text Book Society, pp. 63 – 70.
13. Michaelson, C. (2009). "Teaching Meaningful Work: Philosophical Discussions on the Ethics of Career Choice", Journal of Business Ethics Education, 6, pp. 43 – 68.

Details of Assessment:

A. Continuous Assessment:

- The students will be assessed continuously in between the sessions through class participation Skill learning is through activities and drills.
- The students will be assessed on the Final Presentation. They will be assessed on their presentation skills, their ability to collate and present information, clarity of thought, confidence, professional attire and appearance and the ability to answer questions on the topic.

B Assessment Plan

S. No.	Assessment	Weightage
1	Class Participation	10
2	Report writing (Review of Research Paper & submission of report)	20
3	Presentation on Assigned topics.	20

Mapping Matrix of Course: 221MHMVAC1

Table 1: CO-PO Matrix for the Course 221MHMVAC1

COURSE OUTCOMES	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3
Average	3	3	3	3	3	3	3	3

Table 2: CO-PSO Matrix for the Course 221MHMVAC1

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	3	3	3	3	3
CO2	3	3	3	3	3	3
CO3	3	3	3	3	3	3
CO4	3	3	3	3	3	3
Average	3	3	3	3	3	3

**Second Semester
Financial Management
222MHMCC1**

**L-T-P
3-1-0**

**External Marks: 70
Internal Marks: 30
Time Allowed: 3 Hours**

Type of Course: Core Course

Core Courses	General Elective Course	Ability Enhancement Courses	Skill Enhancement Course	Value Addition Course
✓				

Introduction to the Course:

'Financial Management' is a core course by the virtue of that it lays the foundation for other subjects and thereby contributes directly and indirectly to employment by developing the ability to analyses, evaluate and interpret the financial information provided in the financial statements. It also serves as a fundamental tool for financial analysis and helps in successful decision making and forward planning through enhancing various skills of the students.

Course Outcomes:

The major objective of this course is the development of analytical and decision-making skills in finance through the usage of theoretical underpinnings and practical knowledge. The course aims to achieve following objectives:

- CO1: Develop comprehension of fundamental concepts in financial management.
- CO2: Relate the financial theories with the decision-making process
- CO3: Apply financial management tools and techniques.
- CO4: Analyse information relating to sources and uses of capital from financial manager's perspective.

Detailed syllabus:

UNIT-I

Financial management-scope finance functions and its organization, objectives of financial management; time value of money; sources of long-term finance.

UNIT-II

Investment decisions importance, difficulties, determining cash flows, methods of capital budgeting; risk analysis (risk adjusted discount rate method and certainty equivalent method); cost of different sources of raising capital; weighted average cost of capital.

UNIT-III

Capital structure decisions-financial and operating leverage; capital structure theories - NI, NOI, traditional and M-M theories; determinants of dividend policy and dividend models -Walter, Gordon & M.M. models.

UNIT-IV

Working Capital- meaning, need, determinants; estimation of working capital need; management of cash, inventory and receivables.

Note: The topic of capital budgeting, management of cash, inventory management, and receivable management will cover theoretical concepts and simple numerical questions.

SUGGESTED READINGS:

1. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi
2. Khan M.Y, and Jain P.K., Financial Management, Tata McGraw Hill, New Delhi
3. Keown, Arthur J., Martin, John D., Petty, J. William and Scott, David F, Financial Management, Pearson Education
4. Chandra, Prasanna, Financial Management, TMH, New Delhi
5. Van Home, James C., Financial Management and Policy, Prentice Hall of India

6. Brigham & Houston. Fundamentals of Financial Management, Thomson Learning, Bombay.
7. Kishore. R., Financial Management. Taxman's Publishing House, New Delhi
8. Ross, Stephen. A; Westfield, Randolph W; Jafec, Jeffery & Kakani, Kumar, Ram,(2014) Corporate Finance, Special Indian Edition, 10th edition, Tata McGraw Hill Publication, New Delhi
9. Brealey, Richard; Myers. Stewart; Franklin Allen; Mohanty, Pitabas (2012). Principles of Corporate Finance, Tata McGraw Hill Publication, New Delhi.

Note: The duration of all the end term theory examinations shall be 3 hours
 Instructions for External Examiner: The question paper shall be divided in two sections as follows:

Section A	Seven (7) short answer type questions from whole of the syllabus carrying two marks each. This section will be compulsory	7*2=14 marks
Section B	8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit.	14*4= 56 marks
Total Marks		70 marks

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation (CP) And Individual Assessment	10
2	Assessment 2: Mid Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP) / Group Project (GP) / Role Play / Live Projects / Simulation / Worksheet Assessment	10
Internal Assessment (IA) (1+2+3)		30 (30%)
End-Term Examination (EE)		70 (70%)
Total Marks (IA+EE)		100

Mapping Matrix of Course: 222MHMCC1
 Table 1: CO-PO Matrix for the Course 222MHMCC1

COURSE OUTCOMES	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	2	3	3	3	3
CO2	3	2	2	3	2	3	3	3
CO3	2	2	3	3	3	3	2	2
CO4	3	3	3	3	3	3	3	3
Average	2.75	2.5	2.75	2.75	2.75	3	2.75	2.75

Table 2: CO-PSO Matrix for the Course 222MHMCC1

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	3	3	2	3	3
CO2	2	3	3	3	3	3
CO3	3	2	3	3	3	3
CO4	3	3	3	3	3	3
Average	2.75	2.75	3	2.75	3	3

Consumer Behaviour (Blended Learning Mode)
222MHMCC2

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time Allowed: 3 Hours

Type of Course: Core Course

Core Courses	General Elective Course	Ability Enhancement Courses	Skill Enhancement Course	Value Addition Course
✓				

Introduction to the Course:

The course will introduce the learner to behavioral perspectives in marketing that will provide a conceptual perspective to any participant working in retailing /advertising /brand management/sales management/marketing research (appreciation of consumer behavior only and not marketing research tools)/ marketing strategy/ digital marketing in areas of consumer goods and services.

Course Outcomes

- CO1: Identify the major influences in consumer behavior and distinguish between different consumer behaviour influences and their relationships
- CO2: Establish the relevance of consumer behaviour theories and concepts to marketing decisions
- CO3: Implement appropriate combinations of theories and concepts
- CO4: Recognise social and ethical implications of marketing actions on consumer behavior

Detailed syllabus:

UNIT-I

Significance and underlying principles of consumer behaviour; the basic consumer decision process; methods of studying consumer behaviour; using consumer analysis to build consumer relationships and loyalty

UNIT-II

Pre-purchases processes; consumer resources and purchase decision process: post-purchase behaviour; consumer demographics and psychographics; personality factors in consumer behaviour; consumer motivation and its challenges; managing consumer knowledge; consumer behaviour towards new and innovative products

UNIT-III

Impact of culture, ethnicity and social classification on consumer behaviour; family influences; household consumer behaviour; group influences; influence through dyadic exchanges

UNIT-IV

Approaches to attracting consumer attention; managing consumer exposure; process of customer opinion formation; approaches to changing consumer opinion; improving consumer memory through cognitive learning and retrieval; brand recognition and recall measures

SUGGESTED READINGS:

1. Blackwell, R E et. al, Consumer Behaviour, Thomson, South-Western, New Delhi
2. Kardes K, Consumer Behaviour and Managerial Decision Making, Pearson Education, New Delhi
3. Schiffman, L G and Kanuk, L L, Consumer Behaviour, Pearson Education, New Delhi
4. Ward, Scott and Robertson, T S (eds.), Consumer Behaviour, Theoretical Sources, Prentice-Hall, Englewood Cliffs, N J

Note: The duration of all the end term theory examinations shall be 3 hours
Instructions for External Examiner: The question paper shall be divided in two sections as follows:

Section A	Seven (7) short answer type questions from whole of the syllabus carrying two marks each. This section will be compulsory	7*2=14 marks
Section B	8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit.	14*4= 56 marks
Total Marks		70 marks

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation(CP) And Individual Assessment	10
2	Assessment 2: Mid Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP) / Group Project (GP) / Role Play / Live Projects / Simulation / Worksheet Assessment	10
Internal Assessment (IA) (1+2+3)		30 (30%)
End-Term Examination (EE)		70 (70%)
Total Marks (IA+EE)		100

Mapping Matrix of Course: 222MHMCC2
 Table 1: CO-PO Matrix for the Course 222MHMCC2

COURSE OUTCOMES	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	3	3	2	3	3	3
CO2	3	3	2	2	3	3	3	3
CO3	3	3	3	3	2	3	3	3
CO4	2	3	3	3	3	3	3	3
Average	2.75	2.75	2.75	2.75	2.5	3	3	3

Table 2: CO-PSO Matrix for the Course 222MHMCC2

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	3	3	3	3	3
CO2	3	3	3	3	3	3
CO3	3	3	3	2	3	2
CO4	3	3	3	3	2	3
Average	3	3	3	2.75	2.75	2.75

Managing and Developing People (Blended Learning Mode)
222MHMAEC1

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time Allowed: 3 Hours

Type of Course: Ability Enhancement Course

Core Courses	General Elective Course	Ability Enhancement Courses	Skill Enhancement Course	Value Addition Course
		✓		

Introduction to the Course:

This course will focus on how to create positive performance culture in an organization and also on building a culture that focuses on values and strengths. The course will also help in learning the key issues in people management and development. The students will focus on the links between people management practices and positive organisational outcomes and research that highlights major changes and developments in practice.

Course Outcomes:

The major objective of this course is the development of analytical and decision-making skills in finance through the usage of theoretical underpinnings and practical knowledge. The course aims to achieve following objectives:

- CO1: Develop comprehension of fundamental concepts in people and performance management.
- CO2: Gain an overview of what it means to be an effective people manager
- CO3: Have a deeper understanding of the different aspects of people management
- CO4: Be able to appreciate the challenges faced by a first-time manager. Reflect on your managerial experiences

Detailed syllabus:

UNIT-I

Introduction to Performance Management and Performance Management Process, Role of PM in employee development.

UNIT-II

Performance Management and Strategic Planning: Planning for performance effectiveness. Approaches to Performance Measurement: Measuring behavior and results, Issues in performance management.

UNIT-III

Implementing performance management systems: Self-appraisal, Team appraisal and 360 feedback system. Performance management skills, Increasing self-awareness.

UNIT-IV

Performance review, analysis and discussion, use of performance management data for HR decision making. Potential Appraisal, Linking performance with reward systems and legal issues. Performance Management Practices: Select case studies of Indian Organizations, Future of performance management systems

SUGGESTED READINGS:

- Herman Aguinis (2104). Performance Management. 3rd Edition. Pearson India.
- Rao, T.V (2004). Performance Management and Appraisal System. Sage india.

- Steve Walker (2011). Practical and effective Performance management. Universe of Learning Ltd, Lancashire, UK.
- Smither J.W. and M London (2009). Performance Management: Putting research into action. JOSSEY- BASS.

Note: The duration of all the end term theory examinations shall be 3 hours

Instructions for External Examiner: The question paper shall be divided in two sections as follows:

Section A	Seven (7) short answer type questions from whole of the syllabus carrying two marks each. This section will be compulsory	7*2=14 marks
Section B	8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit.	14*4= 56 marks
Total Marks		70 marks

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation (CP) And Individual Assessment	10
2	Assessment 2: Mid Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP) / Group Project (GP) / Role Play / Live Projects / Simulation / Worksheet Assessment	10
Internal Assessment (IA) (1+2+3)		30 (30%)
End-Term Examination (EE)		70 (70%)
Total Marks (IA+EE)		100

Mapping Matrix of Course: 222MHMAEC1

Table 1: CO-PO Matrix for the Course 222MHMAEC1

COURSE OUTCOMES	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	3	3	2	3	3	3
CO2	3	3	3	2	3	3	3	3
CO3	3	3	3	3	2	3	2	3
CO4	2	3	3	3	3	3	2	3
Average	2.75	2.75	3	2.75	2.5	3	2.5	3

Table 2: CO-PSO Matrix for the Course 222MHMAEC1

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	3	3	3	3	3
CO2	3	3	3	3	3	3
CO3	3	3	3	2	3	2
CO4	3	3	3	3	2	3
Average	3	3	3	2.75	2.75	2.75

Management Communication
222MHMAEC2

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time Allowed: 3 Hours

Type of Course: Ability Enhancement Course

Core Courses	General Elective Course	Ability Enhancement Courses	Skill Enhancement Course	Value Addition Course
		✓		

Introduction to the Course:

The objective of this course is to expand understanding of management and corporate communication and further enhance written and oral communication skills as strategic management tools. Writing managerial documents: memoranda; letters; e-mail; short formal special reports; executive summaries and informal notes to superiors, peers and subordinates. Preparing to speak with or write effectively as a manager through formal and informal addresses, business meetings, news conferences and also when solving problems managers face.

Course Outcomes

After completing the course students would be able to:

- CO1: Describe the basics of communication and its process, elements, and importance.
- CO2: Identify the various types of listening, its approaches, and barriers and familiarise with the various barriers in the communication.
- CO3: Outline the listening skills and the characteristics of good and poor listeners.
- CO4: Present their self in front of the peoples and organizers.

Detailed syllabus:

UNIT-I

Introduction: Basics of communication, seven Cs of effective communication, barriers to communication, ethical context of communication

UNIT-II

Business communication at workplace: Letter writing – component, layout and process, e-mail communication, bad news messages, persuasive written communication, memos, notice, agenda and minutes of meeting

UNIT-III

Report Writing: Types of business reports, structure of reports, short reports, long reports, abstracts and summaries, proposals

UNIT-IV

Communication skills: Reading skills, listening skills, note making, persuasive speaking, body language, gestures

SUGGESTED READINGS:

1. Murphy, Herta A., Herbert W. Hildebrandt & Jane P Thomas, Effective Business Communication, Tata McGraw Hill, New Delhi
2. Koneva, Arun, Professional Communication, Tata McGraw Hill, New Delhi
3. McGrath, E.H., Basic Managerial Skills for All. PIII, New Delhi
4. Meenakshi Raman & Prakash Singh, Business Communication, Oxford University Press, New Delhi

Note: The duration of all the end term theory examinations shall be 3 hours

1. **Instructions for External Examiner:** The question paper shall be divided in two sections as follows:

Section A	Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory	7*2=14 marks
Section B	8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit.	14*4= 56 marks
Total Marks		70 marks

2.

3. **Instructions for Internal Examiner:** The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation (CP) and Individual Assessment	10
2	Assessment 2: Mid Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP) / Group Project (GP) / Role Play / Live Projects / Simulation / Worksheet Assessment	10
Internal Assessment (IA) (1+2+3)		30 (30%)
End-Term Examination (EE)		70 (70%)
Total Marks (IA+EE)		100

Mapping Matrix of Course: 222MHMAEC2

Table 1: CO-PO Matrix for the Course 222MHMAEC2

COURSE OUTCOMES	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	3	3	2	3	3	3
CO2	3	3	2	2	3	3	3	3
CO3	3	3	3	3	2	3	3	3
CO4	2	3	3	3	3	3	3	3
Average	2.75	2.75	2.75	2.75	2.5	3	3	3

Table 2: CO-PSO Matrix for the Course 222MHMAEC2

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	3	3	3	3	3
CO2	3	3	3	3	3	3
CO3	3	3	3	2	3	2
CO4	3	3	3	3	2	3
Average	3	3	3	2.75	2.75	2.75

**Front Office Management
222MHMSEC1**

**L-T-P
3-1-0**

**External Marks: 70
Internal Marks: 30
Time Allowed: 3 Hours**

Type of Course: Skill Enhancement Course

Core Courses	General Elective Course	Ability Enhancement Courses	Skill Enhancement Course	Value Addition Course
			✓	

Course Objective:

Understand the various types of hotels and their features, structure of Front Office Department, Accommodation facilities, Reservation activities, deal effectively with Guests & Colleagues and Maintain Personal Care & Safety.

Course Outcomes:

- Define the role of rooms division in particular the Front Office department and its products and services & compare different computerized networks in the hospitality industry emphasizing rooms' division operations.
- Identify the moments of truth in the guest cycle (reservations, arrival, welcome, occupancy, and departure).
- Analyse the needs of accurate service orders and constant information flow to other departments concerning billing and management of accounts receivable.

Detailed Syllabus:

UNIT I

- Introduction to Front Office Management
- Reservations Structure and Role
- Relationship between Reservation and other departments, Rate & Inventory Management
- Calculating Room Rates

UNIT II

- Type, Sources and Modes of Reservation
- Meal Plans, Types of Room Rate and Rate Parity
- Understanding - Cancellation Amendment, Overbooking & Loyalty Programmes
- Central Reservation Systems and Property Management Systems

UNIT III

- Registration and Check-in process
- Managing Room Positions, Upselling and Upgrading
- Uniformed Services

UNIT IV

- Check Out Process
- Front Office Metrics
- Types of Accounts
- Foreign Currency Procedure

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, Jatashankar R. Tiwari, 2nd Edition, Oxford Higher Education, ISBN 0-19-946469-3

Note: The duration of all the end term theory examinations shall be 3 hours

Instructions for External Examiner: The question paper shall be divided in two sections as follows:

Section A	Seven (7) short answer type questions from whole of the syllabus carrying two marks each. This section will be compulsory	7*2=14 marks
Section B	8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit.	14*4= 56 marks
Total Marks		70 marks

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation (CP) and Individual Assessment	10
2	Assessment 2: Mid Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP) / Group Project (GP) / Role Play / Live Projects / Simulation / Worksheet Assessment	10
Internal Assessment (IA) (1+2+3)		30 (30%)
End-Term Examination (EE)		70 (70%)
Total Marks (IA+EE)		100

Mapping Matrix of Course: 222MHMSEC1

Table 1: CO-PO Matrix for the Course 222MHMSEC1

COURSE OUTCOMES	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	2	3	3	2	3
CO2	3	3	2	2	2	3	3	3
CO3	2	2	3	3	3	3	2	2
CO4	3	3	3	3	3	3	3	2
Average	2.75	2.75	2.75	2.5	2.75	3	2.5	2.5

Table 2: CO-PSO Matrix for the Course 222MHMSEC1

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	3	3	2	3	3
CO2	2	3	2	3	3	3
CO3	2	2	3	3	3	3
CO4	3	3	3	3	3	3

Analytics and Research Skills for Business
222MHMSEC2

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time Allowed: 3 Hours

Type of Course: Skill Enhancement Course

Core Courses	General Elective Course	Ability Enhancement Courses	Skill Enhancement Course	Value Addition Course
			✓	

Introduction to the Course:

This course presents a gentle introduction into the concepts of business analysis, the role of a business Analyst, and the tools that are used to perform daily functions. The participants will gain an understanding of the data ecosystem and the fundamentals of data analysis through R and Python, such as data gathering or data mining. The participants will then learn the soft skills that are required to effectively communicate the data to stakeholders, and how mastering these skills can give them the option to become a data driven decision maker.

Course Outcomes:

The Objective of this course is to provide students with a conceptual understanding of business analysis, R and Python and the skills required in applying knowledge for decision making. Following learning objectives will be emphasized. This course attempts to:

- CO1: Sharpen participant's ability to understand and analyze data.
- CO2: Provide students with a conceptual understanding of R and Python.
- CO3: Understand the need & relevance of application of R and Python knowledge in managerial decision making.
- CO4: Emphasize on the interpretation and use of R and Python for decision making rather than its creation and accumulation.

DETAILED SYLLABUS:

UNIT I

Understanding data: Importing, plotting, understanding and cleaning the data. Understand Univariate and multivariate, categorical and quantitative data, visual presentations of data, descriptive statistics, data tables, interpretation from graphical charts-bar plots, box plots, scatter diagrams. Hands on case study using software.

UNIT II

Introduction to R: R Data Types (Character, Numeric, Integer, Logical Complex), Different Data Structures in R, Basics of R Syntax, install R / RStudio, RStudio interface, import, export, and view files, save files.

Introduction to Python: Python Data Types: Functions, String and List, Python Data Types: Tuples and Dictionaries, Files and Exceptions, Logical Operators, Classes and Objects Logical Operators, Classes and Objects.

UNIT III

Data Visualization using R: Introduction to GGPlot, Univariate Graph, Bivariate Graph, Multivariate Graph, Maps, Time Dependent Graphs, Customizing Graphs, Saving Graphs. Descriptive Analysis in R: Using Summary Command, Using Name Command. Summary command: Single value result, Summary command: Multiple Result cumulative commands. Descriptive Statics for R Data Frames, Descriptive statistics in R for Matrix Objects.

UNIT IV

Data Visualization using Python: Matplotlib, Pandas Visualization, Seaborn, ggplot, Plotly,

Descriptive Analysis in Python: Mean Median, Mode, Standard Deviation, Variance, Interquartile Range, and Skewness.

SUGGESTED READINGS:

1. Levin & Rubin, Statistics for Business, Prentice Hall of India, Delhi.
2. Anderson, Quantitative Methods in Business, Thomson Learning, Bombay.
3. Anderson, Statistics for Business & Economics, Thomson Learning, Bombay.
4. Kothari C.R., Quantitative Techniques, Vikas Publishing House, New Delhi
5. Andy Field, Discovering Statistics Using SPSS, Pearson Press.
6. Damodar Gujarati, Basic Econometrics, McGraw Hill Education, 5th Edition
7. Joseph F. Hair Jr, William C. Black, Barry J. Babin, Rolph E. Anderson, Multivariate Data Analysis, Pearson Press.

Note: The duration of all the end term theory examinations shall be 3 hours

Instructions for External Examiner: The question paper shall be divided in two sections as follows:

Section A	Seven (7) short answer type questions from whole of the syllabus carrying two marks each. This section will be compulsory	7*2=14 marks
Section B	8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit.	14*4= 56 marks
Total Marks		70 marks

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation (CP) and Individual Assessment	10
2	Assessment 2: Mid Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP) / Group Project (GP) / Role Play / Live Projects / Simulation / Worksheet Assessment	10
Internal Assessment (IA) (1+2+3)		30 (30%)
End-Term Examination (EE)		70 (70%)
Total Marks (IA+EE)		100

Mapping Matrix of Course: 222MHMSEC2

Table 1: CO-PO Matrix for the Course 222MHMSEC2

COURSE OUTCOMES	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	3	2	3	2	2
CO2	3	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	3	3
CO4	2	3	3	3	3	3	3	3
Average	2.75	3	3	3	2.75	3	2.75	2.75

Table 2: CO-PSO Matrix for the Course 222MHMSEC2

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	3	3	3	3	3
CO2	3	3	3	3	3	3
CO3	3	3	3	2	3	3
CO4	3	3	3	3	3	3
Average	3	3	3	2.75	3	3

**F & B Management
222MHMSEC3**

**L-T-P
3-1-0**

**External Marks: 70
Internal Marks: 30
Time Allowed: 3 Hours**

Type of Course: Skill Enhancement Course

Core Courses	General Elective Course	Ability Enhancement Courses	Skill Enhancement Course	Value Addition Course
			✓	

Introduction to the Course:

This course is to provide information that involves a variety of food and beverage management for the students. It aims to cover all aspects of the management in food and beverage operation. It focuses on the operation of basic concept in dining room, food, meal and beverage management as well as front of the house and back of the house departments. It emphasizes on the critical areas such as menu planning, purchasing, receiving, food cost analysis, forecasting and development and setting up a dining and table service.

Course Outcomes:

CO1: Understand the types and elements of food service operations.

CO2: Apply management skills needed in a foodservice production and develop a food and beverage concept.

CO3: Identify a variety of managerial, production, and service positions that are typical of the food service industry, along with their role in providing food service

CO4: Describe managerial responsibilities in F&B operations, including menu planning, purchasing, storing, preparation, recipe development, menu planning, menu design, control, and F&B marketing. 6. Describe proper sanitation, hygiene and safety procedures and techniques used on the Food and Beverage industry.

Detailed Syllabus:

Unit I:

Menu, Styles of service & Sales Control:

- Origin of the menu
- Types of menus
- French Classical menu
- Objectives of menu
- Types of service - Waiter Service, Assisted Service & Self Service
- Order taking systems – checklist, guest check, notepad and electronic
- Food and beverage service stages
- Function of control system
- Understand modes of payment & record keeping

Unit II: Introduction to Beverages and Bar Operations:

- Introduction to types of bars - Bar equipment and small ware
- Bar Design & set up
- Introduction to non-alcoholic beverages
- Tea – History, Method of production, Basic classification of teas, Service of tea
- Coffee – History, Method of production, Types of coffee, Service of coffee

Unit III:

Spirits and Wines:

- Whiskey – Production, types and styles
- Brandy - Production, types and styles
- Rum - Production, types and styles
- Gin - Production, types and styles
- Vodka - Production, types and styles
- White, red, and rose making process
- Sparkling wines (champagne, prosecco, cava)
- Fortified wines (port, sherry, marsala, and madeira)
- Dessert wines (noble rois, late harvest, Eiswein, yellow wine, straw wine)

Unit IV: Concept of Revenue, Cost & Costing:

- Introduction to the concept of cost
- Introduction to the concept of revenue
- Relation of cost to revenue
- Costs associated with F & B operations
- Standard purchase specification
- Yield
- Standard recipe costing
- Food cost
- Recipe conversion factor
- Inventory management

SUGGESTED READINGS:

- Food and Beverage Service – B.R. Lillicrap & Cousins
- Modern Restaurant Service – John Fuller
- Sondra J. Dahmer, Kurt W. Kahl (2002), Restaurant Service Basics, John Wiley & Sons, Inc.
- Ann Hoke (1954). Restaurant Menu Planning. Hotel Monthly Press
- Lendal H. Kotschevar, Valentino Luciani (2006), Presenting Service: The Ultimate Guide for the Foodservice Professional, John Wiley & Sons Inc

Note: The duration of all the end term theory examinations shall be 3 hours

Instructions for External Examiner: The question paper shall be divided in two sections as follows:

Section A	Seven (7) short answer type questions from whole of the syllabus carrying two marks each. This section will be compulsory	7*2=14 marks
Section B	8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit.	14*4= 56 marks
	Total Marks	70 marks

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation (CP) and Individual Assessment	10
2	Assessment 2: Mid Term Exam (MTE)	10

3	Assessment 3: Case Analysis / Presentation (CAP)/ Group Project (GP) / Role Play / Live Projects / Simulation / Worksheet Assessment	10
	Internal Assessment (IA) (1+2+3)	30 (30%)
	End-Term Examination (EE)	70 (70%)
	Total Marks (IA+EE)	100

Mapping Matrix of Course: 222MHMSEC3

Table 1: CO-PO Matrix for the Course 222MHMSEC3

COURSE OUTCOMES	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	2	3	3	2	3
CO2	3	3	2	2	2	3	3	3
CO3	2	2	3	3	3	3	2	2
CO4	3	3	3	3	3	3	3	2
Average	2.75	2.75	2.75	2.5	2.75	3	2.5	2.5

Table 2: CO-PSO Matrix for the Course 222MHMSEC3

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	3	3	2	3	3
CO2	2	3	2	3	3	3
CO3	2	2	3	3	3	3
CO4	3	3	3	3	3	3

**Operational Internship
Third Semester
223MHMSEC1**

L-T-P
0-0-6

External Marks: 400
Internal Marks: 350

Type of Course: Skill Enhancement Course

Core Courses	Core Course	Ability Enhancement Courses	Skill Enhancement Course	Value Addition Course
			✓	

Course Objective:

An industry internship of 20 weeks in any standard category of hotel, restaurant, stand-alone restaurant or any related organisation of hospitality or travel and tourism or service organisation.

Course Outcomes:

CO1: Integrate theory and practice.

CO2: Assess interests and abilities in their field of study & Explore career alternatives prior to graduation.

CO3: Develop work habits and attitudes necessary for job success.

CO4: Build a record of work experience and possibly acquire employment contacts leading directly to a full-time job following graduation from college.

Detailed Syllabus:

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

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

Operational Internship Evaluation: At the end of second semester, all the students will have to undergo operational internship of 20 weeks with an industrial, business or service organization in hospitality industry. The condition of successfully completing the programme shall not be deemed to have been satisfied unless a student undergoes operational internship under the supervision of faculty from the department. Each student

will be required to submit a report to the department for the work undertaken for evaluation. Internal evaluation of 350 marks will be based on seminar presentation before the committee of three members constituted by Dean of the Department and remaining 400 marks will be awarded by external examiner after evaluation of report.

**Fourth Semester
Service Marketing (Blended Learning Mode)
224MHMCCI**

**L-T-P
3-1-0**

**External Marks: 70
Internal Marks: 30
Time Allowed: 3 Hours**

Type of Course: Core Course

Core Courses	General Elective Course	Ability Enhancement Courses	Skill Enhancement Course	Value Addition Course
✓				

Course Objective:

This course is designed to prepare students who are pursuing marketing careers in the services or goods industries and non-marketing students desiring to understand the key concepts of services marketing and how they can be used to create competitive advantage for businesses. This course brings out the emerging service environment in India and the world. It emphasizes the distinctive aspects of Services Marketing. It aims at equipping students with concepts and techniques that help in taking decisions relating to various services marketing situations.

Course Outcomes:

- CO1: Understand the Concept of Services and intangible products
- CO2: Discuss the relevance of the services Industry to Industry and examine the characteristics of the services industry and the modus operandi.
- CO3: Analyse the role and relevance of Quality in Services
- CO4: Visualize future changes in the services industry

Detailed Syllabus:

UNIT 1:

Increasing Importance of Services; Defining a Service; Nature of Services; Intangibility; Distinguishing Features of a Service; Managing Services: The Service Product; Relationship of Services and the organization; Services as an Opportunity; Service Industry across the world.

UNIT 2:

Emergence of The Service Economy; Outsourcing and Services; Overview of The Indian Economy; Services Sector in The Indian Economy, (Major players, Major services offered, Major centres; Circumstances that contributed to the Services boom in the Indian economy; Role and relevance of Services to the Indian economy; Classification of Services; Variety of Services offered by Indian organizations, Intangible and Tangible Services.

UNIT 3:

Distinguishing Features; The service; Promotion; Price; Place; People; Physical evidence; Process; Elements of Positioning; Service Differentiation; How Indian companies have been at the forefront of the Services industry; What do Indian companies offer to companies seeking Services support; Services as a source of competitive advantage; Increasing integration of Services with organizational plans and activities; Internal Services and External Services, Features, Relevance, Examples; Services Trainings and Hiring; Motivation and Employee Management in the Services sector; Factors affecting attempts of Services Differentiation.

UNIT 4:

Defining Service Quality; Researching Service Quality; Service Quality Benchmarking (Servqual, TUV, ISO etc.); Setting Quality Standards. Managing the Marketing Mix for Quality; Organizing and Implementing Service Quality; Factors affecting Service Quality Management; Customer and Customer Value Proposition and Value Creation in Services; Managing the Service Encounter; Blueprinting; Managing Customer Demand, Frequency, Quality, Training, Content and Context; Developing Relationships with Customers: Distribution Strategy; Pricing of Services; Promoting Services.. Competitors of the Indian Services Industry; Future of Services Industry in India and elsewhere; Near-shoring and Reshoring; Services and the Gig Economy; Growth potential of the Services Industry

SUGGESTED READINGS:

- Zeithaml Valerie A. & Bitner Mary Jo., Gremler Dwayne D., Pandit Ajay; Services Marketing, McGraw Hill
- Zeithaml Valerie A. & Bitner Mary Jo., Gremler Dwayne D., Pandit Ajay; Services Marketing, McGraw Hill
- Wirtz Jochen, Lovelock Christopher H, Chatterjee Jayanta.: Services Marketing, 8e Edition, Pearson.
- Zeithaml Valerie A. & Bitner Mary Jo., Gremler Dwayne D., Pandit Ajay; Services Marketing, McGraw Hill

NOTE: The duration of all the end term theory examinations shall be 3 hours

Instructions for External Examiner: The question paper shall be divided in two sections as follows:

Section A	Seven (7) short answer type questions from whole of the syllabus carrying two marks each. This section will be compulsory	7*2=14 marks
Section B	8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit.	14*4= 56 marks
	Total Marks	70 marks

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation (CP) and Individual Assessment	10
2	Assessment 2: Mid Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP)/ Group Project (GP) / Role Play / Live Projects / Simulation / Worksheet Assessment	10
	Internal Assessment (IA) (1+2+3)	30 (30%)
	End-Term Examination (EE)	70 (70%)
	Total Marks (IA+EE)	100

Mapping Matrix of Course: 224MHMCC1

Table 1: CO-PO Matrix for the Course 224MHMCC1

COURSE OUTCOMES	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	2	3	3	3	3
CO2	3	2	2	3	2	3	3	3
CO3	2	2	3	3	3	3	2	2
CO4	3	3	3	3	3	3	3	3
Average	2.75	2.5	2.75	2.75	2.75	3	2.75	2.75

Table 2: CO-PSO Matrix for the Course 224MHMCC1

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	3	3	2	3	3
CO2	2	3	3	3	3	3
CO3	3	2	3	3	3	3
CO4	3	3	3	3	3	3
Average	2.75	2.75	3	2.75	3	3

**Strategic Management (Blended Learning Mode)
224MHMCC2**

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time Allowed: 3 Hours

Type of Course: Core Course

Core Courses	General Elective Course	Ability Enhancement Courses	Skill Enhancement Course	Value Addition Course
✓				

Introduction to the Course:

The course aims at imparting knowledge of formulation, implementation and evaluation of business strategies.

Course Outcomes:

After completing the course, students would be able to:

CO1: Outline the type of decisions taken at different levels of organization.

CO2: Explain the process of strategic decision making in an organization.

CO3: Apply various tools to assess business environment.

CO4: Evaluate the strategy which best fits in achieving the organizational goals.

DETAILED SYLLABUS:

UNIT I

Strategy: Concept and Levels, Strategic Decision Making; Schools of thought on Strategy Formulation; Strategic Management: Elements and Models in Strategic Management Process; Strategic Intent, Vision, Mission, Goals and Objectives, Strategic Business Unit.

UNIT II

Strategy Formulation: Environmental Appraisal, Organizational Appraisal. Corporate Level and Business Level Strategies.

UNIT III

Strategic Analysis and Choice: Strategic Analysis. Tools and Techniques for Strategic Analysis - BCG Matrix, Porter's Model, GE Matrix, SWOT Analysis; Strategic Choice - Process of Strategic Choice, Factors in strategic Choice.

UNIT IV

Strategy Implementation: Activating Strategies, Structural, Behavioural, Functional and Operational Implementation; Strategic Evaluation and Control.

SUGGESTED READINGS:

1. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management –Concepts and Applications, PHI, New Delhi.
2. Jauch and Glueck, Business Policy and Strategic Management, TMH, New Delhi.
3. Kazmi, Azhar, Strategic Management and Business Policy, Tata McGraw Hill Publishing Company Ltd., New Delhi.
4. Pearce and Robinson, Strategic Management -Formulation, Implementation and Control, McGraw Hill Publishing, New Delhi.

NOTE: The duration of all the end term theory examinations shall be 3 hours

Instructions for External Examiner: The question paper shall be divided in two sections as follows:

Section A	Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory	7*2=14 marks
Section B	8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit.	14*4= 56 marks
	Total Marks	70 marks

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation (CP) and Individual Assessment	10
2	Assessment 2: Mid Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP) / Group Project (GP) / Role Play / Live Projects / Simulation / Worksheet Assessment	10
	Internal Assessment (IA) (1+2+3)	30 (30%)
	End-Term Examination (EE)	70 (70%)
	Total Marks (IA+EE)	100

Mapping Matrix of Course: 224MHMCC2

Table 1: CO-PO Matrix for the Course 224MHMCC2

COURSE OUTCOMES	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	2	3	3	2	3
CO2	3	3	2	2	2	3	3	3
CO3	2	2	3	3	3	3	2	2
CO4	3	3	3	3	3	3	3	2
Average	2.75	2.75	2.75	2.5	2.75	3	2.5	2.5

Table 2: CO-PSO Matrix for the Course 224MHMCC2

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	3	3	2	3	3
CO2	2	3	2	3	3	3
CO3	2	2	3	3	3	3
CO4	3	3	3	3	3	3
Average	2.5	2.75	2.75	2.75	3	3

**Hospitality Entrepreneurship (Project) (BL Mode)
224MHMSEC1**

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time Allowed: 3 Hours

Type of Course: Skill Enhancement Course

Core Courses	General Elective Course	Ability Enhancement Courses	Skill Enhancement Course	Discipline Specific Elective Courses
			✓	

Introduction to the Course:

This course begins with an overview of the principles of business development and marketing management. It covers research methodology needed for the design and delivery of a hospitality business. The course then assesses the viability of various sizes of hospitality business ventures vis-a-vis the planning process, management of small enterprises, feasibility studies, and formation of business plans. Risk management, record keeping and entrepreneurial characteristics are explored.

Course Outcomes

After completing the course students would be able to:

- CO1: Develop goals and objectives for a new business venture
- CO2: Research and develop a marketing and advertising strategy for a hospitality business.
- CO3: Write a business plan for a hospitality business venture & describe factors that must be assessed in buying a business
- CO4: Analyze the role of risk management in developing a new business

Detailed Syllabus / Methodology:

- Journals or learning log
 - To encourage the student to read carefully and critically
 - Preparation for participating in a discussion.
 - Responding formally to reading.
- Business or Strategic Plan
 - Prioritize activities, resources and needs to complete the research.
 - Forecast the events and needs of the hospitality industry.
 - Raise new questions about already established knowledge.
- Book (or article) review
 - Read critically and carefully
- Summarize a book's content
- Library research
 - Evaluate the quality of learning resources available

- Identify relevant library resources
- Access resources that are available in the library.
- Artistic representations of course material
 - Present course material in an innovative and creative way
 - Understand, analyze, and respond to critique.
 - Practice or display kinesthetic skills.

Projects will require both primary and secondary research. Informal presentations to the class summarizing the results of the student analysis will be conducted during the last two classes of the semester.

Formulating: The student should produce a report of not less than 3 000 words (the nature, content and objectives of the report to be agreed in advance between the student and the faculty in-charge).

Guidelines: List of contents of the research
 Chapter I – Introduction and Objective
 Chapter II – Methodology
 Chapter III – Data Analysis
 Chapter IV – Results and Discussion

Please note: Correct Referencing, Annexure, Exhibits and Bibliography must be part of the report submission.

Submission of the report: Two copies of the project report must be submitted before the due date as specified by the faculty. The copies should be duly signed by the faculty guide and the Dean of the Faculty.

Suggested Readings:

- RHM: Paul Robbins, John Hintz, and Sarah A. Moore, Environment & Society: A Critical Introduction (2nd edition).

Note: The duration of all the end term theory examinations shall be 3 hours

Instructions for External Examiner: The question paper shall be divided in two sections as follows:

Section A	Seven (7) short answer type questions from whole of the syllabus carrying two marks each. This section will be compulsory	7*2=14 marks
Section B	8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit.	14*4= 56 marks
Total Marks		70 marks

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation (CP) and Individual Assessment	10
2	Assessment 2: Mid Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP)/ Group Project (GP) / Role Play / Live Projects / Simulation / Worksheet Assessment	10

Internal Assessment (IA) (1+2+3)	30 (30%)
End-Term Examination (EE)	70 (70%)
Total Marks (IA+EE)	100

Mapping Matrix of Course: 224MHMSEC1

Table 1: CO-PO Matrix for the Course 224MHMSEC1

COURSE OUTCOMES	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	2	3	3	2	3
CO2	3	3	2	2	2	3	3	3
CO3	2	2	3	3	3	3	2	2
CO4	3	3	3	3	3	3	3	2
Average	2.75	2.75	2.75	2.5	2.75	3	2.5	2.5

Table 2: CO-PSO Matrix for the Course 224MHMSEC1

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	3	3	2	3	3
CO2	2	3	2	3	3	3
CO3	2	2	3	3	3	3
CO4	3	3	3	3	3	3
Average	2.5	2.75	2.75	2.75	3	3

Digital Marketing 224MHMEC1

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time Allowed: 3 Hours

Type of Course Elective Course

Core Courses	Value Addition Course	Ability Enhancement Courses	Skill Enhancement Course	Elective Courses
				✓

Introduction to the Course:

Digital Marketing is a course which offers insights to understand Digital Marketing characteristics, work digital structures, use digital marketing for multiple goals within a larger marketing and/or media strategy, such understanding to enhance the quality of online advertising: Digital display, video, mobile, search engine, and social media and performance in organizations.

Course Outcomes

After completing the course students would be able to:

- CO1: To understand how and why to use digital marketing for multiple goals within a larger marketing and/or media strategy.
- CO2: To understand the major digital marketing channels - online advertising: Digital display, video, mobile, search engine, and social media.
- CO3: To develop, evaluate, and execute a comprehensive digital marketing strategy and plan.
- CO4: To measure digital marketing efforts and calculate ROI and Explore the latest digital ad technologies.

DETAILED SYLLABUS:

UNIT-I

Introduction to Digital Marketing: Digital Marketing, Internet Users, Digital Marketing Strategy, Digital Advertising Market in India, Skills required in Digital Marketing, Digital Marketing Plan.

Display Advertising: Concept of Display Advertising, Types of Display Ads, Buying Models, Display Plan, Targeting, What Makes a Good Ad?, Programmatic Digital Advertising, Analytical Tools, YouTube Advertising.

UNIT-II

Search Engine Advertising: benefits of paid Search Advertising, understanding Ad Placement, understanding Ad Ranks. Creating the First Ad Campaign, Enhance Your Ad Campaign, Performance Reports. Social Media Marketing: How to build a Successful Strategy. Facebook Marketing: Facebook for Business, Anatomy of an Ad Campaign, Adverts, Facebook Insights, Other Marketing Tools, Other Essentials.

UNIT-III

LinkedIn Marketing: Why it is Important to have LinkedIn Presence, LinkedIn Strategy, Sales Leads Generation Using LinkedIn, Content Strategy, LinkedIn Analytics, Targeting, Ad Campaign. Twitter Marketing: Getting Started with Twitter, How is Twitter Different?, Building a Content Strategy, Twitter Usage, Twitter Ads, Twitter Analytics, Twitter tools and tips for Marketers. Instagram and Snap chat: Instagram-Content Strategy, Sponsored Ads, Snap chat, Digital Public Relations.

UNIT-IV

Mobile Marketing: Mobile Usage, Mobile Advertising, Mobile Marketing Toolkit, Mobile Marketing Features. Addressing the diversity in India through Mobile, Campaign Development Process, Tracking of Mobile Campaigns Search Engine Optimisation: Search Engine, Concept of SEO, SEO phases, On Page and Off Page Optimisation, Social Media Reach, Maintenance. Web Analytics: Data Collection, Key Metrics, Making Web Analytics Actionable, Multi-channel attribution. How to connect offline with online, Types of Tracking Codes, Mobile Analytics, Universal Analytics, Competitive Intelligence.

RECOMMENDED READINGS:

1. Puneet Bhatia, Fundamental of Digital Marketing, Pearson Education
2. Seema Gupta, "Digital Marketing", McGraw Hill Education, New Delhi.
3. Philip Kotler, "Marketing 4.0: Moving from Traditional to Digital", Wiley
4. Ryan Deiss and Russ Henne berry, Digital Marketing for Dummies,
5. Jason, McDonald. Social Media Marketing Workbook: 2018 Edition - How to Use Social Media for Business
6. Miller, The Ultimate Web Marketing Guide, Pearson Education.

NOTE: The duration of all the end term theory examinations shall be 3 hours

Instructions for External Examiner: The question paper shall be divided in two sections as follows:

Section A	Seven (7) short answer type questions from whole of the syllabus carrying two marks each. This section will be compulsory.	7*2=14 marks
Section B	8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit.	14*4= 56 marks
	Total Marks	70 marks

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation (CP) and Individual Assessment	10
2	Assessment 2: Mid Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP) / Group Project (GP) / Role Play / Live Projects / Simulation / Worksheet Assessment	10
	Internal Assessment (IA) (1+2+3)	30 (30%)
	End-Term Examination (EE)	70 (70%)
	Total Marks (IA+EE)	100

Mapping Matrix of Course: 224MHMEC1

Table 1: CO-PO Matrix for the Course 224MHMEC1

COURSE OUTCOMES	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	3	3	2	3	3	3
CO2	3	3	2	2	3	3	3	3
CO3	3	3	3	3	2	3	3	3
CO4	2	3	3	3	3	3	3	3
Average	2.75	2.75	2.75	2.75	2.5	3	3	3

Table 2: CO-PSO Matrix for the Course 224MHMEC1

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	3	3	3	3	3
CO2	3	3	3	3	3	3
CO3	3	3	3	2	3	2
CO4	3	3	3	3	2	3
Average	3	3	3	2.75	2.75	2.75

Innovation and Change Management (Project) 224MHMEC2

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time Allowed: 3 Hours

Type of Course: Elective Course

Core Courses	Value Addition Course	Ability Enhancement Courses	Skill Enhancement Course	Elective Courses
				✓

Introduction to the Course:

This course is designed to provide students with the conceptual frameworks and an understanding of the best practices related to developing, implementing, and managing large- and small-scale change initiatives, both as an internal change agent and as an organizational development consultant. The students will have to develop and submit a project while they will be also going through major theories and perspectives regarding organizational development, creativity and change management strategies and interventions. There will be an emphasis on identifying your environmental values, learning specific, transferable skills, and generating a proposal for a viable, applied project. The course project allows students to analyse any one of the core subjects in the hospitality and service industries and environmental issues around the world.

Course Outcomes:

- CO1: Apply knowledge about the major theories and perspectives concerning organization development and change management
CO2: Analyze the role of the internal and external environment in driving or restraining change regarding large- and small-scale change initiatives within organizations
CO3: Demonstrate an ability to evaluate the needs and constraints of organizational change and to reflect on their own role and position in this situation
CO4: Analyse the dynamics and issues in implementing and executing a change strategy or an intervention

Detailed Syllabus / Methodology:

- Journals or learning log
 - To encourage the student to read carefully and critically
 - Preparation for participating in a discussion.
 - Responding formally to reading.
- Business or Strategic Plan
 - Prioritize activities, resources and needs to complete the research.
 - Forecast the events and needs of the hospitality industry.
 - Raise new questions about already established knowledge.
- Book (or article) review
 - Read critically and carefully
- Summarize a book's content
- Library research
 - Evaluate the quality of learning resources available
 - Identify relevant library resources
 - Access resources that are available in the library.
- Artistic representations of course material
 - Present course material in an innovative and creative way
 - Understand, analyze, and respond to critique.
 - Practice or display kinesthetic skills.

Projects will require both primary and secondary research. Informal presentations to the class summarizing the results of the student analysis will be conducted during the last two classes of the semester.

Formulating: The student should produce a report of not less than 3 000 words (the nature, content and objectives of the report to be agreed in advance between the student and the faculty in-charge).

Guidelines: List of contents of the research

Chapter I – Introduction and Objective

Chapter II – Methodology

Chapter III – Data Analysis

Chapter IV – Results and Discussion

Please note: Correct Referencing, Annexure, Exhibits and Bibliography must be part of the report submission.

Submission of the report: Two copies of the project report must be submitted before the due date as specified by the faculty. The copies should be duly signed by the faculty guide and the Dean of the Faculty.

Suggested Readings:

- RHM: Paul Robbins, John Hintz, and Sarah A. Moore, Environment & Society: A Critical Introduction (2nd edition).

Note: The duration of all the end term theory examinations shall be 3 hours
Instructions for External Examiner: The question paper shall be divided in two sections as follows:

Section A	Seven (7) short answer type questions from whole of the syllabus carrying two marks each. This section will be compulsory	7*2=14 marks
Section B	8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit.	14*4= 56 marks
	Total Marks	70 marks

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation (CP) and Individual Assessment	10
2	Assessment 2: Mid Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP)/ Group Project (GP) / Role Play / Live Projects / Simulation / Worksheet Assessment	10
	Internal Assessment (IA) (1+2+3)	30 (30%)
	End-Term Examination (EE)	70 (70%)
	Total Marks (IA+EE)	100

Mapping Matrix of Course: 224MHMEC2

Table 1: CO-PO Matrix for the Course 224MHMEC2

COURSE OUTCOMES	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	3	3	2	3	3	3
CO2	3	3	3	2	3	3	3	3
CO3	3	3	3	3	2	3	3	3
CO4	2	3	3	3	2	3	3	3
Average	2.75	2.75	3	2.75	2.75	3	3	3

Table 2: CO-PSO Matrix for the Course 224MHMEC2

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	3	3	3	3	3
CO2	3	3	3	3	3	3
CO3	3	3	3	2	3	2
CO4	3	3	3	3	3	3
Average	3	3	3	2.75	3	2.75

**Resort & Destination Management
224MHMEC3**

**L-T-P
3-1-0**

**External Marks: 70
Internal Marks: 30
Time Allowed: 3 Hours**

Type of Course: Elective Course

Core Courses	Value Addition Course	Ability Enhancement Courses	Skill Enhancement Course	Elective Courses
				✓

Introduction to the Course:

Resort & Destination management is a distinctive part of general Tourism & Hospitality management, with its defining feature being the creation of a business model designed to attract, hold, and satisfy its guests. This course attempts to identify and understand business issues and management strategies that can help

- To create a healthy and attractive resorts.
- To maintain resort sustainability in economic, social and environmental terms.
- To provide the type of special experience that would attract guests to a resort.
- To direct marketing efforts towards appropriate and appreciative market segments.
- To focus on internal aspects of the resort operation, that have a direct impact on meeting the needs of guests and other stakeholders.
- To look into the future through the medium of risk management

Course Outcomes:

- CO1: Explain the feature elements that differentiate resorts from other types of destinations.
 CO2: Identify departments unique to resorts further to regular departments in a hotel and explain the difference between services offered by some departments in a resort and their counterparts in a regular hotel.
 CO3: Analyse target markets and create a market strategy that can be sold to tourist agencies, on the web or other marketing channels.
 CO4: Create a human resources strategy consistent with high and low season demands

Detailed Syllabus:

UNIT I

Introduction: Destination Overview- Concept of a Destination; Development of a Tourist Circuit; Role of DMO's, Destination Life Cycle. Resort Overview- Distinctive Resort Characteristics, Resort Description & definitions, Resort Concept Development, Resort Management Framework

UNIT II

The Resort Business Model & Governance: Understanding Demand & Supply Operational framework, Sustainable Development, Corporate Governance, Corporate Social Responsibility, Political Governance, Human Relations Practice.

UNIT III

The Resort Market conditions: Global Demand Trends, Benefit Segmentation, Supply Consideration Technology Changes, Competition, Impact of seasons on Resort Development & Operations, Resort Seasonality, Resorts & Human Seasons

UNIT IV

Planning, Development & Marketing Resorts: The Planning Process, Functional & Normative Tools, Stages of planning & Development, Financial Implications, Classification of Risk Source & Management, Place Marketing, Cluster Theory, Branding issues, Services Marketing & Management, Develop & Evaluate Guest Activity Programmes, Cluster & Activity Analysis, Program Areas, Program Planning & Evaluation

SUGGESTED READINGS:

- B. (2003), Various Forecasting Models Help Hotels Set Selling Strategies. Hotel & Motel Management
- CHON, K. & YU, L. (1999), The International Hospitality Business: Management and Operations, Rutledge, UK, ISBN 0-78900-559-X
- ETUP EUROPEAN TOURISM UNIVERSITY PARTNERSHIP (2001), Resort Management in Europe: Case Studies and Learning Materials (Tourism & Hospitality), Cengage Learning Business Press, Kentucky, USA, ISBN 0-82644-712-0
- HALL, M., MILLER, D., & SAARINEN, J. (2008), Nordic Tourism: Issues and Cases (Aspects of Tourism), Channel View Publications, Bristol, ISBN 1-84541-093-9
- HUFFADINE, M. (1993), Project Management in Hotel and Resort Development. McGraw-Hill, Texas. ISBN 0-07030-870-5
- KUREK, W. (2003), Issues of tourism and health resort management, Krakow, Cracow Institute of Geography and Spatial Management of the Jagiellonian University, Poland
- MCKERCHER, B. & DU CROSS, H. (2002), Cultural Tourism: The Partnership Between Tourism and Cultural Heritage Management, Routledge, Oxon, UK, ISBN 0-78901-105-0
- MILL, R. (2007), Resorts: Management and Operations, Wiley, San Francisco, ISBN 0-47174-722-X
- MORRISON, A. (2002), Hospitality and Travel Marketing, 3rd edition, Delmar Thompson Learning, Albany, New York, ISBN 978-076681605-3
- MURPHY, P. (2007), The Business of Resort Management, Butterworth-Heinemann, UK, ISBN 0-75066-661-7
- ORKIN, E. (2001). Hotel Revenue Management and Market Segmentation. Lodging Magazine, January

Note: The duration of all the end term theory examinations shall be 3 hours

Instructions for External Examiner: The question paper shall be divided in two sections as follows:

Section A	Seven (7) short answer type questions from whole of the syllabus carrying two marks each. This section will be compulsory	7*2=14 marks
Section B	8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit.	14*4= 56 marks
	Total Marks	70 marks

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation (CP) And Individual Assessment	10
2	Assessment 2: Mid Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP)/ Group Project (GP) / Role Play / Live Projects/ Simulation / Worksheet Assessment	10

Internal Assessment (IA) (1+2+3)	30 (30%)
End-Term Examination (EE)	70 (70%)
Total Marks (IA+EE)	100

Mapping Matrix of Course: 224MHMEC3

Table 1: CO-PO Matrix for the Course 224MHMEC3

COURSE OUTCOMES	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	3	3	2	3	3	3
CO2	3	3	3	2	3	3	3	3
CO3	3	3	3	3	2	3	3	3
CO4	2	3	3	3	2	3	3	3
Average	2.75	2.75	3	2.75	2.75	3	3	3

Table 2: CO-PSO Matrix for the Course 224MHMEC3

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	3	3	3	3	3
CO2	3	3	3	3	3	3
CO3	3	3	3	2	3	2
CO4	3	3	3	3	3	3
Average	3	3	3	2.75	3	2.75

Hospitality Development & Asset Management 224MHMEC4

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time Allowed: 3 Hours

Type of Course: Elective Course

Core Courses	Value Addition Course	Ability Enhancement Courses	Skill Enhancement Course	Elective Courses
				✓

Introduction to the Course:

Hotel asset management plays a vital role in controlling hotel performance and profitability. This course is designed for those who are interested in learning the role of asset management or how to implement strong asset management strategies in the hotel industry. Through this course students will learn hotel asset management strategies, benchmarking and financial analysis.

Course Outcomes:

- CO1: Obtain a comprehensive understanding of how to perform a professional financial analysis for real estate transactions (Buy, sell, lease, develop)
- CO2: Know and understand main real estate financial metrics (IRR, NPV, ROI, Cap Rate, etc.)
- CO3: Real Estate market analysis essentials.
- CO4: Perform a professional financial analysis for real estate transactions (Buy, sell, lease, develop)

Detailed Syllabus:

UNIT I

Introduction, Hospitality Real Estate Finance – Art or Science? Key terms, ratios, and jargon, Asset Management Overview, Role of Asset Manager

UNIT II

Hotel Feasibility Studies, What is a Feasibility Study?, How does one perform a feasibility study?, Field Work / Primary Research, Secondary Research.

UNIT III

Facilities Planning, Brand Identification, Demand-Supply Quantification, The Four Ps of competitive analysis, Benchmarking analysis, Penetration analysis, Non-room revenue analysis

UNIT VI

Income & Expense Analysis – Uniform System of Hotel Accounts, P&L Projections, IRR calculation, DCSR calculation, Hotel Valuations – What is Valuation? Difference between Price, Cost & Value, What are the key metrics in understanding valuation?, Three methods of valuation – Their Pros & Cons., DCF, NPV, Capitalisation Rate, WACC and their relevance.

SUGGESTED READINGS:

- Denton, Greg, Raleigh, Lori E., Hotel Asset Management: Principles & Practices, Amer Hotel & Motel Assn; 2nd edition, 2009 ISBN: 0866123377
- Hotel Asset Management Principles and Practices, Educational Institute of the American Hotel Motel Assoc; 3rd edition (2016)

Note: The duration of all the end term theory examinations shall be 3 hours

Instructions for External Examiner: The question paper shall be divided in two sections as follows:

Section A	Seven (7) short answer type questions from whole of the syllabus carrying two marks each. This section will be compulsory.	7*2=14 marks
Section B	8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit.	14*4= 56 marks
	Total Marks	70 marks

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation (CP) And Individual Assessment	10
2	Assessment 2: Mid Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP)/ Group Project (GP) / Role Play / Live Projects/ Simulation / Worksheet Assessment	10
	Internal Assessment (IA) (1+2+3)	30 (30%)
	End-Term Examination (EE)	70 (70%)
	Total Marks (IA+EE)	100

Mapping Matrix of Course: 224MHMEC4

Table 1: CO-PO Matrix for the Course 224MHMEC4

COURSE OUTCOMES	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	3	3	2	2	3	3
CO2	3	3	3	2	3	2	3	3

CO3	3	3	3	3	2	3	3	3
CO4	2	3	3	3	2	3	3	3
Average	2.75	2.75	3	2.75	2.75	2.5	3	3

Table 2: CO-PSO Matrix for the Course 224MHMEC4

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	2	3	3	3	3	3
CO2	3	3	3	3	3	3
CO3	3	3	3	2	3	2
CO4	3	3	3	3	2	3
Average	2.75	3	3	2.75	2.75	2.75

**Hospitality Trends & Issues
224MHMEC5**

L-T-P
3-0-0

External: 70
Internal: 30
Time Allowed: 3 Hrs.

Type of Course: Elective Course

Core Courses	Value Addition Course	Ability Enhancement Courses	Skill Enhancement Course	Elective Courses
				✓

Introduction to the Course:

Trends and Issues in the Hospitality Industry talks about real time scenarios that are prevalent in all Hospitality segments and how we in today's day and age use theory and apply them to these issues and come up with new trends to tackle them. In this subject we talk about case studies and study how they were tackled and handled. What are the latest trends in the hospitality industry? It goes without saying that the pandemic and ensuing economic downturn greater than the 2008 recession and chaos caused by fluctuation in demand have had a significant impact on hospitality throughout 2020 and 2021 - no doubt with lingering effects. An increased consumer awareness of all things sustainable, purposeful and health & well-being has set new benchmarks for hospitality enterprises which we investigate in this course.

Course Outcomes:

- CO1: Interpret current trends in the market, especially within the hospitality domain
- CO2: Appreciate how products, HR and various markets change over a period and how it affects the success of a business
- CO3: Identify the opportunities that exist for new trends to come up where limitations now exist in different business contexts (specifically related to hospitality)
- CO4: Analyse current trends in the market, especially within the hospitality domain.

Detailed Syllabus:

UNIT I: Trends and Issues in Ownership

- Types of Ownership
- Structures of Ownership

UNIT II: Trends and Issues in Ownership

- Types of Ownership
- Structures of Ownership

UNIT III: Trends & Issues in Customer Segmentation & Booking Sources –

- Factors Impacting Customer Segmentation
- Booking Sources

- Sales Strategies

UNIT IV: Trends & Issues in Human Talent Utilization

- Manpower Positioning - Rooms to Manpower Ratios
- Cross Training of Employees
- Casual Vs. Permanent Employees
- Attrition & brain-drain to allied industries

Unit V: Trends & Issues in Product Profiles

- Defining and Understanding product positioning
- New trends in Product Construction
- Hotelivate Development Cost Survey

Unit VI: Trends & Issues in Food & Beverage and Wellness

- Food and Beverage product profiles and cost
- Restaurant and Banquet KPIs & Outsourcing Food and Beverage Areas
- Trends in wellness & wellbeing – The Global Wellness Economy

SUGGESTED READINGS:

- Batabyal, Debasis, Kumar Das, Dillip: Domestic Tourism and Hospitality Management: Issues, Scope, and Challenges Amid the Covid-19 Pandemic, Apple Academic Press, 2022
- Dayal, Vipul: Hotel & Hospitality Trends on the Rise in 2020
- Arjona, Merly Fiscal: Future Trends in the Hospitality and Tourism Marketing and Management, Society Publishing, 2020

Note: The duration of all the end term theory examinations shall be 3 hours

Instructions for External Examiner: The question paper shall be divided in two sections as follows:

Section A	Seven (7) short answer type questions from whole of the syllabus carrying two marks each. This section will be compulsory	7*2=14 marks
Section B	8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit.	14*4= 56 marks
	Total Marks	70 marks

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation (CP) And Individual Assessment	10
2	Assessment 2: Mid Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP)/ Group Project (GP) / Role Play / Live Projects / Simulation / Worksheet Assessment	10
	Internal Assessment (IA) (1+2+3)	30 (30%)
	End-Term Examination (EE)	70 (70%)
	Total Marks (IA+EE)	100

Mapping Matrix of Course: 224MHMEC5
 Table 1: CO-PO Matrix for the Course 224MHMEC5

COURSE OUTCOMES	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	3	3	2	2	3	3
CO2	3	3	3	2	3	2	3	3
CO3	3	3	3	3	2	3	3	3
CO4	2	3	3	3	2	3	3	3
Average	2.75	2.75	3	2.75	2.75	2.5	3	3

Table 2: CO-PSO Matrix for the Course 224MHMEC5

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	2	3	3	3	3	3
CO2	3	3	3	3	3	3
CO3	3	3	3	2	3	2
CO4	3	3	3	3	2	3
Average	2.75	3	3	2.75	2.75	2.75

Sustainability and the Environment (Project)
 224MHMEC6

L-T-P
 3-1-0

External Marks: 70
 Internal Marks: 30
 Time Allowed: 3 Hours

Type of Course: Elective Course

Core Courses	Value Addition Course	Ability Enhancement Courses	Skill Enhancement Course	Elective Courses
				✓

Introduction to the Course:

The course Sustainability and the Environment (Project) aims to build skills of thinking and learning about and researching environmental and sustainability issues. There will be an emphasis on identifying your environmental values, learning specific, transferable skills, and generating a proposal for a viable, applied project. The course project allows students to analyse any one of the core subjects in the hospitality and service industries and environmental issues around the world.

Course Outcomes:

- CO1: To provide the students an opportunity to conduct original research on a subject of interest.
- CO2: To enable a student to investigate into a topic that grows out of their involvement in the internship.
- CO3: Addresses any contemporary issues or challenges in Hospitality or Service Operations.
- CO4: Provides solution and attends to operational issues of Hospitality or Service Operations.

Detailed Syllabus / Methodology:

- Journals or learning log
 - To encourage the student to read carefully and critically
 - Preparation for participating in a discussion.
 - Responding formally to reading.
- Business or Strategic Plan
 - Prioritize activities, resources and needs to complete the research.
 - Forecast the events and needs of the hospitality industry.
 - Raise new questions about already established knowledge.

- Book (or article) review
 - Read critically and carefully
- Summarize a book's content
- Library research
 - Evaluate the quality of learning resources available
 - Identify relevant library resources
 - Access resources that are available in the library.
- Artistic representations of course material
 - Present course material in an innovative and creative way
 - Understand, analyze, and respond to critique.
 - Practice or display kinesthetic skills.

Projects will require both primary and secondary research. Informal presentations to the class summarizing the results of the student analysis will be conducted during the last two classes of the semester.

Formulating: The student should produce a report of not less than 3 000 words (the nature, content and objectives of the report to be agreed in advance between the student and the faculty in-charge).

Guidelines: List of contents of the research

Chapter I – Introduction and Objective

Chapter II – Methodology

Chapter III – Data Analysis

Chapter IV – Results and Discussion

Please note: Correct Referencing, Annexure, Exhibits and Bibliography must be part of the report submission.

Submission of the report: Two copies of the project report must be submitted before the due date as specified by the faculty. The copies should be duly signed by the faculty guide and the Dean of the Faculty.

Suggested Readings:

- RHM: Paul Robbins, John Hintz, and Sarah A. Moore. Environment & Society: A Critical Introduction (2nd edition).

Note: The duration of all the end term theory examinations shall be 3 hours

Instructions for External Examiner: The question paper shall be divided in two sections as follows:

Section A	Seven (7) short answer type questions from whole of the syllabus carrying two marks each. This section will be compulsory	7*2=14 marks
Section B	8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit.	14*4= 56 marks
	Total Marks	70 marks

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation (CP) and Individual Assessment	10
2	Assessment 2: Mid Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP)/ Group Project (GP) / Role Play / Live Projects / Simulation / Worksheet Assessment	10
	Internal Assessment (IA) (1+2+3)	30 (30%)
	End-Term Examination (EE)	70 (70%)
	Total Marks (IA+EE)	100

Mapping Matrix of Course: 224MHMEC6

Table 1: CO-PO Matrix for the Course 224MHMEC6

COURSE OUTCOMES	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	3	3	2	2	3	3
CO2	3	3	3	3	3	2	3	3
CO3	3	3	3	3	2	3	3	3
CO4	2	3	3	3	2	3	3	3
Average	2.75	2.75	3	3	2.75	2.5	3	3

Table 2: CO-PSO Matrix for the Course 224MHMEC6

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	2	3	3	3	3	3
CO2	3	3	3	3	3	3
CO3	3	3	3	2	3	3
CO4	3	3	3	3	2	3
Average	2.75	3	3	2.75	2.75	3

**Revenue Management
224MHMEC7**

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time Allowed: 3 Hours

Type of Course: Elective Course

Core Courses	Value Addition Course	Ability Enhancement Courses	Skill Enhancement Course	Elective Courses
				✓

Introduction to the Course:

With a fixed capacity, a highly disposable product and high fixed costs, hotels are a natural candidate for the application of revenue management. With revenue management, you can predict customer demand and optimize the price and availability of products to match the demand. The result is maximized revenue, and that's not just financially rewarding, it can be fun. This course introduces the key elements of revenue management and describes the benefits this discipline offers to your business, and you.

Originally developed by the airlines in the 1970s, these analytics-based techniques help predict consumer behavior at the hotel's market level so that the hotel can sell each room each night at the optimum price. With modern-day rising acquisition costs and distribution complexities, revenue management techniques have increasingly been adopted by both small and large hotel companies, making a comprehensive understanding of segmentation, forecasting and pricing an essential requirement for today's hospitality professionals.

Course Outcomes:

- CO1: Provide a core understanding of the fundamentals & insightful look into revenue management.
- CO2: Understand the concepts of Inventory Control, Market Segments.
- CO3: Understand the Pricing Strategy and Data-Driven Forecasts.
- CO4: Upon completion of the course students should be empowered with industry best practices, which can be applied across the vast diversification the hotel industry to empower those to optimize profits.

Detailed Syllabus:

UNIT 1

Introduction to Revenue Management: Understanding what revenue management is, why it's important, simple steps to get started, how revenue management can increase profit through booking curve management and how effective yielding can improve a hotel's profits. Moving forward, we'll share best practices and better prepare you for today's complex digital age.

UNIT2

Introduction to Segmentation: In this second module we will discuss segmentation 101, four things to consider while determining segmentation, as well as our best practices in regards to working with properties who need to go through a re-segmentation exercise, and presenting you with some key takeaways.

UNIT 3

Introduction to Forecasting & Budgeting: In this third module, you will have an overview of forecasting and its basic terminology, explore forecasting goals, trends and tools, and understand how to link forecasting and budgeting together.

UNIT 4

Introduction to Pricing: This last module should help tie together concepts from the previous three modules to give you a practical understanding of the fundamentals of revenue management. You will understand why pricing is important, the difference between common pricing strategies, and what are the 7 most common pricing mistakes. After that we will revisit the topic of Big Data, automated systems, and system connectivity as it and discuss best practices for pricing.

Suggested Readings:

Hayes , David K. & Miller , Alisha: Revenue Management for the Hospitality Industry Paperback – Illustrated, 19 November 2010, isbn: 0470393084

Note: The duration of all the end term theory examinations shall be 3 hours

Instructions for External Examiner: The question paper shall be divided in two sections as follows:

Section A	Seven (7) short answer type questions from whole of the syllabus carrying two marks each. This section will be compulsory	7*2=14 marks
Section B	8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit.	14*4= 56 marks
	Total Marks	70 marks

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation (CP) and Individual Assessment	10
2	Assessment 2: Mid Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP)/ Group Project (GP) / Role Play / Live Projects / Simulation / Worksheet Assessment	10
	Internal Assessment (IA) (1+2+3)	30 (30%)
	End-Term Examination (EE)	70 (70%)
	Total Marks (IA+EE)	100

Mapping Matrix of Course: 224MHMEC7

Table 1: CO-PO Matrix for the Course 224MHMEC7

COURSE OUTCOMES	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	3	3	2	2	3	3
CO2	3	3	3	3	3	2	3	3
CO3	3	3	3	3	2	3	3	3
CO4	2	3	3	3	2	3	3	3
Average	2.75	2.75	3	3	2.75	2.5	3	3

Table 2: CO-PSO Matrix for the Course 224MHMEC7

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	2	3	3	3	3	3
CO2	3	3	3	3	3	3
CO3	3	3	3	2	3	3
CO4	3	3	3	3	2	3
Average	2.75	3	3	2.75	2.75	3

**Corporate Finance
224MHMEC8**

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time Allowed: 3 Hours

Type of Course: Elective Course

Core Courses	Value Addition Course	Ability Enhancement Courses	Skill Enhancement Course	Elective Courses
				✓

Introduction to the Course:

The course in Corporate Finance will provide an in-depth view of the process in financial management of the firm and will help in developing knowledge on the allocation, management and funding of financial resources. 3. Improving students' understanding of the time value of money concept and the role of a financial manager in the current competitive business scenario. 4.

Enhancing student's ability in dealing short-term dealing with day-to-day working capital decision, and also longer-term dealing, which involves major capital investment decisions and raising long-term finance.

Course Outcomes

- CO1: Understand the basic concepts about company, shares and debentures.
- CO2: Learn how to record issue and redemption of shares and debentures.
- CO3: Evaluate the financial position of a company; this would facilitate decision making.
- CO4: Apprehend the instructions which should be considered in preparing banking and insurance company accounts.

UNIT-I

Accounting for share capital transaction: Issue of share, forfeiture and surrender of shares, redemption of preference shares, buy-back of shares

UNIT-II

Debentures: Issue of debentures, methods of redemption of debentures; underwriting of shares and debentures; valuation of goodwill

UNIT-III

Statutory provision regarding preparation of company's final accounts, preparation of profit and loss account and balance sheet of company as per the requirement of Schedule VI of the companies act; acquisition of business and profit prior to incorporation

UNIT-IV

Banking company accounts: Meaning of banking, types of banking, capital adequacy works for banks, financial statement of banks Insurance company accounts: Meaning of insurance, types of insurance, financial statement of insurance companies

SUGGESTED READINGS:

1. Sehgal, Ashok & Sehgal, Deepak, Advanced Accounting Vol. II, Taxmann, New Delhi
2. Mukherjee & Hanif, Corporate Accounting, Tata McGraw Hill, New Delhi
3. Arulanandam & Raman, Corporate Accounting, Himalaya Publishing House, New Delhi
4. Monga, J.R., Corporate Accounting, Margin Paper Bank, New Delhi
5. Maheshwari, S.N., Advanced Accounting, Vikas Publications

Note: The duration of all the end term theory examinations shall be 3 hours

Instructions for External Examiner: The question paper shall be divided in two sections as follows:

Section A	Seven (7) short answer type questions from whole of the syllabus carrying two marks each. This section will be compulsory	7*2=14 marks
Section B	8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit.	14*4= 56 marks
	Total Marks	70 marks

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation (CP) and Individual Assessment	10
2	Assessment 2: Mid Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP)/ Group Project (GP) / Role Play / Live Projects / Simulation / Worksheet Assessment	10
	Internal Assessment (IA) (1+2+3)	30 (30%)
	End-Term Examination (EE)	70 (70%)
Total Marks (IA+EE)		100

Mapping Matrix of Course: 224MHMEC8

Table 1: CO-PO Matrix for the Course 224MHMEC8

COURSE OUTCOMES	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	3	3	2	2	3	3
CO2	3	3	3	3	3	2	3	3
CO3	3	3	3	3	2	3	3	3
CO4	2	3	3	3	2	3	3	3
Average	2.75	2.75	3	3	2.75	2.5	3	3

Table 2: CO-PSO Matrix for the Course 224MHMEC8

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	2	3	3	3	3	3
CO2	3	3	3	3	3	3
CO3	3	3	3	2	3	3
CO4	3	3	3	3	3	3
Average	2.75	3	3	2.75	3	3