



University Of Mumbai

Syllabus
Program - Master of Science
Course - Hotel & Hospitality Administration

(With effect from the academic year 2017-18)

Course Title: -

The Master Degree Shall Be Titled As “ Master of Science (Hotel & Hospitality Administration) – M.Sc. (H.& H.A.)”

Syllabus Committee Members

1) Prin. B.P. Sahni	Convener
2) Mr. Subramaniam Iyer	Member
3) Mr, Vishwanath Iyer	Member
4) Mr. Conrad D'souza	Member
5) Mr. Ajay Meshram	Member
6) Mr. Santhosh Kotla	Member
7) Ms.Preeti Punjabi	Member
8) Mr. Girish Sankpal	Member
9) Ms. Reshma Nagarkar	Member
10) Ms. Prasannata Krishnakumar	Member

Objectives: -

1. To provide higher-level education avenue after Three-Year Degree Programme for the students with academic and research orientation.
2. To create the human infrastructure required to establish a high standard to meet the challenges of globalisation, technological orientation and increasing competition.

Eligibility:

A candidate being eligible for admission to the Master's Degree in Hotel & Hospitality Administration should have passed:

- a) Bachelors Degree in Hospitality Studies / Hotel Management / Hotel And Tourism Management / Hospitality & Tourism Management / B.B.A.(Hospitality Studies) or any relevant program from any approved University in India or abroad.

Duration:

The program shall be a full time program. The duration of the program shall be Two Years.

Scheme of Examination: -

The examination shall be conducted at the end of each semester

Passing Standards :-

- a) A candidate shall have to obtain a minimum of 40% marks in each theory paper to pass the examination.
- b) A candidate shall be placed in First Class with distinction if he/she secures a minimum of 70% marks in aggregate.
- c) A candidate shall be placed in First Class if he / she secures 60% in aggregate.
- d) A candidate shall be placed in second class if he / she secures a minimum 50% marks in aggregate.

Requirements :-**1) Faculty :-**

- a) Dean – Management Studies.
- b) Associate Professor – In Marketing/Finance/HR
- c) Associate Professor – Hospitality Studies
- d) Assistant Professor - Hospitality Studies

There should be at least three full time professors specialized in marketing, finance and HR excluding the dean. Besides there shall be supporting faculty and visiting faculty for different subjects.

Qualification and Category of Professors:

M.Sc. (Hotel & Hospitality Administration) / M.T.M / M.H.A / M.B.A. / M.M.S. / M.Com. with minimum of 55% at the postgraduate level.

Experience:

Sr. No.	Categories of Professors	Experience
1	Dean – Management Studies	Minimum 17 Years
2	Associate Professor –Marketing / Finance / HR / Hospitality Studies	Minimum 8 Years
3	Assistant Professor – Hospitality Studies	Minimum 4 Years

2) Library:-

The Institute shall upgrade the existing library in a phased manner by allocating at least two lakhs per annum.

3) Research & Development:-

The Institute shall set up a post graduate department for Hotel & Hospitality Administration and Research & Development.

4) Pedagogy:-

A combination of participatory approaches such as lecture discussion; case discussion, assignments, reports, presentations, field experience etc. The course should be constantly upgraded based on the feedback obtained from the experts in the Industry. To get a feel of the corporate world Industrial Visits are to be organised. Experts from Industrial and Academic Fields supplement the format classroom sessions with guest lectures. Frequent seminars, workshops and panel discussions are held to add a more professional touch to the training programme.

CURRICULUM

FIRST SEMESTER: -

Course code	NAME OF THE SUBJECT	Internal	External
PSHA 101	Perspective Management	25	75
PSHA 102	Management Accounting	25	75
PSHA 103	Organization Behavior	25	75
PSHA 104	Managerial Economics	25	75
PSHA 105	Event Management	25	75
PSHA 106	Tourism Operations Management	25	75

SECOND SEMESTER: -

SR. NO	NAME OF THE SUBJECT	Internal	External
PSHA 201	Cruise Line Hospitality Management	25	75
PSHA 202	Marketing Management	25	75
PSHA 203	Statistics for Management	25	75
PSHA 204	Legal Aspects of Hospitality Business	25	75
PSHA 205	Financial Management in Hospitality Industry	25	75
PSHA 206	Human Resource Management in Hospitality Industry	25	75

THIRD SEMESTER: -

SR. NO	NAME OF THE SUBJECT	Internal	External
PSHA 301	Hospitality Investment & Perspective	25	75
PSHA 302	Resorts & Theme Parks management	25	75
PSHA 303	Convention & Conference Management	25	75
PSHA 304	Customer Care Management	25	75
PSHA 305	Service Marketing	25	75
PSHA 306	Environment Management in Hospitality	25	75

FOURTH SEMESTER: -

SR. NO	NAME OF THE SUBJECT	Internal	External
PSHA 401	Project Management in Hospitality Business	25	75
PSHA 402	Food Logistics & Supply Chain Management	25	75
PSHA 403	Casino & Club Level Management	25	75
PSHA 404	Business Ethics & Corporate Governance	25	75
PSHA 405	Advanced Business Communication	25	75
PSHA 406	Research Project	25	75

PSHA 101.PERSPECTIVE MANAGEMENT

- 1.1 Management, Theory & Practice.
- 1.2 The Changing Environment of Management.
- 1.3 Managers & Entrepreneurs.
- 1.4 Managerial Roles & Skills.
- 1.5 Manager's Social & Ethical Responsibilities – Corporate Citizenship.
- 1.6 The Evolution of management Thought & Different Approaches to Management.
- 1.7 Basics of Planning.
- 1.8 Strategic Planning.
- 1.9 Cooperate Planning & Loan Range Planning.
- 1.10 Decision Making & Creative Problem Solving.
- 1.11 The Nature of Organizing.
- 1.12 Typology of Organisation & Innovation in Organizational Design.
- 1.13 Impact of Computers on Organizations.
- 1.14 Leadership & Management.
- 1.15 Role of Committees & Group Decision Making in Management.
- 1.16 Organizational Communication & the Impact of Information Technology.
- 1.17 Management of Change.
- 1.18 Control Process & Techniques. Use of Information Technology for Controlling.
- 1.19 Planning & Control Systems in Management.
- 1.20 Preventive Control.

Reference:

- 1) Organisational Behaviour – Latham's.
- 2) Behavioural Models – Pfizer (Vol. I – IV)
- 3) Organisational Behaviour – Moorhead & Griffin.

PSHA 102. MANAGEMENT ACCOUNTING

- 1.1 Basic Accounting Concepts.
- 1.2 Journal, Ledger and Trial Balance.
- 1.3 Sub-Divisions of Journal, Ledger and Trial Balance.
- 1.4 Trading Account, Profit & Loss Account & Balance Sheet.
- 1.5 Final Accounts of Joint Stock Company.
- 1.6 Basic Elements of Cost, Cost Sheet.
- 1.7 Cost Volume Profit Analysis with Practical Applications.
- 1.8 Budgets and Budgetary Control with detailed examples.
- 1.9 Variance Analysis & Standard Costing.

Reference:

- 1) Business Accountancy – Frank Words, Pitman Publishing.
- 2) Management Accounting – Khan & Jain
- 3) Management Accounting – R. Kotas from the Hospitality Industry.

PSHA 103.ORGANISATION BEHAVIOUR

- 1.1 Origin Nature and Scope of Organizational Behaviour and its relevance to Organizational Effectiveness and Contemporary Issues.
- 1.2 Personality: Meaning and Determinants of Personality Process of Personality Formation Personality Types: Assessment of Personality Traits for Increasing Self-Awareness.
- 1.3 Perception: Perceptual Processes, Effect of perception on Individual Decision Making, Attitudes and Behaviour.
- 1.4 Values: Sources of Values, Effect of Values on Attitude and Work Performance.
- 1.5 Motivation Concepts: Motives, Theories of Motivation and their Application for Behavioural Change.
- 1.6 Self-Management: Learning Concepts and Skills, Time Management Goal Setting, Stress Management.
- 1.7 Interpersonal Behaviour: Interpersonal Conflict and Management of One-to-One Relationship.
- 1.8 Group Behaviour: Work group formal and informal group and stages of group development.
- 1.9 Organizational Roles: Concepts of Role: role dynamics: role conflicts and stress.
- 1.10 Group Dynamics: Concepts of Group Dynamics, group conflicts and group decision-making.
- 1.11 Team Effectiveness; Nature of effective group, making teams effective – impact of job design on work motivation, empowerment: cross-functional and self-directed teams.
- 1.12 Leadership: Concepts and skills of leadership: leadership and managerial roles, leadership styles and effectiveness: contemporary issues in leadership.
- 1.13 Power and Politics: sources and uses of power, politics at workplaces: tactics and strategies.
- 1.14 Organizational Design; Structure, size technology, environment of organisation; organizational conflicts – causes and resolution.
- 1.15 Culture: Environment, organizational culture and climate: contemporary issues relating to business situations.
- 1.16 Organizational changes: Process of Change and Organizational Development.
- 1.17

Reference:

- 1) Organizational Behaviour – Luthans.
- 2) Organisational Behaviour – Strom, Davis.
- 3) Behavioural Models – Pfizer (vol. I – IV)

PSHA 104 MANAGERIAL ECONOMICS

- 1.1 Nature and Scope of Management Economics.
- 1.2 Profit Planning.
- 1.3 Demand Analysis.
- 1.4 Analysis of Demand elasticity and Forecasting.
- 1.5 Production Analysis.
- 1.6 Laws of Production and Supply.
- 1.7 Consumption Analysis.
- 1.8 Laws of Returns.
- 1.9 Cost Analysis.
- 1.10 Price Mechanism & Advanced Price Theory.
- 1.11 National Income.

Reference:

- 1) Managerial Economics – Dominick Salvatore / Ravikesh Srivastava – Oxford University Press.
- 2) Managerial Economics – Gupta.

PSHA 105 EVENT MANAGEMENT

1.1 Corporate Event Project Management

- 1.1.1 Management Events in the Corporate World.
- 1.1.2 The Corporate Event Project Management Process.
- 1.1.3 The Corporate Event Office and Documentation.
- 1.1.4 Venue: The Event Site.
- 1.1.5 Feasibility, Bidding and Proposals.
- 1.1.6 Systems and Decisions.
- 1.1.7 Event Risk Management
- 1.1.8 The Web-Enabled Corporate Event.
- 1.1.9 Contract Management.
- 1.1.10 The corporate Event Manual.
- 1.1.11 Costing, Procurement and Cash Flow.
- 1.1.12 Demonstrating Value through Measurement and Analysis.

1.2 Event Marketing

- 1.2.1 Introduction to Event Management.
- 1.2.2 Event Promotion, Advertising and Public Relations.
- 1.2.3 Electronic Event Marketing Strategies.
- 1.2.4 Funding the Event Marketing Program
- 1.2.5 Marketing Association Meetings, Conference, Events and Expositions.
- 1.2.6 Marketing Corporate Meetings, Products, Services and Events.
- 1.2.7 Marketing Festivals, Fairs and Other Special Events.
- 1.2.8 Trends in Event Marketing.

Reference:

- 1) Event Marketing – Leonard H. Hoyle.
- 2) Corporate Event Project Management – William O’Toole & Phillis Mikolaitis.

PSHA 106 TOURISM OPERATIONS MANAGEMENT

- 1.1 Introduction to Tourism Management.
 - 1.1.1 Introduction.
- 1.2 The Phenomenon of Tourism.
 - 1.2.1 Definition.
 - 1.2.2 The Importance of Tourism.
 - 1.2.3 Obstacles to Development
 - 1.2.4 A Sequence of Tourism Platforms.
 - 1.2.5 Further Indication of Development.
- 1.3 The Tourism System.
 - 1.3.1 Introduction.
 - 1.3.2 System Approach to Tourism.
 - 1.3.3 The Tourist.
 - 1.3.3.1 Spatial Component.
 - 1.3.3.2 Temporal Component.
 - 1.3.3.3 Travel Purpose.
 - 1.3.3.4 Major Tourist Categories.
 - 1.3.4 Origin Region.
 - 1.3.5 Transit Region.
 - 1.3.6 Destination Region.
 - 1.3.7 The Tourism Industry.
- 1.4 The Evolution and Growth of Tourism.
 - 1.4.1 Introduction.
 - 1.4.2 Pre-Modern Tourism.
 - 1.4.3 Early Modern Tourism.
 - 1.4.4 Modern Mass Tourism.
 - 1.4.5 Factor Associated with increased Tourism Demand.
 - 1.4.6 Future Growth Prospects.
 - 1.4.7 National Tourism Policy.
- 1.5 Destinations.
 - 1.5.1 Introduction.
 - 1.5.2 Reasons for the Emergence of the LDCs as Destinations.
 - 1.5.3 Pull Factors Influencing a Destination.
 - 1.5.4 Regional Destination Patterns.
 - 1.5.5 Internal Destination Patterns.
- 1.6 The Tourism Product.
 - 1.6.1 Introduction.
 - 1.6.2 Tourist Attractions.
 - 1.6.2.1 Natural Sites.
 - 1.6.2.2 Natural Events.
 - 1.6.2.3 Cultural Sites.
 - 1.6.2.4 Cultural Events.

- 1.6.2.5 Attraction Attributes.
- 1.6.3 The Tourism Industry
- 1.6.4 Travel Agencies.
 - 1.6.4.1 Transportation.
 - 1.6.4.2 Accommodation.
 - 1.6.4.3 Food & Beverage Outlets.
 - 1.6.4.4 Tour Operators
 - 1.6.4.5 Merchandise
 - 1.6.4.6 Industry Structure
- 1.7 Tourism Markets.
 - 1.7.1 Introduction.
 - 1.7.2 Tourism Market Trends.
 - 1.7.3 The Decision Making Process.
 - 1.7.4 Tourist Market Segmentation.
- 1.8 Tourism Marketing.
 - 1.8.1 Introduction.
 - 1.8.2 The Nature of Marketing.
 - 1.8.3 Services Marketing.
 - 1.8.4 Managing Supply and Demand.
 - 1.8.5 Market Failure.
 - 1.8.6 Strategic Tourism Marketing
 - 1.8.7 Marketing Wise
 - 1.8.8 Customer Orientation
- 1.9 Economic Impact of Tourism
 - 1.9.1 Introduction
 - 1.9.2 Economic Benefits.
 - 1.9.3 Economics Cost.
- 1.10 Socio-cultural and Environmental Impacts of Tourism.
 - 1.10.1 Introduction
 - 1.10.2 Socio-cultural Benefits.
 - 1.10.3 Socio-cultural Costs.
 - 1.10.4 Environmental Benefits.
 - 1.10.5 Environmental Costs.
- 1.11 Destination Development.
 - 1.11.1 Destination Life Cycle.
 - 1.11.2 Factors that change Destination Life Cycle.
 - 1.11.3 National Tourism Development
- 1.12 Sustainable Tourism.
 - 1.12.1 Introduction.
 - 1.12.2 Paradique Shifts.
 - 1.12.3 Sustainable Tourism
 - 1.12.4 Sustainability and Mass Tourism.
 - 1.12.5 Sustainability and Small Scale Tourism.
 - 1.12.6 Extending the Butter Sequence.

1.13 Tourism Research

1.13.1 Purpose of Research.

1.13.2 Types of Research.

1.13.3 The Research Process.

Reference:

- 1) Tourism Planning & Management – Malhotra.
- 2) Tourism Development & Management – Mario.
- 3) Tourism Management – David Weaver, Martin.

PSHA 201 CRUISE LINE HOSPITALITY MANAGEMENT

1.1 Becoming a Cruise Expert

- 1.1.1 Becoming a cruise expert
- 1.1.2 The birth of cruising
- 1.1.3 The cruise industry after world war – II
- 1.1.4 Rebirth of the cruise lines

1.2 Why people cruise?

- 1.2.1 Types of cruises
- 1.2.2 Consumer spending and cruising

1.3 Travel Agency

- 1.3.1 Agency attributes
- 1.3.2 Improving agency cruise lines
- 1.3.3 The physical layout
- 1.3.4 Brochure files, desk plans, Clint photos, audiovisual.

1.4 Building

- 1.4.1 Staff titles
- 1.4.2 The matter of size
- 1.4.3 Staff incentive program
- 1.4.4 Staff education
- 1.4.5 Direct mail from cruise lines

1.5 Selling Cruises

- 1.5.1 Setting the scene
- 1.5.2 Never sailed before
- 1.5.3 Sailed before, but still not sure
- 1.5.4 Experienced client
- 1.5.5 The handicapped passenger
- 1.5.6 Price of cruise
- 1.5.7 Ambience
- 1.5.8 Size of the ship
- 1.5.9 Special services

1.6 Booking the Individual cruise clients

- 1.6.1 Reviewing the cruise brochure
- 1.6.2 Selecting a deck and price category
- 1.6.3 Selecting a cabin
- 1.6.4 Selecting a price category
- 1.6.5 Booking procedures
- 1.6.6 Payment schedules and penalties

1.7 Group sales

- 1.7.1 The group procedures manual
- 1.7.2 Defining the needs of the group
- 1.7.3 General compensator for the group leader

- 1.7.4 Group booking procedures
- 1.7.5 Handling funds
- 1.7.6 Groups that cruises
- 1.7.7 Promoting group sales
- 1.8 Cruising the passenger's view
 - 1.8.1 Creating a worry free vacation
 - 1.8.2 A standard cruise itinerary
- 1.9 Cruise only agencies
 - 1.9.1 The pros and cons of the cruise only agency for the client
 - 1.9.2 Full service agency vs cruise only agency
- 1.10 The cruise shops of the world
 - 1.10.1 Cruise line analysis
 - 1.10.2 Cruising knows no boundaries
 - 1.10.3 Whip wealth and safety inspectors
- 1.11 The future of cruising
 - 1.11.1 Floating a hotel concept
 - 1.11.2 Tomorrow's vessels

References:

- 1) Cruise Operations Management – Philip Gibsen – Elsevier

PSHA 202 MARKETING MANAGEMENT

- 1.1 Introduction to Marketing Concept, Its Relevance in India Marketing Mix, Marketing Structure and Systems.
- 1.2 Environmental Scanning and Market Opportunity Analysis.
- 1.3 Buyer Behavior – Household and Institutional / Organizational.
- 1.4 Market Segment and Segmental Analysis.
- 1.5 Market Potential, Demand Forecasting and Sales Forecasting.
- 1.6 Market Information Systems.
- 1.7 Market Research.
- 1.8 Product Mix Decisions – Product Identification, Product Life Cycle, Branding and Packaging.
- 1.9 New Product Development and Management.
- 1.10 Pricing Policies, Structure and Methods.
- 1.11 Promotion Decision – Communication Process, Promotion Mix, Promotion Strategies with Reference To Consumer and Industrial Products. Advertising And Personnel Selling Decision.
- 1.12 Distribution Management – Importance Of Distribution In Developing Country – Role Of Middle Man, Identification, Selection and Managing Dealers – Distribution Channels – Channel Management – Physical Distribution.
- 1.13 Performance and Control.

Reference:

- 1) Marketing Management – Philip Kotler
- 2) Marketing for the Hospitality Industry – Philip Kotler
- 3) Marketing for Hospitality Industry – Reid
- 4) Marketing Leadership – Lewis

PSHA 203 STATISTICS FOR MANAGEMENT

1.1. Basic Statistical Concepts.

1.2. Summarization of Data :

- Frequency Distribution.
- Measures of Central Tendency.
- Measures of Dispersion.
- Relative Dispersion, Skewness.

1.3. Elementary Probability Theory:

- Relative Frequency Approach.
- Axiomatic Approach.
- Subjective Probability.
- Marginal & Conditional Probability.
- Independence/ Dependence of Events.
- Bayes' Theorem.
- Chebyseheff's Lemma.

1.4. Elementary Statistical Distributions:

- Binomial, Poisson, Hyper geometric.
- Negative Exponential, Normal, Uniform.

1.5. Sampling Distributions.

- For Mean, Proportion, Variance.
- From Random Samples.
- Standard Normal (3): Students: Chi-Square And Variance ratio (F) Distribution.

1.6. Statistical Estimation:

- Point & Interval! Estimation and confidence. Interval for Means, Proportion & Variance.

1.7. Test of Hypothesis:

- Tests for specified values of Mean, Proportion & Standard Deviation.
- Testing equality of two Means, Proportion & Standard Deviation.

1.8. Simple Correlation & Regression/Multiple Correlation & Regression

- Spearman's Rank Correlation.

1.9. Analysis of Variance

- One-way & Two-way Classification (for Equal Class).

Reference :

- 1) Statistics for Management – Lewis
- 2) Statistics for Management – Gupta
- 3) Research Methodology – Kothari

PSHA 204 LEGAL ASPECTS OF HOSPITALITY BUSINESS

1.1 Source of Law

- 1.1.1 Form of the Indian Constitution.
- 1.1.2 What are Sources of Indian Law?
- 1.1.3 Need to Know Law.

1.2 Law of Contract

- 1.2.1 Definition of Contract.
- 1.2.2 Agreement and Contract.
- 1.2.3 Essential of Valid Agreement.
- 1.2.4 Offer and Acceptance.
- 1.2.5 Void and Void able Agreement.
- 1.2.6 Contact of Indemnity and Contract of Guarantee.
- 1.2.7 Rights of Surety and Discharge of Surety.

1.3 Law of Agency

- 1.3.1 Define Agency, Principal and Agent.
- 1.3.2 Principal and Agent Relation.
- 1.3.3 Rights and Duties of an Agent.
- 1.3.4 Liabilities of Agent to Third Parties.

1.4 Law of Bailment

- 1.4.1 Meaning and Nature of Bailment.
- 1.4.2 Rights and Duties of the Bailer and Bailey.
- 1.4.3 Bailer's Lien.

1.5 Industrial Disputes Act 1947

- 1.5.1 Objectives & Scope.
- 1.5.2 Define Industry, Industrial Dispute and Workmen.
- 1.5.3 Causes of Industrial Dispute.
- 1.5.4 Define Strike, Layoff, Lockout & Closure.
- 1.5.5 Conditions of Retrenchment U/s 25 F.
- 1.5.6 Unfair Labour Practice U/s 25 U.
- 1.5.7 Conciliatory Proceedings.

1.6 Factories Act 1948

- 1.6.1 Objectives.
- 1.6.2 Define Factory, Manufacturing Process, Worker and Occupier.
- 1.6.3 Duties of the Occupier.
- 1.6.4 Power of Factory Inspector.
- 1.6.5 Health, Safety and Welfare Provisions under the Factories Act.

1.7 Workman's Compensation Act 1926

- 1.7.1 Objectives.
- 1.7.2 Dependant U/s 2(1)(d).
- 1.7.3 Partial Disablement and Total Disablement.
- 1.7.4 Employer's Liability and When Employer not Liable.
- 1.7.5 Accident Arising out of and in course of Employment.

- 1.7.6 Doctrine and Notional Extension.
- 1.8 Payment of Bonus Act 1965**
 - 1.8.1 Meaning of Bonus.
 - 1.8.2 Objectives and Scope.
 - 1.8.3 Eligibility for Bonus.
 - 1.8.4 Disqualification for Bonus.
 - 1.8.5 Minimum Bonus and Maximum Bonus.
 - 1.8.6 Payment of Bonus in newly set up Hotels.
- 1.9 Law Applicable to Innkeepers.**
 - 1.9.1 What is an Inn?
 - 1.9.2 Who is Guest?
 - 1.9.3 How is Innkeeper Guest relation Established?
 - 1.9.4 When does it Begin and When does it End?
 - 1.9.5 Duties of the Innkeeper.
 - 1.9.6 Right to eject others then Guest.
 - 1.9.7 Hotelier's Liability for Contractor's Work.
 - 1.9.8 Injuries Suffered by Strangers.
 - 1.9.9 Unwholesome Food.
 - 1.9.10 Innkeeper's Liability for loss of Guest Property.
 - 1.9.11 Innkeeper's Lien.
 - 1.9.12 Nuisance and Negligence.
 - 1.9.13 Contributory Negligence.
 - 1.9.14 Trespass.
- 1.10 Payment of Gratuity Act 1972**
 - 1.10.1 Meaning, Objectives and Scope.
 - 1.10.2 Applicability.
 - 1.10.3 Continuous Service.
 - 1.10.4 Family.
 - 1.10.5 When Payable.
 - 1.10.6 Whom Payable.
 - 1.10.7 Calculation of Gratuity Payable (Computation).
 - 1.10.8 Forfeiture of Gratuity.
- 1.11 Trade Union Act 1926**
 - 1.11.1 Objective and Scope.
 - 1.11.2 Define Trade Union U/s 2(4).
 - 1.11.3 Mode of Registration U/s 6 & 7.
 - 1.11.4 Rights and Privileges of Employer.
- 1.12 Industrial Employment Standing Order Act 1946**
 - 1.12.1 Model Standing Order.
 - 1.12.2 Show Cause Notice.
 - 1.12.3 Charge Sheet.
 - 1.12.4 Domestic Inquiry.
 - 1.12.5 Discharge and Dismissal of Employee.
- 1.13 Employees Provident Fund and Miscellaneous Provisions Act 1952.**
 - 1.13.1 Meaning of Provident Fund.

- 1.13.2 Objectives, Scope and Applicability.
 - 1.13.3 Basic Wages U/s 2(b).
 - 1.13.4 Contribution U/s 6.
 - 1.13.5 Withdrawals and Advances under the Act.
- 1.14 **Employee's State Insurance Act.**
 - 1.14.1 Objective, Scope and Contribution to the Scheme.
- 1.15 **Food Legislation The P. F. A. Act 1954.**
 - 1.15.1 Definition, Adulterant, Adulterated Food, Public Analyst, Central Food Laboratory.
 - 1.15.2 Central Committee for Food Standards.
 - 1.15.3 Food Inspectors and their Powers and Duties.
 - 1.15.4 Procedure to be followed by Food Inspectors.
 - 1.15.5 Report of Public Analyst.
 - 1.15.6 Notification of Food Positioning.
- 1.16 **Minimum Wages Act.**
 - 1.16.1 Objective & Scope.
 - 1.16.2 Fixing of Minimum Wages.
 - 1.16.3 Payment of Wages.

References:

- 1) Avtar Singh - Law of Contract - Eastern Book Company – 1994
- 2) BARE ACT - The Prevention of Food Adulteration Act 1954 - Commercial Law Publishers Ltd. – 2000
- 3) Dr. Jagmohan Nag - Hotel and Tourism Laws - Frank Bros. & Co. – 2001.
- 4) N. D. Kapoor - Mercantile Law - Sultan Chand Publishers, New Delhi – 1995.
- 5) Sohrab R. Davar - The Indian Mercantile Law - Progress Corporations Limited – 1995

PSHA 205 FINANCIAL MANAGEMENT IN HOSPITALITY INDUSTRY

- 1.1 Objectives of Financial Management.
- 1.2 Financial Performance Appraisal using Ratio Analysis, Funds Flow Analysis & Cash Flow Analysis.
- 1.3 Sources of Finance – Short Term / Long Term, Domestic / Foreign, Equity / Borrowings / Mixed etc.
- 1.4 Cost of Capital & Capital, Structure Planning, Capital Budgeting & Investment Decision Analysis.
- 1.5 Working Capital Management – Estimation & Financing.
 - 1.5.1 Inventory Management.
 - 1.5.2 Receivable Management.
 - 1.5.3 Cash Management.
- 1.6 Dividend Policy / Bonus – Theory & Practice.

Reference:

- 1) Financial Management – I. M. Pandey.
- 2) Financial Management – S. C. Kudal.
- 3) Financial Management – Prasanna Chandra.

PSHA 206 HUMAN RESOURCE MANAGEMENT IN HOSPITALITY INDUSTRY

- 1.1 Human Resources management – Its Scope, Relationship with other Social Sciences – Approaches to Human Resources Management / Inter – Disciplinary Approach.
- 1.2 Organization of Personnel Functions – Personnel Department, Its Organization, Policies, Responsibilities and Place in the Organization.
- 1.3 Manpower Planning, Job Analysis, Job Description, Job Specification, Scientific Recruitment and Selection Methods.
- 1.4 Motivating Employees – Motivational Strategies, Incentive Schemes, Job enrichment, Empowerment – Job- Satisfaction, Morale, Personnel Turnover.
- 1.5 Job Evaluations, Various Method.
- 1.6 Job Redesign.
- 1.7 Performance Appraisal Systems – MBO Approach, Performance Counseling, Career Planning.
- 1.8 Training & Development Identification of Training Needs, Training Methods, Management Development Programmes.
- 1.9 Organization Development – Organization Structures – Reengineering, Multi – Skilling, BPR.
- 1.10 Management of Organizational Change.
- 1.11 HRD Strategies for Long Term Planning & Growth.
- 1.12 Productivity and Human Resource Management.

Reference:

- 1) Human Resources Management for Hospitality Industry – Mary L. Tanke.
- 2) Personnel Management – Mamoria.
- 3) Human Resource Management for Hospitality Industry - AHMA

PSHA 301 HOSPITALITY INVESTMENT & PERSPECTIVES

Investment

- 1.1 Reasons for Investing
- 1.2 Historical Perspective
 - 1.2.1 Hotel Chains and Management Companies
 - 1.2.2 Developers, Syndicators and Architects
 - 1.2.3 Lenders
 - 1.2.4 Current Environment
- 1.3 Value Drivers – Industry Fundamentals Vs Capital Markets
- 1.4 Investment Strategies
 - 1.4.1 Timing the Market
 - 1.4.2 Risk Avoidance
 - 1.4.3 Appreciation Maximization
 - 1.4.4 Fixer Uppers
 - 1.4.5 Buying Below Replacement Cost
 - 1.4.6 Short-Term Holding Periods
 - 1.4.7 When to Sell
 - 1.4.8 Public Vs Private Ownership
 - 1.4.9 Equity Leveraging
 - 1.4.10 Diversification Strategy
- 1.5 Management Issues
- 1.6 Consolidation
- 1.7 Mezzanine Financing
- 1.8 Due Diligence

Valuation of Hospitality Real Estate

- 2.1 What is Value
- 2.2 Use of Appraisals
- 2.3 Valuation Process
- 2.4 Approaches to valuation
 - 2.4.1 The Cost Approach
 - 2.4.2 The Sales Comparison Approach
 - 2.4.3 The Income Capitalization Approach
 - 2.4.4 Two-To-Five-Year Projection Using Equity Dividend
 - 2.4.5 Gross Income Multiplier
- 2.5 Break Even Analysis
- 2.6 Feasibility
- 2.7 Property Tax Assessment for Hotels

Expansion Via Franchising

- 3.1 Franchising Defined
- 3.2 Advantages for Franchisers
- 3.3 Disadvantages for Franchisers
- 3.4 Advantages for Franchisers

- 3.5 Disadvantages for Franchisers
- 3.6 Services Offered by Franchisers
- 3.7 Franchise Fees
- 3.8 Hotel Franchise Selection Process
- 3.9 Franchise Agreement

Expansion Via Leasing and Management Contracts

- 4.1 Individual Management Vs Management Companies
- 4.2 Total Property Leases
 - 4.2.1 Rental Formulas & REIT Structures
- 4.3 Advantages and Disadvantages of property Lease Agreement
- 4.4 Development of Hotel Management Contracts
- 4.5 Property Leases Vs Management Contracts
- 4.6 Types of Management
 - 4.6.1 First Tier and Second Tier
 - 4.6.2 Pre-Opening and Technical Services
- 4.7 Management Company Operating Philosophies
- 4.8 Services Provided by Management Comprises
- 4.9 Management Company Selection Process

Hotel Management Contracts and Related Documents

- 5.1 Introduction
- 5.2 Contact Term
- 5.3 Management Fee
- 5.4 Financial Reporting
- 5.5 Annual Plans
- 5.6 Budget Approval Process
- 5.7 Owner Approvals
- 5.8 Termination of Agreement
- 5.9 Operator Investment in Property
- 5.10 Operator Expenses
- 5.11 Transfer of Ownership
- 5.12 Insurance and Condemnation Proceeds
- 5.13 Employees
- 5.14 Reserve for Replacement
- 5.15 Area Restriction for Operator
- 5.16 Indemnification
- 5.17 Pre-Opening Management Services
- 5.18 Technical Service Assistance

References:

- 1) Financial Management for the Hospitality Industry
- William P. Andrew & Raymond S. Schmiqull
- 2) Hotel Investment and Perspectives
- (AH&MA)

PSHA 302 RESORTS & THEME PARK MANAGEMENT

- 1.1 Introduction.
 - 1.1.1 The Resort Concept.
 - 1.1.2 Characteristics of Resort Management.
 - 1.1.3 Resort History
 - 1.1.4 Resort Developments in the Twentieth Century
 - 1.1.5 Resort and Theme Park Planning and Development.
 - 1.1.6 Special Consideration in Planning and Development.
 - 1.1.7 Investment Consideration.
 - 1.1.8 Social Impact.
 - 1.1.9 Economics Impact.
 - 1.1.10 The Physical and Environmental Impact.

- 1.2 The Process of Planning and Development.
 - 1.2.1 The Role of Professional Planner.
 - 1.2.2 The Five Phases of Resort Planning and Development.
 - 1.2.3 The Importance of the Master Plan for Future Plan.

- 1.3 Major Recreational Activities and Facilities.
 - 1.3.1 Golf, Tennis.
 - 1.3.2 Skating.
 - 1.3.3 Boating.
 - 1.3.4 Swimming
 - 1.3.5 Health Club and Spa Facilities.
 - 1.3.6 Recreational Infrastructure and Nature.

- 1.4 Managing The Resort and Theme Park.
 - 1.4.1 Personnel Organisational and Human Relations.
 - 1.4.2 The Process of Management.
 - 1.4.3 Planning the Organisational Structure.
 - 1.4.4 Managers as Teachers.
 - 1.4.5 Wage and Salary Administration Employee.
 - 1.4.6 Relations and Labour Unions.

- 1.5 Front of the House Management.
 - 1.5.1 The Reservation Department.
 - 1.5.2 The Reception Centre.
 - 1.5.3 Computerized Front Office Systems.
 - 1.5.4 The Importance of Guest Relations.
 - 1.5.5 Heart of the House Management.
 - 1.5.6 Food and Beverage.
 - 1.5.7 House Keeping.
 - 1.5.8 Plant Engineering and Maintenance.
 - 1.5.9 Ground Maintenance.
 - 1.5.10 Energy Conservation.
 - 1.5.11 Accounting and Purchasing.

- 1.6 Resort and Theme Park Marketing And Finance.
 - 1.6.1 Resort Marketing and Sales Promotion.
 - 1.6.2 The Marketing Concept.
 - 1.6.3 Research and Analysis.
 - 1.6.4 The Tools of Marketing.
 - 1.6.5 Managing the Resort Investment.
 - 1.6.6 Formal Profitability Planning.
 - 1.6.7 Budgeting.
 - 1.6.8 Understanding Financial Statements.
 - 1.6.9 Investment Evaluation.

Reference:

Resort Development and Management – Chuck Y. Gee.

Resort Management & Operation – Robert Mill-Willey Publication.

World of Resorts from Development to Management, Third Division – AHLEI
Publication

PSHA 303 CONVENTION & CONFERENCE MANAGEMENT

1 Overview: Definition and Scope of the Meetings Market

- 1.1 Lodging Facilities in the Meeting Environment
- 1.2 Meeting Planners in the Convention Environment
- 1.3 Perceptions and Growth of the Lodging Industry
- 1.4 Growth of Convention and Conference Centres
- 1.5 Size of the Meetings Market
- 1.6 Growth of the Meetings and Conventions Industry
- 1.7 A People Business

2 Associations and the Meetings They Hold

- 2.1 Associations Defined
- 2.2 Purposes of Associations
- 2.3 Types of Associations
- 2.4 Types of Association Meetings
- 2.5 Types of Association Membership
- 2.6 Association Staff and the Decision-Making Process
- 2.7 Communication Channels
- 2.8 Lower-Level Meetings

3 Corporations and the Meetings They Hold

- 3.1 The corporate Meeting Market
- 3.2 Differences Between Corporate and Association Meetings
- 3.3 Types of Corporate Meetings
- 3.4 The Independent Meeting Planner

4 Miscellaneous Markets

- 4.1 The Sports Market
- 4.2 The Trade Unions Market
- 4.3 The Tour Group Market
- 4.4 The Ethnic Organizations Market
- 4.5 The Senior Citizens Market
- 4.6 The Theater Market
- 4.7 The Arts Market
- 4.8 Social / Public Service Organizations

5 Planning and Managing the Meeting: The Planner's Perspective

- 5.1 Overview of Site Inspection
- 5.2 Transportation Arrangements
- 5.3 Meeting / Function Rooms
- 5.4 Guestrooms
- 5.5 Exhibits
- 5.6 Negotiating with a Convention Centre
- 5.7 Pre-Conference Meetings

- 5.8 Food and Beverage Service
- 5.9 Legal Considerations
- 5.10 Arrangements with Speakers
- 5.11 Marketing the Convention
- 5.12 Managing the Meeting

6 Marketing: Preparing to Sell and Service

- 6.1 Marketing Defined
- 6.2 Developing the Marketing Plan

7 Organizing to Sell and Service

- 7.1 Marketing as a Management Function
- 7.2 Marketing Responsibilities
- 7.3 Staffing Considerations
- 7.4 Organization Charts
- 7.5 Job Description
- 7.6 Files and Records
- 7.7 Work Forms
- 7.8 Reference and Work Files
- 7.9 Information Records
- 7.10 Computerization
- 7.11 Departmental Checklist

8 Communicating with the Customer

- 8.1 Sales Tools
- 8.2 Sales Tool Selection
- 8.3 A Coordinated Program

9 Servicing the Group – Before, During, and After the Meeting

- 9.1 **Section A – Servicing Before the Meeting**
 - 9.1.1 Section Objectives
 - 9.1.2 Intra-Property Coordination: The Sales Executive and the Convention Service Manager
 - 9.1.3 Procedures and Documentation Between Booking and Meeting Date
- 9.2 **Section B – Servicing During the Meeting**
 - 9.2.1 Section Objectives
 - 9.2.2 Guestrooms and Amenities
 - 9.2.3 Function Rooms
 - 9.2.4 Press Rooms
 - 9.2.5 Handling VIPs
 - 9.2.6 Outside Services: Florist, Designers, Others
 - 9.2.7 Meeting Room Housekeeping
 - 9.2.8 Service Control Forms
 - 9.2.9 Smoking and Other Concerns

- 9.2.10 Role of Computers at Meetings
- 9.2.11 Emergencies
- 9.3 **Section C – Servicing After the Meeting**
 - 9.3.1 Billing Account
 - 9.3.2 Master Account
 - 9.3.3 Other Charges
 - 9.3.4 Gratuities
 - 9.3.5 Post-Conference Logistics
 - 9.3.6 Final Evaluation Meeting

10 Catered Functions and Special Events

- 10.1 Simplifying Banquet Service
- 10.2 Setting Up the Banquet
- 10.3 Food Preparation Systems
- 10.4 Reserving Banquet Rooms
- 10.5 Categories of Food Functions
- 10.6 Breakfasts
- 10.7 Refreshment Breaks
- 10.8 Banquet Luncheons
- 10.9 Banquet Dinners
- 10.10 Providing Kosher Service
- 10.11 Theme Parties
- 10.12 Late Suppers
- 10.13 Receptions
- 10.14 Categories of Beverage Functions
- 10.15 Room Setup and Audiovisual Requirements at Food and Beverage Functions
- 10.16 Banquet Contracts

11 Meeting Technology

- 11.1 Projectors and Screens
- 11.2 Boards and Flipcharts
- 11.3 Electronic Video Equipment
- 11.4 Audio Equipment
- 11.5 Multi-Image Modules
- 11.6 Films
- 11.7 Control Booths and Studios
- 11.8 Staging
- 11.9 Theatrical Lighting
- 11.10 Meeting Room Furniture, Fixtures, and Accessories
- 11.11 Signs and Printing
- 11.12 Computers and Computer Accessories
- 11.13 Telephone Systems and Two-Way Radios
- 11.14 Language Interpretation Systems
- 11.15 Operation of Technical Equipment

11.16 Ownership of Audiovisual Equipment

11.17 The Future of Meeting Technology

12 Ancillary Conference and Convention Activities

12.1 Exhibit and Trade Shows

12.2 Principals Involved in Trade Shows and Exhibits

12.3 Tours, Entertainment, and Recreation

12.4 Guest Activities

Reference:

- 1) Convention Management & Service
– Milton Astrogt & James Abbey (AH&MA)
- 2) Managing Conventions and Group Business
– Leonard H. Hoyale & David C. Dorf (AH&MA)

PSHA 304 CUSTOMER CARE MANAGEMENT

- 1.1 Introduction to Customer Care.
 - 1.1.1 Service in a Competitive Environment.
 - 1.1.2 Changing Nature of Customer Service.
 - 1.1.3 Customer Retention.
 - 1.1.4 What is Excellent Service?
 - 1.1.5 Personal Verses Material Service.
 - 1.1.6 Embracing Change.
 - 1.1.7 Contact Centres.
 - 1.1.8 CRM
 - 1.1.9 Time Service / Profit Chain.

- 1.2 How Managers Need to Drive and Support a Service Strategy.
- 1.3 Listening to Customers and Monitoring Customer Satisfaction.
- 1.4 Implementing a Customer Care Strategy.
- 1.5 The Internal Customer.
 - 1.5.1 Everyone has a Customer.
 - 1.5.2 Understanding of Internal Customer Needs.
 - 1.5.3 Process Improvement.
 - 1.5.4 Suppliers, Alliances and Partners.
 - 1.5.5 Standards and Charters.
 - 1.5.6 Service Level Agreements.
 - 1.5.7 Suggestion Schemes.
 - 1.5.8 Employee Care.

- 1.6 Training and Development for Customer Service.
 - 1.6.1 Importance of Training and Development in Customer Service.
 - 1.6.2 Identifying Training and Development Objectives.
 - 1.6.3 Training and Development for Managers.
 - 1.6.4 Managers as Trainers.
 - 1.6.5 Customers Service Training for Front Line And Support Staff.
 - 1.6.6 The Learning Organisation.
 - 1.6.7 Review and Refresh Training and Development.
- 1.7 Communications.
 - 1.7.1 Disseminating the Message Developing a Communications Strategy.
 - 1.7.2 Sell do not Sell.
 - 1.7.3 Reinforcing the Message.
 - 1.7.4 Tips on Affective Internal Communication.
- 1.8 Recognition and Reward.
 - 1.8.1 Motivation.
 - 1.8.2 Performance Management
 - 1.8.3 Developing and Reward and Recognition Scheme.
 - 1.8.4 Review and Renew.

Reference:

Customer Care Excellence – Sarah Cook – Kogan Page
Its All About Service – Ray Pelletier – Wiley Publications

PSHA 305 SERVICES MARKETING

- 1.1 Understanding Services.
 - 1.1.1 Distinctive Aspect of Service Management.
 - 1.1.2 Customer Involvement in Service Process.
 - 1.1.3 Managing Service Encounters.
 - 1.1.4 Service Theater and Critical Service Encounters.
- 1.2 Focus on Customers and Managing Relationship.
 - 1.2.1 Customer Behaviour in Service Settings.
 - 1.2.2 Targeting Customers, Managing Relationships and Building Loyalty.
 - 1.2.3 Complaint Handling and Service Recovery.
- 1.3 Creating Value in a Competitive Market.
 - 1.3.1 Positioning a Service in the Market Place.
 - 1.3.2 Creating the Service Product and Adding Value.
 - 1.3.3 Pricing Strategies for Services.
 - 1.3.4 Customer Education and Service Promotion.
- 1.4 Planning and Managing Service Delivery.
 - 1.4.1 Creating Delivery Systems in Place Cyberspace and Time
 - 1.4.2 Enhancing Value by Improving Quality and Productivity.
 - 1.4.3 Balancing Demand and Capacity.
 - 1.4.4 Managing Customer Waiting Lines and Reservations.
- 1.5 Issues for Senior Management.
 - 1.5.1 Managing People in Service Organisations.
 - 1.5.2 Organising for Service Leadership.
 - 1.5.3 International and Global Strategies in Service Management.
 - 1.5.4 Technology and Service Strategy.

Reference:

Services – Marketing, Operations & Management – Vinnie Jauhari&Kirti Dutta - Oxford University Press.

Service Operations Management – Robert Johnston & Graham Clark - Pearson Education Limited. Marketing Management for the Hospitality Industry – Allen Z. Reich

Service Marketing – Roland T. Rust, Anthony J. Zahorik, Timothy Keiningham – Addison Wesley

PSHA 306 ENVIRONMENT MANAGEMENT IN HOSPITALITY

1 Challenges to the Earth's Ecosystem

- 1.1 Background Issues in Environment
- 1.2 Fossil Fuels
- 1.3 The Carbon Cycle
- 1.4 Global Warming
- 1.5 Uncertainties in Temperature Measurement
- 1.6 Green House Gases
- 1.7 The Ozone Layer
- 1.8 Acid Rain
- 1.9 Third World and Population Growth
- 1.10 Agricultural Land Quality
- 1.11 Family Planning

2 National and International Action by Various Governments

3 The Hospitality Industry

- 3.1 Refrigeration
- 3.2 Energy Management
- 3.3 Water
- 3.4 Green Technology
- 3.5 The Product
- 3.6 Packaging and Disposal Products
- 3.7 Waste Management
- 3.8 The Green Consumer
- 3.9 Transport

4 The Business Environment

- 4.1 Environmental Business Tools
- 4.2 The Environmental Audit
- 4.3 Reporting on Environmental Performance

Reference:

- 1. Environmental Management in the Hospitality Industry
- Kathryn Webster

PSHA 401 PROJECT MANAGEMENT IN HOSPITALITY BUSINESS

1 Economic Studies

- 1.1 Purpose
- 1.2 Prepares of Studies
- 1.3 Users of Studies
- 1.4 Types of Economic Studies
 - 1.4.1 Market Study
 - 1.4.2 Lodging Feasibility Study
 - 1.4.3 Feasibility Study

2 Conducting the Lodging Feasibility Study

- 2.1 Introduction
- 2.2 Site Selection & Analysis
- 2.3 Market Area Analysis
- 2.4 Supply and Demand Analysis
 - 2.4.1 Market Share by Facility Types; Location & Class
 - 2.4.2 Commercial Meeting, Leisure Demand Segment
- 2.5 Facilities Review
- 2.6 Estimated Occupancy and Average Daily Room Rate
- 2.7 Financial Analysis

3 Hotel Design, Planning and Development

- 3.1 Design Consideration
 - 3.1.1 Attractive Appearance
 - 3.1.2 Efficient Plan
 - 3.1.3 Good Workmanship
- 3.2 The Leisure Philosophy
- 3.3 Basic Elements of a Hotel Complex
- 3.4 Major Recreational Activities (Golf, Tennis, Skiing, Boating, Swimming, Health Club and Spa Facilities)
- 3.5 Investment Considerations
- 3.6 Social Impact
- 3.7 Economic Impact
- 3.8 The Physical and Environmental Impact
- 3.9 Plant Engineering & Maintenance
- 3.10 Grounds Maintenance
- 3.11 Energy Conversations

4 Facilities Planning

- 4.1 The Systematic Layout Planning Pattern (SLP); Planning Consideration
- 4.2 Flow Process and Flow Diagram
- 4.3 Procedure for Determining Space Requirements and Space Relationship

- 4.4 Architectural Considerations
 - 4.5 Difference Between Carpet and Plinth Area
 - 4.6 Space Allocation Guidelines in Budget Type / 5-Star Type Hotels for the Entire Hotel Thumb Rules
 - 4.7 Approximate Cost of Construction and Estimation.
 - 4.8 Approximate Water / Electrical Load Requirement Estimation.
- 5 Star Classification of Hotels**
- 5.1 Detailed Criteria for Star Classification of Hotel (5-Star Deluxe, 5-Star & 3-Star)
- 6 Kitchen**
- 6.1 Equipment Requirement for Commercial Kitchen
 - 6.2 Specification of Different Equipments
 - 6.3 Layout of Commercial Kitchen
 - 6.4 Planning of Various Supporting Services
- 7 Licenses and Permits Required for Starting a Hotel**
- 7.1 Before the Commencement of the Project
 - 7.2 During the Project Implementation
 - 7.3 During the Business Operations
- 8 Capital Budgeting Evaluation Techniques**
- 8.1 Payback Period, Average Rate of Return, Net Present Value Profitability Index and Internal Rate of Return
 - 8.2 Risk Analysis in Capital Budgeting
 - 8.2.1 Certainty Equivalent Co-efficient
 - 8.2.2 Risk Adjusted Discount Rate
 - 8.2.3 Expected Monetary Value
 - 8.2.4 Standard Deviation
 - 8.2.5 Probability
 - 8.2.6 Decision Tree Analysis
 - 8.2.7 Sensitivity Analysis
- 9 Allocation of Limited Capital**
- 9.1 Introduction
 - 9.2 Financial Criteria for Capital Allocation
 - 9.3 Ranking Methods
 - 9.4 Feasible Combination Approach
 - 9.5 Mathematical Models
 - 9.6 Non-Financial Goals
 - 9.7 Capital Rationing
 - 9.8 Conflicting Goals and Solution Approach
- 10 Inflation and Project Investment**

- 10.1 Introduction
- 10.2 Effects of Inflation
- 10.3 Nelson's Proposition

11 Project Planning and Control

- 11.1 Introduction
- 11.2 Need for Project Control
- 11.3 Phases in Project Life Cycle
- 11.4 Project Construction Alternatives
- 11.5 Control Requirement and Functions
- 11.6 Project Organization
- 11.7 Contracting
- 11.8 Monitoring
- 11.9 Termination of Project

12 Post Completion Audit (PCA)

- 12.1 Introduction
- 12.2 Types of Audit
- 12.3 PCA – Meaning and Definition
- 12.4 Design of a PCA System
- 12.5 Post Completion Audit Procedures
- 12.6 Inflation Adjustment
- 12.7 PCA Techniques
- 12.8 PCA Investigation
- 12.9 Some Issues in PCA

References:

- 1) Managing Projects in the Hospitality Industry
- Richard Teare & Cassell Edition
- 2) Food Service Planning: Layout and Equipment
- Lendal H. Kotscherar & Margaret E. Terrell
- 3) Systematic Layout Planning
- Richard Muther Cahers Books, Linson of Sahaers Publishing
Company, MC – 89, Franklin Street, Boston USA.

PSHA 402 FOOD LOGISTICS AND SUPPLY CHAIN MANAGEMENT

- 1 Catering and Food Retail Industries**
 - 1.1 Retail Defined
 - 1.2 Catering Defined
 - 1.3 Conventional Meal Solutions
 - 1.4 Size, Significance and Growth of Retail Sector
 - 1.4.1 Retail Formats and New Formats
 - 1.5 Supply Chain Costs and Technological Systems

- 2 Food & Society**
 - 2.1 Traditional and Modern Views of Food Quality
 - 2.2 Evolution of Food Supply Chain
 - 2.3 STEEP or PESTE Analysis of Food as a Model

- 3 The Scope and Structure of the Food Supply Chain**
 - 3.1 Supply Chain – Agriculture and Associated Trades
 - 3.2 Issues for the Agricultural Commodities
 - 3.3 Supplier – Retailer Collaboration

- 4 Concepts of Collaboration: Supply Chain Management in a Global Food Industry**
 - 4.1 Globalization of Grocery Retailing
 - 4.2 Super Marketing Retail Strategy
 - 4.3 Structural Changes
 - 4.4 Increasing Competitive Environment
 - 4.5 Principles of Supply Chain Management
 - 4.6 Supply Chain Partnerships

- 5 Current Practice: Inter-Firm Relationships in the Food and Drinks Supply Chain**
 - 5.1 Introduction
 - 5.2 Quasi Vertical Integration Within Supply Chain
 - 5.3 Logistics
 - 5.4 Contracting Out – An Obvious Partnership
 - 5.5 Horizontally Integrated Networks

- 6 Strategic Supply and the Management of Relationships**
 - 6.1 Introduction of a New Strategic Focus
 - 6.2 Pressures for Change
 - 6.3 Evolution from Purchasing & Supply Management
 - 6.4 The Development of a Strategic Positioning Model
 - 6.5 The Strategic Transition Model
 - 6.6 Application of the Transition Model

7 Logistic and Information Management

- 7.1 Introduction
- 7.2 Supply Chain Logistics
- 7.3 Market Qualifiers and Market Winners
- 7.4 Modern Material Flow Systems
- 7.5 Setting Stock Levels in the Supply Chain
- 7.6 Deciding How Much to Order
- 7.7 Exchanging Information for Supply Chain Inventory

8 Relationship Marketing

- 8.1 Definition
- 8.2 The Six Markets Model
- 8.3 Relational Exchanges in Relationship Marketing
- 8.4 The Core Firm and its Partnerships
- 8.5 The 30 Rs. Approvals to Relationship Marketing
- 8.6 Connections & Dependencies Between 30 Rs.
- 8.7 Stages in the Relationship
- 8.8 Transactional Vs. Relationship Marketing

REFERENCES:

- 1 Food Supply Chain Management (Issues for the Hospitality and Retail Sectors)
- Jane F. Eastham, Liz Sharples and Stephen D. Ball

PSHA 403 CASINO & CLUB LEVEL MANAGEMENT

1. Gaming and Gambling
 - 1.1 Overview of Casino Gaming
 - 1.1.1 An Overview of Casino Gaming
 - 1.1.2 Gross Wagering and Revenue Trends
 - 1.1.3 Publicity Traded Corporation
 - 1.1.4 Consumer Profile and Feeder Market
 - 1.1.5 Future of Gaming
 - 1.1.6 Riverboat Gaming
 - 1.1.7 Gaming Supply and Demand Analysis
 - 1.1.8 Forecast of Gaming Win
 - 1.1.9 Distance Based Visitation Model
 - 1.1.9.1 Concentric Circle Analysis
 - 1.1.9.2 Forecasting Adjusted Capturable Population and Visitation
 - 1.1.9.3 Projecting Casino Visits Within the Market
 - 1.1.9.4 Projecting Casino Admission
 - 1.1.9.5 Forecast Win per Admission
 - 1.1.10 Gaming Machine Management
 - 1.1.10.1 Components of Gaming Machines
 - 1.1.10.2 Design of Games
 - 1.1.10.3 Gaming Machine Analysis
 - 1.1.11 Minor Gaming
 - 1.1.11.1 Keno, Bingo, Raffles, Sweeps
 - 1.1.12 Gambling and Its Socio Economic Impacts
2. Club Management
 - 2.1 Club Administration
 - 2.1.1 Early Club
 - 2.1.2 Growth of the Club Industry
 - 2.1.3 Current Status of the Club Industry
 - 2.1.4 Types of Clubs
 - 2.1.5 Club Industry Associations
 - 2.2 Governance of Clubs
 - 2.2.1 Governance Requirements
 - 2.2.2 Club Members
 - 2.2.3 Club Directors
 - 2.2.4 Club Managers
 - 2.3 Legal Obligations of Club
 - 2.3.1 Leal Structure of a Club

- 2.3.2 Specific and General Legal Obligations
- 2.4 Facility and Risk Management
 - 2.4.1 Overview of Facility Management
 - 2.4.2 Manager's Role in Facility Management
 - 2.4.3 Risk Management
 - 2.4.4 Risk Control Techniques
 - 2.4.5 Risk Financing
 - 2.4.6 Risk Management Practices
 - 2.4.7 Risk to Cash and Cash Receiving Areas
 - 2.4.8 Reducing Legal Risk
- 2.5 Promotions and Entertainment Management
 - 2.5.1 Promotion and the Promotional Mix
 - 2.5.2 Club Promotion
 - 2.5.3 Entertainment

References:

- 1) Club Management
 - Nevilee Hing, Helen Breen & Paul Weeks
- 2) Hotel Investments
 - Stephen Rushmore, Dane Michael & John Tarras (West Group)

PSHA 404 BUSINESS ETHICS & CORPORATE GOVERNANCE

- 1 Ethics – Meaning, Definition & Scope
 - 1.1 Ethics & Morals
 - 1.2 Evolution of Ethics
 - 1.3 Classification of Ethics
 - 1.4 Application
 - 1.5 Business Ethics
 - 1.6 Nature of Ethics as moral value
 - 1.7 Law V/s Ethics
 - 1.8 Do Indian Values hinder business?
 - 1.9 Progressive Business Dharma
- 2 Application of Ethics in the market place
 - 2.1 Product Positioning & Competing
 - 2.2 Packaging, Labelling & Launching
 - 2.3 Pricing & its consequences
 - 2.4 Brand management imperatives
 - 2.5 Business as usual : Right & wrong marketing strategies
 - 2.6 Unusual strategies : Integral marketing paradigm
- 3 Application of Ethics in Finance & Value
 - 3.1 Early history of Financial scams
 - 3.2 Financial accounting
 - 3.3 Financial Standards
 - 3.4 Responsibility of Financial institutions
 - 3.5 Capital market & its regulator
- 4 The workplace & the individual
 - 4.1 Need for workplace ethics
 - 4.2 Professional v/s/ personal
 - 4.3 Morality of informed consent
 - 4.4 Workplace surveillance v/s/ privacy
 - 4.5 Health & safety standards
- 5 The Contemporary Worker & On the job problems
 - 5.1 Conflict of interest
 - 5.2 Whistle blowing
 - 5.3 Abuse of official position
 - 5.4 Bribe
 - 5.5 Discrimination
 - 5.6 Affirmative action or job reservation
 - 5.7 Sexual harassment
 - 5.8 Manners & Managers

- 6 Corporate Governance
- 6.1 Corporation as a moral person
- 6.2 Corporate Governance
- 6.3 Corporate Governance theories
- 6.4 Good Corporate Governance

PSHA 405 ADVANCED BUSINESS COMMUNICATIONS

- 1 Successful Negotiations**
 - 1.1 Preparing for a negotiation
 - 1.2 Conducting a negotiation
 - 1.3 Closing a negotiation
 - 1.4 Inter cultural negotiations
- 2 Cross Cultural Communications**
 - 2.1 Introduction
 - 2.2 Problems of Cultural Difference
 - 2.2.1 Body Positions and Movements
 - 2.2.2 Attitude toward Factors of Human relationships
 - 2.2.3 Effects on Business Communication Techniques
 - 2.3 Problems of language
 - 2.2.1 Lack of language equivalency
 - 2.2.2 Difficulties in using English
 - 2.2.3 General suggestions for communicating across cultures
- 3 Technology-enabled Business Communication**
 - 3.1 Introduction
 - 3.2 Technology based Communication tools
 - 3.3 Positive impact of technology enabled communication
 - 3.4 Negative impact of technology enabled communication
 - 3.5 Selection of appropriate communication technology
 - 3.6 Tips for effective in technology-based communication
- 4 Team Briefing**
 - 4.1 Introduction
 - 4.2 Briefing
 - 4.3 Sample Briefings
- 5 Art of effective Reading**
 - 5.1 Introduction and need for developing efficient reading skills
 - 5.2 Benefits of effective reading
 - 5.3 Speed of reading
 - 5.4 Four steps to effective reading
 - 5.5 Overcoming common obstacles
 - 5.6 Types of Reading
 - 5.7 Methods of Reading
 - 5.8 Approaches to Efficient Reading
 - 5.9 Understanding the author's point of view
 - 5.10 Inferring Lexical and Contextual meaning

6 Public Relations

- 6.1 Definition and Importance of Public Relations
- 6.2 Use of communication skills for Media and Public Relations
- 6.3 What is a Press Release
- 6.4. Rules to follow to write a good Press Release
- 6.5 Style for the Press Release
- 6.6 How to handle a Press Conference
- 7 Proposals and Other Business Writings

7.1 Introduction, purpose, importance, types and structure of Technical Proposals

7.2 Itinerary Writing

7.3 Circulars

7.4 Notices

8 Crisis Communication

8.1 Introduction

8.2 Preparation for Crises

8.3 Communication about a crisis

9 Interpersonal Communications

9.1 Johari Window

9.2 Transactional Analysis

9.2.1 Introduction

9.2.2 The three ego states

9.2.3 Transactions and strokes

9.2.4 Types of transactions: Reciprocal or complementary transactions,
Crossed transactions and Ulterior transactions

9.3 Life Positions

PSHA 406 RESEARCH PROJECT

1. **Identify Research Areas:** WHO concepts of HSR and several exercises to prepare research proposals. The student will also learn to use HSR to solve managerial problems and to evaluate grant proposals through classroom exercises.
2. **Comparative Policy Analysis:** Factors in public analysis. Evolution of the role of the State. Approaches to comparative policy analysis. Bases for cross-national policy differences. Comparison of policy priorities.
3. **Comparative Analysis of Health Care systems:** Development of health services. Organizational structures.