

**MADURAI KAMARAJ UNIVERSITY**  
**M.B.A. (TOURISM AND HOTEL MANAGEMENT)**  
**Distance Learning Programme**  
**SYLLABUS**  
**(Effective from the academic year 2013 – 2014 onwards)**

**1. PREAMBLE**

Tourism is one of the World's largest and fastest growing industries. In terms of revenue and the number of people involved, it has become world's number two industry next to Petroleum Industry. Tourism helps nations to earn a large sum of foreign exchange without exporting any tangible product. Besides, tourism provides employment to a large number of people directly and indirectly. Tourism is a multi-dimensional phenomenon that incorporates the Hospitality and the Travel sector. The Hospitality sector in particular in India is having a wonderful development. It also provides a great employment opportunity. Moreover, it is important for the professionals of both the Tourism sector and the Hospitality sector to have appropriate knowledge in each other as both the sectors are inter-twined with each other. In this context, it was felt that a course blending these two sectors will be of great help to the students in getting better placements too. It is sincerely felt that the Tourism industry also will greatly benefit from this. The course has been designed uniquely with the following objectives

**General objectives**

- To create a comprehensive Integrated Course in the emerging field of Tourism and Hotel Management.
- To blend the Tourism and Hotel Management Subjects appropriately.
- To develop more job opportunities for the wards through the provision of a double major course

**Specific objectives**

- To impart professionalism in Tourism and Hospitality Service through appropriate Tourism and Hotel Management Education.
- To inculcate administrative orientation through Tourism Management Subjects.
- To inculcate service orientation through Hotel Management Subjects.

In short, every aspect of the requirement in Tourism as well as in the Hotel Management sector has been given due weightage while framing the syllabus. It is sure that this course being a job-oriented course will be welcomed widely.

**2. ELIGIBILITY FOR ADMISSION**

Candidates with any U.G degree can apply for MBA in Tourism and Hotel Management.

### 3. DURATION OF THE COURSE

The course will be conducted for Two years under Semester pattern. On completion of two years, the students will be awarded **MBA** (Tourism and Hotel Management)

#### 3.1. Conduct of Examinations

The MBA (DLP) examinations shall be conducted during April/November every year.

#### 3.2. Passing Minimum

A candidate who obtains not less than 50% of marks in each paper in the external examination shall be declared to have passed.

**3.3. MEDIUM OF INSTRUCTION:** The Medium of instruction will be English.

### 4. COURSE STRUCTURE

#### SEMESTER I

Sl.No	Subjects
1.	Principles of Tourism & Hotel Management
2.	Financial Accountancy for Tourism and Hotel Business
3.	Managerial Communication
4.	Tourism Products of India
5.	Front Office Theory

#### SEMESTER II

Sl.No	Subjects
6.	Food Production and Beverage Service
7.	Bakery and Confectionary Theory
8.	Central Reservation System Procedures
9.	Travel Management
10.	Human Resources Management

### SEMESTER III

Sl.No	Subjects
11.	Entrepreneurship Development
12.	Tourism and Hospitality Marketing Management
13.	Tourism Planning
14.	Food Safety and Nutrition
15.	Cargo Management

### SEMESTER IV

Sl.No	Subjects
16.	Information Technology for Tourism & Hotel Industry
17.	Research Methodology
18.	Customer Relationship and Services Management
19.	Legal Framework for Tourism and Hotel Industry
20.	Hotel Facility Management

#### 21. Internship and Report

Students are required to undertake Internship Training in their respective field of specialization either in Hotel industry or Tourism industry for a period of SIX months. They must submit a report on internship and Log book before the end of IV semester, which will be examined by an External Examiner.

#### Division of Marks

Internship Report & Log Book	= 100 Marks
Viva – voce	= 100 Marks
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	200 Marks
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## 5. DETAILED SYLLABUS

### PAPER 1 PRINCIPLES OF TOURISM & HOTEL MANAGEMENT

#### **Unit 1: Basic Concepts**

Concept of Management, Functions, Skills of a Manager, Process of Management, Context of Tourism and hospitality for application of management principles, Development of management (Scientific Management- Taylor, Modern Approach- Fayol, Human Relations Approach - Mayo). Definition of Tourism, Tourists – Components of Tourism- Nature and Importance of Tourism – Motivations for Travel – Types of Tourism.

#### **Unit 2: Evolution of Tourism**

Roman Period – Development of Tourist Destinations – Age of Renaissance- Concept of Holiday – Paid Holiday - Industrial Revolution – Post World War-II Scenario - Structure of Present day Tourism. Concept of Organising Tourism - United Nation World Tourism Organisation (UNWTO) – Role of Private sector in Tourism - Tourism Organisations in India – National Organisation (India Tourism Development Corporation (ITDC)) – Regional Organisations – (Tamilnadu-TTDC, Kerala-KTDC)

#### **Unit 3: Tourism in India**

India as a Destination (North & South India) - Development of Tourism in India – Formation of Ministry of Tourism – Department of Tourism (Government of India)

#### **Unit 4: Tourism Promotions**

Tourism Product – Tourism Market-Tourist Information materials (Pamphlets, Brochures) - Advertisements - Public Relations – Publicity – Event Management. Planning: Concept, Process, Type, Importance; Need of planning in tourism and hospitality, Decision making: types of Decision, Process of decision making, Models & Issues. Principles of Organisation: structure & Types of Organisation; Departmentation, Decentralisation, Delegation, Span of management. Line & Staff Organisation, Matrix Organisation. Organization structures in tourism and hospitality business

#### **UNIT – 5**

Coordination and Controlling: Principle of Coordination –Process of Coordination, Control – Tools and Techniques, -MBO, Application of Coordination in Tourism and Hospitality,

Contemporary Issues: -Recent Trends and Challenges, -Role of Managers in Changing environment of tourism and hospitality, -Contemporary Organisational Structure Trends in Management, Challenges in today's global environment and competitiveness.

#### **References**

1. Essentials of Management – Koontz, O'Donnel & Weihrich (Tata Mc.Graw)
2. Management – Robbins & Coulter (Pearson)
3. Principles of Management – Stoner & Freeman
4. Principles of Management – Chandra Bose (PHI)

5. Bhatia.A.K, **Tourism Development-Principles and Practices**, Sterling Publishers, New Delhi, 1982.
6. Chris Cooper (et.al), **Tourism-Principles and Practice**, Pitman Publishing, London, 1993.
7. Mathieson.A., and Wall.G., **Tourism: Economic, Physical and Social Impacts**, Longman, Harlow,1982
8. Menon.K.M, **Tourism Management in India**, Print well Publishers, Jaipur, 1999.
9. Mukesh Ranga,Devesh Nigam (Ed), **New Approaches In Tourism Management**, Abhijeet Publications, Delhi, 2003.
10. Percy.K.Singh, **Fifty Years of Indian Tourism**, Kanishka Publishers, New Delhi, 1998.

## **PAPER 2 FINANCIAL ACCOUNTANCY FOR TOURISM AND HOTEL BUSINESS**

### **UNIT – 1**

Financial Accounting-concept, importance and scope, accounting principles, journal, ledger, trial balance, depreciation (straight line and diminishing balance methods), preparation of final accounts with adjustments. Analysis and interpretation of financial statements- meaning, importance and techniques, ratio analysis, fund flow analysis, cash flow analysis (AS-3)

### **UNIT – 2**

Cost accounting-meaning, importance, methods, techniques, classification of costs and cost sheet; inventory valuation; an elementary knowledge of activity based costing. Operating Costing: Transport Costing; objectives, Module of cost, log book, cost sheet, computation of cost per kilometer, utilization ratio and ratio statement. Hotel and Canteen Costing; Canteen cost statement, calculation of room rent per day. Practical questions

### **UNIT – 3**

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. Preparation and Presentation of final accounts of various business organization, Role of a Manager in Finance department, Functions of Financial department.

Accounting Ratios, Definitions, advantages and Limitations, Preparation of Ratios and Simple workouts - Fund flow and cash flow Analysis: Meaning, Objectives and uses of Fund flow analysis, Preparation of Fund flow statement, Distinction between Fund flow and Cash flow statement

### **UNIT 4- Types of Business organization:**

Sole proprietorship, Partnership, Joint stock Companies, Co-operative societies- formation and Registration of companies.

### **UNIT 5 – Budgeting & Internal Control:**

Definition, Types of Budgets, Budgeting and Budgetary control, Uses and Limitations. Capital Budgeting, uses, Techniques and Calculations. Meaning and Advantages, Factors to be borne in mind while developing Internal check procedure, Developing internal check and control for Material purchasing, receiving, Storing, Issuing. Developing I/c for Various Profit centers.

#### **Reference:**

1. Singhal A.K. and Ghosh Roy. H.J. **Accounting for Managers**, JBC Publishers and Distributors, New Delhi.
2. Pandey, I.M. **Management Accounting**, Vikas Publishing House, New Delhi.
3. Horngren, Sundem and Stratton, **Introduction to Management Accounting**, Pearson Education, New Delhi.
4. Anthony R.N. and Reece J.S. **Management Accounting Principles**. Homewood, Illinois, Richard D. Irwin, 1995.
5. Hansen & Mowen, **Cost Management**, Thomson Learning
6. **General Accounting For Hotel Management** – B.S.Raman, United Publishers, Mangalore.
7. **Basic Accountancy** – A.Gupta – Sultan Chand & Co. Publishers, New Delhi.

## **PAPER 3: MANAGERIAL COMMUNICATION**

### **Unit 1:**

Communication basics – Business Communication – components – Types – formal communication network – Work team communication – variables – goal – conflict resolution – non – verbal communication – Cross cultural communication – Business meetings – Business Etiquette.

### **Unit 2:**

Understanding Corporate Communication – Employee Communication – Managing Government Relations – Writing for Media and Media Relations

### **Unit 3:**

Corporate Communication in Brand Promotion – Financial Communication – Crises Communication.

### **Unit 4:**

Report writing: Characterizing & business reports – Types and forms & reports – Project proposals – collection of data – tables constitution – charts – writing the report – documenting the sources – proof reading.

### **Unit 5:**

Business Presentation: Written and oral presentation – work – team presentation – Delivering the business presentation visual aids – slides – electronic presentation – hand-outs – delivering the presentation – career planning – preparing Resume – job applications – preparation for a job interview – employment interviews – follow-up.

**Suggested Readings:**

1. Scot Ober, Contemporary business communication, fifth edition, biztantra.
2. Lesiler & Flat lay, Basic Business communication. Tata Mc Graw Hill.

**PAPER 4: TOURISM PRODUCTS OF INDIA****UNIT – 1**

Meaning and Features of Tourism Products- Types of Tourism Resources- Geography & Climate- Flora & Fauna- Diversities in Landforms & Landscape

**UNIT- 2**

Pre and Post Vedic period- Important Historical and Archaeological Sites- Ancient Society & Culture- Dance Forms & Music- Indian Paintings- Performing Arts, Museums and Art Galleries - Fairs and Festivals - Indian Cuisine

**UNIT – 3**

Important Wildlife sanctuaries - National Parks - Biosphere Reserves – Mountains, Peaks and Hill stations – Islands – Beaches - Deserts of India -Amusement Parks

**UNIT – 4**

Ancient Hindu, Buddhist and Jain arts, sculpture and architecture- Indo-Islamic Art and Architecture – Modern Architecture- Forts, Palaces and Havelies

**UNIT – 5**

Major tourism circuits of India-. - Traditional Arts and Crafts - World Heritage sites in India - Emerging Tourism like Ecotourism - Rural Tourism - Pilgrimage Tourism -Golf Tourism - Wine Tourism - Camping Tourism - Medical Tourism - MICE Tourism

**References**

1. S.P. Gupta (2002), Cultural Tourism in India, Indraprastha Museum of Art and Archaeology, New Delhi.
2. Basham.A.L (1988), The Wonder that was India, Rupa and Com, Delhi
3. 12<sup>th</sup> Standard NCERT Ancient, Medieval and Modern History Book
4. Stephen Ball (2007), Encyclopedea of Tourism Resources in India,B/H.
5. Hussain.A.K (1987), The National Culture of India, National Book Trust, New Delhi.
6. Surendra Sahai (2006), Indian Architecture: Hindu Buddhist and Jain, Prakash Books.
7. The Gazette of India: History and Culture, Vol.2, publication division, Ministry of Information and Broadcasting, Government of India, 1988.

## **PAPER 5: FRONT OFFICE THEORY**

### **UNIT – 1**

Front Office Accounting: Types of Accounts, Vouchers, Folios, Ledger; Front Office Accounting Cycle: Creation of Accounts, Maintenance of Accounts, Settlement of Accounts.

### **Unit – 2**

Check out and Settlement: Departure Procedure(Manual & Automated), Mode of Settlement of Bill, Potential Check-out Problems and Solutions like Late Check-outs, Long Queues at the Cashier, proper Posting of Charges.

### **Unit – 3**

Night Auditing: Night Audit, Night Auditor-Duties and Responsibilities, Night Audit Process-Establishing the End of the day, completing Outstanding postings and Verifying Transactions, Reconciling Transactions, Verifying No-shows, Preparing Reports, Updating the System.

### **Unit – 4**

Revenue Management: Concept of Revenue Management, Measuring Yield, Elements of Revenue Management, Forecasting, Yield Management Prospects.

### **Unit – 5**

Planning and Evaluating Operation: Management Functions-Planning, Organising, Coordinating, Staffing, Leading, Controlling, Evaluating.

Establishing Room Rates: Market Condition Approach, Rule-of-thumb Approach, and Hubbarts Formula Approach.

Forecasting Room Availability: Forecasting Data, Forecast Formula, Sample Forecast Forms.

Evaluating Front Office Operations: Daily Operations Report, Occupancy Ratios, Rooms Revenue Analysis, Hotel Income statement, Rooms Division Income Statement, Rooms Division Budget Reports, operating Ratios, Ratio Standards.

### **Reference:**

1. **Hotel Front Office Training Manual** – Sudhir Andrews, Tata Mc Graw Hill Publishers, New Delhi.
2. **Hotel Front Office-Operations And Management** – Jatashankar R.Tewari, Oxford University Press, New Delhi.
3. **Front Office Management** – S. K. Bhatnagar, Frank Brothers & Co.Ltd, Daryaganj, New Delhi.
4. **Front Office Operations** – Colin Dix & Chris Baird, Pearson Education, Noida.
5. **Professional Front Office Management** – Robert H.Woods, Jack D.Ninemeier, David K.Hayes, Michele A.Austin, Pearson Education, **Noida**.



## **PAPER 6: Food Production and Beverage Service**

### **UNIT– 1**

Functions and importance of Garde-manger - Equipments and tools connected to Garde-manger department - Different sections-pantry, salads, sandwiches, and their working.

Cold food preparations and presentation-hors d'oeuvres, aspic, chaud froid-salads and salad dressing - Cold cuts-pates, Terrines, Mousse, Galantine, Balantine, Salami and sausages, forcemeat - Buffet presentation menu and types of food.

### **UNIT – 2**

International cooking-Different nations and their popular dishes - Study on the following cuisines with importance given to choice of ingredients. Menu, specific methods of cooking and accompaniments, types of equipments methods of presentation. French-Sauces and garnishes - Italian-Pasta and varieties - Mexican and Spanish - Chinese-regions and variations.

### **UNIT – 3**

Planning of food festivals of the above cuisines considering geographical and historical importance, traditional dishes, creating ambience. Buffet Menu- Breakfast, Lunch, High Tea & Dinner - Menu Engineering and design

### **UNIT – 4**

Kitchen Supervision-Supervising function, Technical function, Administrative function.

Elements of supervision in kitchen-forecasting and planning, organizing, commanding, coordinating. Responsibilities of supervisor, kitchen staffing patterns-different ways to suit requirements of the organization.

### **UNIT – 5**

Standards of hygiene in food production.- Safety in kitchen-causes of accidents, structural inadequacy, improper equipment placement, improper working habits, behaviour of people - Quality Control-Improper maintenance and storage, procedures adopted to monitor guest satisfaction -Menu Planning on HACCP grounds-The relation between potentially hazardous food and food borne illness- Potentially hazardous foods.

### **UNIT - 6**

Basics of menu engineering - Guéridon Service - Special Equipment's used - Care & Maintenance of equipment - Taking order for Guéridon Service - General points to be remembered while serving from a Guéridon - Sequence of service - The Guéridon (lay out diagram) – An introduction to carving - Explanation of a few dishes involving work on the Guéridon (Crepe suzette. Steak Diane)

### **UNIT – 7**

Types of Bar - Planning of Bar - Allocation of Area - Designing of Bar - Furniture and Furnishings - Atmosphere - Interior decoration etc. - Selection and Purchase of Equipment - Cutlery, Crockery and Glassware's - Linen ware - Bar Equipments - Still Room Equipments.

### **UNIT – 8**

Introduction to Beverage costing - Objectives of Beverage control - Difference between Food costs and Beverage costs - Control tools -Measuring devices –Corkage -Liquor Control Methods - Standard cost control methods - Bar procedure - Purchasing of liquor - Malpractice in Bar - Purchasing – receiving and issuing procedures - Beverage sales control - Legal requirements - Maintaining stock register (Books of accounts) Both from cellar and dispense bar

### **UNIT – 9**

General points of Planning a Restaurant - - Needs and demands of customer - - Policy of the firm - The Menu - Planning Team - Planning and Designing of Restaurant - fast food-its concept & history and functioning of fast food units

### **UNIT – 10**

Organisation structure & Layout of a Banquet Department – Duties and responsibilities of each staff – Types of Functions - Tabling seating arrangements, layout, Calculating space for set up of tables, Allotting stations, Addressing & preparing toast and order of service -Banquet function prospectus - format and purpose - Compiling & making special Banquet menus, conference menus and state banquets.

### **Reference:**

1. Modern Cookery For Teaching And Trade –Voll And II, Thangam E. Philip – Orient Black swan Publishers, Kolkatta.
2. Theory Of Cookery- Krishna Arora, Frank Brothers & Company, New Delhi
3. Theory of Catering – Kinton And Ceserani, Elbs Publications, New Delhi.
4. International Cooking – Patricia A.Heyman, Pearson Education, Noida.
5. Restaurant Management – Robert Christin Mill, Pearson Education, Noida.
6. Food & Beverage Service, Lillicrap& John Cousins, Elbs Publication, New Delhi.
7. Food and Beverage Service – Vijay Dhawan, Frank Brothers & Company, New Delhi.
8. Modern Restaurant Service – John Fuller, Stanley Thomes (Publishers) Ltd.
9. Food and Beverage Management – John Cousins, David Foskett, Caillein Gillespie, Pearson Education,Noida

## **PAPER 7: BAKERY & CONFECTIONARY THEORY**

### **UNIT – 1**

Historical Back ground of Baking and Introduction to Large, Small Baking Equipments and Tools - Structure of Wheat - Types of Flour, Composition of Flour, W A P of Flour - Milling of Wheat, Difference between Semolina, Whole wheat flour and Refined flour - Flour Testing

### **UNIT – 2**

Basic Pastries - Short Crust - Puff and Flaky (laminated) - Choux - Suet – Phyllo - Bread Making Ingredients, Methods, Improvers, Process, Fault and remedies - Variety of Yeast Dough Products- Lean yeast Breads, Rich Yeast Breads, Quick Breads and Artisan Breads

### **UNIT – 3**

Cake Making Ingredients, Methods, Improvers, Process, Fault and remedies - Variety of Cakes - Rich, Lean, High ratio, Low ratio cakes ,Specialty cakes, Gateaux - Introduction to Chocolate ,making of chocolate and Basic chocolate works.

### **UNIT – 4**

Introduction to Icings and its varieties, Marzipan, Nougat and Pastillage- Sugar works and decorative works with sugar.

### **UNIT - 5**

Cookies, Ingredients Mixing methods, Types and Process - Frozen desserts, Custards, Bavarois, Mousse, Soufflé and Puddings.

### **Reference:**

1. BASIC BAKING - S.C. DUBEY, SOCIETY OF INDIAN BAKERS, NEW DELHI.
2. PROFESSIONAL BAKING – WAYNE GISSLEN, WILEY&SONS, NEW DELHI
3. BAKING FUNDAMENTALS – THE AMERICAN CULINARY FEDERATION.

## **PAPER – 8: CENTRAL RESERVATION SYSTEM PROCEDURES**

### **UNIT – 1**

Importance Of Reservation: Sources and modes of Reservation. Reservations and Sales , Types of Reservations: Guaranteed Reservations ,Non-Guaranteed Reservations Computerized reservation system.

### **UNIT – 2**

Reservation Enquiry: Central Reservation Systems , Global Distribution Systems , Intersell Agencies ,Property Direct, Reservations Through the Internet

### **UNIT – 3**

Reservation System: Group Reservations, FIT, Reservation Availability : Control Book, Booking diary system, Reservation charts, A.L.C, Density chart, Whitney system Computerized Systems ,The Reservation Record, Reservation Confirmation, Cancellation and amendment.,

### **UNIT – 4**

Reservation Report : Confirmation/Cancellation Numbers, Over booking policy. Reservation Maintenance :Modifying Non-Guaranteed Reservations ,Reservation Cancellation Reservation Reports :Expected Arrival and Departure Lists :Processing Deposits :Reservations Histories Reservation Considerations :Legal Implications ,Waiting Lists , Packages , And Potential Reservation Problems

### **UNIT – 5**

Pre-Registration Activities & Registration: Preparing for guest arrival, The Registration Record Pre-registration activity for groups & FIT's. Guaranteed reservation and walk-in. Registration procedure and Legal implication. Room and Rate Assignment, Room Status ,Room Rates ,Room Locations ,Future Blocks Registration for Groups and F I T's

## References

1. Managing Computers in Hospitality Industry – Michael Kasavana & Cahell.
2. Front Office Operations – Colin Dix & Chris Baird.
3. Front office Operation Management- S.K Bhatnagar, Publisher: Frank Brothers
4. Managing Front Office Operations By Kasavana & Brooks
5. Principles of Hotel Front Office Operations, Sue Baker & Jermy Huyton, Continuum

## PAPER – 9: TRAVEL MANAGEMENT

### Unit 1: Road Transport

Evolution of Road Transport (Silk Route, Roman Road Network) – Road Transport in India-Types of Roads (National, State and Village)- Types of Road Transport (Government, Private and Tourist Coaches) – Car Rental System.

### Unit 2: Rail Transport:

History of Railways – Development of Railways in India – Types of Trains in India – Luxury Tourist Trains in India (Palace on Wheels, Deccan Odyssey, Heritage on Wheels and Golden Chariot) – Reading of Railway Time Tables (Trains at a Glance, Southern Railways Time Table) – Procedures of Railway Ticket Booking (Manual and Online), Cancellations – Passenger Amenities (On Station and On Board).

### Unit 3: Water Transport

Origin and development of Sea Travel – Water Transport in India – Inland and International Water Transport of India – Development of Backwaters (Boat Houses) - Development of Cruise Liners – Facilities of Cruise Liners- Role of Cruise Liners in Tourism

### Unit 4: Air Transport:

History of Air Transport – Formation and Functions of International Air Transport Association (IATA) – Travel Agency Operations – Travel Documents (Passport, Visa, Health, Customs, Currencies and Airport Taxes) – Domestic Airlines – Role of Airlines in Tourism

### Unit 5: Tour Operations

Origin of Tour Operation – Procedures of Tour Operation ( Itinerary Preparation, Arrangement for Transport, Arrangement for Accommodation, Tour Costing, Arrangement for Guides and Entertainment) – Preparations of Tour Programme using Road Transport, Rail Transport and Air Transport – Package Tours.

### Reference:

- Bhatia A.K. “**Tourism Development: Principles and Practices**”, Sterling Publishers, Pvt. Ltd, New Delhi. 1982
- Christopher.J.Holloway, “ **The Business of Tourism**”, Pearson Education Ltd, England, 1998.

- Kaul R.h., “Dynamics of Tourism: A Trilogy”, Sterling Publishers, Pvt. Ltd, New Delhi. 1982.
- The annual Railway Publications entitled “Trains at a Glance” and “South Zone Time Table” Published by Southern Railway Publication Division for Indian Railways, Rail Bhavan, New Delhi.  
TIM – Manual, Published by IATA.

## **PAPER 10: HUMAN RESOURCE MANAGEMENT**

### **Unit 1 : Introduction:**

Definitions, History of HRM, Ethical perspectives, cost benefit utility approach, multiple constituencies, political influence – MBO concept and relevance - Current and future challenges to HRM: Corporate reorganizations, corporate competitions, slower growth, increasing diversity in workforce, employee expectations’ social responsibilities, job and careers in HRM.

### **Unit 2 : Human Resource Planning:**

Strategic perspective models for HRP, forecasting demand for employees, internal and external supply of employees planning human resource programs - Job analysis : Definition, scope and methods of job analysis, data collection and analysis, methods, strategic view, valuation – developing a sound - Recruitment : Strategic issues, internal and external recruiting, job search, job choice, and evaluation of recruitment - Selection : Statistical methods in selection, reliability of tests, decision making selection, utility of a selection system.

### **Unit 3 : Human Resource Development:**

Introduction, needs assessment phase - Training phase, evaluation phase - HRD in future - Training methods, training development for executives - strategic issues.

### **Unit 4 : Rewarding employees:**

Compensation policy at national level - employee satisfaction and motivation issues in compensation design - establishment of internal equity and individual equity - job evaluation methods - administration of compensation systems, issue of comparable work - Strategic importance of variable pay, linking pay to performance - Individual and group incentives - Barriers to pay for performance success, executive compensation, perks, benefits, tax implications, issues in indirect compensation.

### **Unit 5 : Grievance handling and discipline:**

Developing grievance redressal models, grievance procedure, need and concept discipline – standing orders – procedure / process of conducting domestic enquiry – natural justice. - Employees welfare and social security legislation’s- The Factories Act-ESI Act - PF Act - Gratuity Act - Bonus Act - Child Labour Act – SA 8000

### **Reference:**

- |    |                 |                      |
|----|-----------------|----------------------|
| 1. | Edwin B. Flippo | Personnel Management |
| 2. | C.B. Memoria    | Personnel Management |
| 3. | Tripathi        | Personnel Management |

## **PAPER 11: ENTREPRENEURSHIP DEVELOPMENT**

### **Unit 1 : Introduction:**

Concept of entrepreneurship, nature and development of entrepreneurship, entrepreneurial decision processes. Entrepreneurial traits, types culture and structure, competing theories of entrepreneurship, entrepreneurial motivation, establishing entrepreneurial systems.

### **Unit 2 : Self assessment and the entrepreneurial process:**

Identifying and evaluating the opportunity, developing a business plan, resource required and to managing the enterprises. Strategic orientation, commitment to opportunity, resources, control of resources and management structure. Entrepreneurial careers, education and training. Entrepreneurial ethics.

### **Unit 3 : The Business Idea:**

Sources of New Idea : The unexpected incongruities, process need, industry and market structure, demographics, changes in perception, new knowledge, and the bright idea. Consumers, existing companies, distribution channels, government and research and development, purposeful innovation and principles of innovation.

### **Unit 4 : Product planning and developing Process:**

Establishing evaluation criteria, idea stage, concept stage, product development stage and est. Marketing stage. Group innovation; Establishing role in creative groups, taking the lead in-group problem solving Business innovation with a purpose, vision and strategy.

### **Unit 5 : Special aspects in entrepreneurship :**

Intrapreneurship, international entrepreneurship : Problems and opportunities, entrepreneurship in rural sectors and service institutions, ecological niches, legal aspects.

### **References :**

1. Entrepreneurship – Strating, Developing & Managing a New enterprises Hisrich and Peters Irwin
2. Innovation and Entrepreneurship – Practice & Principles Peter F. Drucker, Affiliated East West Press Ltd.
3. Entrepreneurship Development in India Dr.C.B. Gupta, Dr.N.P. Srinivasa, Sultan Chand & Sons
4. Entrepreneurial Development & Programmes: Principles & Policies O.Saravanel –Kay Ess Pee Kay Publishing House

## **PAPER 12: TOURISM AND HOSPITALITY MARKETING MANAGEMENT**

### **Unit 1 :Basic of Marketing :**

Introduction to Marketing – Definitions of Need, Want, Demands – Definition of Market, Marketer, Marketing, Marketing Management – Definition of Product, Classification of Products – Characteristics of Services – Different methods of Marketing – P's of Marketing.

**Unit 2 :Tourism Product :**

Definition of Tourism Product – Design and Development of Tourism Product – Identifying Potential Markets – Process of New Product Development.

**Unit 3 :Distribution Channel :**

Definition of Nature of Marketing Channels – Functions and Flows in Distribution – Levels of Distribution channel – channel design Decisions – Distribution channel in Tourism and its characteristics

**Unit 4 :Marketing Promotions :**

Process and communication – Steps in developing effective communication – Tools of Promotion (Advertising, Personal selling, sales promotion and public relation) – Importance of Promotions in Tourism – Design of Brochures, Folders, Advertisement and posters for Tourism Promotion – Role of Public Relations in Tourism.

**Unit 5 :Marketing Research :**

Concept of Marketing Research – Objectives – Market Research System – Limitations of Marketing research – Market Forecast – Importance of Marketing research in Tourism.

**References :**

1. Philip Kotler, “**Principles of Marketing**”, Tata-Mc Graw Hill Publications Pvt. Ltd., New Delhi, 1996.
2. Philip Kotler, “**Tourism Marketing**”, Mc Graw Hill Publications Pvt. Ltd., London, 2003.
3. Christopher Holloway.T, “**The Business of Tourism**”, Pearson Education Ltd., England, 1998.
4. Rob Davidson, “**Tourism**”, ELBS – Pitman Publishers Pvt. Ltd., London, U.K., 1993

**PAPER 13: TOURISM PLANNING****Unit 1: Tourism policy formulation.**

National action plan - Tourism policy of India - Role of International organisation in planning - Participation of public and private sector and Agencies in Tourism planning - Tourism in state and its policies a case study.

**Unit 2: Incentives and subsidies of state and central Government Assistance to the promotion of Tourism projects.**

Investment opportunities in Hotel and Tourism projects - Funding Agencies (TFCI), TIIC, etc. - Incentives and Concession for Tourism projects - New schemes such a Heritage hotels, special Tourism area (STA) etc.

**Unit 3: Tourism Planning**

Steps in planning - Destination planning - Destination Life – Cycle - Improper Tourism planning – socio-economic, cultural and environmental impacts.

**Unit 4:**

Participation of public sector, private sector in Tourism planning

**Unit 5:**

Types of planning – Local, Regional, National and Master plan.

**Reference:**

1. Milk & Morison, **The Tourism system An introductory Text** (1992)
2. GUNCLARE A, **Tourism Planning** (1994)
3. Department of Tourism GOI, Investment opportunities

**PAPER 14: FOOD SAFETY AND NUTRITION****Unit 1: Micro Organism**

Moulds, Yeasts, Bacteria – Types, Growth, Temperature conditions, Moisture, Time, Growth pattern and Control. Role of Microbes in food preparation. Beneficial effect – Economic importance. Harmful effects – Food poisoning. Food infections and food infestation.

**Unit 2: Food Adulteration and Food Preservation**

Types of common food adulterants test to detect food adulteration. Laws to prevent. Food Adulteration, Food Standards, Food Additives.

Principles of food preservation use of low and high temperature, chemical preservatives, Irradiation deep freezing, canning and sterilization. Use of preservatives and their standards.

**Unit 3: Nutrition**

Definition of Nutrition – Nutrition classification – Macro and Micro nutrients – Carbohydrates, proteins, fats, minerals, and vitamins, water and fibre. Sources, Deficiency diseases, excessive intake, RDA. Digestion and absorption of food

**Unit 4: Nutrition and Food**

Nutrition and healthy eating, Five food groups, Balanced diet, Food for patients – like Diabetic, Blood Pressure etc. Food for Children, Working Women, Hard working men, Sports persons, Fat free and high fibre.

Factors affecting the nutritive value of food, product development, water, proteins, carbohydrates, lipid, emulsions.

**Unit 5: Health and Hygiene**

COSHH – Control Of Substances Hazardous to Health – Legislation – 1990/91 Amendments-Safety regulation, Accidents, Prevention and First Aid

Hygiene: HACCP, provision of safe food, Colour coding, Hygiene storage of food, personal hygiene, food hygiene, general health and fitness.



**Reference:**

1. Tara Paster, **The Haccp Food Safety Training Manual**, John Wiley & Sons, 2006
2. Carol Wallace, William Sperber, Sara E. Mortimore, **Food Safety for the 21st Century: Managing Haccp and Food Safety Throughout the Global Supply Chain**, John Wiley & Sons, 2006
3. Curricula on food safety. **Directorate general of health services**. Ministry of health and family welfare. Government of India. Nirman Bhavan, New Delhi.
4. **Food Safety Fundamentals**, Prentice Hall, April 2002

**PAPER 15: CARGO MANAGEMENT****UNIT- I**

Cargo History, Concepts and Common terms used in Cargo handling, Rules governing acceptance of Cargo.

**UNIT-II**

Cargo Rating- Familiarization of Cargo Tariffs. Rounding off of the weights/Dimensions/ currencies. Chargeable weight rating-Specific commodity rates, class rates, general cargo rates, valuation charges

**UNIT-III**

Air Cargo: Aircraft and Cargo terminal facilities – Cargo booking procedures – Air cargo rates and charges - Cargo capacity of Airlines and Ships - Cargo with special attention - Introduction to dangerous goods - Live Animal Regulation.

**UNIT- IV**

Documentation: Air way bill, charges correction advice, irregularity report, cargo manifesto, cargo transfer Manifesto, documents concerning postal mails and diplomatic mails. Shippers declaration for dangerous goods

**UNIT- IV**

Handling- Cargo capacity of Air and Ships. Cargo needing special attention, introduction to dangerous goods regulations. Some important Cargo companies.

**References:**

1. Jagmohan Negi (2005) Air travel Ticketing and Fare construction, Kanishka, New Delhi.
2. Ratandeeep Singh (2008), Handbook of Global Aviation Industry and Hospitality services, Kanishka Publishers, New Delhi.
3. IATA Training Manual.
4. Air Cargo Tariff Manual.
5. IATA live Animals Regulation Manual.

## **PAPER 16: INFORMATION TECHNOLOGY FOR TOURISM & HOTEL INDUSTRY**

### **UNIT- 1**

Computer appreciation and dos, introduction, characteristics, history, generations, classifications, application of computer, hardware and software, operating systems, computer languages. DOS file, directory, Changing the directory, creating a new directory, copying files, deleting files, changing filename, date and time, type, print. Windos2000, windows basics, introduction, starting windows, using mouse, moving & designing windows, maximizing, minimizing and restoring windows using menus in windows.

### **UNIT- 2**

Word, introduction to word, editing a document, move and copy text and help system, formatting text & paragraph, finding & replacing text and spell checking, using tabs, enhancing documents, columns, tables & other features, using graphics, templates & wizards using mail merge, miscellaneous features of word.

### **UNIT- 3**

Introduction of worksheet & excel, getting started with excel, editing cells and using commands and functions, moving and copying, inserting and deleting rows & columns, getting help and formatting a worksheet, printing the worksheet, creating charts, using date and time and addressing modes, naming ranges and using statistical, math and financial functions. Database in a worksheet, additional formatting commands and drawing tool bar, miscellaneous commands and functions, multiple worksheets and macros.

### **UNIT- 4**

Power point basics editing text adding subordinate points, deleting slides, working in outline view, using design templates, adding graphs, adding organization Charts, running an electronic slide show, adding special effects.

### **UNIT- 5**

Access basics, creating a table, entering and adding records, changing a structure, working with records, creating forms, establishing relationship using queries to extract information, using reports to print information.

## **PAPER 17: RESEARCH METHODOLOGY**

### **Unit 1 : Research Planning:**

Research – Meaning – Objectives – Importance of Social science research – Types of research – Pure, applied, historical, case study, experimental, analytical, descriptive, comparative, Ex post facto.

### **Unit 2: Research Planning**

Research planning – Selection and formulation of research problem – Selection of the topic – preparation of research design.

**Unit 3 : Sampling Techniques:**

Sampling – meaning – Importance – Census method and sampling methods – Types of sampling – Factors affecting the size of the sample – sampling and non-sampling errors - Biased and unbiased errors.

**Unit 4 : Tourism Research:**

Contents of Tourism Research – Major areas of research in Tourism – Strategy, Challenge, Contemporary Trends in Tourism Research – Forecasting Tourism Demand and supply – Market trends, Nature of Forecasting, Simple Regression Analysis – Research Methodology for identifying new Tourism Destinations, Assessment of Tourism Impacts.

**Unit 5 : Report Writing:**

Steps in writing a report – Layout of a research report – Types of reports – Precautions for writing a research report – Foot noting and referencing – Bibliography.

**Reference:**

- Amarchand, D., “Research Methods in Commerce”, Emerald Publications, Chennai – 2. 2005.
- Bajpai, S.R., “Methods for Social Survey and Research”, Kitab Ghar, Kanpur, 2005.
- Anderson, J., Durson, B.H. and Poole, M. “Thesis and Assignment Writing”, Wiley Eastern Ltd., New Delhi. 2005.
- Gupta, S.P., “Statistical Methods”, Sultan Chand & Sons, New Delhi, 2006.
- Kothari, C.R., “Research Methodology”, Wiley Eastern Ltd., New Delhi, 2006.

**PAPER 18: CUSTOMER REALTIONSHIP AND SERVICES MANAGEMENT****UNIT – 1**

Customer Relating Management in Tourism – Customer Acquisition and Retention – Customer Loyalty - Customer Profitability and value Modeling – Customer Satisfaction Measurement Customer Feedback and Service Recovery.

**UNIT – 2**

Managing and Sharing Customer data - Customer information databases – Ethics and legalities of data use – Data warehousing and data mining – Data analysis – market Basket analysis (MBA) – click stream analysis - Personalization and collaborative Filtering.

**UNIT – 3**

Marketing of Services – Tourism as a Service - Characteristics of Services – Classification of Services – Building Service aspirations Consumer Behavior in Service encounters.

#### **UNIT – 4**

Marketing Mix in Services – The SEVEN Ps - Product – Price – Place – Promotion - People – Process – Physical Evidence – Balancing Demand and Capacity – Popular Strategies.

#### **UNIT – 5**

Service Delivery – Types and Causes of Service Quality gaps – Measuring and Improving service Quality - Strategies to resolve the gaps.

#### **REFERENCE BOOKS**

1. Christopher Lovelock & Jochen Wirtz - Services Marketing, Pearson Education, Delhi,2004.
2. Zeithmal, Parasuraman & Berry – Delivering Quality Service, The Free press, New York
3. Andry silmore, Services Marketing & Management, Response Books, Sage Publications, Delhi.2001
4. Jagdish Seethi, Etal, Customer Relationship Management.
5. Stacles A.Brown, ‘Customer Relationship Management’, John wiley & Sons,2000
6. Lovelock, ‘Services Marketing – People, Technology & Strategy’, Pearson Edn, Singapore, 2003
7. Gilmore, ‘Services Marketing and Management, Response Books, New Delhi,2004.

#### **PAPER 19: LEGAL FRAME WORK FOR HOTEL AND TOURISM INDUSTRY**

##### **Unit 1: Travel and Tourism – Law and Regulations**

Why tourism Law; Guidelines for recognition as an approved travel agency; guidelines for recognition as an approved tour operator; Guidelines for recognition as an approved tourist transport; Guidelines for recognition as an adventure tour operator; Guidelines for safety and rescue in adventure sports; Guidelines for water sports; Guidelines for aero sports; Guidelines for mountaineering and trekking.

##### **Unit 2: Hotel – Laws and regulations**

Laws governing the hotel industry, Legal requirements in hotel business, Powers of local authorities, Legal and Laws related to - premises, electricity, fire precautions, sanitary conveniences; Laws related to planning and designing; Laws governing hotel associations and unions

##### **Unit 3: Licensing Law**

Liquor Licensing - Restaurants, Hotels & Clubs - Permitted Hours - The Conduct of Licensed Premises - Weights & Measures - Miscellaneous Licences - Liability of Intoxicated Customers.

##### **Unit 4: Individual Rights & Duties in Relation to the Contract of Employment**

The Contract of Employment - The Terms of the Contract of Employment – Remuneration - The Rights of Employees during Employment – Dismissal – Redundancy.

### **Unit 5: Safety & Working Conditions**

Civil Aspects of Health & Safety at Work - Offices, Shops & Railway Premises Act 1963  
- The Health & Safety at Work Act 1974 - Accidental Dangerous Occurrences - People at Special Risk - Insurance against Injuries

#### **Reference:**

- **Principles of Hospitality Law** – Michael Boella & Alan Pannett (Continuum)
- **Hotel and Tourism Laws** - Dr.Jagmohan negi, Frank Bros & Co ltd.
- **Understanding Hospitality Law** – Jack.P. Jeffries and Banks Brown.
- **Hospitality and tourism Law** - M.Boustiv, J.Rose, N.Geddes, W.stewart, International thomson Business press 1999.
- **Food safety and Standards Act**, International Law Book Company, New Delhi.

## **PAPER 20: HOTEL FACILITY MANAGEMENT**

### **Unit 1: Planning Management**

Introduction to Facilities Planning – Design & Layout – Planning process – Developing the concept – Equipment Requirements – space Requirements – Bidding of Awarding Contracts – Construction Works planning - planning Team.

### **Unit 2: Concept of Designing**

Concept of Designing Hospitality properties – Development Strategy & Brand Management – Asset Management.

### **Unit 3: Functional Organizations**

Functional Planning – Concepts of Flow – Functional Requirements – Other Requirements – Work place Design – Environment of Work place – Materials Handling – Various kinds of Equipment - minor, Major Departments of Hotel Operatios

### **Unit 4: Space Organization and Procedures**

Space Requirements – Space Estimates – Total Facility Size – Dining Areas – Production Areas – Space Calculations – Receiving Area – Storage Areas – Serving Areas.

### **Unit5: Food and Beverage layout Design.**

Foods service Layouts – General Restaurants – Hotel Food Service – Airlines Catering Kitchen – In Plant Cafeteria – Maintenance – International Dimensions.

#### **Reference Books:**

1. Edward A Kazarian – Food Service Facilities Planning.
2. Joseph Ransely – Developing Hospitality Properties & Facilities.
3. David M Stipaunk – Hospitality Facility Management.
4. S.K.Hajra – Production Management Accounting.