

## **SEMESTER 3**

### **PSHA 301 FINANCIAL MANAGEMENT** **IN HOSPITALITY INDUSTRY**

#### **UNIT 1 (30 HOURS)**

##### **1. Introduction and objectives of financial management**

- 1.1 Concept and evolution of financial management
- 1.2 Objectives of financial management
- 1.3 Principles of financial management
- 1.4 Forms of business organization
- 1.5 Organization of a finance function
- 1.6 Business ethics and social responsibility
- 1.7 Relationship of finance to accounts and economics
- 1.8 Emerging role of a financial manager

##### **2. Long term sources of finance**

- 2.1 Equity capital
- 2.2 Preference capital
- 2.3 Debentures
- 2.5 Term loans
- 2.6 Internal accruals

##### **3. Short term sources of finance or Working capital financing**

- 3.1 Concept and evolution of financial management
- 3.2 Trade credits
- 3.3 Working capital advance by commercial banks
- 3.4 Regulation of bank finance
- 3.5 Short term loans from financial institutions
- 3.6 Rights debentures for working capital

##### **4. Understanding financial system and statements**

- 4.1 Concept and evolution of financial system
- 4.2 Financial assets, market and market return
- 4.3 Financial intermediaries and regulatory infrastructure
- 4.4 Balance sheet
- 4.5 P&L account
- 4.6 Statements of cash flows
- 4.7 Manipulation of the bottom line

#### **UNIT 2 (30 HOURS)**

##### **5. Analysis of financial statements**

- 5.1 Financial ratios
  - 5.2 Du Pont analysis
  - 5.3 Standardized financial statements
  - 5.4 Application of financial analysis

## 5.5 Using financial statement analysis

### **6. Techniques of capital budgeting and investment decisions**

- 6.1 Capital budgeting process
  - 6.2 Project classification
  - 6.3 Criteria for investment
  - 6.4 NPV
  - 6.5 Profitability index
  - 6.6 IRR
  - 6.7 Payback period
  - 6.8 ARR

### **7. Cost of capital**

- 7.1 Some preliminaries
  - 7.2 Cost of debt
  - 7.3 Cost of preference
  - 7.4 Cost of equity

### **8. Cash and liquidity management**

- 8.1 Cash budgeting
- 8.2 Cash management models
- 8.3 long term cash forecasting
- 8.4 Cash collections and disbursement
- 8.5 Investment of surplus funds

### **UNIT 3 (30 HOURS)**

### **9. Credit management**

- 9.1 Credit management in India
- 9.2 Terms of payment
- 9.3 Credit evaluation
- 9.4 Credit granting decisions

### **10. Inventory management**

- 10.1 Inventory management in India
  - 10.2 Need for inventories
  - 10.3 EOQ model
  - 10.4 Order point
  - 10.5 Monitoring and controlling inventories

### **11. Dividend policy**

- 11.1 Models related to investment and dividend decisions
  - 11.1.1 Walter model
  - 11.1.2 Gordon Model
- 11.2 Miller and Modigliani Position

### **12. Dividend decisions**

- 12.1 Why firms pay dividend
  - 12.2 Dividend policy formulation
  - 12.3 Dividend policy in practice

**References:**

1. Financial Management by Prasanna Chandra 7<sup>th</sup> Edition
2. Financial Management by Khan and Jain\
3. Financial Management by Ravi Kishor
4. Financial Management by I.M.Pandey

# **PSHA 302 TRAINING AND DEVELOPMENT FOR HOSPITALITY**

## **UNIT 1 - THE CONTEXT FOR TRAINING AND DEVELOPMENT (9 HOURS)**

### **Introduction to employee training and development:**

- 1.1 What makes training a key ingredient for the success of any company?
- 1.2 Concept of training
- 1.3 Steps involved in designing a training programme (ADDIE Model)
- 1.4 Forces that influence working and learning in organizations
- 1.5 Snapshots of training practices

### **2. Strategic Training:**

- 2.1 Changing role of training in companies worldwide
- 2.2 Strategic training and development process
- 2.3 Organizational characteristics that influence training
- 2.4 Training needs in different strategies
- 2.5 Models used to organize training departments
- 2.6 Marketing the training function
- 2.7 Outsourcing training

## **UNIT 2 - DESIGNING TRAINING (15 HOURS)**

### **3. Need Assessment:**

- 3.1 Why training need assessment?
- 3.2 Who should participate in the need assessment?
- 3.3 Methods used
- 3.4 Process of need assessment
- 3.5 Scope of need assessment
- 3.6 Application of the concept of training need assessment in hospitality training

### **4. Learning theories and designing a training programme:**

- 4.1 Concept of learning
- 4.2 A positive learning environment energizes training
- 4.3 Various learning theories in brief
- 4.4 The learning process
- 4.5 Various considerations while designing an effective training programme

### **5. Transfer of training at workplace:**

- 5.1 Transfer of training
- 5.2 Theories pertaining to transfer of training and training design
- 5.3 Work environment characteristics that influence transfer of training
- 5.4 Organizational environment characteristics that encourage transfer of training
- 5.5 Learning organizations
- 5.6 Knowledge and knowledge management

## **6. Training evaluation:**

- 6.1 Overview and reasons for evaluation of training
- 6.2 Outcomes used and their analysis
- 6.3 Evaluation practices
- 6.4 Evaluation design
- 6.5 Determining ROI
- 6.6 Measuring human capital and training activity
- 6.7 Measurement models used -
  - 6.7.1 The Kirkpatrick's Four Level Approach
  - 6.7.2 Kaufmans Five Level of Evaluation
  - 6.7.3 Ciro (Context, Input, Reaction, Outcome) Approach
  - 6.7.4 The Five Level Return On Investment Framework
  - 6.7.5 The Best Prices in the Evaluation of Training.

## **UNIT 3 – T&D METHODS – THE ACTION AREA (21 HOURS)**

### **7. Traditional training methods:**

#### *A. Off-the-Job training:*

- 7.1 Presentation
- 7.2 Lecture
- 7.3 Audio visual techniques

#### *B. On-the-job or Hands on training:*

- 7.4 Simulations
- 7.5 Case study
- 7.6 Business games
- 7.7 Role plays
- 7.8 Behaviour modeling

#### *C. Group building methods:*

- 7.9 Adventure learning
- 7.10 Team training
- 7.11 Action learning

#### *D. Choosing a training method*

#### *E. Formulation of SOPs and training manuals pertaining to F&B Service, F&B Production, Housekeeping and Front Office*

### **8. Importance of staff training in hospitality sector:**

- 8.1 Benefits of staff training for individual and teams
- 8.2 Benefits of training for organization
- 8.3 Benefits of training for the society
- 8.4 Benefits for the employee
- 8.5 Benefits for the management

**References:**

1. Raymond Noe - *Employee Training & Development*, Tata Mc Graw- Hill
2. Blanchard, P.N. & Thacker, J. W. - *Effective Training*
3. Research paper on Staff training in hospitality sector as benefit for improved service quality by Ivanka Nestoroska and Irina Petrovska
4. Research paper on Importance of training and development programmes in hotel industry by P. Nischithaa and M V A L. Narasimha Rao
5. Shamim Ahammad - Importance of training in hotel industry
6. Bentley, T. (1990). *The Business of Training*, 2nd edition, Me Graw Hill Book Company, New Jersey.

## **PSHA 303 LEGAL ASPECTS OF HOSPITALITY BUSINESS**

### **UNIT 1 – BUSINESS LAW (6 HOURS)**

#### **1.1 Overview of Law**

- 1.1.1 Nature of law?
- 1.1.2 Branches and sources of Indian Law?
- 1.1.3 Need to Know Law.
- 1.1.4 The Indian Constitution
- 1.1.5 The Indian legal system

#### **1.2 Law of Contract**

- 1.2.1 Definition of contract
- 1.2.2 Agreement and contract
- 1.2.3 Essential of valid contract
- 1.2.4 Void and voidable agreements
- 1.2.5 Valid contracts (section 10)
- 1.2.6 Performance and discharge of a contract
- 1.2.7 Breach of a contract
- 1.2.8 Rights of Surety and Discharge of Surety

#### **1.3 Special Contracts**

- 1.3.1 Contingent Contracts
- 1.3.2 Contract of Indemnity and Contract of Guarantee
- 1.3.3 Contract of Agency
- 1.3.4 Contract of Bailment and Pledge
- 1.3.5 Quasi Contracts

### **UNIT 2 – INDUSTRIAL LAW (21 HOURS)**

#### **1.4 Food safety and Standards Act**

- 1.4.1 Meaning, scope and important definitions
- 1.4.2 Establishment of Food Safety and Standards Authority of India
- 1.4.3 General principles to be followed in administration of Act
- 1.4.4 General provisions pertaining to articles of food
- 1.4.5 Responsibilities of a food business operator
- 1.4.6 Authorities responsible for the enforcement of this Act
- 1.4.7 Licensing and registration
- 1.4.8 Powers and liabilities of the food safety officer
- 1.4.9 The food analyst, his functions
- 1.4.10 Sampling and analysis of food
- 1.4.11 Offenses and penalties under the Act

#### **1.5 Maharashtra Shops and Establishment Act**

- 1.5.1 A revision on The Bombay Shops and Establishment Act
- 1.5.2 Scope and definition of Maharashtra Shops and Establishment Act

- 1.5.3 Important definitions
- 1.5.4 Applicability and non-applicability
- 1.5.5 Application of this Act to **other establishments and workers**
- 1.5.6 Registration of establishments
- 1.5.7 Intimation of establishment employing less than ten workers
- 1.5.8 Opening and closing hours, hours of work, interval of rest, wages for overtime and weekly off
- 1.5.9 Welfare provisions
  
- 1.6 Payment of Bonus Act 1965**
  - 1.6.1 Meaning of Bonus
  - 1.6.2 Objectives and Scope
  - 1.6.3 Eligibility for Bonus
  - 1.6.4 Disqualification for Bonus
  - 1.6.5 Minimum Bonus and Maximum Bonus
  - 1.6.6 Payment of Bonus in newly set up Hotels
  
- 1.7 Payment of Gratuity Act 1972**
  - 1.7.1 Meaning, Objectives and Scope
  - 1.7.2 Applicability
  - 1.7.3 Continuous Service
  - 1.7.4 Family
  - 1.7.5 When Payable
  - 1.7.6 Whom Payable
  - 1.7.7 Calculation of Gratuity Payable (Computation).
  - 1.7.8 Forfeiture of Gratuity
  
- 1.8 Trade Union Act 1926**
  - 1.8.1 Objective and Scope
  - 1.8.2 Define Trade Union U/s 2(4)
  - 1.8.3 Mode of Registration U/s 6 & 7
  - 1.8.4 Rights and Privileges of Employer
  
- 1.9 Employees Provident Fund and Miscellaneous Provisions Act 1952**
  - 1.9.1 Meaning of Provident Fund, Objectives, Scope and Applicability.
  - 1.9.2 Basic Wages U/s 2(b).
  - 1.9.3 Contribution U/s 6.
  - 1.9.4 Withdrawals and Advances under the Act.
  
- 1.10 Employee's State Insurance Act**
  - 1.10.1 Objective, Scope and Contribution to the Scheme

### **UNIT 3 –HOTEL AND TOURISM LAW (18 HOURS)**

- 1.11 Need for laws and regulations in hotel business and tourism**
  - 1.11.1 Introduction
  - 1.11.2 Regulations governing tourism and hotel industry
  - 1.11.3 Legal requirements in hotels
  - 1.11.4 Laws relating to premises, planning and design



- 1.11.5 Laws governing hotel associations and unions
- 1.11.6 Laws relating to hotels and food and beverage business

**1.12 Hotel- Guest/customer relationship – Laws relating to operations**

- 1.12.1 Introduction
- 1.12.2 Types of contract
- 1.12.3 Contractual relationships
- 1.12.4 Booking contracts
- 1.12.5 Advance booking
- 1.12.6 Laws relating to registration of guest
- 1.12.7 Overbooking and breach of contract
- 1.12.8 A brief overview of international hotel regulations

**1.13 Laws relating to registration, approval and bar licenses**

- 1.13.1 Registration and approval of hotel and restaurants
- 1.13.2 Bar and liquor licenses

**1.14 F&B standard and hygiene laws**

- 1.14.1 Hygiene and sanitation regulations

**1.15 Employer employee relationship**

- 1.15.1 Obligations of the hotel
- 1.15.2 Duties of the employee
- 1.15.3 Termination of employment
- 1.15.4 Health and safety
- 1.15.5 Tipping and service charges
- 1.15.6 GST
- 1.15.7 Social security and fringe benefits
- 1.15.8 Contracts with managers
- 1.15.9 Termination of contracts
- 1.15.10 Disciplinary procedures
- 1.15.11 Dismissal

**1.16 Law Applicable to Innkeepers**

- 1.16.1 What is an Inn?
- 1.16.2 Who is Guest?
- 1.16.3 How is Innkeeper guest relation established?
- 1.16.4 When does it Begin and when does it end?
- 1.16.5 Duties of the Innkeeper
- 1.16.6 Right to eject others than Guest
- 1.16.7 Hotelier's Liability for Contractor's Work
- 1.16.8 Injuries Suffered by Strangers
- 1.16.9 Unwholesome Food
- 1.16.10 Innkeeper's Liability for loss of Guest Property
- 1.16.11 Innkeeper's Lien
- 1.16.12 Nuisance and Negligence
- 1.16.13 Contributory Negligence
- 1.16.14 Trespass

**References:**

- 1) AvtarSingh: Law ofContract-Eastern Book Company –1994
- 2) Dr.JagmohanNegi: Hotel andTourismLaws- Frank Bros. & Co. –2001.
- 3) N.D.Kapoor: Mercantile Law - Sultan Chand Publishers, NewDelhi–1995.
- 4) SohrabR.Davar: The Indian Mercantile Law -  
ProgressCorporationsLimited –1995
- 5) Maharashtra Shops And Establishment Act (Booklet to be purchased)
- 6) Food safety and Standard Act 2006 (Booklet to be purchased)

# **PSHA 304 ENVIRONMENT MANAGEMENT** **IN HOSPITALITY INDUSTRY**

## **UNIT 1 (15 HOURS)**

### **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 & Disposal Products
- 3.7 Waste management
- 3.8 The Green Consumer
- 3.9 Transport

## **UNIT 3 – (15 HOURS)**

### **4The Business Environment**

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

### **Reference:**

- 1. Environmental Management in the Hospitality Industry

# **PSHA305 SPA OPERATIONS AND MANAGEMENT**

## **UNIT 1 (15 HOURS)**

### **1. History and Introduction to Spa**

- 1.1 Club spa
- 1.2 Cruise ship spa
- 1.3 Day spa
- 1.4 Destination spa
- 1.5 Medical spa
- 1.6 Mineral spring's spa
- 1.7 Resort/hotel spa

### **2. Spa as a Career**

- 2.1 Basic Requirements
- 2.2 Remuneration/Earning
- 2.3 Drive & Motivation
- 2.4 Commitment
- 2.5 Spa Career Options
- 2.6 Typical Career Path
- 2.7 How to Start Your Own Spa Business
- 2.8 Job Opportunities – India and abroad

### **3 Role of a Spa Manager**

- 3.1 Effective financial management
- 3.2 Understanding spa concepts and its operations
- 3.3 Effective planning – short term as well as long term
- 3.4 Leadership & management
- 3.5 Human resources
- 3.6 Financial planning and management
- 3.7 Therapy designing
- 3.8 Menu designing
- 3.9 Live spa training
- 3.10 Spa recruitment
- 3.11 Spa company development
- 3.12 Operations Spa and Hospitality

## **UNIT 2 – (15 HOURS)**

### **4. Introduction to Anatomy and Physiology**

- 4.1 Skeletal
- 4.2 Muscular
- 4.3 Nervous
- 4.4 Lymphatic
- 4.5 Cardiovascular
- 4.6 Digestive
- 4.7 Skin

## **5 Spa Product Knowledge**

- 5.1 Herbs
- 5.2 Essential Oils
- 5.3 Aromatic Oils
- 5.4 Preservatives
- 5.5 Active Ingredients
- 5.6 Carrier Oils & Base Creams
- 5.7 Pre Blended Oils
- 5.8 Pre Blended Creams
- 5.9 Soaps, Shampoos, Lotions
- 5.10 Licensing (Drug Control)
- 5.11 Product Testing
- 5.12 Efficacy
- 5.13 Shelf Life
- 5.14 Storage
- 5.15 Contamination
- 5.16 Allergies
- 5.17 Product Handling
- 5.18 Dispensing
- 5.19 Self-Protection

## **6 Yoga**

- 6.1 History & Evolution of Yoga
- 6.2 Schools of Yoga
- 6.3 Pranayama
- 6.4 Asana
- 6.5 Mudras

## **UNIT 3 (15 HOURS)**

### **7 Spa Marketing**

- 7.1 Developing a Marketing plan
- 7.2 Essentials of selling to women, men and teens
- 7.3 Generating Good Publicity
- 7.4 Building and Maintaining contacts
- 7.5 Using Technology in business' aid
- 7.6 Building and Managing a Result Oriented team
- 7.7 Effective financial management
- 7.8 Corporate tie ups

### **8 Hygiene & Housekeeping**

- 8.1 Cleaning equipment & Cleaning agents
- 8.2 Handling of chemicals
- 8.3 Potential infections
- 8.4 Self-protection
- 8.5 Laundry procedures
- 8.6 Inventory
- 8.7 Fire prevention

## **9 International Therapies & Ayurveda**

- 9.1 Aroma massage
- 9.2 Swedish massage
- 9.3 Deep Tissue
- 9.4 Thai massage
- 9.5 Hot stone massage
- 9.6 Reflexology
- 9.7 Abhyanga
- 9.8 Sirodhara
- 9.9 Njavarakizhi
- 9.10 Elakizhi

### **References:**

1. The Complete Spa Book For Massage and Therapists; Steve Capellini, Cengage Learning.
2. International Spa Management: Principles and Practise: Tim Heap & Sarah Rawlinson; Goodfellow Publishers Ltd. 2017
3. Spa Management: An Introduction : Mary S. Wisnom & Lisa L. Capozio: Pearson 2012
4. Spa Business Strategies : Janet M. D'Angelo: Cengage Learning 1980
5. The Encyclopaedia of Ayurvedic massage: Dr. John Douillard: North Atlantic Books 2004
6. Yoga Anatomy: Leslie Kaminoff & Amy Mathews: Human Kinetics 2007

# **PSHA 306 CONVENTION & CONFERENCE MANAGEMENT**

## **UNIT 1 (30 HOURS)**

- 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 Theatre Market
  - 4.7 The Arts Market
  - 4.8 Social / Public Service Organizations

## **UNIT 2 – (30 HOURS)**

- 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 Programme
- 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 Audio-visual 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 Stagin
- 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

**References:**

1. Convention Management and Service Paperback Milton T. Astroff (Author), James R. Abbey (Author)Educational Institute; 8 edition (June 9, 2012)
2. Convention Sales and Services Paperback by James Abbey (Author)Waterbury

Press; 9th edition

3. Conferences and Conventions 3rd edition: A Global Industry (Events Management) Paperback by Tony Rogers (Author)S.Chand (G/L) & Company Ltd; 3 edition
4. Meeting and Conventions Management by Marguerite Weirich (1992 Cengage Learning (1814)
5. Hotel Convention Sales, Services, and Operations 1st Editionby Pat Golden-Romero (Author)Routledge; 1 edition (August 17, 2011)
6. Meetings, Expositions, Events and Conventions: An Introduction to the Industry (4th Edition) 4th EditionPearson; 4 edition (January 6, 2015)

\*\*\*\*\*

## **SEMESTER 4**

### **PSHA 401 INFORMATION TECHNOLOGY IN THE HOSPITALITY INDUSTRY**

#### **UNIT 1 (15 HOURS)**

##### **1. Information Security Concepts.**

- 1.1 Information Security Overview: Background and Current Scenario
- 1.2 Types of Attacks
- 1.3 Goals for Security
- 1.4 E-commerce Security
- 1.5 Computer Forensics
- 1.6 Steganography

##### **2. Security Threats and Vulnerabilities**

- 2.1 Overview of Security threats
- 2.2 Weak / Strong Passwords and Password Cracking
- 2.3 Insecure Network connections
- 2.4 Programming Bugs
- 2.5 Cybercrime and Cyber terrorism
- 2.6 Malicious Code
- 2.7 Information Warfare and Surveillance

##### **3. Cryptography / Encryption**

- 3.1 Introduction to Cryptography / Encryption
- 3.2 Digital Signatures
- 3.3 Public Key infrastructure
- 3.4 Applications of Cryptography
- 3.5 Tools and techniques of Cryptography

#### **UNIT 2 (15 HOURS)**

##### **1. Security Management Practices**

- 1.1 Overview of Security Management
- 1.2 Information Classification Process
- 1.3 Security Policy
- 1.4 Risk Management
- 1.5 Security Procedures and Guidelines
- 1.6 Business Continuity and Disaster Recovery
- 1.7 Ethics and Best Practices

##### **2. Security Laws and Standards**

- 2.1 Security Assurance
- 2.2 Security Laws
- 2.3 IPR
- 2.4 International Standards
- 2.5 Security Audit

2.6 SSE-CMM / COBIT

### **3. Access Control and Intrusion Detection**

3.1 Overview of Identification and Authorization

3.2 Overview of IDS

3.3 Intrusion Detection Systems and Intrusion Prevention Systems

### **4. Server Management and Firewalls**

4.1 User Management

4.2 Overview of Firewalls

4.3 Types of Firewalls

4.4 DMZ and firewall features

## **UNIT 3 (15 HOURS)**

### **1. Security for VPN and Next Generation Technologies**

1.1 VPN Security

1.2 Security in Multimedia Networks

1.3 Various Computing Platforms: HPC, Cluster and Computing Grids

1.4 Virtualization and Cloud Technology and Security

### **2. System Security**

2.1 Desktop Security

2.2 Email security: PGP and SMIME

2.3 Web Security: web authentication, SSL and SET

2.4 Database Security

### **3. OS Security**

3.1 OS Security Vulnerabilities, updates and patches

3.2 OS integrity checks

3.3 Anti-virus software

3.4 Configuring the OS for security

3.5 OS Security Vulnerabilities, updates and patches

### **4. Wireless Networks and Security**

4.1 Components of wireless networks

4.2 Security issues in wireless

### **References:**

1. Cybersecurity: Managing Systems, Conducting Testing and Investigating Intrusions  
Paperback – 2014 by Thomas J. Mowbray
2. Cyber Security: Understanding Cyber Crimes, Computer Forensics And Legal Perspectives  
(English, Paperback, Sunit Belapure Nina Godbole)
3. Principles of Information Security by Michael E. Whitman, Herbert J. Mattord

# **PSHA 402 SECURITY SYSTEMS** **IN THE HOSPITALITY INDUSTRY**

## **UNIT 1 (30 HRS)**

### **1 Security In The Hospitality Industry**

#### *1.1 Development of Security Protocols*

- 1.1.1 Electronic Locking Systems and Key Control
- 1.1.2 Guest Room Security
- 1.1.3 Screening machines and Techniques
- 1.1.4 Control of Entry of Guests and Residents
- 1.1.5 Security of the External Perimeter and Surrounding area
- 1.1.6 Protection of Movable and Immovable Property
- 1.1.7 Emergency Protocols and Procedure
- 1.1.8 Staff Entry & Exit Security Protocols
- 1.1.9 Maintenance of Records for Security Purpose

## **UNIT 2 (30 Hrs)**

### **2 Fire Alarm Systems**

- 2.1 Advanced Sprinkler Systems
- 2.2 Stand pipe Systems
- 2.3 Early warning Fire alarm Systems

### **3 Burglar Detection Systems (Indoor & Outdoor)**

- 3.1 Indoor Burglar Detection Systems  
Passive Infra-Red, Ultrasonic, Microwave, Photo Electric Beam, Glass Break Detection System, smoke/ heat/ carbon monoxide detectors
- 3.2 Outdoor Burglar Detection Systems  
Electro Magnetic Field, Microwave Barriers, Microphonic systems, Taut Wire Fence Systems, Fibre Optic Cable Systems

### **4 Classification of Fires**

### **5 Types of Fire extinguishers, Checking the effectiveness of Fire Extinguishers and Usage**

## **UNIT 3 (30 Hrs)**

### **6. Security Laws & Legality**

- 6.1 Accident & Injury
- 6.2 Arbitration & mediation
- 6.3 Car Accidents
- 6.4 Dangerous Products
- 6.5 Employees Rights
- 6.6 Mishap involving loss of life / limb of Employee
- 6.7 Mishap involving loss of life / limb of Guest

**References:**

1. Hotel Front Operations Management—James Bardi
2. Front Office Management—S.K Bhatnagar
3. Hotel Front Operations & Management—Jata Shankar Tiwari

# **PSHA 403 TOURISM OPERATIONS & MANAGEMENT**

## **UNIT 1 (15 HOURS)**

### **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

## **UNIT 2 (15 HOURS)**

### **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

## **UNIT 3 (15 HOURS)**

### **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

**1.13 Tourism Research**

1.13.1 Purpose of Research.

1.13.2 Types of Research.

1.13.3 The Research Process.

**References:**

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

# **PSHA 404 AIRLINE CATERING MANAGEMENT**

## **UNIT 1 (15 HOURS)**

### **1. Introduction to flight catering**

- 1.1 Introduction to the flight catering system
- 1.2 Intercontinental/Mass passenger travel
- 1.3 The flight catering system
- 1.4 Challenges and contemporary trends

### **2. The flight catering industry**

- 2.1 Major stakeholders and their roles (customers, suppliers, caterers and airlines)
- 2.2 Airline caterer contracts (basic guidelines)

### **3. Market segmentation in air travel**

- 3.1 Business
- 3.2 Leisure
- 3.3 Special reason travel
- 3.4 Executive jets and special flights

### **4. Customer expectation and customer service encounter**

### **5. Frequent flier programmes**

### **6. Effects of specific foods on mood and behaviour of passengers**

- 6.1 Alcohol
- 6.2 Caffeine

### **7. The cabin environment**

- 2.1 Effects of altitude
- 2.2 Dehydration

## **UNIT 2 (15 HOURS)**

### **8. Menu planning and food product strategy**

- 8.1 Introduction
- 8.2 Menu planning process (General principles, food and ingredients, product research and customer needs)
- 8.3 Menus as per airline class (First/Business and economy)
- 8.4 Special meals and needs
- 8.5 Crew meals
- 8.6 Menu cycles

### **9. Product specifications and service norms**

- 9.1 Purchasing specifications
- 9.2 Standard recipes
- 9.3 Meal specifications
- 9.4 Service specifications
- 9.5 Packaging and labelling

## **10. Food and beverage strategies (Branding and promotions)**

### **11. Flight catering supply chain and inventory management**

- 11.1 Role of food and drink manufacturers
- 11.2 Purchasing of flight consumables and non-consumables
- 11.3 The supplier (negotiation, responsibilities and audit)
- 11.4 Inventory management and storage
- 11.5 Outsourcing supply chain and inventory management function

### **12. Flight production facilities and system planning**

- 12.1 Introduction
- 12.2 Scale and scope of production facilities
- 12.3 Process flow
- 12.4 Production kitchens
- 12.5 Holding systems and facilities
- 12.6 Tray assembly

### **13. Flight catering operations and organizations**

- 13.1 Introduction and organization of production units
- 13.2 Production planning, scheduling and scheduling (trolley assembly - bar and duty free trolleys/equipment trolleys)

### **14. Staffing**

- 14.1 Flight catering chefs
- 14.2 Scheduling and rostering staff

## **UNIT 3(15 HOURS)**

### **15. Food management**

- 15.1 Introduction and nature of hazards
- 15.2 Food safety handling practices
- 15.3 HACCP – Hazard Analysis and Critical Control Points

### **16. Transporting and loading**

- 16.1 Introduction and types of uplift
- 16.2 Transportation vehicles, control, loading and unloading vehicles
- 16.3 Operational issues

### **17. Introduction to flight catering information system**

### **18. On-board stowage and regeneration**

- 18.1 Galley infrastructure and aircraft configuration
- 18.2 Galley equipment
- 18.3 Operational procedures, issues and future development

### **19. On-board services**

- 19.1 Cabin design and services
- 19.2 Training for cabin crew
- 19.3 Flight service policy and procedures
- 19.4 Flight service customer feedback

## **20. Off-loading and recycling**

20.1 Unloading procedures

20.2 Sources of waste

20.3 Waste handling, disposal and recycling systems

## **21. Innovation and future trends - flight catering**

### **References:**

1. Flight catering by Peter Jones
2. IFSA world food safety guidelines
3. Flight catering - Jones, P. (2007) Flight-Catering, in Becker, H. And Grothues, U. (2006) *Catering- Management Portrait einer Wachstumsbranche in Theorie und Praxis*, Behr's Verlag: Hamburg Chpt 1.4.1, p. 39-55

# **PSHA 405 TRAINING & DEVELOPMENT** **FOR HOSPITALITY**

## **UNIT 1 –T&D METHODS – ELEARNING (15 HOURS)**

### **1. Technology's influence on training and learning**

- 1.1 Technology and collaboration
- 1.2 Technology and learning environment
- 1.3 Technology and multimedia

### **2. Computer based training**

- 2.1 CD-ROM, DVD, Laser Disc
- 2.2 Interactive video
- 2.3 Online learning using internet, web-based training, e-learning and learning portals

### **3. Developing effective online learning**

- 3.1 Need assessment
- 3.2 Designing
- 3.3 Technology for collaboration and linking
- 3.4 Simulations
- 3.5 Mobile technology and training methods
- 3.6 Distance learning and intelligent tutoring system
- 3.7 Technologies for training support
- 3.8 Technologies for training administration
- 3.9 Learning management systems
- 3.10 Choosing new technology training methods

### **4. Technologies for training support and training administration, learning management systems**

## **UNIT 2 - EMPLOYEE DEVELOPMENT AND ISSUES IN T&D (15 HOURS)**

### **5. Employee development**

- 5.1 Concept of employee development
- 5.2 Approaches used
- 5.3 Development planning process
- 5.4 E-learning and employee development

### **6. Special issues in training and development**

- 6.1 Issues relating to external environment – Cross cultural preparation, work force diversity, college to work transition
- 6.2 Issues related to internal needs of the company – Basic skill training, Joint, union management programmes, succession planning, training and pay systems, developing managers with dysfunctional behaviour

## **UNIT 3 - CAREER MANAGEMENT AND FUTURE OF T&D (15 HOURS)**

### **7. Career and career management**

- 7.1 Why is career management important?
- 7.2 What is career?
- 7.3 Career development model
- 7.4 Career management system
- 7.5 Role of managers in career management
- 7.6 Evaluating career management system

### **8. Challenges in career management**

- 8.1 Introduction
- 8.2 Socialization and orientation
- 8.3 Socialization and orientation programmes
- 8.4 Work-life conflicts

### **9. Future of training and development**

- 9.1 Increased use of new technology
- 9.2 Increased demand for training for virtual works arrangement
- 9.3 Increased emphasis on speed in designing, focus in content, use of multiple delivery methods
- 9.4 Increased emphasis on performance analysis and learning for business enhancement
- 9.5 Increased use of training partnerships and outsourcing techniques
- 9.6 Change in training
- 9.7 Intellectual capital
- 9.8 Benchmarking and process reengineering

### **References:**

1. Raymond Noe - *Employee Training & Development*, Tata Mc Graw- Hill
2. Blanchard, P.N. & Thacker, J. W. - *Effective Training*
3. Research paper on Staff training in hospitality sector as benefit for improved service quality by Ivanka Nestoroska and Irina Petrovska
4. Research paper on Importance of training and development programmes in hotel industry by P. Nischithaa and M V A L. Narasimha Rao
5. Shamim Ahammad - Importance of training in hotel industry
6. Bentley, T. (1990). *The Business of Training*, 2nd edition, Me Graw Hill Book Company, New Jersey.

**PSHA 406 ADVANCED**  
**ACCOMMODATION STUDIES**

**UNIT 1 – (30 HOURS)**

**1. Front Office Accounting**

- 1.1 Fundamentals of Accounting
  - 1.1.1 Vouchers
  - 1.1.2 Folio Management & POS
  - 1.1.3 Accounting & ledgers
- 1.2 Maintenance of Accounts and Recordkeeping Systems
  - 1.2.1 Account Maintenance and Credit Monitoring
  - 1.2.2 Charge privileges & Monitoring Credit
- 1.3 Transaction Tracking & Internal Controls
  - 1.3.1 Account Transfers, Cash advance (no Post Status) & Account Allowance
  - 1.3.2 Charge Purchases v/s Cash Payment
  - 1.3.3 Settlement of Accounts & Internal controls

**2 Settlements of Accounts & Check-Out**

- 2.1 Departure Formalities & Account Settlement procedure
  - 2.1.1 Methods of settlement,
  - 2.1.2 Unpaid account Balances and Account Collection

**UNIT 2 – (30 HOURS)**

**3 Functioning of The Audit (Front Office)**

- 3.1 Functions and Role of the Front Office/ Night Auditor End of day, Guest Credit monitoring
- 3.2 Cross Referencing and Account Integrity
- 3.3 Daily/ Supplemental Transcript and Audit Posting Formula
- 3.4 Automation in the Front Office

**4 The Audit Process (Front Office)**

- 4.1 Reconciling Discrepancies(Room Status)
- 4.2 Verifying Room Rates and Balancing Departmental Accounts
- 4.3 Verifying No Show Reservations, Duplicate Reservations and Cancellations
- 4.4 Preparation of receipts (Cash Deposits)
- 4.5 Preparing and Distributing Reports

**5 Updating The System**

**6 Centralized Front Office Audit**

**7 Revenue Management Software**

### **UNIT 3 (30 HOURS)**

#### **8. Role Of Housekeeping In Accommodations Management & Hospitality**

- 8.1 Communicating Room Status
- 8.2 Housekeeping & Maintenance of Rooms
- 8.3 Communicating Maintenance Tasks and Types of maintenance

#### **9. Responsibilities of The Housekeeper**

- 9.1 Plan of Work: Housekeeping Department
- 9.2 Housekeeping Supervisors Tasks and Key Issues

#### **10. Human Resources**

- 10.1 Human Resource Management
- 10.2 Recruitment, Selection of Staff and Hiring- External Recruitment & Internal recruitment
- 10.3 Evaluating applications, interviewing techniques & selection guidelines (Job description & Job Specification)
- 10.4 Personnel record processing and job offers
- 10.5 Skill Set
- 10.6 Training methodology & follow up
- 10.7 Staff schedules and planning staff rota
- 10.8 Scheduling Techniques and Planning
- 10.9 Motivating the Staff
- 10.10 Motivation Techniques and Staff recognition
- 10.11 Importance of Communication and incentive Programs
- 10.12 Multitasking and Cross Training
- 10.13 Performance Appraisals

#### **References:**

- 1. Hotel Front Office Operations & Management by Jata Shankar Tiwari
- 2. Front Office Management by S.K. Bhatnagar
- 3. Front Office Management & Operations by Sudhir Andrews

\*\*\*\*\*