

# University of Mumbai



No. UG/ 117 of 2019-20

## CIRCULAR:-

Attention of the Principals of the Affiliated Colleges, the Head of the University Departments and Directors of the recognized Institutions in Science & Technology Faculty is invited to this office Circular No. UG/13 of 2014 dated 01<sup>st</sup> July, 2014 relating to the syllabus for the M.Sc. (Hotel & Hospitality Administration).

They are hereby informed that the recommendations made by the Ad-hoc Board of Studies in Hospitality Studies at its meeting held on 30<sup>th</sup> January, 2019 have been accepted by the Academic Council at its meeting held on 26<sup>th</sup> July, 2019 vide item No.4.14 and that in accordance therewith, the revised syllabus as per the (CBCS) for the M.Sc. (Sem -V & VI) Hotel & Hospitality Administration (H&HA) Three years part time has been brought into force with effect from the academic year 2019-20, accordingly. (The same is available on the University's website [www.mu.ac.in](http://www.mu.ac.in)).

MUMBAI - 400 032  
18<sup>th</sup> September, 2019

  
(Dr. Vinod P. Patil)  
I/c REGISTRAR

To

The Principals of the affiliated Colleges, the Head of the University Departments and Directors of the recognized Institutions in Science & Technology Faculty. (Circular No. UG/334 of 2017-18 dated 9<sup>th</sup> January, 2018.)

A.C/4.14/26/07/2019

No. UG/ 117 -A of 2019-20

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MUMBAI-400 032

18<sup>th</sup> September, 2019

Copy forwarded with Compliments for information to:-

- 1) The I/c Dean, Faculty of Science & Technology,
- 2) The Chairman, Ad-hoc Board of Studies in Hospitality Studies,
- 3) The Director, Board of Examinations and Evaluation,
- 4) The Director, Board of Students Development,
- 5) The Co-ordinator, University Computerization Centre,

  
(Dr. Vinod P. Patil)  
I/c REGISTRAR



AC 26/7/19  
Item No. 4.14UNIVERSITY OF MUMBAISyllabus for Approval

Sr. No.	Heading	Particulars
1	Title of the Course	M.Sc (H & HA)
2	Eligibility for Admission	B.Sc (in Tourism & Hospitality)
3	Passing Marks	40%.
4	Ordinances / Regulations ( if any)	
5	No. of Years / Semesters	3 Years . 6 Semesters
6	Level	✓ P.G. / U.G. / Diploma / Certificate ( Strike out which is not applicable)
7	Pattern	Yearly / <u>Semester</u> ✓ ( Strike out which is not applicable)
8	Status	<u>New</u> / Revised ( Strike out which is not applicable)
9	To be implemented from Academic Year	From Academic Year _____

Date: 30/11/19Signature: Dopati Banerjee  
30/11/19Name of BOS Chairperson / Dean : Dopati Banerjee  
Chairperson - Hospitality  
StudiesRains  
15/11/19



AC \_\_\_\_\_  
Item no. \_\_\_\_\_

# UNIVERSITY OF MUMBAI



**Syllabus for Sem V and VI**

**(Three years part-time)**

**Program: M.Sc. (Hotel & Hospitality Administration)**

**Course: Hotel & Hospitality Administration**

**(Choice Based Credit System with effect  
from the academic year 2019–2020)**



## SEMESTER V – Master of Science (Hotel & Hospitality Administration)

Course Code	Subject	Class Room Instruction Face to Face									Total	Total Marks		Credits			
		Per Week			Per Semester			Per Semester Hours						L	P	T	Total
		L	P	T	L	P	T	L	P	T							
PSHA 501	Hospitality Quality Management	3	-	-	45	-	-	45	-	-	45	100	-	2	-	-	2
PSHA 502	Advanced Food Production Studies	6	-	-	90	-	-	90	-	-	90	100	-	4	-	-	4
PSHA 503	Club Management	3	-	-	45	-	-	45	-	-	45	100	-	2	-	-	2
PSHA 504	Research Methodology	6	-	-	90	-	-	90	-	-	90	100	-	4	-	-	4
PSHA 505	Event Management	3	-	-	45	-	-	45	-	-	45	100	-	2	-	-	2
PSHA 506	Project Management in the Hospitality Industry	3	-	-	45	-	-	45	-	-	45	100	-	2	-	-	2
	Total	24	-	-	360	-	-	360	-	-	360	600	-	16	-	-	16

**L** = one lecture / period of 60 minutes (1 hr.) **P**= Practical **T**= Tutorial

# **PSHA 501 – HOSPITALITY QUALITY MANAGEMENT**

## **UNIT I:**

1	Introduction to Quality Management Concept		
	1.1	Quality Management philosophies & definitions	
		1.1.1	Edwards Deming
		1.1.2	Joseph Juran
		1.1.3	Philip Crosby
		1.1.4	Armand Feigenbaum
	1.2	Importance of Quality in Tourism & Hospitality	
2	Policy Promotions		
	2.1	Perceived Quality Service Model – Gronroos	
	2.2	The five-gap model - Parasuraman, Zeithaml & Berry	
	2.3	The SERVQUAL Model - Postma & Jenkins	
		2.3.1	The Critical Incident Technique (CRIT) (Research Paper)
		2.3.2	Other tools for measurement

## **UNIT II:**

3	Tools for measuring Quality		
	3.1	Perceived Quality Service Model - Gronroos	
		3.1.1	The five-gap model - Parasuraman, Zeithaml & Berry
		3.1.2	The SERVQUAL Model - Postma & Jenkins
		3.1.3	The Critical Incident Technique (CRIT) (Research Paper)
	3.2	Other tools for measurement	
		3.2.1	Mystery Guest/Shopper
		3.2.2	Satisfaction surveys
		3.2.3	Market Evaluations
		3.2.4	Audit Reports
		3.2.5	Complaints
		3.2.6	Self- assessments
		3.2.7	Benchmarking
4	Quality Labels in Hospitality & Tourism		
	4.1	Star Classification, Travel Websites, International Standards Organisation (ISO), Ecolabels/green labels	
	4.2	Approaches to Job Design	
	4.3	Quality Circles	
	4.4	Empowerment	
	4.5	Job Description and Specification	
	4.6	Job Design Tools	
	4.7	Management by objectives	

### **UNIT III:**

5	Managing Change	
	5.1	Organisation culture & its impact on Quality Management
	5.2	Resistance against change
	5.3	Points to consider while implementing change
	5.4	Kurt Lewin Model
6	Interpersonal Communication	
	6.1	Questioning
	6.2	Constructive Arguing
	6.3	Clarifying
	6.4	Building up on ideas of others
	6.5	Summarizing
	6.6	Involving Others
	6.7	Giving Feedback

### **REFERENCES:**

- The Managers Handbook for TQM By Debashis Sarkar
- TQM By S.M. Sundara Raju
- Service Quality Management in Hospitality Industry by G.K Sharma
- TQM an Executive Guide to continuous Improvement By Hubert K. Rampersad
- Online reference

# PSHA 502 – ADVANCED FOOD PRODUCTION STUDIES

## **UNIT I:**

1	Professional Knowledge (part-1)	
	1.1	Professional Ethics.
	1.2	Government Regulations of Food Industry.
	1.3	Kitchen brigade & Staff; - Duties, Responsibilities & their Functions.
	1.4	Kitchen Organization.
	1.5	Kitchen Designs.
	1.6	Advanced Kitchen Equipments.
2	Professional Knowledge (part-2)	
	2.1	Gastro-Norm
	2.2	Materials for the Manufacture of Kitchen Equipments.
	2.3	Refrigeration.
	2.4	Culinary Terms.
	2.5	Purchasing & Controls.
	2.6	The Menu; - History of Culinary Arts, Menu Planning, Meal Composition (frame work of the Menu), Types of Meals & Menu's, Menu Writing.

## **UNIT II:**

3	Kitchen Costing	
	3.1	Kitchen Accounting Terms.
	3.2	Basic Yield, Waste, Gross Weight.
	3.3	Purchase price & Food-cost.
	3.4	Price Calculations for Menu's & Recipes.
	3.5	Cost Calculations.
4	Cooking (part-1)	
	4.1	Introduction.
	4.2	Art of Cooking.
	4.3	Cooking Techniques.

## **UNIT III:**

5	Cooking (part-2)		
	5.1	Preservation Methods	
		5.1.1	Lowering Temperature,
		5.1.2	Heating
		5.1.3	Dehydration,
		5.1.4	Removal of Oxygen,
		5.1.5	Filtration,

	5.1.6	Radiation,
	5.1.7	Salting,
	5.1.8	Curing,
	5.1.9	Smoking,
	5.1.10	Pickling & Sourcing,
	5.1.11	Alcohol Preservation,
	5.1.12	Chemical Preservation,
	5.1.13	Convenience Foods
	5.1.14	Sugaring,
6	National Cuisines –an overview	
	6.1	Swiss cuisine.
	6.2	French cuisine.
	6.3	Italian cuisine.
	6.4	German cuisine.
	6.5	Australian cuisine.
	6.6	Spanish & Portuguese cuisine.
	6.7	British Cuisine.
	6.8	East & South Asian cuisine.

### **REFERENCES:**

- CLASSICAL COOKING- The Modern Way- (Methods and Techniques) by PHILIP PAULI ...Third Edition. (Translated by - Hannelore Dawson-Holt.), Published by “JOHN WILEY & SONS, INC.
- FOOD HYGIENE & SANITATION by SUNETRA RODAY..... Second edition. , Published by “Tata McGraw Hill Education Private Limited.

### **OPEN NET- SOURCE:**

- article posted by Dr. Saurabh Arora, founder of FoodSafetyHelpline.com and heads the services divisions of Arbro Pharmaceuticals and Auriga Research in India. Reach him at saurabharora@arbropharma.com.
- article posted by Vinay Vaish, Partner, Vaish Associates Advocates and Urmi Chudgar, Associate, Vaish Associates Advocates



# PSHA 503 – CLUB MANAGEMENT

## **UNIT I:**

1	Club Administration and Governance of Clubs	
	1.1	Introduction to the club industry
	1.2	Early clubs
	1.3	Growth of the club industry
	1.4	Types of club
	1.5	Governance requirement
	1.6	Organisational structure of clubs
	1.7	Club members
	1.8	Club managers
	1.9	Club directors
2	Legal Obligations of Club	
	2.1	Legal structure of a club
	2.2	Sources of law
	2.3	General legal objectives

## **UNIT II:**

3	Facility and Risk Management	
	3.1	Overview of facility management
	3.2	Maintenance
	3.3	Manager's role in facility management
	3.4	Risk management
	3.5	Risk control techniques
	3.6	Risk financing
	3.7	Risk management practices
	3.8	Risk to cash and cash recovery areas
	3.9	Reducing legal risk
4	Marketing management	
	4.1	What is marketing
	4.2	Marketing model
	4.3	Marketing concept
	4.4	Marketing mix
	4.5	Marketing segmentation
	4.6	Adoption / diffusion process
	4.7	Product life cycle
	4.8	Product portfolio
	4.9	Marketing plans
	4.10	Marketing information system



### **UNIT III:**

5	Beverage and Catering Operations	
	5.1	History of bar and catering operations
	5.2	Catering Operation in Clubs
	5.3	Menu Management
	5.4	In house versus contract catering
6	Promotions and entertainment management	
	6.1	Promotion and promotional mix
	6.2	Club promotions
	6.3	Entertainment

### **REFERENCES:**

- Club Management in Australia, Neilee Hing, Helen Breen and Paul Weeks, Hospitality Press, Melbourne.



# PSHA 504 – RESEARCH METHODOLOGY

## **UNIT I:**

1	Introduction to Research	
	1.1	Research- Meaning & Definition
	1.2	Research Objectives
	1.3	Scope & Importance of Research.
	1.4	Characteristics of a Good Research.
2	Research Problem	
	2.1	Defining Research Problem
	2.2	Technique involved in defining the Problem
	2.3	Sourcing the Research Problem

## **UNIT II:**

3	Literature Review	
	3.1	Introduction
	3.2	Objectives of Literature Review
	3.3	Uses of Literature Review
	3.4	Types of Literature Review
4	The Research Process	
	4.1	Research Hypothesis Meaning & Definition
	4.2	Types of Hypothesis
	4.3	Hypothesis Formulation

## **UNIT III:**

5	Research Design & Data Collection	
	5.1	Meaning of Research Design
	5.2	Nature & Classification of Research Design
	5.3	Classification of Data
	5.4	Sampling & Data Processing
	5.5	Sampling Concepts
	5.6	Tabulation of Data
6	Report Writing	
	6.1	Structure of Report
	6.2	Para Phrasing
	6.3	Referencing & Citations

## **REFERENCES:**

- Research Methodology Methods & Techniques- C.R. Kothari
- Research Methodology- Dr. Pratap Kumar Panda
- Research Methodology Text & Cases- Dr. Bharti Venkatesh
- Research Methodology- Dr. Sanjay Kumar M. Gupta
- Business Research Methods- Cooper Schindler.



# **PSHA 505 - EVENT MANAGEMENT**

## **UNIT I:**

1	Event Management	
	1.1	What is an Event and Event Manager?
	1.2	Types of Event
	1.3	Impacts of Events and balancing the impacts.
	1.4	Social & Cultural Impacts
	1.5	Impacts on Tourism & Economy
2	Event Planning	
	2.1	What is event planning
	2.2	Conceptualizing the event
	2.3	Defining the target audience
	2.4	Advertising and Sponsors

## **UNIT II:**

3	Budgeting & Planning	
	3.1	What is Control, its elements & categories.
	3.2	Control Methods
	3.3	Budget and Constructing Budgets
	3.4	Cash Flow, Costing & Tips on reducing cost.
	3.5	Different types of permission and licenses
	3.6	Securing Insurance
4	Event Coordination	
	4.1	Staffing
	4.2	Vendor Requirement & Selection (The Stage, Power, Lights, Sound, Audio visuals, Catering, Performers, Hospitality etc.)
	4.3	Staging Event

## **UNIT III:**

5	Risk Management	
	5.1	Legal Issues
	5.2	Different Contracts with different vendors
	5.3	Alcohols & Events
	5.4	Crowd Control
	5.5	Emergencies, Stage Safety, pyro-technicians, Parades & Demonstration.
6	Evaluation & Reporting	
	6.1	What is Event Evaluation
	6.2	When to evaluate events
	6.3	Reporting to stakeholders



	6.4	Evaluation Procedures
	6.5	What to evaluate

### **REFERENCES:**

- Ian McDonnell/Johnny Allen / William O'Toole, Festival & Special Event Management, John Wiley & Sons, Australia, 1999
- Des Conway, The Event Manager's Bible, How to Books Ltd., United Kingdom, 2004
- Peter E. Tarlow, Event Risk Management & Safety, John Wiley & Sons, Inc., New York, 2002.



# **PSHA 506 - PROJECT MANAGEMENT IN THE HOSPITALITY INDUSTRY**

## **UNIT I:**

1	Introduction and Projects Importance	
	1.1	Introduction
	1.2	What is a project
	1.3	Importance of project
	1.4	Environment and projects
	1.5	How to obtain a project
	1.6	The dynamic lifecycle of a project
	1.7	The project dynamic action cycle
	1.8	Project management
2	Project Managers role, Starting and Defining Project	
	2.1	The project organisation
	2.2	The project manager as a team leader
	2.3	A formal inspection of- sponsor, customer, end users, project core team
	2.4	Customer satisfaction, needs and expectations
	2.5	The customer contract
	2.6	Identifying the project constraints
	2.7	The kick-off meeting
	2.8	Project documentation
	2.9	The project brief and specification
	2.10	Documents required to define a project
	2.10.1	Stakeholders list
	2.10.2	Project brief
	2.10.3	Scope of work statement
	2.10.4	Risk management – risk assessment, ranking of risk identified, risk monitoring
	2.11	Getting project definition approved

## **UNIT II:**

3	Planning a Project	
	3.1	Where does planning start
	3.2	Identifying the key stages
	3.3	The project work breakdown structure
	3.4	Allocating responsibility
	3.5	What is an estimate
	3.6	Estimating the durations
	3.7	Contingencies
	3.8	Time limited scheduling and estimates
	3.9	Identifying the critical part of your project



	3.10	The programme evaluation and review technique
	3.11	Analysing the logic diagram
	3.12	Using the PERT analysis data
	3.13	Analyse your resource requirements
	3.14	Optimising your schedule
	3.15	Review your project risk log
	3.16	Review your project budget
	3.17	Seeking approval to launch your project
4	Value of Money, Cost of Capital, Investment Decisions, Budgeting & Evaluation Techniques	
	4.1	What is time value- Present & Future value of money
	4.2	Capitalisation decision & cost of capital
	4.3	Strategic investment decisions
	4.4	Project feasibility study
	4.5	Cost benefit analysis (Cash flow projections)
	4.6	The required rate of return from projects
	4.7	Capital budgeting and evaluation techniques
	4.8	Critical examination of evaluation techniques
	4.9	The economic life of projects and the replacement policy

### **UNIT III:**

5	Launching your project	
	5.1	Establishing key stage work plans
	5.2	Establishing a milestone schedule
	5.3	Critical success factors
	5.4	Ensuring effective communication
	5.5	Project status reports
	5.6	Derive a meetings schedule for your project
	5.7	Handling project changes
	5.8	Hold a launch meeting
6	Executing & Closing your Project	
	6.1	The project control system
	6.2	Monitoring progress
	6.3	Managing issues
	6.4	Tracking your project
	6.5	Taking corrective action
	6.6	Problem-solving
	6.7	Progress meetings
	6.8	Progress reporting
	6.9	Projects and conflict
	6.10	Managing time
	6.11	Controlling the project costs
	6.12	The acceptance process



	6.13	The close-out meeting
	6.14	Evaluating your project
	6.15	Post-project appraisals
	6.16	What next

## **REFERENCES:**

- Trevor L. Young, The Handbook of Project Management: A Practical Guide to Effective Policies and Procedures, 4325/3 Ansari Road, New Delhi 110 002, Kogan page India Private Limited, First South Asian Edition 1999.
- Bhavesh M. Patel, Project Management: Strategic Financial Planning, Evaluation and Control, 223, Cama Industrial Estate, 2<sup>nd</sup> floor, Sun Mill compound, Lower Parel (W), Mumbai- 400 013, 2003
- Prasanna Chandra, Projects: Planning, Analysis, Selection, Financing, Implementation, and Review, 7 west patel Nagar, New Delhi 110 008, Tata Mcgraw-Hill, 2009
- B .B. Goel, Project Management: Principles & Techniques, F-159, Rajouri Garden, New Delhi – 110 027, Deep & Deep Publications PVT. LTD., 2000
- Michael Davies, Project Management: Trainer's & Participant's Guide, 4325/3 Ansari Road, New Delhi 110 002, Kogan page India Private Limited, First South Asian Edition 2002.



# University of Mumbai



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Date: 30/11/19Signature: Dopati Banerjee  
30/11/19Name of BOS Chairperson / Dean : Dopati Banerjee  
Chairperson - Hospitality  
StudiesRains  
15/11/19



AC \_\_\_\_\_  
Item no. \_\_\_\_\_

# UNIVERSITY OF MUMBAI



**Syllabus for Sem V and VI**

**(Three years part-time)**

**Program: M.Sc. (Hotel & Hospitality Administration)**

**Course: Hotel & Hospitality Administration**

**(Choice Based Credit System with effect  
from the academic year 2019-2020)**



## SEMESTER VI – Master of Science (Hotel & Hospitality Administration)

Course Code	Subject	Class Room Instruction Face to Face									Total	Total Marks		Credits			
		Per Week			Per Semester			Per Semester Hours						L	P	T	Total
		L	P	T	L	P	T	L	P	T							
PSHA 601	Food Logistics & Supply Chain Management	6	-	-	90	-	-	45	-	-	45	100	-	4	-	-	4
PSHA 602	International Marketing Management	3	-	-	45	-	-	45	-	-	45	100	-	2	-	-	2
PSHA 603	Research Project Report	6	-	-	90	-	-	90	-	-	90	100	-	4	-	-	4
PSHA 604	Leadership & Innovation Management	3	-	-	45	-	-	45	-	-	45	100	-	2	-	-	2
PSHA 605	Corporate Strategy	3	-	-	45	-	-	45	-	-	45	100	-	2	-	-	2
PSHA 606	Casino Management	3	-	-	45	-	-	45	-	-	45	100	-	2	-	-	2
	Total	24	-	-	360	-	-	360	-	-	360	600	-	16	-	-	16

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# PSHA 601- FOOD LOGISTICS & SUPPLY CHAIN MANAGEMENT

## **UNIT I:**

1	Introduction ( Meaning & Overview )	
	1.1	Food Supply Chains & Food Logistics
	1.2	Evolution of food supply chain
	1.3	Relationship between Food & the economy
	1.4	International Definition of Food Supply Chain
	1.5	Significance & Drivers
	1.6	The actors in Food Supply Chain ( FSC) – Producers, Processors, Retailers & Distributors, Hospitality Sectors, Consumers
		Types of Food Chains
		Factors Influencing Food Supply Chain
		Food Logistics – Movement of Food, Packaging in Logistics , Temperature Controlled Supply Chains
2	Food Sourcing and procurements	
	2.1	Sourcing- Low cost sourcing, Outsourcing, In-sourcing, Single sourcing, Multiple sourcing, Partnerships.
	2.2	Procurement (Purchase)- Kralgic Matrix , Supplier Segmentation, Sustainable Procurement .
	2.3	A Traditional Food Industry Supply Chain ( adapted from DTI-1995)- Diagram.

## **UNIT II:**

3	Risk Management	
	3.1	Managing supply chain risks .
	3.2	Managing risks in Food Supply., Managing risks in food supply.
4	Technology Trends in food supply chain	
	4.1	Traceability and use of technology- Traceability, RIFD, Bar-coding.
	4.2	Food Processing & Food packaging in a technological context.
	4.3	Food Logistics.

## **UNIT III:**

5	Sustainability & Future Challenges	
	5.1	Attributes to consider when designing food supply chain. – Perishability, Seasonality in production, Edible nature of product, Heterogeneity- Info Asymmetry.
	5.2	Food Regulations & Safety. –Minimum Quality Standards, Regulations & Standards, Compatibility Standards- HACCP, ISO, FSSC, TACCP.



6	Sustainability Challenges in Food Supply Chain		
	6.1	Sustainable supply chains, Sustainable Food Supply Chains.	
	6.2	Developing Sustainability within food supply chains- Production, Processing, Logistics & Retail, Sourcing.	
	6.3	Food Sector & Economic Regeneration	
		6.3.1	Logistics Infrastructure
		6.3.2	Food Cluster & Enterprise Zone
		6.3.3	Food Parks & Hubs

## **REFERENCES:**

- Food Supply Chain Management & Logistics .( From Farm to Fork) by Mr. Samir Dani, Published by KoganPage, New Delhi.
- Food Supply Management ( issues for the hospitality and retail sectors)- Edited by Jane F Eastham, Liz Sharples & Stephen D Ball, Published by Butterworth Heinemann, New Delhi.



# PSHA 602 - INTERNATIONAL MARKETING MANAGEMENT

## UNIT I:

1	Introduction to International Marketing		
	1.1	Definition and Scope	
	1.2	Benefits of International Marketing	
	1.3	Forces Affecting Global Integration and Marketing	
		1.3.1	Driving Forces
		1.3.1.1	Entry and Exit Barriers to International Marketing
		1.3.1.2	Regional Economic Agreements
		1.3.1.3	Marketing Needs and Wants
		1.3.1.4	Scale Economies
		1.3.2	Restricting Forces
		1.3.2.1	Management Myopia and Organizational Culture
		1.3.2.2	National Control and Barriers
2	Environment Scanning		
	2.1	PESTEL – Political, Economic, Socio cultural, Technological, Environmental, Legal	
	2.2	Porters Five Forces – New Entrants, Substitutes, Buyers, Suppliers, Competitive Rivalry	
	2.3	Entry and Expansion Strategies, Cooperative Strategies and Strategic Partnerships	
		2.3.1	Domestic Market Extension
		2.3.2	Global Market Extension

## UNIT II:

3	Marketing Mix		
	1.1	Product	
		1.1.1	International Product Strategies
	1.2	Price	
		1.2.1	Purchasing Power
		1.2.2	Per Capita Income
		1.2.3	Price / Value Equation
	1.3	Promotion	
		1.3.1	Advertising / Branding / Packaging
	1.4	Place	
	1.5	People	
	1.6	Processes	
	1.7	Physical Evidence	
	1.8	Relevance of the Marketing Mix in International Markets	
	1.9	The Changes/Adaptation and Modification that would be required for all elements of the mix, if you enter/exit an international market	
4	Developing Global Marketing Strategies		



	4.1	Planning for Global Markets (Company Objectives and Resources)	
	4.2	The Planning Process	
	4.3	Market Entry Strategies	
		4.3.1	Exporting
		4.3.2	Contractual Agreements
		4.3.3	Strategic International Alliance
		4.3.4	Direct Foreign Investment
	4.4	Distribution Structures	
		4.4.1	Direct
		4.4.2	Indirect
		4.4.3	Hybrid
	4.5	Channel Strategies	
		4.5.1	Using Appropriate Channel Strategy in Various Different International Markets

### **UNIT III:**

5	Marketing		
	5.1	Digital Marketing	
		5.1.1	Introduction to Digital Marketing
		5.1.2	Tools for Digital Marketing
		5.1.3	Advantages/Disadvantages
	5.2	Green Marketing	
		5.2.1	Introduction to Green Marketing
		5.2.2	How Green Marketing Helps Organizations
		5.2.3	The Way of the Future (With Examples)
6	Business Ethics & Negotiation		
	6.1	Business Ethics	
		6.1.1	Bribery
		6.1.2	Corruption Defined
		6.1.3	Ethical, Social and Moral Decision Making
	6.2	Negotiation	
		6.2.1	Global Perspective
		6.2.2	Dangers of Stereotypes
		6.2.3	Impact of Culture on Negotiation Behaviour
		6.2.4	Differences in Language and Non-Verbal Behaviour
		6.2.5	Differences in Values
		6.2.6	Differences in Thinking and Decision Making Processes

### **REFERENCES:**

- International Marketing (Cateora Graham – TATA McGraw Hill Edition)
- Essentials of Marketing (Baines/Fill/Page)
- International Marketing Management (Phillip Kotler)
- International Marketing (Terpstra and Ravi Sarthy)
- International Marketing (Warren Keegan)



# **PSHA 603 - RESEARCH PROJECT MANAGEMENT**

## **Framework for Research Project**

1. First Page of Report: College Certificate
2. Declaration by Student
3. Certificate of Project Approval.
4. Research Project Name & Other Details (As per the Cover Page)
5. Acknowledgement
6. Content Page
  - 6.1 Introduction
  - 6.2 Review of Literature
  - 6.3 Research Methodology
  - 6.4 Research Findings & Analysis
  - 6.5 Conclusion & Recommendation
  - 6.6 Bibliography
  - 6.7 Annexure
7. List of Tables & Graphs
8. Guidelines for Research Project:
  - 8.1 Font- Times New Roman
  - 8.2 Font Size-12
  - 8.3 Line Spacing 1.5
  - 8.4 Chapter Text - font Size 16
  - 8.5 Title - font size 22
  - 8.6 Sub Topic - font size 14
  - 8.7 No unnecessary High Lighting or Underlining
  - 8.8 Every Image will have figure number & Source Image
  - 8.9 Page size will be A4, left margin will be 1.5 & other (Right, bottom and left margin will be 1)
  - 8.10 Text Alignment will be JUSTIFY
  - 8.11 Citation- APA Style

# PSHA 604 - LEADERSHIP & INNOVATION MANAGEMENT

## **UNIT I:**

1	Leadership & Encouragement	
	1.1	What is Leadership?
	1.2	Myths on Leadership
	1.3	Interactional Framework of Leadership
	1.3.1	Leader
	1.3.2	Follower
	1.3.3	Situation
	1.4	Encouragement & Leadership
	1.5	The Essence of the Encouraging Leader
2	Leadership Skills	
	2.1	Communication, Listening & Assertiveness
	2.2	Stress Management
	2.3	Building Relationship with Superiors & Peers
	2.4	Delegating & Team Building
	2.5	Setting Goals
	2.6	Managing Conflict
	2.7	Negotiation & Problem Solving

## **UNIT II:**

3	Motivation, Satisfaction & Performance	
	3.1	Defining Motivation, Satisfaction & Performance
	3.2	Need Theories
	3.3	Individual Differences in Motivation
	3.4	Cognitive Theories
	3.5	Situational Approaches
	3.6	Global, Facet & Life Satisfaction
	3.7	Theories of Job Satisfaction
4	Groups, Teams & Leadership	
	4.1	Individual v/s Groups v/s Teams
	4.2	The Nature of Groups
	4.3	Teams
	4.4	Ginett's Team Leadership Model
	4.5	Virtual Teams

## **UNIT III:**

5	Leadership & Change	
	5.1	The Rational Approach to Organizational Change



	5.2	The Emotional Approach to Organizational Change
	5.3	Characteristics of Charismatic & Transformational Leadership
	5.4	Bass's Theory of Transformation & Transactional Leadership
6	Contingency Theories of Leadership	
	6.1	Normative Decision Model
	6.2	Situational Leadership Model
	6.3	Contingency Model
	6.4	Path Goal Theory

## **REFERENCES:**

- Leadership – Enhancing the Lessons of Experience – Richard L. Hughes, Robert C. Ginnett, Gordon J Curphy – Tata McGraw Hill Publishing Co. Ltd
- Leadership By Encouragement – Don Dinkmeyer, Daniel Eckstein – St. Lucie Press

# PSHA 605 - CORPORATE STRATEGY

## **UNIT I:**

1	Overview of Strategic Management Formulation		
	1.1	What is Strategic Management? - Definition, Stages & Levels	
	1.2	Key Terms in Strategic Management	
	1.3	The Strategic Management Model	
	1.4	Vision & Mission	
	1.5	Importance of Vision & Mission Statement	
2	Strategy Formulation		
	2.1	External Assessment	
		2.1.1	Nature of External Audit
		2.1.2	The Industrial Organisation (I/O) View
		2.1.3	Porter's 5 force Analysis
		2.1.4	Industry Analysis – External Factor Evaluation (EFE) Matrix
		2.1.5	Competitive Profile Matrix
	2.2	Internal Assessment	
		2.2.1	Nature of Internal Audit
		2.2.2	Resource Based View (RBV)
		2.2.3	Internal Factor Evaluation (IFE) Matrix

## **UNIT II:**

3	Strategies in Action		
	3.1	Long Term Objectives	
	3.2	Types of Strategies	
	3.3	Means for Achieving Strategies	
4	Implementation Strategies, Management & Operation		
	4.1	Nature of Strategy Implementation	
		4.1.1	Annual Objectives
		4.1.2	Policies
		4.1.3	Resource Allocation
		4.1.4	Managing Conflict
		4.1.5	Matching Structure with Strategy
		4.1.6	Restructuring, Re-Engineering & E-Engineering
	4.2	Managing Resistance to Change	
	4.3	Creating a Strategy Supportive Culture	
	4.4	Operation Concerns When Implementing Strategies	
	4.5	Human Resource Concerns When Implementing Strategies	



### **UNIT III:**

5	Implementation Strategies, Marketing, Finance/ Accounting, R&D & MIS	
	5.1	Marketing Issues
	5.2	Finance Issues
	5.3	Research& Development (R&D)Issues
	5.4	MIS Issues
6	Strategy Review, Evaluation & Control	
	6.1	Nature of Strategy Review Evaluation
	6.2	Strategy Evaluation Framework
	6.3	Characteristics of an Effective Evaluation System

### **REFERENCES:**

- Strategic Management – Fred R David, PHI Learning Pvt Ltd
- Strategic Management & Business Policy

# PSHA 606 – CASINO MANAGEMENT

## **UNIT I:**

1	History of Modern Gaming	
	1.1	History of modern gaming
	1.2	Gaming control
	1.3	Gaming taxes
	1.4	Internal control system
2	Management Structure	
	2.1	Casino management (management pyramid)
	2.2	Casino organisational structure
	2.3	Casino Hotel system
	2.4	Staffing

## **UNIT II:**

3	Slot Management		
	3.1	Slot	
	3.2	Video pokers	
	3.3	Introduction to table games	
		3.3.1	Dice
		3.3.2	Roulette
		3.3.3	Black Jack
		3.3.4	Baccarat
4	Casino Table Game Management		
	4.1	Table game operations	
	4.2	Revenue and profit per square foot	
	4.3	Betting limits	

## **UNIT III:**

5	Casino Marketing	
	5.1	Consumer choice factor
	5.2	Table game rule modification as a marketing tool
	5.3	Match play; problems and solutions.
6	Premium Player Segment	
	6.1	Defining premium play segment
	6.2	Hidden cost of discounting
	6.3	Rationale behind discounting
	6.4	Dangers of discounting

## **REFERENCES:**

- Casino Operations Management, Jim Kilby, Jim Fox, Anthony F. Lucas