பெரியார் பல்கலைக்கழகம்

PERIYAR UNIVERSITY

State University - NAAC 'A++' Grade - NIRF Rank 94
State Public University Rank 40 - SDG Institutions Rank Band: 11-50
Salem - 636 011, Tamil Nadu, India.

DEGREE OF MASTER OF MANAGEMENT

CHOICE BASED CREDIT SYSTEM

SYLLABUS FOR

MASTER OF BUSINESS ADMINISTRATION (HOTEL MANAGEMENT) (M.B.A. -HM)

SEMESTER PATTERN

2026-27

(For Candidates admitted in the Colleges affiliated to Periyar University from 2026-2027 onwards)

Master of Business Administration – M.B.A (Hotel Management)

Choice Based Credit System (Affiliated Colleges)

Regulations – (2026-2027) Onwards

1. Introduction of the Programme:

This course introduces the fundamental concepts and key characteristics of the hospitality industry, including customer care and service excellence, effective communication with guests and staff, relationship building, and strategies for developing customer loyalty through repeat business. It also emphasizes the importance of cultural diversity and its role in delivering quality hospitality services.

The course provides an understanding of the relationship between the hospitality industry and the tourism sector, along with an overview of the wide range of career opportunities available in hospitality. Learners will gain knowledge of different types of accommodation establishments, hotel room categories and classification systems, various bed types associated with different room categories, and the characteristics of different types of hotel guests. In addition, the course explores common guest requests and the appropriate methods for handling them professionally.

This course is valuable for individuals seeking employment or career advancement in the hospitality industry, as well as for entrepreneurs and owners of hospitality-related businesses who wish to strengthen their knowledge of industry practices and standards.

2. Eligibility for Admission:

Candidates seeking admission to the MBA Hotel Management programme shall satisfy the following eligibility requirements:

- **Educational Qualification:** A pass in a Bachelor's Degree of at least three years' duration awarded by a recognized University or Institution.
- **Minimum Marks:** Candidates shall have secured not less than 50% marks in the qualifying degree examination (45% for candidates belonging to the reserved categories, as per the Government norms).
- **Entrance Examination:** Candidates shall possess a valid score in any one of the following recognized entrance examinations:
    - Tamil Nadu Common Entrance Test (TANCET)

- Management Aptitude Test (MAT)
- Common Admission Test (CAT)
- Any other equivalent entrance examination recognized by the University.

Note: Only the latest valid entrance examination score obtained by the candidate shall be considered for admission. Admissions shall be made in accordance with the prevailing norms of the Government of Tamil Nadu, including the 69% reservation policy and other applicable regulations in force from time to time.

3. **Duration of the Programme**:

The programme shall extend over a period of two academic years, comprising four semesters. Each academic year shall be divided into two semesters, with 90 working days in each semester. Ordinarily, the Odd Semester shall be conducted from July to November, and the Even Semester shall be conducted from December to April.

4. Attendance Requirement:

a) A candidate shall be permitted to appear for the University End Semester Examinations (Theory/Practical) only if he/she has secured not less than 75% attendance in the total number of working days during the semester.

b) A candidate who has secured less than 75% but not less than 65% attendance may be permitted to appear for the University End Semester Examinations of that semester on payment of the prescribed condonation fee, subject to the University norms.

c) A candidate who has secured less than 65% but not less than 50% attendance shall not be permitted to appear for the current semester examinations. However, on payment of the prescribed condonation fee**,** the candidate may appear for the arrear examinations as per the University norms.

d) A candidate who has secured less than 50% attendance shall not be permitted to appear for the University End Semester Examinations or continue to the subsequent semester. He/she shall re-join and repeat the semester in accordance with the University regulations.

5. Examination:

University examinations will be conducted in November/December for odd and April/May for even semester.

A candidate shall register for the University Examination (written and / or Project Work and Viva Voce) pertaining to the semester under progress and also for the arrears of earlier semester subjects, if any.

6. Passing Minimum:

For each course, the minimum performance required is as follows:

Theory Courses

- Continuous Internal Assessment (CIA): 25 marks (no separate passing minimum).
- End Semester Examination: 75 marks; the candidate must secure a minimum of 38 marks.
- Total: 100 marks; the candidate must secure a minimum of 50 marks.

Practical Courses

- Continuous Internal Assessment (CIA): 40 marks (no separate passing minimum).
- End Semester Examination: 60 marks; the candidate must secure a minimum of 30 marks.
- Total: 100 marks; the candidate must secure a minimum of 50 marks.

A candidate who obtains the prescribed minimum in the End Semester Examination and the required minimum in the total for each course shall be declared to have passed that course. Candidates who have passed in all the prescribed courses of the programme shall be declared eligible for the award of the degree.

7. Classification of Successful Candidates

A candidate who has successfully completed all the courses prescribed for the **Master of Business Administration (MBA) Programme** and secured the following **Cumulative Grade Point Average (CGPA)** and corresponding grades shall be declared to have passed the programme with the classification indicated below.

Classification of Final Results

CGPA	Grade	Classification
9.50 – 10.00	O+	First Class – Exemplary
9.00 – 9.49	O	First Class – Exemplary
8.50 – 8.99	D++	First Class with Distinction
8.00 – 8.49	D+	First Class with Distinction
7.50 – 7.99	D	First Class with Distinction
7.00 – 7.49	A++	First Class
6.50 – 6.99	A+	First Class

6.00 – 6.49	A	First Class
5.50 – 5.99	B+	Second Class
5.00 – 5.49	B	Second Class

Classification Rules

a. A candidate who has passed **all the examinations of the MBA Programme in the first appearance** within the prescribed duration and secured a **CGPA of 9.00 to 10.00** with equivalent grades **O or O+** shall be placed in the category of **First Class – Exemplary**.

b. A candidate who has passed **all the examinations of the MBA Programme in the first appearance** within the prescribed duration and secured a **CGPA of 7.50 to below 9.00** with equivalent grades **D, D+, or D++** shall be placed in the category of **First Class with Distinction**.

c. A candidate who has passed **all the examinations of the MBA Programme** and secured a **CGPA of 6.00 to below 7.50** with equivalent grades **A, A+, or A++** shall be declared to have passed the programme in **First Class**.

d. A candidate who has passed **all the examinations of the MBA Programme** and secured a **CGPA of 5.00 to below 6.00** with equivalent grades **B or B+** shall be declared to have passed the programme in **Second Class**.

e. Since the **minimum pass requirement for the MBA Programme is 50% (CGPA 5.00)**, **there shall be no Third Class** classification.

f. The classification shall be awarded only after the successful completion of **all the prescribed courses, including Summer Internship, Project Work/Dissertation, Viva-Voce, and other programme requirements**, within the prescribed duration of the MBA Programme.

8. Internal Assessment Criteria

Core / Specialization Elective (Theory) / Supportive Courses:

Criteria	Marks
Attendance / Class Participation	5 Marks
Internal Tests (CIA)	5 Marks (Best one out of two)
Assignment	5 Marks (Best one out of two)
Case Study / Seminar	5 Marks
Model Examination	5 Marks
TOTAL MARKS	**25**

Project Work and Viva-voce:

Criteria	Marks
Review	5 Marks (Best one out of two)
Periodical reporting to the Guide	5 Marks
Report	10 Marks
Model Viva-voce	5 Marks
TOTAL MARKS	**25**

Soft Skills / Employability Skills (Practical Courses):

Criteria	Marks
Attendance / Class Participation	10 Marks
Record or Observation Note	10 Marks
Model Examination	Written – 10 Marks
	Viva-voce – 10 Marks
TOTAL MARKS	**40**

9. Scheme of Examination / Suggested Question Paper Pattern

(End Semester Examination)

Time: 3 Hour Max.Marks:75

Section	Description	Mark Pattern	Unit
A	Multiple Choice Questions (Answer all questions)	15X1=15	Each unit 3 questions
B	100 to 200 words (Answer Any Two out of Five questions)	2X5=10	Each unit 1 question
C	500 to1000 words (Essay type questions)	10X5=50 (Either /or pattern)	Each unit 2 questions

10. **Other Requirements**

i As a part of MBA(HM) curriculum, a minimum of 2 Hotel visits per year must be arranged for the students.

ii Internship training report: For Internship training the students are expected to have a practical training in any Hotels or Hospitality undertaking to enable them to acquaint himself / herself with the procedure, practice and working of companies.

iii Each student should undergo Internship training for a minimum period of two weeks at the end of 2nd semester vacation and submit their report and internal viva – voce will be conducted during 3rd semester.

11. Programme Educational Objectives (PEOs)

(PEOs describe what graduates are expected to achieve 3–5 years after graduation — aligned with AICTE OBE guidelines)

PEO	Programme Educational Objectives
PEO1	**Hospitality Management Knowledge and Application:** Graduates will demonstrate strong functional knowledge in hospitality management disciplines, including hotel operations, food and beverage management, accommodation management, tourism, and service management, and apply contemporary hospitality concepts to address industry challenges effectively.
PEO2	**Analytical Thinking and Decision-Making Skills:** Graduates will develop critical thinking, problem-solving abilities, and decision-making skills by applying analytical, quantitative, and qualitative techniques to manage operational and strategic issues in the hospitality sector.
PEO3	**Leadership and Service Excellence:** Graduates will emerge as effective hospitality leaders and team managers capable of managing diverse teams, delivering exceptional guest experiences, and adapting to dynamic national and international hospitality environments.
PEO4	**Entrepreneurship and Innovation in Hospitality:** Graduates will develop an entrepreneurial mindset with the ability to identify opportunities, innovate hospitality services, formulate business strategies, and successfully establish or manage hospitality ventures.
PEO5	**Ethical, Sustainable, and Responsible Hospitality Practices:** Graduates will practice ethical and professional values, demonstrate social and environmental responsibility, and contribute to sustainable growth and responsible practices in the hospitality and tourism industry

12.Programme Outcomes (POs)

(POs describe what students will know and be able to do at the time of graduation — as per NBA/AICTE OBE framework)

PO	Programme Outcome
PO1	**Hospitality Management Knowledge:** Demonstrate comprehensive knowledge of hospitality management principles, including hotel operations, food production, food and beverage services, front office operations, housekeeping, tourism management, and service management to address industry challenges effectively.
PO2	**Critical Thinking and Managerial Decision-Making:** Apply analytical, quantitative, qualitative, and technology-driven approaches to evaluate hospitality-related problems, interpret operational data, and make effective managerial decisions.
PO3	**Communication and Guest Service Skills:** Exhibit effective verbal, written, digital, and interpersonal communication skills to interact professionally with guests, employees, industry partners, and other stakeholders in multicultural hospitality environments.
PO4	**Leadership and Team Management:** Demonstrate leadership qualities and the ability to manage diverse teams, coordinate cross-functional departments, and achieve service excellence in hospitality organizations.
PO5	**Innovation and Hospitality Entrepreneurship:** Identify emerging trends and business opportunities in hospitality, encourage innovation, and develop entrepreneurial initiatives that create value for guests, organizations, and society.
PO6	**Ethics, Professionalism, and Social Responsibility:** Integrate ethical practices, professional standards, corporate values, and social responsibility principles into hospitality operations and managerial decisions.
PO7	**Global Hospitality Perspective and Sustainability:** Analyze hospitality and tourism challenges from global, environmental, and sustainability perspectives while promoting responsible tourism and eco-friendly business practices.
PO8	**Research, Technology, and Lifelong Learning:** Apply research methodologies, hospitality analytics, digital technologies, and continuous learning approaches to enhance professional competence and adapt to evolving hospitality industry requirements.

13. Programme Specific Outcomes (PSOs)

(PSOs are specific to the MBA – Hotel Management programme and complement the POs)

PSO	Programme Specific Outcome
PSO1	**Hospitality Operations Competency:** Demonstrate comprehensive understanding of hotel management functions, including front office, housekeeping, food production, food and beverage operations, and guest relationship management to ensure operational excellence.
PSO2	**Service and Functional Management Expertise:** Apply concepts, tools, and techniques related to hospitality marketing, revenue management, human resource management, financial management, and operations management to improve organizational performance.
PSO3	**Hospitality Research and Analytics:** Employ research methodologies, statistical techniques, service quality assessment tools, and hospitality analytics to evaluate industry trends and support evidence-based managerial decisions.
PSO4	**Strategic Hospitality Planning and Entrepreneurship:** Develop innovative hospitality business plans, service improvement strategies, feasibility studies, and consultancy projects demonstrating entrepreneurial thinking and managerial competence.
PSO5	**Responsible and Global Hospitality Practices:** Integrate ethical, legal, cultural, environmental, and sustainability considerations into hospitality management practices to promote responsible leadership and long-term industry

14.PSO–PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
PSO1	H	M	M	H	M	M	L	M
PSO2	H	H	M	M	M	M	M	M
PSO3	M	H	M	M	L	M	M	H
PSO4	M	M	H	H	H	M	M	M
PSO5	M	M	M	M	M	H	H	M

15.PEO–PO Mapping

PEO / PO	PO1-Disciplinary Knowledge	PO2-Critical Thinking & Decision-Making	PO3-Communication & Professional Skills	PO4-Leadership & Team Collaboration	PO5-Innovation & Entrepreneurship	PO6-Ethics, Governance & Social Responsibility	PO7-Global Perspective & Sustainability	PO8-Research, Lifelong Learning & Professional Development
PEO1 — Functional Management Competency	H	H	M	M	M	M	M	M
PEO2 — Critical Thinking & Decision-Making	H	H	M	M	M	M	M	H
PEO3 — Leadership & Global Adaptability	M	M	H	H	M	M	H	M
PEO4 — Entrepreneurship & Innovation	M	M	M	H	H	M	M	M
PEO5 — Ethics & Sustainable Development	M	M	M	M	M	H	H	M

MBA (HOTEL MANAGEMENT) SYLLABUS

SEMESTER-I

S. No.	Paper Code	Part	Course Group	Paper Type	Subject Title	Hours Week	Exam Hours	Int. Marks	Ext. Marks	Total Marks	Credits	Page. No.
1.		III	Core	Theory	Management concepts	5	3	25	75	100	4	14
2.		III	Core	Theory	Organizational Behaviour in Hospitality Industry	5	3	25	75	100	4	16
3.		III	Core	Theory	Business Research Methods	5	3	25	75	100	4	18
4.		III	Core	Theory	Accounting for Executives	5	3	25	75	100	4	20
5.		III	Core	Theory	Economics Analysis for Business Decisions	4	3	25	75	100	4	22
6.		III	Core	Theory	Hotel Law	4	3	25	75	100	4	24
7.		IV	Soft Skills-I	Practical Viva-Voce	Soft Skills: Office Management Software	2	3	40	60	100	2	26
					Total	30	21	190	510	700	26	-

SEMESTER-II

S. No.	Paper Code	Part	Course Group	Paper Type	Subject Title	Hours Week	Exam Hours	Int. Marks	Ext. Marks	Total Marks	Credits	Page. No.
1.		III	Core	Theory	Human Resource Management in Hospitality Industry	4	3	25	75	100	3	28
2.		III	Core	Theory	Hospitality Marketing	4	3	25	75	100	3	30
3.		III	Core	Theory	Advanced culinary Arts	4	3	25	75	100	3	32
4.		IV	Core	Practical	Advanced Culinary Arts	2	3	40	60	100	2	34
5.		III	Core	Theory	Financial Management	4	3	25	75	100	4	36
6.		III	Core	Theory	Operations Research	4	3	25	75	100	4	38
7.		III	Core	Theory	Food and Beverage service	4	3	25	75	100	3	40
8.		IV	Core	Practical	Food and Beverage service	2	3	40	60	100	2	42
9.		IV	Soft Skills-II	Practical Viva-Voce	Computing Skills for Hotel managers	2	3	40	60	100	2	44
10.		IV	Common Paper	Theory	Human Rights	Self-Study	3	25	75	100	1	-
11.		IV	MOOC		SWAYAM / MOOC [(1)]	-	-	-	-	-	1	-
					Total	30	30	295	705	1000	28	-

SEMESTER-III												
S. No.	**Paper Code**	**Part**	**Course Group**	**Paper Type**	**Subject Title**	**Hours Week**	**Exam Hours**	**Int. Marks**	**Ext. Marks**	**Total Marks**	**Credits**	**Page. No.**
1.		III	Core	Theory	Information System for Business	5	3	25	75	100	4	46
2.		III	Core	Theory	International Business	5	3	25	75	100	4	48
3.		III	Core	Theory	Eco-Tourism	5	3	25	75	100	4	50
4.		III	Core	Theory	Hospitality Management	5	3	25	75	100	4	52
5.		III	Elective	Theory	Elective	5	3	25	75	100	4	56
6.		IV	NMEC	Theory	Tourism and Hospitality Management (2)	2	3	25	75	100	2	54
7.		IV	Internship	Viva-Voce	Summer Internship (3)	Commended/ Highly Commended					-	-
8.		IV	Project Work	Project Viva-Voce	Project Work & Viva- Voce (4)	3	3	25	75	100	4	-
					Total	30	21	175	525	700	26	-

SEMESTER-IV												
S. No.	**Paper Code**	**Part**	**Course Group**	**Paper Type**	**Subject Title**	**Hours Week**	**Exam Hours**	**Int. Marks**	**Ext. Marks**	**Total Marks**	**Credits**	**Page. No.**
		III	Core	Theory	Accommodation Management	5	3	25	75	100	3	60
		IV	Core	Practical	Accommodation Management	2	2	40	60	100	2	62
		III	Core	Theory	Front office Operations	5	3	25	75	100	3	64
		IV	Core	Practical	Front office Operations	2	2	40	60	100	2	66
		III	Core	Theory	Entrepreneurship Development	5	3	25	75	100	3	68
		III	Core	Theory	Strategic Management	5	3	25	75	100	4	70
		III	Elective	Theory	Elective	3	3	25	75	100	3	72
		IV	Soft Skills-III	Practical Viva-Voce	Business Etiquette and Team Building Skills	3	3	25	75	100	2	76
					Total	30	22	230	570	800	22	-

Note (1)

Swayam / MOOC Course: The college will verify the course completion and forward the documents to the university's Controller of Examinations for final processing and approval. The university will then incorporate the credits earned and marks scored through the SWAYAM course into the Second Semester Marks Statement.

Note (2)

Non Major Elective Course (NMEC): This supportive Course is offered to students of other departments as a Non-Major Elective Course.

Note (3)

Summer Internship: The internship will be conducted during the summer vacation following the first year, for a period of at least 15 days. The internship report and oral presentation (Viva-voce examination) will be evaluated by internal examiner and awarded as Commended / Highly Commended. The concern department will conduct Viva-Voce, and marks shall be sent to the University, and the same will be included in the third semester marks statement.

Note (4)

Project Work & Viva-voce: After the completion of the internship, the Project Work will be carried out during the summer vacation after the first year for a period of 30 days. The Project Work report and oral presentation (Viva-voce examination) will be evaluated jointly by two examiners (i.e., one internal and the other external) for a maximum of 75 marks and the internal marks for a maximum of 25 shall be provided by the concerned faculty guide based on the break-up given above. The Department will conduct Viva-Voce, and marks shall be sent to the University, and the same will be included in the third semester marks statement.

S.NO	III SEMESTER ELECTIVES	Page No.	S.NO	IV SEMESTER ELECTIVES	Page No.
1.	Travel and Tourism Management	56	1.	Resort and Destination Management	72
2.	Event Management	58	2.	Hospitality Marketing and Digital Branding	74

SEMESTER		I
PAPER NAME		**MANAGEMENT CONCEPTS**
Course Objectives		
C1	To build a strong foundation in the principles and practices of management.	
C2	To develop students' practical and theoretical understanding of organizational design and structure.	
C3	To enhance students' proficiency in effective communication methods and processes.	
C4	To foster comprehensive communication skills that support academic achievement and professional success.	
C5	To strengthen students' ability to apply management concepts in diverse organizational settings.	
UNIT	**Details**	**Hours**
I	**Fundamentals of Management** Concept, nature, scope, and significance of management; functions of management; evolution of management thought; managerial roles based on Mintzberg's framework; essential managerial skills and competencies.	**12**
II	**Planning and Decision Making** Planning: concept, nature, importance, limitations, components, planning process, and planning premises. Management by Objectives (MBO): concept, significance, process, advantages, and limitations. Decision Making: concept, importance, types of decisions, decision-making process, and rationality in managerial decision making.	**12**
III	**Organizing** Concept, nature, and purpose of organizing; principles of organization; forms and structures of organizations; departmentalization and its significance; authority and responsibility; delegation of authority; centralization and decentralization of authority.	**12**
IV	**Directing** Concept, principles, and significance of directing; motivation: meaning, importance, and major theories; communication: meaning, process, types, barriers, and methods for effective communication; leadership: concept, importance, leadership styles, and qualities of an effective leader.	**12**
V	**Controlling and Coordination** Concept, objectives, significance, and essentials of controlling; control process; techniques of managerial control; coordination: concept, need, importance, principles, and techniques for achieving organizational effectiveness.	**12**
CO	**Course Outcome**	**Bloom's Level**
CO1	Explain the fundamental concepts, principles, functions, and evolution of management, and evaluate managerial roles and competencies in organizational settings.	K1
CO2	Apply planning techniques and decision-making models, including Management by Objectives (MBO), to solve managerial and organizational problems	K2

CO3	Analyze organizational structures, principles of organizing, delegation, centralization, and decentralization to improve organizational efficiency and effectiveness.	K3
CO4	Evaluate the role of directing, motivation, communication, and leadership in enhancing individual and organizational performance.	K4
CO5	Apply controlling and coordination techniques to monitor organizational performance, facilitate corrective actions, and achieve organizational goals effectively.	K5
Text Books		
1.	Principles of Management, L.M. Prasad, Sultan Chand & Sons, New Delhi	
2.	Principles of Management, P.C. Tripathi & P.N. Reddy, Tata McGraw-Hill Education, New Delhi	
3.	Business Communication – C.S. Rayudu, Himalaya Publishing House, Mumbai	
Reference Books		
1.	Management – Stephen P. Robbins & Mary Coulter. Pearson Education	
2.	Essentials of Management – Harold Koontz & Heinz Weihrich. McGraw-Hill Education.	
3.	Business Communication Today – Courtland L. Bovée & John V. Thill. Pearson Education.	
4.	Business Communication – M. C. Shukla. S. Chand Publishing.	
5.	Management: Tasks, Responsibilities, Practices – Peter F. Drucker. Harper Business.	

CO–PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	L	L	L	L	M
CO2	H	H	M	M	M	L	L	M
CO3	H	H	M	M	L	M	L	M
CO4	H	M	H	M	L	M	M	M
CO5	H	H	M	H	M	M	M	H
Average	**H**	**H**	**M**	**M**	**L**	**M**	**L**	**M**

SEMESTER		I
PAPER NAME		ORGANIZATIONAL BEHAVIOUR IN HOSPITALITY INDUSTRY
Course Objectives		
C1	To develop a comprehensive understanding of Organizational Behaviour and its significance in improving individual and organizational effectiveness.	
C2	To enable students to apply behavioural theories and concepts to analyze and address workplace challenges.	
C3	To provide students with knowledge of group dynamics, team development, and effective interpersonal communication in organizational contexts.	
C4	To develop leadership, negotiation, conflict management, and organizational influence competencies for effective managerial practice.	
C5	To prepare students to foster positive work environments by applying the principles of stress management and emotional intelligence.	
UNIT	**Details**	**Hours**
I	**Introduction to Organizational Behaviour** Concept, meaning, nature, scope, and significance of Organizational Behaviour (OB); evolution and historical development of OB; contributing disciplines; relevance of OB in the hospitality industry; challenges and emerging issues in organizational behaviour; foundations of individual behaviour; social learning theory; organizational citizenship behaviour (OCB).	**12**
II	**Individual Behaviour and Motivation** Individual differences and personality; determinants and theories of personality (Trait Theory, Psychoanalytic Theory, Social Learning Theory, and Argyris' Immaturity–Maturity Continuum); perception and attribution theory; learning theories (Classical Conditioning, Operant Conditioning, and Social Cognitive Theory); attitudes and values; motivation: concepts and major theories, including Maslow's Hierarchy of Needs, McGregor's Theory X and Theory Y, Herzberg's Two-Factor Theory, and McClelland's Theory of Needs, with applications in hospitality organizations.	**12**
III	**Group Dynamics and Organizational Communication** Group behaviour: concept, types, and characteristics of groups and teams; stages of group development; factors influencing team effectiveness; group decision-making techniques; interpersonal communication: meaning, process, barriers, and strategies for effective communication; communication practices in hospitality organizations.	**12**
IV	**Leadership, Conflict, and Negotiation** Leadership: concept, significance, leadership styles, trait, behavioural, and contingency theories; leaders versus managers; power and organizational politics: sources, political behaviour, and managing organizational politics; conflict: meaning, sources, types, and conflict management techniques; negotiation: concept, process, strategies, and applications in hospitality management.	**12**
V	**Organizational Culture, Stress Management, and Emotional Intelligence Workplace stress:**	**12**

	concept, sources, individual differences in stress responses, and stress management techniques; organizational culture and organizational climate: concepts, characteristics, importance, and strategies for developing a positive organizational culture; emotional intelligence: concept, dimensions, and significance in hospitality management; work-life integration practices for employee well-being and organizational effectiveness.	
CO	**Course Outcome**	**Bloom's Level**
CO1	Explain the fundamental concepts, principles, and multidisciplinary perspectives of Organizational Behaviour and their relevance to organizational effectiveness.	K1
CO2	Analyze individual behaviour, personality, perception, learning, attitudes, and motivation, and evaluate their influence on organizational performance.	K2
CO3	Apply concepts of group dynamics, teamwork, and interpersonal communication to improve collaboration and workplace relationships..	K3
CO4	Evaluate different leadership styles and examine the impact of power, organizational politics, conflict, and negotiation on managerial effectiveness.	K4
CO5	Assess organizational practices related to stress management, organizational culture, and emotional intelligence to promote employee well-being..	K5
CO6	Develop sustainable strategies to enhance employee engagement, organizational commitment, and a positive workplace culture.	K6
Text Books		
1.	Stephen P. Robbins, Timothy A. Judge & Neharika Vohra – Organizational Behavior, Pearson Education.	
2.	K. Aswathappa – Organizational Behaviour: Text, Cases and Games, Himalaya Publishing House.	
3.	L. M. Prasad – Organizational Behaviour, Sultan Chand & Sons	
Reference Books		
1.	Fred Luthans – Organizational Behavior: An Evidence-Based Approach, McGraw-Hill Education.	
2.	John W. Newstrom – Organizational Behavior: Human Behavior at Work, McGraw-Hill Education.	
3.	Steven L. McShane & Mary Ann Von Glinow – Organizational Behavior, McGraw-Hill Education.	
4.	Udai Pareek – Understanding Organizational Behaviour, Oxford University Press.	
5.	Jerald Greenberg & Robert A. Baron – Behavior in Organizations, Pearson Education.	

CO–PO Mapping

CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	H	L	L	M	L	M	L	M
CO2	H	M	L	M	L	M	L	M
CO3	M	M	H	H	L	M	L	M
CO4	H	H	M	H	M	M	M	M
CO5	M	M	M	H	L	H	M	M
CO6	M	H	H	H	M	H	M	H
Avg	**H**	**M**	**M**	**H**	**L**	**H**	**L**	**M**

SEMESTER	I	
PAPER NAME	**BUSINESS RESEARCH METHODS**	
Course Objectives		
C1	To provide students with a comprehensive understanding of the concepts, principles, and significance of business research in managerial decision-making.	
C2	To develop students' ability to identify research problems, formulate objectives and hypotheses, and design appropriate research methodologies.	
C3	To equip students with knowledge of data collection methods, sampling techniques, measurement tools, and research instrument development.	
C4	To enhance students' analytical skills through the application of statistical techniques and research software for interpreting business data.	
C5	To enable students to prepare effective research reports by applying professional writing skills, presentation techniques, and ethical research practices.	
UNIT	**Details**	**Hours**
I	**Introduction to Business Research** Meaning, definition, nature, and significance of business research; research process and its stages; types of research; identification of research problems and formulation of research questions; research objectives and hypotheses; characteristics of good research; evolution of research perspectives; role and importance of theory in business research.	**12**
II	**Research Design and Measurement** Research design: concept, definition, and importance; types of research designs; exploratory, descriptive, causal, and experimental research designs; types of experimental designs; validity of research findings – internal and external validity; variables in research; measurement and scaling techniques; types of measurement scales; construction of research instruments; validity and reliability of research instruments	**12**
III	**Data Collection and Sampling Methods** Types of data: primary and secondary data; methods of primary data collection; survey and observation methods; experimental methods; questionnaire and research instrument design; validation of questionnaires; sampling design and process; determination of sample size; factors influencing optimal sample size; sampling techniques; probability and non-probability sampling methods.	**12**
IV	**Data Processing and Statistical Analysis** Data preparation: editing, coding, data entry, and data validation; qualitative and quantitative data analysis; introduction to statistical techniques; bivariate and multivariate analysis; factor analysis; correlation and multiple regression analysis; applications of statistical software for business data analysis.	**12**
V	**Research Report Preparation and Ethics** Research reports: types and significance; structure and contents of research reports; importance of executive summary; chapter organization and report presentation; role of audience in report preparation; readability and comprehension; report formatting;	**12**

	selection of report titles; research ethics; ethical principles and responsible practices in business research	
CO	**Course outcome**	**Bloom's Level**
CO1	Explain the concepts, principles, and processes of business research and formulate research problems, objectives, and hypotheses.	K1
CO2	Design appropriate research methodologies by applying research designs, measurement techniques, and instrument validation methods.	K2
CO3	Apply suitable data collection methods and sampling techniques to conduct systematic business research studies.	K3
CO4	Analyze research data using appropriate statistical techniques and software tools for effective managerial decision-making.	K4
CO5	Prepare comprehensive research reports by applying report writing skills, presentation techniques, and ethical research practices.	K5
Text Books		
1	Research Methodology: Methods and Techniques, New Age International Publishers.	
2	Business Research Methods, McGraw Hill Education.	
3	Research Methodology: A Step-by-Step Guide for Beginners, SAGE Publications.	
Reference Books		
1	Alan Brymanand Emma Bell, Business Research methods, OUP.	
2	Cooper and Pamela Business Research methods, T ataMcGrawHill,2006.	
3	Uma Sekaran, Research methods for Business, Wiley India, New Delhi, 2006	
4	Research Methodology in Social Sciences, Himalaya Publishing House.	
5	esearch Methodology in Social Sciences, Himalaya Publishing House.	

CO–PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	H	M	M	L	L	L	M
CO2	H	H	H	H	M	L	L	M
CO3	H	H	M	H	M	L	M	M
CO4	H	H	H	H	H	L	M	M
CO5	M	H	M	H	M	H	M	H
Average	**H**	**H**	**M**	**H**	**M**	**L**	**M**	**M**

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SEMESTER	I	
PAPER NAME	ACCOUNTING FOR EXECUTIVES	
Course Objectives		
C1	To provide a comprehensive understanding of accounting principles and financial statements for managerial decision-making.	
C2	To develop competency in cost accounting techniques including marginal costing, standard costing, and cost-volume-profit analysis.	
C3	To enable students to prepare and interpret budgets and apply budgetary control techniques for planning and performance evaluation.	
C4	To familiarize students with hotel accounting systems, departmental accounting, revenue management, and financial performance analysis.	
C5	To develop analytical skills for evaluating financial information and supporting strategic managerial decisions.	
UNIT	**Details**	**Hours**
I	**Financial Accounting for Hospitality Industry** Introduction to Accounting – Accounting Principles and Concepts – Financial Statements: Income Statement, Balance Sheet and Cash Flow Statement – Hotel Accounting System – Departmental Accounting (Front Office, Food & Beverage, Housekeeping and Other Departments) – Hotel Revenue Sources and Cost Structure – Preparation and Interpretation of Hotel Profit and Loss Statement – Financial Performance Indicators.	**12**
II	**Cost Accounting and Managerial Decision Making** Introduction to Cost Accounting – Classification of Costs – Cost Sheet – Marginal Costing and Absorption Costing – Cost-Volume-Profit (CVP) Analysis – Break-even Analysis – Contribution Margin – Profit Planning – Applications of Marginal Costing in Managerial Decisions (Make or Buy, Accept or Reject, Product Mix).	**12**
III	**Standard Costing and Cost Control** Standard Costing: Meaning, Objectives and Advantages – Establishment of Standards – Variance Analysis – Material Cost Variance – Labour Cost Variance – Overhead Cost Variance – Responsibility Accounting – Applications of Standard Costing in Performance Evaluation.	**12**
IV	**Budgeting and Budgetary Control** Budgeting Concepts and Objectives – Types of Budgets – Functional Budgets – Fixed and Flexible Budgets – Cash Budget – Master Budget – Budgetary Control Process – Budgetary Performance Analysis – Practical Applications in Hospitality Organizations.	**12**
V	**Corporate Financial Reporting and Financial Analysis** Corporate Financial Reporting – Published Financial Statements – Financial Statement Analysis – Ratio Analysis – Common Size and Comparative Statements – Cash Flow Analysis – Managerial Interpretation of Financial Reports – Accounting Information for Strategic Decision Making – Contemporary Trends in Accounting Information Systems and Digital Financial Reporting.	**12**
CO	**Course Outcome**	**Bloom's Level**
CO1	Explain accounting concepts, financial statements, and hotel accounting practices for managerial decision-making.	K2
CO2	Apply cost accounting techniques including marginal costing and CVP analysis to managerial decisions.	K3
CO3	Analyze standard costs and variances for effective cost control and performance evaluation.	K4

CO4	Prepare budgets and apply budgetary control techniques for organizational planning and financial management.	K3
CO5	Interpret financial statements and evaluate financial performance using accounting tools for strategic business decisions.	K5
Text Books		
1.	Jain, S. P., & Narang, K. L. Cost Accounting: Principles and Practice. Kalyani Publishers, Latest Edition.	
2.	Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. K. Management Accounting. Vikas Publishing House, Latest Edition.	
3.	Jagels, M. G., & Coltman, M. M. Hospitality Management Accounting. Wiley, Latest Edition.	
4.	Horngren, C. T., Datar, S. M., & Rajan, M. V. Cost Accounting: A Managerial Emphasis. Pearson Education, Latest Edition.	
Reference Books		
1	Khan, M. Y., & Jain, P. K. Management Accounting. McGraw Hill Education, Latest Edition.	
2	Garrison, R. H., Noreen, E. W., & Brewer, P. C. Managerial Accounting. McGraw Hill Education, Latest Edition.	
3	Drury, C. Management and Cost Accounting. Cengage Learning, Latest Edition.	
4	Hilton, R. W., & Platt, D. E. Managerial Accounting: Creating Value in a Dynamic Business Environment. McGraw Hill Education, Latest Edition.	
5	Needles, B. E., Powers, M., & Crosson, S. Financial and Managerial Accounting. Cengage Learning, Latest Edition.	

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	H	M	M	L	L	L	M
CO2	H	H	H	H	M	L	L	M
CO3	H	H	M	H	M	M	L	M
CO4	H	M	H	H	M	M	M	M
CO5	H	H	H	H	M	H	M	H
Average	**H**	**H**	**M**	**H**	**M**	**M**	**L**	**M**

SEMESTER		I
PAPER NAME		ECONOMICS ANALYSIS FOR BUSINESS DECISIONS
Course Objectives		
C1	Provide students with a fundamental understanding of economic concepts, principles, and their application in managerial decision-making.	
C2	Develop knowledge of demand analysis, consumer behavior, and forecasting techniques used in business planning.	
C3	Explain production theories, cost concepts, and methods of cost analysis for efficient resource utilization.	
C4	Familiarize students with market structures, pricing strategies, factor pricing, and firm-level decision-making.	
C5	Introduce macroeconomic concepts such as national income, inflation, business cycles, and economic policies relevant to business environments.	
UNIT	**Details**	**Hours**
I	**Introduction to Managerial Economics** Meaning and scope of economics-Types of economic decisions-Nature, significance, and applications of managerial economics in business decision-making, Role and responsibilities of managerial economists, Economic principles applicable to managerial decisions. Fundamental Concepts in Managerial Economics-Opportunity cost concept-Production Possibility Curve (PPC)-Incremental and marginal concepts-Discounting principle-Theory of the firm	**12**
II	**Demand Analysis** Demand Analysis-Concept and theory of demand-Demand analysis and its importance in business decisions, Elasticity of demand and its managerial applications-Demand forecasting and forecasting techniques. Consumer Behaviour-Consumer equilibrium-Cardinal utility approach-Indifference curve approach-Theory of revealed preference-Consumer surplus	**12**
III	**Theory of Production and Cost Analysis** Production Analysis-Law of variable proportions-Returns to scale-Economies and diseconomies of scale-Isoquants and isocost curves-Optimum combination of inputs-Elasticity of substitution-Cost Analysis-Concept and classification of costs-Short-run and long-run cost functions-Relationship among different cost concepts-Cost reduction and cost control techniques	**12**
IV	**Price Determination, Factor Markets and Factor Pricing** Market Structure and Pricing Decisions-Market equilibrium and revenue concepts-Features of different market structures-Price and output determination under: Perfect competition-Monopoly-Monopolistic competition-Oligopoly-Price discrimination-International price discrimination and dumping-Pricing methods and strategies. Factor Pricing and Profit Analysis-Theories of wages and rent-Theories of interest and investment decisions-Concept of profit and profit functions.	**12**

V	**Macroeconomic Analysis and Policy** National Income and Economic Activity-Concept and measurement of national income-Circular flow of economic activities-Keynesian Economics and Macroeconomic Issues-Keynesian theory of employment-Consumption function-Investment function-Multiplier concept-Relevance of Keynesian economics in developing economies-Business cycles-Money supply and inflation.	**12**
CO	**Course Outcome**	**Bloom's Level**
CO1	Explain the basic concepts of economics and apply managerial economic principles for business decision-making.	K1
CO2	Analyze demand patterns, consumer behaviour, and forecasting techniques to support managerial planning.	K2
CO3	Apply production and cost theories for efficient allocation of resources and cost management.	K3
CO4	Evaluate different market structures and pricing strategies for effective business decisions.	K4
CO5	Understand macroeconomic indicators and analyze their impact on business operations and economic policies.	K5
Text Books		
1.	S. Sankaran (2022). Managerial Economics. Margham Publications, Chennai.	
2.	D. N. Dwivedi (2023). Managerial Economics. Vikas Publishing House, New Delhi.	
3.	H. L. Ahuja (2021). Managerial Economics: Analysis of Managerial Decision Making. S. Chand Publishing, New Delhi.	
Reference Books		
1	P. L. Mehta (2020). Managerial Economics: Analysis, Problems and Cases. Sultan Chand & Sons, New Delhi.	
2	M. L. Jhingan & J. K. Stephen (2021). Managerial Economics. Vrinda Publications, New Delhi.	
3	William F. Samuelson & Stephen G. Marks (2021). Managerial Economics (9th Edition). Wiley.	
4	Christopher R. Thomas & S. Charles Maurice (2020). Managerial Economics: Foundations of Business Analysis (13th Edition). McGraw Hill Education.	
5	Geetika, Piyali Ghosh & Purba Roy Choudhury (2021). Managerial Economics. McGraw Hill Education.	

CO–PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	L	M	L	M	M
CO2	H	H	L	L	M	L	M	M
CO3	H	H	L	L	M	L	M	M
CO4	H	H	L	M	M	M	M	M
CO5	H	M	L	M	M	M	H	M
CO6	H	H	M	M	H	M	H	H
Avg	**H**	**H**	**L**	**M**	**M**	**M**	**M**	**M**

SEMESTER	I	
PAPER NAME	**HOTEL LAW**	
Course Objectives		
C1	After completion of this unit, the student will be able to understand the basic laws governing hotel keepers and the various contract procedures involved in the hospitality industry.	
C2	This unit, the student will be able to analyze the legal responsibilities of hotel keepers and understand different types of contracts applicable to hotel operations.	
C3	The student will be able to understand the rights and responsibilities of guests and third parties in relation to hotel services.	
C4	The student will be able to acquire knowledge about the liability of hotels towards guests and the legal implications of hotel operations.	
C5	The student will be able to understand the food safety laws and regulations applicable to the hospitality industry.	
UNIT	**Details**	**Hours**
I	**Introduction to Hotel Laws and Contracts** Introduction to laws governing hotelkeepers – Overview of common law, state court decisions, and federal court decisions related to hotels, motels, and inns – Legal aspects of hotel management practices – Hotelkeeper and the law of contracts – Definition, significance, and types of contracts – Law of torts and negligence – Concepts of torts, contributory negligence, and comparative negligence.	**12**
II	**Hotel–Guest Relationship and Legal Rights** Legal relationship between hotels and guests – Duty of hotels to receive guests and circumstances under which service may be refused – Guest reservations and agreements – Formation and legal effects of guest contracts – Guest lawsuits for damages – Issues related to overbooking – Guest rights to privacy and protection.	**12**
III	**Guest Protection and Eviction Rights** Legal provisions relating to the eviction of guests – Rights and obligations of tenants, restaurant patrons, and hotel guests – Hotel's duty to protect guests through reasonable care – Liability arising from acts of guests, patrons, employees, and third parties – Legal issues related to assaults and safety concerns in hotel premises, including restrooms and parking areas.	**12**
IV	**Hotel Liability and Property Protection** Hotel liability concerning guest belongings and property – Handling of unclaimed property – Procedures for managing guest mail – Liability related to automobiles and other assets of guests and non-guests – Loss of property and legal responsibilities – Bailment obligations – Restaurant patron property liability – Defenses available to hotels against liability claims – Statutory limitations on hotel liability.	**12**

V	**Food Laws and Regulations in Hospitality** Food legislation applicable to the hospitality industry – State and local food laws – Liability related to unsafe and unwholesome food – Warranties and contractual relationships – Uniform Commercial Code and strict liability – Truth-in-menu and food labeling regulations – Food adulteration and misbranding – Functions of central food laboratories – Powers and duties of food inspectors – Food quality control and rate regulation.	**12**
CO	**Course Outcome**	**Bloom's Level**
CO1	Understand the fundamental laws governing hotelkeepers, contracts, torts, and negligence applicable to the hospitality industry..	K1
CO2	Explain the legal relationship between hotels and guests, including guest rights, reservations, agreements, and privacy regulations.	K2
CO3	Analyze the responsibilities of hotels in protecting guests and understand legal issues related to guest, employee, and third-party actions.	K3
CO4	Evaluate hotel liabilities concerning guest property, loss of belongings, bailment, and legal defenses against liability claims	K4
CO5	Understand food laws, safety regulations, labeling requirements, and legal responsibilities related to food service operations in the hospitality industry..	K5
Text Books		
1.	N.D. Kapoor (2023). Elements of Mercantile Law. Sultan Chand & Sons.	
2.	P.C. Tulsian & Bharat Tulsian (2022). Business Law. McGraw Hill Education.	
3.	R.K. Bangia (2021). Business and Commercial Law. Allahabad Law Agency.	
Reference Books		
1.	Avtar Singh (2023). Business Law. Eastern Book Company.	
2.	M.C. Kuchhal & Vivek Kuchhal (2021). Business Law. Vikas Publishing House.	
3.	S.S. Gulshan & G.K. Kapoor (2022). Business Law Including Company Law. New Age International Publishers.	
4.	Hospitality Law- ac.1c.P.Jefferies	

CO–PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	L	L	L	L	H	M	M
CO2	H	M	L	L	L	H	M	M
CO3	H	M	L	M	M	H	M	M
CO4	H	M	M	M	M	H	H	M
CO5	H	M	M	H	M	H	M	M
CO6	H	H	M	M	M	H	H	H
Avg	**H**	**M**	**L**	**M**	**M**	**H**	**M**	**M**

SEMESTER	I	
PAPER NAME	SOFT SKILL I: OFFICE MANAGEMENT SOFTWARE	
Course Objectives		
C1	To develop practical skills in managing, organizing, and securing digital files using cloud storage tools	
C2	To enhance students' ability to create well-structured professional documents for business communication.	
C3	To develop competency in using spreadsheets for data entry, financial computations, and automated business tasks.	
C4	To enhance students' ability to design business presentations and effectively use online communication platforms.	
C5	To develop practical skills in business research using online surveys, data management, and statistical analysis tools.	
UNIT	**Details**	**Hours**
I	**Cloud Storage Management** Introduction to cloud storage and its role on business operations -Creating structured folder systems - File naming conventions and version management - Uploading and organizing files in cloud storage. Cloud Storage & File Security: File sharing with permissions- Cloud security practices, data protection, back up, and privacy controls.	**6**
II	**Business Letter Using Templates** Business Letter Preparation: Create a formal business letter using templates - Apply style, alignment, spacing, and document formatting technique -Business Report Preparation with cover pages, headers, footers - Insert and formatting tables, images and graphical elements- Applying document review, editing and collaboration features.	**6**
III	**Spreadsheet for Office Management** Mail Merge and document Collaboration - Creating bulk letters using Mail Merge Technique–Reviewing Documents through Track changes and comments- Spreadsheet Basics: Data entry and formatting, and Worksheet Management- Payroll Budget Preparation and Payroll calculation using spreadsheet formulas - Monthly office budget preparation and analysis- Data validation, sorting, filtering, and basic spreadsheet reporting.	**6**
IV	**Business Presentation and Interview Scheduling** Data Analysis and Visualization – Creating charts and graphs for business data presentation - Use Pivot Tables for MIS reports and data summarization- Interpreting data insights for business decision making.- Business Presentation Design- Create a professional presentations (minimum 10 slides) - Apply themes, layouts, animations, and transitions effects- Email & Scheduling: Draft professional emails - Create calendar	**6**

	events and meeting schedules. Online Meeting & Collaboration - Conduct a virtual meeting - Share documents and collaborate online	
V	**Business Research using Digital Tools** Introduction to digital tools in business research - Designing online surveys using Google Forms -Question framing, survey structure, and response management- Collecting and organizing survey data- Data entry, coding, and data preparation using SPSS- Basic analysis and interpretation of survey data	**6**
CO	**Course Outcome**	**Bloom's Level**
CO1	Recognize the essential elements of digital office environments and secure file management.	K1
CO2	Describe the processes involved in preparing business documents and digital communications using office management tools.	K2
CO3	Apply office management applications to solve practical business problems and improve workflow efficiency.	K3
CO4	Analyze MIS reports and evaluate payroll and budget preparation using digital tools.	K4
CO5	Assess the role of digital tools in enhancing business research, communication, and operational processes.	K5
CO6	Develop comprehensive business solutions through effective use of office management software and digital research tools.	K6
Text Books		
1	Rizwan Ahmed (2023). Computer Applications in Business. Himalaya Publishing House.	
2	P. K. Sinha & Priti Sinha (2022). Computer Fundamentals: Concepts, Systems and Applications. BPB Publications.	
3	Sanjay Saxena (2021). A First Course in Computers. Vikas Publishing House.	
Reference Books		
1	Shelly, G. B., Cashman, T. J., & Vermaat, M. E. (2021). Microsoft Office: Introductory Concepts and Techniques. Cengage Learning.	
2	Gaskin, S., Vargas, A., & McClain, R. (2022). GO! with Microsoft Office. Pearson Education.	
3	Frye, C. (2021). Microsoft Excel Step by Step. Microsoft Press.	
4	Field, A. (2024). Discovering Statistics Using IBM SPSS Statistics. SAGE Publications.	
5	Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2020). Business Research Methods. Cengage Learning.	

CO–PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	M	L	M	L	L	L	L	M
CO2	M	L	H	M	L	L	L	M
CO3	M	M	H	M	M	L	L	M
CO4	M	H	M	M	M	L	L	H
CO5	M	M	M	M	M	L	M	H
CO6	M	H	H	M	H	L	M	H
Avg	**M**	**M**	**H**	**M**	**M**	**L**	**L**	**H**

SEMESTER		II	
PAPER NAME		HUMAN RESOURCE MANAGEMENT IN HOSPITALITY INDUSTRY	
Course Objectives			
C1	To develop a comprehensive understanding of Human Resource Management concepts, functions, and strategic practices in the hospitality and tourism industry.		
C2	To enable students to apply workforce planning, talent acquisition, competency mapping, and employee on boarding practices in hospitality organizations.		
C3	To develop knowledge of learning and development, performance management, employee engagement, leadership development, and talent retention.		
C4	To familiarize students with compensation management, HR analytics, HR Information Systems (HRIS), labour laws, and employee well-being.		
C5	To understand industrial relations, ethical HR practices, diversity and inclusion, sustainability, digital HR, and emerging global trends in hospitality human resource management.		
UNIT	**Details**		**Hours**
I	**Foundations of Human Resource Management in Hospitality** Nature, scope and objectives of HRM – Evolution of HRM – Strategic Human Resource Management (SHRM) – HR functions in hospitality organizations – HR roles and competencies – Hospitality workforce characteristics – Organizational culture – Employer branding – Ethical HR practices – Sustainability and ESG in HRM – Contemporary challenges in hospitality HR.		**12**
II	**Human Resource Planning and Talent Acquisition** Human Resource Planning (HRP) – Workforce forecasting – Job analysis – Job design – Job description – Job specification – Competency mapping – Recruitment sources and methods – Selection process – Interview techniques – Psychometric testing – Employee onboarding – Orientation and induction – Diversity, Equity and Inclusion (DEI) in recruitment – Workforce planning using HR analytics.		**12**
III	**Learning, Performance and Talent Management** Training needs assessment – Employee training and development – Learning methods – E-learning and digital learning platforms – Leadership development – Career planning – Succession planning – Performance Management System (PMS) – Performance appraisal methods – Key Performance Indicators (KPIs) – Employee engagement – Coaching and mentoring – Talent retention strategies.		**12**
IV	**Compensation, HR Technology and Employee Well-being** Compensation management – Wage and salary administration – Incentives and rewards – Employee benefits – Job evaluation – Payroll management – Human Resource Information Systems (HRIS) – HR Analytics – Artificial Intelligence (AI) in HR – Employee wellness programmes – Work-life balance – Occupational health and safety – Labour welfare measures – Employee experience management.		**12**
V	**Industrial Relations and Emerging Trends in Hospitality HRM** Industrial relations – Trade unions – Collective bargaining – Grievance handling – Discipline management – Labour legislations		**12**

	applicable to hospitality industry – POSH Act – Employee rights and responsibilities – Global Human Resource Management – Cross-cultural workforce management – Gig workforce – Remote and hybrid workforce – Sustainable HRM – Future trends in hospitality HR.	
CO	**Course Outcome**	**Bloom's Level**
CO1	Explain the concepts, strategic role, and functions of Human Resource Management in hospitality organizations.	K2
CO2	Apply human resource planning, competency mapping, recruitment, selection, and onboarding techniques for effective workforce management.	K3
CO3	Analyze employee learning, performance management, leadership development, and talent management practices in hospitality organizations.	K4
CO4	Evaluate compensation systems, HR technologies, HR analytics, employee well-being initiatives, and workplace safety practices.	K5
CO5	Design HR strategies by integrating industrial relations, labour laws, ethical practices, sustainability, diversity, and emerging global HR trends.	K6
Text Books		
1.	Dessler, G. Human Resource Management. 17th Edition, Pearson, 2024.	
2.	Armstrong, M., & Taylor, S. Armstrong's Handbook of Human Resource Management Practice. 16th Edition, Kogan Page, 2023.	
3.	P. Subba Rao. Essentials of Human Resource Management and Industrial Relations. 6th Edition, Himalaya Publishing House, 2023.	
4.	C. B. Gupta. Human Resource Management. Sultan Chand & Sons, 2024.	
Reference Books		
1.	Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. Fundamentals of Human Resource Management. 9th Edition, McGraw-Hill, 2024.	
2.	DeCenzo, D. A., Robbins, S. P., & Verhulst, S. L. Fundamentals of Human Resource Management. 13th Edition, Wiley, 2023.	
3.	Aswathappa, K. Human Resource Management: Text and Cases. 9th Edition, McGraw-Hill, 2023.	
4.	Biswajeet Pattanayak. Human Resource Management. 6th Edition, PHI Learning, 2022.	
5.	Gary Rees & Paul Smith. Strategic Human Resource Management. Sage Publications, 2023.	

CO–PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	L	M	M	L	M	L	M
CO2	H	M	M	M	M	M	M	M
CO3	H	M	M	M	M	M	L	M
CO4	H	H	M	H	L	H	L	M
CO5	H	M	M	H	L	H	M	M
CO6	H	H	H	H	M	H	M	H
Avg	**H**	**M**	**M**	**H**	**M**	**H**	**M**	**M**

SEMESTER	II	
PAPER NAME	**HOSPITALITY MARKETING**	
Course Objectives		
C1	Understand the concepts, principles, scope, and significance of marketing in the hospitality and tourism industry.	
C2	Apply strategic marketing frameworks, market segmentation, targeting, positioning, and branding strategies to hospitality organizations.	
C3	Analyze guest behaviour, customer experience, service quality, and relationship marketing for enhancing customer satisfaction and loyalty.	
C4	Develop competencies in hospitality marketing research, digital analytics, marketing information systems, and data-driven decision-making.	
C5	Design innovative hospitality marketing strategies by integrating the marketing mix, digital technologies, sustainability, AI, CRM, and emerging global trends.	
UNIT	**Details**	**Hours**
I	**Foundations of Hospitality Marketing** Nature, scope and significance of hospitality marketing – Characteristics of hospitality services – Marketing concepts and evolution – Marketing environment (micro and macro) – Hospitality marketing philosophy – Service-Dominant Logic – Market segmentation, targeting and positioning (STP) – Branding in hospitality – Sustainable and responsible hospitality marketing.	**12**
II	**Strategic Hospitality Marketing** Strategic marketing planning process – Marketing audit – Competitive analysis – Customer Value Proposition (CVP) – Hospitality branding strategies – Product life cycle in hospitality – Service differentiation – Revenue-oriented marketing – Sales forecasting – Marketing budgeting – Marketing performance measurement using KPIs and dashboards.	**12**
III	**Guest Behaviour and Relationship Marketing** Guest buying behaviour – Consumer decision-making process – Customer expectations and perceptions – Customer experience management (CEM) – Service quality (SERVQUAL) – Customer satisfaction and loyalty – Relationship marketing – Customer Relationship Management (CRM) – Online reviews and reputation management – Cultural, social and psychological influences on hospitality purchasing decisions.	**12**
IV	**Marketing Research, Digital Marketing and Analytics** Hospitality Marketing Information System (MkIS) – Marketing research process – Research design – Questionnaire design – Sampling techniques – Data collection methods – Customer feedback systems – Digital marketing – Search Engine Optimization (SEO) – Social Media Marketing – Influencer Marketing – Online Travel Agencies (OTAs) – Web analytics – AI-enabled customer analytics – Marketing metrics and dashboards.	**12**
V	**Hospitality Marketing Mix and Emerging Trends** Extended Services Marketing Mix (7Ps) – Product and service innovation	**12**

	– Pricing strategies – Distribution channels – Integrated Marketing Communication (IMC) – Advertising, sales promotion, public relations and personal selling – Mobile marketing – Experiential marketing – Green marketing – Smart hospitality technologies – AI, Chatbots, IoT, Big Data, Metaverse applications – Global hospitality marketing trends and future challenges.	
CO	**Course Outcome**	**Bloom's Level**
CO1	Explain the concepts, principles, and strategic role of marketing in hospitality organizations.	K1
CO2	Formulate marketing strategies using segmentation, targeting, positioning, branding, and competitive analysis.	K2
CO3	Analyze guest behaviour and apply customer relationship management practices to improve service quality and customer loyalty.	K3
CO4	Apply marketing research methods, digital marketing tools, and analytics for informed marketing decisions.	K4
CO5	Design integrated hospitality marketing strategies by incorporating the 7Ps, sustainability, AI, digital technologies, and global best practices.	K5
Text Book		
1	Kotler, P., Bowen, J. T., Baloglu, S., & Makens, J. C. Marketing for Hospitality and Tourism. 9th Edition, Pearson, 2024.	
2	Morrison, A. M. Marketing and Managing Tourism Destinations. Routledge, 2023.	
3	Chaturvedi, M., & Chaturvedi, R. Hospitality Marketing. Himalaya Publishing House, 2024.	
4	Sinha, P. K. Hospitality Marketing and Customer Relationship Management. Oxford University Press, 2023.	
Reference Books		
1	Lovelock, C., Wirtz, J., & Chatterjee, J. Services Marketing: People, Technology and Strategy. 9th Edition, Pearson, 2023.	
2	Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. Services Marketing: Integrating Customer Focus Across the Firm. McGraw-Hill, 2024.	
3	Kotler, P., Keller, K. L., Chernev, A., & others. Marketing Management. 16th Edition, Pearson, 2023.	
4	Tuten, T. L. Digital Marketing. Sage Publications, 2024.	
5	Chaffey, D., & Ellis-Chadwick, F. Digital Marketing: Strategy, Implementation and Practice. Pearson, 2024.	

CO–PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	L	M	L	M	M	M	M
CO2	H	M	M	M	M	M	H	M
CO3	H	H	M	M	H	M	M	M
CO4	H	H	M	M	M	M	M	M
CO5	H	H	H	M	H	M	H	M
Avg	**H**	**H**	**M**	**M**	**H**	**M**	**H**	**M**

SEMESTER		II	
PAPER NAME		**ADVANCED CULINARY ARTS (THEORY)**	
Course Objectives			
C1	To develop advanced knowledge of professional kitchen operations, food safety systems, hygiene standards, sustainability, and ethical culinary practices.		
C2	To enhance culinary skills in food preparation, ingredient selection, cooking methods, menu planning, and kitchen production management.		
C3	To develop an in-depth understanding of Indian regional cuisines, traditional culinary heritage, nutritional aspects, and contemporary adaptations.		
C4	To familiarize students with international cuisines, global culinary trends, modern cooking techniques, and cross-cultural gastronomy.		
C5	To develop knowledge of bakery and confectionery production, artisan baking, plated desserts, food innovation, and emerging culinary technologies.		
UNIT	**Details**		**Hours**
I	**Professional Kitchen Operations, Food Safety and Sustainability** Professional ethics and standards in food production – Personal hygiene and sanitation – Food Safety Management Systems (FSMS) – HACCP, GMP, GHP, FSSAI standards – Kitchen hierarchy and brigade system – Kitchen layout and workflow – Kitchen equipment and preventive maintenance – Waste management – Sustainable kitchen practices – Energy conservation – Food allergens and allergen management – Occupational health and safety.		**12**
II	**Advanced Food Preparation and Culinary Foundations** Selection, grading and storage of fruits, vegetables, meat, poultry, seafood and dairy products – Advanced knife skills and cutting techniques – Cooking methods (moist, dry and combination heat) – Egg cookery and value-added egg products – Stocks, mother sauces and derivative sauces – Soups and consommés – Garnishing techniques – Menu planning principles – Portion control – Standard recipe formulation – Food plating and presentation techniques.		**12**
III	**Indian Regional Cuisine and Culinary Heritage** Evolution of Indian cuisine – Culinary heritage and traditional food systems – Regional cuisines of North, South, East, West and North-East India – Indigenous ingredients and spices – Traditional gravies, breads, snacks, sweets and festive foods – Temple cuisine – Royal cuisines – Street food culture – Nutritional significance of regional foods – Modern presentation of Indian cuisine – Geographical Indication (GI) tagged foods.		**12**
IV	**International Cuisine and Contemporary Gastronomy** Classical and contemporary cuisines of France, Italy, Spain, Mediterranean, Mexico, China, Japan, Thailand and Middle East – International ingredients and cooking techniques – Global food cultures – Fusion cuisine – Molecular gastronomy (Introduction) – Sous-vide cooking – Contemporary plating styles – International menu planning – Culinary innovation and current global food trends.		**12**

V	**Bakery, Confectionery and Culinary Innovation** Functions of bakery ingredients – Doughs, batters and pastries – Artisan breads – Cakes, cookies and biscuits – Desserts and plated desserts – Chocolate and sugar craft (Introduction) – Frozen desserts – Healthy baking – Gluten-free and vegan bakery products – Bakery quality control – Food costing – Product innovation and entrepreneurship in bakery and confectionery.	**12**
CO	**Course Outcome**	**Bloom's Level**
CO1	Explain professional kitchen operations, food safety systems, hygiene standards, sustainability practices, and quality assurance in food production.	K2
CO2	Apply advanced culinary techniques, ingredient selection, menu planning, standard recipes, food presentation, and kitchen production management.	K3
CO3	Analyze the diversity, heritage, nutritional significance, and contemporary applications of Indian regional cuisines.	K4
CO4	Evaluate international cuisines, global culinary practices, and emerging gastronomic trends for professional food production.	K5
CO5	Design innovative bakery and confectionery products by applying baking science, quality standards, and entrepreneurial concepts.	K6
Text Book		
1	Philip, Thangam E. Modern Cookery (Vol. I & II). 7th Edition, Orient BlackSwan.	
2	Ceserani, V., & Kinton, R. Practical Cookery. Hodder Education.	
3	Wayne Gisslen. Professional Cooking. 10th Edition, Wiley.	
4	The Culinary Institute of America. The Professional Chef. Wiley.	
Reference Books		
1	Sprenger, Richard. Hygiene for Management: A Text for Food Hygiene Courses. Highfield Publications.	
2	Labensky, Sarah R., Hause, Alan M., & Martel, Priscilla A. On Cooking: A Textbook of Culinary Fundamentals. Pearson.	
3	Madhur Jaffrey. A Taste of India. Pavilion Books.	
4	The Culinary Institute of America. Baking and Pastry: Mastering the Art and Craft. Wiley.	
5	Foskett, David, Ceserani, Victor & Kinton, Ronald. The Theory of Hospitality and Catering. Hodder Education.	

CO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	M	L	M	H	M	M
CO2	H	H	M	M	M	M	M	L
CO3	H	H	M	M	M	M	M	M
CO4	H	H	M	M	M	M	M	M
CO5	H	M	M	L	H	M	H	M
Avg	H	H	M	M	M	M	M	M

SEMESTER		II
PAPER NAME		ADVANCED CULINARY ARTS –(PRACTICAL)
Course Objectives		
C1	To develop advanced practical competencies in professional food production using classical, contemporary, and sustainable culinary techniques.	
C2	To prepare authentic international and modern Indian cuisines by applying advanced cooking methods, food safety standards, and quality control practices.	
C3	To develop practical skills in menu planning, recipe standardization, food costing, portion control, and professional kitchen management.	
C4	To enhance expertise in bakery, pastry, confectionery, plated desserts, and modern culinary presentation techniques.	
C5	To foster creativity, innovation, entrepreneurship, sustainability, and professionalism in culinary operations aligned with global hospitality standards.	
UNIT	**Details**	**Hours**
I	**Professional Kitchen Operations and Advanced Culinary Techniques** Practice of professional kitchen organization and mise-en-place – Food safety, HACCP and sanitation practices – Knife skills and advanced cuts – Classical and contemporary cooking techniques (Sous-vide, poaching, roasting, grilling, braising and steaming) – Kitchen equipment handling – Ingredient quality evaluation – Sustainable kitchen and food waste management practices.	**9**
II	**International Cuisine Production** Preparation of selected dishes from French, Italian, Mediterranean, Mexican, Chinese, Japanese and Thai cuisines – Preparation of soups, appetizers, main courses and accompaniments – International sauces and garnishes – Authentic plating techniques – Fusion cuisine preparation – Evaluation of taste, texture, flavour and presentation.	**9**
III	**Modern Indian Cuisine and Culinary Innovation** Preparation of regional Indian specialties with contemporary presentation – Indian breads, gravies, rice dishes, snacks and desserts – Fusion cuisine – Molecular gastronomy demonstrations (basic level) – Healthy menu preparation – Portion control – Food plating and artistic presentation – Recipe standardization.	**9**
IV	**Menu Planning, Food Costing and Kitchen Production** Preparation of multi-course menus – Standard recipe preparation – Yield testing – Portion control – Food costing and pricing – Production planning – Buffet setup – Theme menu preparation – Kitchen workflow management – Quality assurance and customer-oriented food presentation.	**9**
V	**Advanced Bakery, Pastry and Dessert Production** Preparation of artisan breads – Cakes and pastries – Cookies and biscuits – Chocolate work – Sugar craft (basic) – Plated desserts – Frozen desserts – Cake decoration – Dessert presentation – Innovative bakery products –	**9**

	Healthy and specialty bakery items (gluten-free/vegan) – Signature product development.	
CO	**Course Outcome**	**Bloom's Level**
CO1	Demonstrate professional kitchen operations by applying food safety standards, hygiene practices, sustainable kitchen management, and advanced culinary techniques.	K3
CO2	Prepare and present authentic international cuisines using appropriate ingredients, standardized recipes, and professional plating techniques.	K3
CO3	Create contemporary Indian and fusion dishes by integrating regional culinary traditions with modern cooking and presentation methods.	K4
CO4	Develop standardized menus by applying recipe standardization, food costing, yield management, and kitchen production planning techniques.	K5
CO5	Design innovative bakery, pastry, confectionery, and plated dessert products demonstrating creativity, entrepreneurship, and professional excellence.	K6
Text Book		
1.	Philip, Thangam E. Modern Cookery (Vol. I & II). Orient BlackSwan.	
2.	Ceserani, V., & Kinton, R. Practical Cookery. Hodder Education.	
3.	Wayne Gisslen. Professional Cooking. 10th Edition, Wiley.	
4.	The Culinary Institute of America. The Professional Chef. Wiley.	
Reference Books		
1.	Bali, Parvinder S. Food Production Operations. Oxford University Press.	
2.	Gisslen, Wayne. Professional Baking. Wiley.	
3.	The Culinary Institute of America. Baking and Pastry: Mastering the Art and Craft. Wiley.	
4.	Sprenger, Richard. Food Safety and Hygiene. Highfield Publications.	
5.	Madhur Jaffrey. A Taste of India. Pavilion Books.	
6.	Labensky, Sarah R., Hause, Alan M., & Martel, Priscilla A. On Cooking: A Textbook of Culinary Fundamentals. Pearson.	
7.	National Council for Hotel Management & Catering Technology (NCHMCT). Food Production Operations Manual.	

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	H	M	L	M	H	M	M
CO2	H	H	M	M	H	M	M	M
CO3	H	H	H	M	H	M	M	M
CO4	H	H	H	M	H	M	H	M
CO5	H	M	M	L	H	M	H	M
Average	H	H	M	M	H	M	M	M

SEMESTER		II
PAPER NAME		**FINANCIAL MANAGEMENT**
Course Objectives		
C1	To equip students with foundational knowledge of finance functions and management objectives	
C2	To analyze the components of cost of capital and different types of leverage.	
C3	To explore capital structure strategies and quantitative methods for investment decisions	
C4	To understand dividend decisions, theories, and policy implications	
C5	To analyze working capital requirements and liquidity management practices.	
UNIT	**Details**	**Hours**
I	**Introduction to Financial Management** Introduction to Financial Management – Scope and objectives of Financial Management - Profit Maximization vs. Wealth Maximization - Finance Function - Organization of the Finance Function	**12**
II	**Cost of Capital and Leverage Analysis** Cost of Capital: Meaning - Cost of equity- Cost of Preference Shares- Cost of Retained Earnings, Weighted Average Cost of Capital (WACC). *(Simple Problems only)* Leverage Analysis: Meaning-Types: Operating Leverage, Financial Leverage and Combined Leverage-Factors Affecting Leverage- Merits and Limitations of Leverage *(Simple Problems only)*	**12**
III	**Capital Structure and Capital Budgeting** Capital Structure Meaning-Determinants of Capital Structure, Approaches to Capital Structure - EBIT-EPS Analysis. *(Simple Problems only)* Capital Budgeting: Nature and Scope- Techniques: NPV, Profitability Index Methods, IRR (Discounted cash flow and non-discounted cash flow including pay-back period and Accounting Rate of Return (ARR) *(Simple Problems only)*	**12**
IV	**Dividend Decisions** Dividend: Meaning and its types-Factors influencing dividend decision- Dividend payment-retention decision - Theories related to Irrelevance and Relevance of Dividend: Walter's Model, Gordon's Model, Dividend theories of irrelevance: MM Hypothesis, . *(Simple Problems only)*	**12**
V	**Working Capital Management** Working Capital Management: Concepts, Factors affecting working capital requirements, Computation of working capital requirements. *(Simple Problems only)*- Cash Management - Receivables Management and - Inventory Management - Working Capital Financing Sources of Working Capital and Implications of various Committee Reports- Financial Analytics.	**12**
Course Coverage: Theory: 60% | Problems: 40%		

CO	Course Outcome	Bloom's Level
CO1	Outline the scope and significance of financial management in business organizations.	K1
CO2	Evaluate capital structure decisions through the study of cost of capital components and operating, financial, and combined leverage.	K2
CO3	Integrate capital structure analysis and capital budgeting methods to optimize corporate financial decisions.	K3
CO4	Analyze dividend decisions using Walter's Model, Gordon's Model, the MM Hypothesis, and dividend payment–retention determinants	K4
CO5	Examine working capital management and requirement estimation for effective liquidity and financial planning.	K5
CO6	Create value-maximizing financial strategies through integrated capital investment, financing, dividend, and liquidity management decisions.	K6
Text Books		
1.	I. M. Pandey, Financial Management, Pearson Education, Latest Edition.	
2.	Prasanna Chandra, Financial Management: Theory and Practice, McGraw Hill Education, Latest Edition.	
3.	M. Y. Khan and P. K. Jain, Financial Management, McGraw Hill Education, Latest Edition.	
Reference Books		
1.	Eugene F. Brigham and Joel F. Houston, Fundamentals of Financial Management, Cengage Learning, Latest Edition.	
2.	Lawrence J. Gitman and Chad J. Zutter, Principles of Managerial Finance, Pearson Education, Latest Edition.	
3.	James C. Van Horne and John M. Wachowicz, Jr., Fundamentals of Financial Management, Pearson Education, Latest Edition.	
4.	R. P. Rustagi, Financial Management: Theory, Concepts and Problems, Taxmann Publications, Latest Edition.	
5.	S. N. Maheshwari, Financial Management: Principles and Practice, Sultan Chand & Sons, Latest Edition.	

CO–PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	L	M	M	L	M
CO2	H	H	L	L	M	M	L	M
CO3	H	H	L	M	H	M	L	M
CO4	H	H	L	L	M	M	L	M
CO5	H	H	L	M	M	M	L	M
CO6	H	H	M	M	H	M	M	H
Avg	**H**	**H**	**L**	**M**	**M**	**M**	**L**	**M**

SEMESTER		II	
PAPER NAME		**OPERATIONS RESEARCH**	
Course Objectives			
C1	To provide students with a foundation in the concepts, scope, and applications of Operations Research in management**.**		
C2	To enable students to formulate and solve Linear Programming models for decision-making		
C3	To strengthen decision-making skills through transportation, assignment, and game theory models..		
C4	To develop students' understanding of CPM, PERT, and Monte Carlo simulation techniques.		
C5	To build competency in applying sequencing models and queuing theory for operational efficiency.		
UNIT	**Details**		**Hours**
I	**Operations Research and Linear Programming** Operations Research: Meaning, Nature, Scope, Characteristics, Advantages and Limitations – Applications of Operations Research in Functional Areas of Management – Linear Programming Problem (LPP): Meaning and Assumptions – Model Formulation – Maximization and Minimization Problems – Graphical Method – Simplex Method (Theory Only) – Primal and Dual Problems.		**12**
II	**Transportation Model**: Meaning and Formulation – Initial Basic Feasible Solution (North-West Corner Method, Least Cost Method (LCM), and Vogel's Approximation Method (VAM)) – Degeneracy – Optimal Solution using MODI Method – Assignment Model: Meaning and Formulation – Simple Assignment Problem – Hungarian Method – Maximization Assignment Problem – Traveling Salesman Problem (TSP).		**12**
III	**Game Theory and Decision Theory** **Game Theory:** Meaning and Assumptions – Two-Person Zero-Sum Games – Saddle Point – Games without Saddle Points: Mixed Strategies – Dominance Method – Algebraic and Graphical Methods.**Decision Theory:** Meaning – Pay-off Table – Decision Making under Risk and Uncertainty – Decision Criteria: Maximax, Maximin, Minimax Regret (Savage), Hurwicz, and Laplace – Applications in Business Decision Making.		**12**
IV	**Network Model and Simulation** **Network Models:** Meaning and Evolution – Applications of Network Models – Time Estimates – Critical Path Method (CPM) – Program Evaluation and Review Technique (PERT) – Project Scheduling.**Simulation:** Meaning – Types of Simulation – Monte Carlo Simulation – Applications of		**12**

	Simulation in Production, Demand, Queuing, and Supply Chain Problems.	
V	**Sequencing and Waiting Line Models** **Job Shop Scheduling:** Meaning – Sequencing Problems – Johnson's Algorithm – Sequencing *N* Jobs on Two Machines – Sequencing *N* Jobs on Three Machines. **Queuing Theory (Waiting Line Models):** Meaning – Structure of a Queuing System – M/M/1 Queue with Infinite Population – Applications and Simple Problems.	**12**
80% Problems and 20% Theory		

CO	Course Outcome	Bloom's Level
CO1	Recall the nature, scope, characteristics, and applications of Operations Research in management	K1
CO2	Demonstrate the formulation and solution of Linear Programming Problems using primal and dual approaches.	K2
CO3	Implement the application of transportation, assignment, and game theory models in business scenarios.	K3
CO4	Analyze CPM and PERT networks and simulate business scenarios using Monte Carlo techniques.	K4
CO5	Apply Johnson's algorithm to solve sequencing problems involving two and three machines.	K5
CO6	Create optimal business solutions using Operations Research techniques and analytical models.	K6

Text Books

1.	J.K. Sharma (2023). Operations Research: Theory and Applications (7th Edition). Laxmi Publications.
2.	Hamdy A. Taha (2017). Operations Research: An Introduction (10th Edition). Pearson Education.
3.	V.K. Kapoor (2020). Operations Research: Concepts, Problems and Solutions. Sultan Chand & Sons.

Reference Books

1.	Kanti Swarup, P.K. Gupta & Man Mohan (2019). Operations Research. Sultan Chand & Sons.
2.	Frederick S. Hillier & Gerald J. Lieberman (2021). Introduction to Operations Research (11th Edition). McGraw Hill.
3.	H.M. Wagner (2019). Principles of Operations Research (2nd Edition). Prentice Hall.
4.	Prem Kumar Gupta & D.S. Hira (2021). Operations Research. S. Chand Publishing.
5.	Wayne L. Winston (2022). Operations Research: Applications and Algorithms (4th Edition). Cengage Learning.

CO–PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	L	L	L	L	M
CO2	M	H	L	L	L	L	L	H
CO3	M	H	L	L	M	L	L	H
CO4	M	H	L	M	M	L	L	H
CO5	M	H	L	L	M	L	L	H
CO6	M	H	M	M	H	L	M	H
Avg	**M**	**H**	**L**	**L**	**M**	**L**	**L**	**H**

SEMESTER	II	
PAPER NAME	**FOOD AND BEVERAGE SERVICE (THEORY)**	
Course Objectives		
C1	To develop comprehensive knowledge of food and beverage service operations, service standards, and hospitality management practices.	
C2	To enable students to apply purchasing, inventory, storage, and material management techniques for efficient food and beverage operations.	
C3	To develop competencies in menu planning, food and beverage costing, budgeting, revenue management, and operational control.	
C4	To understand beverage operations, bar management, customer service excellence, quality assurance, and legal compliance in hospitality establishments.	
C5	To familiarize students with digital technologies, sustainability practices, food safety regulations, and emerging trends in food and beverage management.	
UNIT	**Details**	**Hours**
I	**Foundations of Food and Beverage Service Management** Nature, scope and importance of Food & Beverage (F&B) Service – Classification of food service establishments – Organization of F&B department – Restaurant organization and staffing – Types of service (Table, Buffet, Banquet, Room Service and Specialty Service) – Service etiquette and customer experience – Food safety, hygiene, HACCP, FSSAI regulations – Purchasing procedures – Standard purchase specifications – Vendor selection – Sustainable procurement practices.	**12**
II	**Materials Management, Inventory Control and Menu Planning** Receiving, storing and issuing procedures – Store layout and storage systems – Inventory management – Bin cards, perpetual inventory and stock verification – Par stock levels – ABC and FIFO inventory methods – Menu planning principles – Menu types – Nutritional menu planning – Menu design – Menu pricing – Sustainable menu planning – Digital menu systems.	**12**
III	**Food Cost Control and Beverage Operations** Standard recipes – Portion control – Yield management – Food and beverage costing – Cost-volume-profit analysis – Forecasting demand – Pricing strategies – Beverage production systems – Alcoholic and non-alcoholic beverages – Beverage service standards – Banquet operations – Catering systems – Waste reduction and sustainable food production practices.	**12**
IV	**Bar Management, Budgeting and Menu Engineering** Bar organization and operations – Beverage inventory management – Wine and beverage lists – Cellar management – Bar stock control – Beverage cost analysis – Budget preparation – Menu engineering – Sales mix analysis – Profitability analysis – Revenue optimization – Prevention of pilferage and fraud – Internal control systems – Legal and ethical issues in beverage service.	**12**
V	**Revenue Management, Technology and Emerging Trends** Labour scheduling and productivity standards – Restaurant revenue management – POS systems – Restaurant Management Information Systems (RMIS) – Digital payment systems – Customer Relationship Management (CRM) – AI	**12**

	and automation in food service – Online food delivery platforms – Sustainability and green restaurant practices – Food waste management – Smart restaurants – Global trends in food and beverage service.	
CO	**Course outcomes**	**Bloom's Level**
CO1	Explain food and beverage service operations, purchasing procedures, food safety standards, and hospitality service management practices.	K2
CO2	Apply inventory management, purchasing, storage, menu planning, and material control techniques for efficient food service operations.	K3
CO3	Analyze food and beverage costing, forecasting, pricing strategies, and operational controls to improve organizational profitability.	K4
CO4	Evaluate bar operations, budgeting, beverage management, menu engineering, and internal control systems for effective decision-making.	K5
CO5	Design technology-enabled, sustainable, and customer-focused food and beverage service strategies aligned with emerging hospitality industry trends.	K6
Text Books		
1	Andrews, S. Food and Beverage Service. 9th Edition, Hodder Education, 2022.	
2	Cousins, J., Lillicrap, D., & Weekes, S. Food and Beverage Service. 10th Edition, Hodder Education, 2022.	
3	Ninemeier, J. D. Management of Food and Beverage Operations. 7th Edition, American Hotel & Lodging Educational Institute (AHLEI), 2019.	
4	Dittmer, P. R., & Keefe, J. D. Principles of Food, Beverage, and Labor Cost Controls. 10th Edition, Wiley.	
Reference Books		
1	Miller, J. E., Hayes, D. K., & Dopson, L. R. Food and Beverage Cost Control. 7th Edition, Wiley, 2021.	
2.	Roday, S., Biwal, A., & Joshi, V. Food and Beverage Service Operations. Oxford University Press, 2019.	
3.	National Restaurant Association. ManageFirst: Purchasing, Inventory and Cost Control. Pearson, 2022.	
4.	Walker, J. R. The Restaurant: From Concept to Operation. Wiley, 2022.	
5.	Kasavana, M. L., & Smith, D. I. Restaurant Information Systems. AHLEI.	
6	FSSAI. Food Safety and Standards Regulations and Guidance Manuals.	
7	AHLEI. Managing Food and Beverage Operations. American Hotel & Lodging Educational Institute.	

CO-PO MAPPING:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	L	L	L	L	M
CO2	M	H	M	L	M	L	L	H
CO3	M	H	M	M	M	L	L	H
CO4	M	H	L	M	H	L	L	H
CO5	M	H	M	M	H	L	M	H
Average	**M**	**H**	**M**	**L**	**M**	**L**	**L**	**H**

SEMESTER	II	
PAPER NAME	**FOOD AND BEVERAGE SERVICE (PRACTICAL)**	
Course Objectives		
C1	To develop practical skills in handling food and beverage service equipment and table setup techniques.	
C2	To provide hands-on training in service procedures, napkin folding, tray handling, and service manipulation.	
C3	To enhance students' competency in menu planning, menu compilation, and food and wine pairing.	
C4	To familiarize students with breakfast, high-tea, and banquet service arrangements in hospitality establishments.	
C5	To develop practical knowledge of banquet planning, booking procedures, and function prospectus preparation.	
UNIT	**Details**	**Hours**
I	Food & Beverage Service Equipment and Basic Service Skills Identification and familiarization of food and beverage service equipment Laying and relaying of tablecloth Carrying heavy trays and salvers safely and efficiently Manipulation techniques (holding and using service spoon and service fork)	**9**
II	Table Setup and Service Techniques Various styles of napkin folding Setting a continental breakfast cover Setting an English breakfast cover Setting a high-tea cover Standards of table setup and presentation	**9**
III	Menu Planning and Wine Pairing Principles of menu compilation Wine pairing with different courses Planning a seven-course French menu Planning a table d'hôte menu for Oriental cuisine Planning an à la carte menu for Indian cuisine	**9**
IV	Banquet Layout and Function Planning Banquet table layouts and seating arrangements Banquet styles and seating plans Planning banquet room setup for different occasions Coordination of banquet service operations	**9**
V	Banquet Booking and Documentation Banquet booking procedures Preparation and use of banquet booking forms and formats Preparation of banquet function prospectus Practical applications of banquet planning and event coordination	**9**
CO	**Course outcomes**	**Bloom's Level**

CO1	Identify and effectively use food and beverage service equipment while demonstrating standard service techniques.	K1
CO2	Perform professional table setup, breakfast cover layouts, napkin folding, and service manipulation according to industry standards.	K2
CO3	Plan and compile menus with appropriate wine pairings for various cuisines and service styles.	K3
CO4	Organize banquet layouts, seating arrangements, and service operations for different hospitality events.	K4
CO5	Demonstrate competency in banquet booking procedures, documentation, and function prospectus preparation for professional event management.	K5
Text Books		
1.	Singaravelavan, R. (2021). Food and Beverage Service. Oxford University Press.	
2.	Sudhir Andrews. (2021). Hotel Front Office Training Manual and Food & Beverage Service Manual. Tata McGraw-Hill.	
3.	Roday, S., Biwal, A., & Joshi, V. (2019). Food and Beverage Service Operations. Oxford University Press.	
Reference Books		
1.	Lillicrap, D., Cousins, J., & Smith, R. (2019). Food and Beverage Service (9th ed.). Hodder Education.	
2	Ninemeier, J. D. (2019). Management of Food and Beverage Operations (7th ed.). American Hotel & Lodging Educational Institute (AHLEI).	
3.	Kasavana, M. L., & Smith, D. I. (2017). Food and Beverage Management. American Hotel & Lodging Educational Institute (AHLEI).	
4.	Walker, J. R. (2021). The Restaurant: From Concept to Operation (10th ed.). Wiley.	
5.	Bardi, J. A. (2020). Hotel Front Office Management (6th ed.). Wiley. (Useful for banquet coordination and event management.)	

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	H	L	M	L	L	M
CO2	M	H	H	L	M	L	L	H
CO3	M	H	M	M	M	L	L	H
CO4	M	H	M	M	H	L	L	H
CO5	M	H	M	M	H	L	M	H
Average	**M**	**H**	**H**	**M**	**M**	**L**	**L**	**H**

SEMESTER		II	
PAPER NAME		SOFT SKILLS II – COMPUTING SKILLS FOR HOTEL MANAGERS	
Course Objectives			
C1	To create awareness and understanding on the basic functions of MS Excel		
C2	To elucidate the students on the various advanced functions of MS Excel		
C3	To educate the students on MS Access and its application in database management		
C4	To enable the students to understand the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs		
C5	To enable the students learn the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing.		
UNIT	**Details**		**Hours**
I	MS Excel – Basic Functions - Workbook – Building – modifying - navigating; Worksheet – Auto fill copying and moving cells, inserting and deleting rows, printing; Formulas and functions-Troubleshooting formulas, Functions and its forms like database, reference, Databases – creating, sorting filtering and linking.		**6**
II	MS Excel Advanced Functions – Vlookup – Hlookup – Charts – Count - Countif – Sum - Sumif – Product – Sumproduct. Functions: Mathematical - Financial - logic – Text - Statistical		**6**
III	MS Access – Components, creating a database and project, import and exporting, customizing; Tables – creating and setting fields; Queries – types, creating, wizards – Reports – creating and layout.		**6**
IV	Cloud based apps – Google Drive, Google Sheets, Google Docs		**6**
V	Cloud based apps - Google Forms, Google Slides – Google Cloud Print		**6**
CO	**Course Outcome**		**Bloom's Level**
CO1	Have awareness and understanding on the basic functions of MS Excel		K1
CO2	Know the advanced functions of MS Excel		K2
CO3	Possess knowledge on MS Access and its application in database management		K3

CO4	Understand and possess knowledge on the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs	K4
CO5	Understand and be aware of the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing.	K5
Text Books		
1.	Lambert, J. (2022). Microsoft Access 365 Step by Step. Microsoft Press.	
2.	Wempen, F. (2021). Teach Yourself VISUALLY Microsoft 365. Wiley.	
Reference Books		
1.	Walkenbach, J. (2019). Excel 2019 Bible. Wiley.	
2.	Alexander, M., & Kusleika, D. (2022). Microsoft Excel 365 Bible. Wiley.	
3.	Pratt, P. J., & Last, M. Z. (2018). Concepts of Database Management (9th ed.). Cengage Learning.	
4.	Google Cloud. (2024). Google Workspace Learning Center. Google.	
5.	Joan Lambert & Curtis Frye. (2022). Microsoft Office 365: Step by Step. Microsoft Press.	

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	L	H	M	L	M
CO2	H	H	M	M	H	M	L	M
CO3	M	H	M	M	H	M	M	M
CO4	M	H	H	M	H	M	H	H
CO5	M	H	H	M	H	M	H	H
Avg	**H**	**H**	**M**	**M**	**H**	**M**	**M**	**M**

SEMESTER	III	
PAPER NAME	**INFORMATION SYSTEM FOR BUSINESS**	
Course Objectives		
C1	To enable students to understand the fundamentals of information system and its role of information in managerial decision making	
C2	To throw light on fundamentals of information systems like TPS, DSS, and EIS.	
C3	To manage system applications and data to best support functional areas of business	
C4	To provide insights in securely managing database and information using the process of	
C5	To elucidate the need and importance of ERP, its selection and implementation in workplace	
UNIT	**Details**	**Hours**
I	Introduction to information system-The management, structure and activities- Information needs and sources-Types of management decisions and information need. System classification Elements of system, input, output, process and feedback.	**12**
II	Transaction Processing information system, Office Automation System (OAS) - Knowledge workers System(KWS); MIS; Information system for managers, Intelligence information system –Decision support system-Executive information systems.	**12**
III	Functional Management Information System: Production / Operations Information system, Marketing Information Systems, Accounting Information system, Financial Information system, Human resource Information system.	**12**
IV	System Analysis and Design: The work of a system analyst- SDLC-System design – AGILE Model – Waterfall Model – Spiral Model – Iterative and Incremental Model - RAD Model - Requirement analysis-Data flow diagram, relationship diagram, design- Implementation-Evaluation and maintenance of MIS, Database System: Overview of Database- Components-advantages and disadvantages of database; Data Warehousing and Data Mining; Business Intelligence; Artificial Intelligence; Expert System; Big Data; Cyber Safety and Security-Cryptography; RSA Model of Encryption; Data Science - Block Chain Technology; E-commerce and E-Business models; IOT - RFID.	**12**
V	Enterprise Resource Planning (ERP) System, Benefits of the ERP, ERP how different from conventional packages , Need for ERP , ERP components , Selection of ERP Package, ERP implementation, Customer Relationship management. Organisation & Types, Decision Making, Data & information, Characteristics & Classification of information, Cost &value of information, various channels of information and MIS; Information system audit and control – E-Governance.	**12**
CO	**Course Outcome**	**Bloom's Level**

CO1	Learn the importance of data and information in managerial decision making.	K1
CO2	Possess on the various IS and the its relevance to Organizational environment	K2
CO3	Understand the application of IS on the various functions like Accounting, Finance, Marketing, Operations and HR	K3
CO4	To study the various models and new technologies	K4
CO5	Be exposed on the importance of selecting the appropriate ERP and its implementation	K5

Text Books	
1.	Laudon, K. C., & Laudon, J. P. (2024). Management Information Systems: Managing the Digital Firm (18th ed.). Pearson.
2.	O'Brien, J. A., & Marakas, G. M. (2019). Management Information Systems (11th ed.). McGraw-Hill Education.
3.	Jawadekar, W. S. (2017). Management Information Systems: Text and Cases (5th ed.). McGraw-Hill Education.
Reference Books	
1.	Azam, M., Management Information System, McGrawHill Education, 2012
2.	Laudon, K., Laudon, J. and Dass, R., Management Information Systems – Managing the Digital Firm, 11th Edition, Pearson, 2010.
3.	Murdick, R.G., Ross, J.E. and Claggett, J.R., Information Systems for Modern Management, 3rd Edition, PHI, 2011.
4.	O'Brien, J.A., Morakas, G.M. and Behl, R., Management Information Systems, 9th Edition, Tata McGraw-Hill Education, 2009.
5.	Saunders, C.S. and Pearson, K.E., Managing and Using Information Systems, 3rd
6.	Stair, R. and Reynolds, G., Information Systems, 10th Edition, Cengage Learning,2012.

CO-POMapping

CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	H	M	L	L	M	M	L	M
CO2	H	H	M	M	H	M	M	M
CO3	H	H	H	M	H	M	M	H
CO4	M	H	H	H	H	M	H	H
CO5	H	H	H	M	H	M	H	H
Avg	**H**	**H**	**M**	**M**	**H**	**M**	**M**	**H**

SEMESTER		III	
PAPER NAME		INTERNATIONAL BUSINESS	
Course Objectives			
C1	To familiarize students with the fundamentals of international business and globalization..		
C2	To analyze the environmental forces influencing international business decisions.		
C3	To explain international trade concepts, market expansion strategies.		
C4	To examine the strategies adopted by MNCs in global business operations.		
C5	To explore emerging trends in digital globalization, ESG practices, and India's role in global value chains		
UNIT	Details		Hours
I	**Foundations of International Business:** Introduction to International Business: Meaning, Scope, Importance, and Distinction between Domestic and International Business – Globalization and Internationalization: Drivers, Stages, and EPRG Framework (Ethnocentric, Polycentric, Regiocentric, and Geocentric Orientations) – Multinational Corporations (MNCs): Meaning, Characteristics, Types, Motivations, Role, and Ethical Issues – Theories of International Trade: Mercantilism, Absolute Advantage, Comparative Advantage, Heckscher–Ohlin Theory, International Product Life Cycle Theory, and Porter's Diamond Model.		**12**
II	**International Business Environment and Market Entry:** International Business Environment: Socio-Cultural, Political, Legal, Economic, Technological, and Ecological Factors influencing Global Business – Hofstede's Cultural Dimensions and Cross-Cultural Business Challenges – Regional Economic Integration: Free Trade Area, Customs Union, Common Market, and Economic Union with reference to USMCA, ASEAN, European Union (EU), and SAARC – International Market Selection and Entry Strategies: Exporting, Licensing, Franchising, Joint Ventures, Wholly Owned Subsidiaries, and Strategic Alliances – Trade Barriers: Tariff and Non-Tariff Barriers and their impact on International Trade.		**12**
III	**International Marketing Decisions and MNC Strategy:** International Marketing Decisions: Branding, Packaging, and Pricing Strategies in Global Markets – Standardization versus Adaptation, Country-of-Origin Effect, Global and Local Branding, and Cross-Cultural Packaging Considerations – International Pricing: Factors Influencing Pricing, Price Escalation, and Pricing Strategies – Transfer Pricing, Dumping, and Countertrade: Concepts, Types, and Managerial Implications – MNC Organizational Structures and Global Strategies: International, Global, Geographic, and Matrix Structures; Global, Multidomestic, and Transnational Strategies – Corporate Governance, Grey Markets, and Parallel Imports.		**12**
IV	**International Institutions and Trade Governance:** International Financial Institutions: International Monetary Fund (IMF) and World Bank Group—Objectives, Functions, Structure, Major Institutions (IBRD, IDA, IFC, MIGA, and ICSID), and India's Role – Global Trade Governance: Evolution of GATT and WTO, Objectives, Structure, Functions, and Major WTO Agreements (GATS, TRIPS, and TRIMs) – WTO Dispute Settlement Mechanism, Contemporary Challenges, and India's Position in the Global Trading System.		**12**
V	**Emerging Trends in Global Business:** Emerging Trends in Global Business: Digital Globalization, Cross-Border E-Commerce, Platform-Based Business Models, and Global Value Chains (GVCs) – Born-Global Firms and SME Internationalization – Geopolitical Risks, Trade Wars, Supply Chain		**12**

	Disruptions, De-globalization, and Emerging Trade Blocs (BRICS and RCEP) – Sustainability, ESG, Green Supply Chains, and Corporate Social Responsibility (CSR) in International Business – India's Role in Global Business: *Make in India*, Production Linked Incentive (PLI) Scheme, and Global Value Chains – Future Trends: Artificial Intelligence, Digital Currencies, and Evolving Global Business Environment.	
CO	**Course Outcome**	**Bloom's Level**
CO1	Identify fundamental concepts, globalization drivers, EPRG orientations, MNC types, trade theories, and international institutions.	K1
CO2	Explain the impact of global environmental forces, regional integration agreements, and international institutions on international business.	K2
CO3	Use international business concepts to address challenges in emerging market contexts	K3
CO4	Evaluate MNC strategies related to international marketing, pricing decisions, and global competitiveness	K4
CO5	Assess the impact of global trade regulations and international financial institutions on the global business environment.	K5
CO6	Formulate strategies for global market expansion considering trade policies, MNC practices, and emerging opportunities.	K6
Text Books		
1.	Charles W. L. Hill (2023). International Business: Competing in the Global Marketplace. McGraw Hill Education.	
2.	Palanivelu, V. R., Sowndharya, K. S., Ravi, S., & Uma Maheswari, S. (2026). International Business. First Edition. Mumbai: Himalaya Publishing House.	
3.	Rakesh Mohan Joshi (2020). International Business. Oxford University Press.	
Reference Books		
1.	John D. Daniels, Lee H. Radebaugh, Daniel P. Sullivan & Prashant Salwan (2022). International Business: Environments and Operations. Pearson Education.	
2.	K. Aswathappa (2021). International Business. McGraw Hill Education.	
3.	Francis Cherunilam (2020). International Business: Text and Cases. PHI Learning.	
4.	P. Subba Rao (2021). International Business: Text and Cases. Himalaya Publishing House.	
5.	Sumati Varma (2020). International Business. Pearson Education.	
6.	R. L. Varshney & B. Bhattacharyya (2019). International Marketing Management. Sultan Chand & Sons.	

CO–PO Mapping

CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	H	L	L	M	M	M	H	M
CO2	H	M	L	M	M	M	H	M
CO3	H	H	M	M	H	M	H	M
CO4	H	H	M	H	M	M	H	M
CO5	H	M	M	M	M	H	H	M
CO6	H	H	H	H	H	M	H	H
Avg	**H**	**M**	**M**	**M**	**M**	**M**	**H**	**M**

SEMESTER	III	
PAPER NAME	**ECO-TOURISM**	
Course Objectives		
C1	To provide a comprehensive understanding of the concepts, principles, and significance of ecotourism in sustainable tourism development.	
C2	To develop knowledge of biodiversity conservation, protected area management, and community participation in ecotourism.	
C3	To analyze ecotourism planning, policy frameworks, environmental impact assessment, and destination management.	
C4	To examine the role of hospitality organizations, government agencies, and local communities in promoting responsible tourism.	
C5	To familiarize students with emerging trends, technology, and best practices in ecotourism management at national and international levels.	
UNIT	**Details**	**Hours**
I	**Introduction to Ecotourism** Concept, meaning, and evolution of ecotourism-Principles and characteristics of ecotourism-Types of ecotourism -Sustainable tourism and responsible tourism-Ecotourism resources and attractions-Global and Indian perspectives on ecotourism-Role of ecotourism in economic and environmental development	**12**
II	**Biodiversity Conservation and Protected Area Management** Biodiversity and ecosystem Conservation-National parks, wildlife sanctuaries, biosphere reserves, and marine protected Areas-Environmental legislation related to Ecotourism-Carrying capacity and visitor Management-Community-based Ecotourism-Indigenous communities and cultural heritage Conservation-Role of NGOs and government agencies in ecotourism	**12**
III	**Ecotourism Planning and Destination Management** Ecotourism planning Process-Destination planning and Development-Environmental Impact Assessment (EIA)-Ecotourism infrastructure and Facilities-Interpretation centres and visitor Education-Risk management and safety Practices-Ecotourism marketing strategies	**12**
IV	**Hospitality and Ecotourism Operations** Eco-lodges and sustainable Accommodation-Green Hotel Practices-Waste management and resource Conservation-Renewable energy applications in Hospitality-Ecotourism Entrepreneurship-Quality standards and certification in Ecotourism-Case studies of successful ecotourism destinations.	**12**
V	**Emerging Trends and Future of Ecotourism** Digital technologies in Ecotourism-Climate change and sustainable destination Management-Carbon footprint reduction Strategies-Responsible tourist behavior-Rural tourism and agri- tourism-	**12**

	Wellness and nature-based tourism-Future trends and innovations in ecotourism.	
CO	**Course outcomes**	**Bloom's Level**
CO1	Explain the concepts, principles, and significance of ecotourism and sustainable tourism in hospitality management.	K1
CO2	Explain the concepts, principles, and significance of ecotourism and sustainable tourism in hospitality management.	K2
CO3	Apply ecotourism planning, destination management, and environmental assessment techniques for sustainable tourism development.	K3
CO4	Analyze sustainable hospitality practices, eco-lodge operations, green initiatives, and ecotourism entrepreneurship.	K4
CO5	Assess emerging trends, technological innovations, and policy initiatives for promoting responsible and sustainable ecotourism.	K5
Text Books		
1	Newsome, D., Moore, S. A., & Dowling, R. K. (2019). *Natural Area Tourism: Ecology, Impacts and Management* (3rd ed.). Channel View Publications	
2	Honey, M. (2008). *Ecotourism and Sustainable Development: Who Owns Paradise?* (2nd ed.). Island Press.	
3	Weaver, D. (2019). *Ecotourism* (2nd ed.). Wiley.	
Reference Books		
1	Tiwari, S. K., & Upadhyay, A. (2018). *Ecotourism and Sustainable Development in India*. New India Publishing Agency.	
2	Eagles, P. F. J., McCool, S. F., & Haynes, C. D. (2018). *Sustainable Tourism in Protected Areas: Guidelines for Planning and Management*. IUCN.	
3	Goeldner, C. R., & Ritchie, J. R. B. (2019). *Tourism: Principles, Practices, Philosophies* (13th ed.). Wiley.	
4	Holloway, J. C., Humphreys, C., & Davidson, R. (2019). *The Business of Tourism* (11th ed.). Pearson	
5	Ministry of Tourism, Government of India. *Ecotourism Guidelines and Sustainable Tourism Criteria* (latest available edition).	

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	L	L	M	H	M
CO2	M	H	M	M	L	H	H	M
CO3	M	H	H	H	M	M	H	H
CO4	M	H	M	M	H	M	H	H
CO5	M	H	M	H	H	M	H	H
Average	**M**	**H**	**M**	**M**	**M**	**M**	**H**	**H**

SEMESTER	III	
PAPER NAME	**HOSPITALITY MANAGEMENT**	
Course Objectives		
C1	To develop a comprehensive understanding of hospitality management principles, hotel operations, and service excellence in the global hospitality industry.	
C2	To provide knowledge of front office, housekeeping, food and beverage, accommodation, and guest relationship management practices.	
C3	To develop competencies in hotel operations, revenue management, quality assurance, digital transformation, and sustainable hospitality practices.	
C4	To enhance managerial, leadership, communication, analytical, and problem-solving skills required for hospitality organizations.	
C5	To familiarize students with emerging technologies, innovation, entrepreneurship, risk management, and global trends shaping the future of the hospitality industry.	
UNIT	**Details**	**Hours**
I	**Foundations of Hospitality Management** Nature, scope and evolution of hospitality industry – Hospitality ecosystem – Classification of hotels, resorts and alternative accommodations – Organizational structure – Hotel ownership and management contracts – Chain and franchise operations – Service quality – Hospitality ethics – Sustainable hospitality – ESG practices – Government policies – E-Hospitality – Hospitality 5.0 – Current trends and challenges in the global hospitality industry.	**12**
II	**Front Office Operations and Guest Experience Management** Front office organization – Reservation systems – Registration and room assignment – Check-in and check-out procedures – Concierge services – Guest accounting – Night audit – Property Management System (PMS) – Customer Relationship Management (CRM) – Complaint handling – Service recovery – Communication skills – Guest experience management – Online reputation management.	**12**
III	**Housekeeping and Accommodation Management** Housekeeping organization and functions – Room division management – Linen, laundry and uniform management – Cleaning science and sanitation – Inventory control – Room inspection – Interior decoration – Facility management – Preventive maintenance – Energy conservation – Green housekeeping – Occupational health and safety – Coordination with engineering, front office and food & beverage departments	**12**
IV	**Food & Beverage Operations Management** Food production and service operations – Restaurant organization – Kitchen planning – Menu planning and engineering – Beverage operations – Catering and banquet management – Food safety and HACCP – FSSAI regulations – Inventory and cost control – Revenue generation – Restaurant marketing – Customer service excellence – Sustainable food service practices	**12**
V	**Strategic Hospitality Management and Emerging Trends** Hotel performance measurement (Occupancy Rate, ADR, RevPAR, GOPPAR) – Revenue and yield management – Hospitality analytics – Digital marketing – Artificial Intelligence (AI) – Internet of Things (IoT) – Smart hotels – Customer experience management – Risk and crisis	**12**

	management – Hospitality entrepreneurship – Innovation – Sustainable tourism – Global hospitality trends and future opportunities	
CO	**Course outcomes**	**Bloom's Level**
CO1	Explain the concepts, structure, operational functions, and strategic role of the hospitality industry.	K2
CO2	Apply front office, guest relationship management, and accommodation management practices to enhance customer satisfaction and operational efficiency.	K3
CO3	Analyze housekeeping operations, facility management, and sustainable accommodation practices for effective hotel management.	K4
CO4	Evaluate food and beverage operations, menu engineering, cost control, and quality management practices in hospitality organizations.	K5
CO5	Design strategic hospitality solutions by integrating revenue management, digital technologies, sustainability, innovation, and emerging global hospitality trends.	K6
Text Books		
1.	Walker, J. R. Introduction to Hospitality Management. 9th Edition, Pearson, 2024.	
2.	Rutherford, D. G., & O'Fallon, M. J. Hotel Management and Operations. 6th Edition, Wiley, 2023.	
3.	Kasavana, M. L., & Brooks, R. M. Managing Front Office Operations. American Hotel & Lodging Educational Institute (AHLEI), Latest Edition.	
Reference Books		
1.	Andrews, S. Hotel Front Office: A Training Manual. Tata McGraw-Hill.	
2.	Hayes, D. K., Ninemeier, J. D., & Miller, A. A. Hotel Operations Management. Pearson.	
3.	Bardi, J. A. Hotel Front Office Management. Wiley.	
4.	Andrews, S. Food and Beverage Service Training Manual. Tata McGraw-Hill.	
5.	Jones, P. Introduction to Hospitality Operations. Cengage Learning.	

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	L	L	M	H	M
CO2	M	H	M	M	L	H	H	M
CO3	M	H	H	H	M	M	H	H
CO4	M	H	M	M	H	M	H	H
CO5	M	H	M	H	H	M	H	H
Average	**M**	**H**	**M**	**M**	**M**	**M**	**H**	**H**

SEMESTER	II	
PAPER NAME	**NMEC – TOURISM AND HOSPITALITY MANAGEMENT**	
Course Objectives		
C1	To understand the concepts and scope of tourism and hospitality management.	
C2	To familiarize students with tourism products, destinations, and hospitality operations.	
C3	To develop knowledge of hotel, travel, and tourism service management.	
C4	To understand marketing, customer service, and sustainable tourism practices.	
C5	To prepare students for managerial roles in tourism and hospitality industries.	
UNIT	**Details**	**Hours**
I	**Introduction to Tourism and Hospitality** Concept, nature, and scope of tourism and hospitality management; components of tourism; tourism system; types of tourism (domestic, international, inbound, outbound, medical, eco, heritage, adventure, rural); hospitality industry structure; tourism organizations; role of tourism in economic development; employment generation; current trends in the tourism and hospitality industry.	**9**
II	**Tourism Products and Hospitality Operations** Tourism products and destination management; attractions and tourism resources; accommodation industry; hotel classification; front office operations; housekeeping management; food and beverage services; travel agencies; tour operators; transport services; quality service standards in hospitality operations.	**9**
III	**Hospitality Marketing and Customer Relationship Management** Marketing concepts in tourism and hospitality; tourism marketing mix; destination branding; digital marketing; customer satisfaction; service quality; customer relationship management (CRM); online travel agencies; revenue management; pricing strategies; promotional tools and hospitality sales management.	**9**
IV	**Sustainable Tourism and Hospitality Management** Sustainable tourism concepts; eco-tourism; responsible tourism; heritage tourism; environmental management; green hotels; waste management; corporate social responsibility; ethical issues; government policies; tourism planning and destination sustainability; community participation in tourism development.	**9**
V	**Emerging Trends in Tourism and Hospitality** Technology in hospitality; smart tourism; artificial intelligence; hospitality information systems; event and convention management; medical tourism; wellness tourism; entrepreneurship opportunities; crisis and risk management; future challenges and career opportunities in tourism and hospitality management.	**9**
CO	**Course outcomes**	**Bloom's Level**
CO1	Explain the concepts, components, and importance of tourism and hospitality management.	K1

CO2	Analyze tourism products, destination management, and hospitality services.	K2
CO3	Apply marketing and customer relationship strategies in tourism and hospitality organizations.	K3
CO4	Evaluate sustainable tourism practices and emerging trends in the hospitality industry.	K4
CO5	Demonstrate managerial and decision-making skills for tourism and hospitality operations.	K5
Text Books		
1.	Negi, J., Hospitality and Tourism Management, S. Chand Publications.	
2.	Bhatia, A. K., Tourism Development: Principles and Practices, Sterling Publishers.	
3.	Walker, J. R., Introduction to Hospitality Management, Pearson Education	
Reference Books		
1.	Cooper, C., Fletcher, J., Gilbert, D., & Wanhill, S., Tourism: Principles and Practice, Pearson.	
2.	Kotler, P., Bowen, J., & Makens, J., Marketing for Hospitality and Tourism, Pearson.	
3.	Goeldner, C. R., & Ritchie, J. R. B., Tourism: Principles, Practices and Philosophies, Wiley.	
4.	Kasavana, M. L., & Brooks, R. M., Managing Front Office Operations, AHLEI	
5.	Andrews, S., Hotel Housekeeping Training Manual, Tata McGraw-Hill.	

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	L	L	L	L	M
CO2	H	H	M	M	M	L	L	M
CO3	H	H	M	M	M	M	L	M
CO4	H	M	H	M	L	M	H	M
CO5	H	H	M	H	M	M	M	H
Average	**H**	**H**	**M**	**M**	**M**	**M**	**L**	**M**

SEMESTER		III
PAPER NAME		TRAVEL AND TOURISM MANAGEMENT (ELECTIVE)
Course Objectives		
C1	To develop a comprehensive understanding of the concepts, structure, and significance of the travel, tourism, and hospitality industry in the global economy.	
C2	To provide knowledge of tourism products, destination management, travel operations, transportation systems, and tourism planning.	
C3	To develop competencies in tourism marketing, digital tourism, customer experience management, and sustainable destination development.	
C4	To enable students to apply managerial, analytical, and strategic decision-making skills in travel agencies, tour operations, and tourism enterprises.	
C5	To familiarize students with emerging technologies, entrepreneurship, smart tourism, sustainable tourism, and future trends in the global tourism industry.	
UNIT	**Details**	**Hours**
I	**Foundations of Travel and Tourism Management** Concept, nature and scope of travel and tourism – Evolution of tourism – Tourism system and components – Types of tourism (Leisure, Business, MICE, Cultural, Medical, Wellness, Adventure, Rural and Religious Tourism) – Tourism demand and supply – Economic, social and cultural impacts of tourism – National and international tourism organizations – Government policies – Tourism industry structure and current trends	**12**
II	**Tourism Products and Destination Management** Tourism products and experiences – Natural, cultural and heritage attractions – Destination Life Cycle – Destination planning and development – Tourist motivation and behaviour – Destination branding – Visitor management – Heritage tourism – Ecotourism – Community-based tourism – Sustainable destination management – UNESCO World Heritage Sites – Destination competitiveness	**12**
III	**Travel Agency, Tour Operations and Transportation Management** Functions of travel agencies and tour operators – Tour packaging and itinerary planning – Reservation systems (CRS/GDS) – Travel documentation – Passport, Visa and travel insurance – Air, rail, road, cruise and inland water transport – Airline ticketing – MICE tourism – Tour costing and pricing – Customer service management – Travel entrepreneurship	**12**
IV	**Tourism Marketing and Hospitality Management** Tourism marketing concepts – Market segmentation, targeting and positioning – Consumer behaviour – Tourism branding – Digital marketing – Social media marketing – Online Travel Agencies (OTAs) – Customer Relationship Management (CRM) – Service quality – Tourism planning – Revenue management – Hospitality integration – Tourism analytics – E-tourism and smart destination management	**12**
V	**Sustainable Tourism and Emerging Trends** Sustainable tourism principles – Responsible tourism – Environmental, economic and socio-cultural sustainability – Green tourism – Climate	**12**

	change and tourism – Smart tourism – Artificial Intelligence (AI), Big Data and IoT in tourism – Medical tourism – Wellness tourism – Adventure tourism – Rural tourism – Space tourism – Crisis and risk management – Future opportunities in global tourism	

CO	**Course outcomes**	**Bloom's Level**
CO1	Explain the concepts, structure, significance, and economic contribution of the travel and tourism industry.	K2
CO2	Analyze tourism products, destination management practices, and tourist behaviour for sustainable tourism development.	K3
CO3	Apply travel agency operations, tour planning, reservation systems, transportation management, and travel documentation procedures.	K4
CO4	Evaluate tourism marketing strategies, digital tourism platforms, customer relationship management, and destination branding techniques.	K5
CO5	Design sustainable and technology-enabled tourism solutions by integrating smart tourism, entrepreneurship, and emerging global tourism trends.	K6

Text Books	
1.	Goeldner, C. R., & Ritchie, J. R. B. Tourism: Principles, Practices, Philosophies. 13th Edition, Wiley.
2.	Cooper, C., Fletcher, J., Fyall, A., Gilbert, D., & Wanhill, S. Tourism: Principles and Practice. 7th Edition, Pearson.
3.	Seth, P. N. Successful Tourism Management. Sterling Publishers.
4.	Bhatia, A. K. Tourism Development: Principles and Practices. Sterling Publishers.
Reference Books	
1	Page, S. J. Tourism Management: An Introduction. Routledge.
2	Holloway, J. C., & Humphreys, C. The Business of Tourism. Pearson.
3	Mill, R. C., & Morrison, A. M. The Tourism System. Kendall Hunt Publishing.
4	Morrison, A. M. Marketing and Managing Tourism Destinations. Routledge.
5	Page, S. J. Tourism and Hospitality Management. Routledge.

CO-PO MAPPING:

CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	H	M	L	M	L	M	H	M
CO2	H	H	M	M	M	H	H	M
CO3	M	H	H	M	L	M	H	H
CO4	M	H	H	H	M	M	H	H
CO5	M	M	M	L	H	M	H	H
Average	M	H	H	M	M	M	H	L

SEMESTER	III	
PAPER NAME	**EVENT MANAGEMENT (ELECTIVE)**	
Course Objectives		
C1	To provide knowledge about the concepts, principles, and practices of event management.	
C2	To develop skills in planning, organizing, and coordinating different types of events.	
C3	To understand event operations including budgeting, branding, sponsorship, and backstage management.	
C4	To develop professional communication, leadership, and teamwork skills required for event management.	
C5	To familiarize students with exhibitions, sports events, tourism events, and leisure event management.	
UNIT	**Details**	**Hours**
I	**Introduction to Event Management** Introduction, meaning, scope, and importance of event management-Categories and definitions of various types of events-Need and objectives of event management-Creativity in event planning and its implications in event execution-Organizational structure of event management-Functions and responsibilities of multifaceted event management	**12**
II	**Event Management Planning** Concept and process of event planning-Preparation and execution of event plans-Arranging chief guests, dignitaries, and celebrities for events-Sponsor identification and sponsorship management-Preparation of blueprint and layout planning of function areas-Factors influencing effective event management	**12**
III	**Event Management Operations and Control** Different areas of management involved in event execution-Backstage management and its importance in event operations-Brand management and characteristics of event branding-Budget management and methods of financial control-Leadership management, authority, and delegation of responsibilities-Feedback management and tools for measuring event performance	**12**
IV	**Event Management Skills and Execution** Essential qualities and skills required for event management professionals-Social and business etiquette in event management-Communication skills, speaking abilities, and team spirit-Stage decoration concepts and event presentation techniques-Time management practices for successful events-Factors involved in selecting suitable event locations	**12**
V	**Event Activities and Special Events Management** Types and categories of event activities-Concept development and exhibition management-Space planning and venue utilization techniques-Role and functions of ITPO in exhibition and trade events-Sports event	**12**

	planning and management-Tourism events and leisure event management	
CO	**Course outcomes**	**Bloom's Level**
CO1	Explain the concepts, categories, and importance of event management in hospitality and tourism sectors.	K1
CO2	Apply event planning techniques including venue selection, sponsorship management, and event coordination.	K2
CO3	Analyze various event management functions such as budgeting, branding, leadership, and feedback evaluation.	K3
CO4	Demonstrate professional skills, communication abilities, and teamwork required for successful event execution.	K4
CO5	Plan and manage different events including exhibitions, sports events, tourism events, and leisure activities.	K5
Text Books		
1.	Anton Shone and Bryn Parry – Successful Event Management: A Practical Handbook, Cengage Learning.	
2.	Glenn A. Bowdin, Johnny Allen, William O'Toole, Rob Harris and Ian McDonnell – Events Management, Routledge.	
3.	Sanjay Singh Gaur and Sanjay V. Saggere – Event Management: A Professional Approach, Vikas Publishing House.	
Reference Books		
1.	Julia Rutherford Silvers – Professional Event Coordination.	
2.	Charles Bladen, James Kennell, Emma Abson and Nick Wilde – Events Management: An Introduction.	
3.	Wagen, Lynn Van Der and Carlos R. White – Event Management for Tourism, Cultural, Business and Sporting Events.	
4.	Razaq Raj and Paul Walters – Events Management: Principles and Practice.	
5.	Nigel Jackson – Promoting and Marketing Events: Theory and Practice.	

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	M	L	M	H	M
CO2	H	H	M	M	M	H	H	M
CO3	M	H	H	M	L	M	H	H
CO4	M	H	H	H	M	M	H	H
CO5	M	M	M	L	H	M	H	H
Average	**M**	**H**	**H**	**M**	**M**	**M**	**H**	**H**

SEMESTER	IV	
PAPER NAME	**ACCOMODATION MANAGEMENT (THEORY)**	
Course Objectives		
C1	To provide comprehensive knowledge of housekeeping operations, organization structure, and management practices in the hospitality industry.	
C2	To develop understanding of cleaning procedures, linen management, inventory control, and housekeeping equipment.	
C3	To familiarize students with housekeeping planning, budgeting, scheduling, and quality control systems.	
C4	To develop skills in guest room maintenance, interior decoration, laundry operations, and sustainable housekeeping practices.	
C5	To prepare students to manage housekeeping departments effectively with focus on service quality and guest satisfaction.	
UNIT	**Details**	**Hours**
I	**Introduction to Housekeeping Operations and Organization** Importance and functions of housekeeping Department-Organization structure of housekeeping Department-Role and responsibilities of executive Housekeeper-Coordination with front office and other Departments-Housekeeping staff duties and job Descriptions-Staffing and scheduling.	**12**
II	**Guest Room Cleaning and Housekeeping Operations** Guest room cleaning Procedures-Bed making Techniques-Bathroom cleaning and Maintenance-Cleaning equipment and Agents-Room amenities and Supplies-Room Inspection Procedures-Safety and hygiene practices.	**12**
III	**Linen, Laundry and Inventory Management** Linen room organization and Functions-Linen Control Procedures-Par stock and inventory Management-Uniform Management-Laundry Operations-Cleaning supplies and guest Amenities-Housekeeping equipment management	**12**
IV	**Housekeeping Planning, Budgeting and Quality Control** Housekeeping planning and Scheduling-Operating and capital Budgets-Cost Control Techniques-Productivity Standards-Quality control and inspection Procedures-Maintenance Coordination-Housekeeping reports.	**12**
V	**Specialized Housekeeping Services and Sustainable Practices** Stain removal Techniques-Flower arrangement: Ikebana-Western Style. -Freestyle Arrangement-Guest Laundry Services-Interior Decoration-Green Housekeeping Practices-Waste management and sustainability.	**12**
CO	**Course outcomes**	**Bloom's Level**
CO1	Explain the organization, functions, and managerial responsibilities of the housekeeping department.	K1
CO2	Demonstrate knowledge of guest room cleaning procedures, equipment handling, and housekeeping service standards.	K2

CO3	Apply principles of linen management, laundry operations, inventory control, and cost management	K3
CO4	Analyze housekeeping planning, budgeting, scheduling, and quality control procedures.	K4
CO5	Implement specialized housekeeping services and sustainable practices for improving guest satisfaction.	K5
Text Books		
1.	Hotel Housekeeping: A Training Manual – Sudhir Andrews.	
2.	Hotel Housekeeping Operations and Management – G. Raghubalan & Smritee Raghubalan.	
3.	Professional Management of Housekeeping Operations – Robert J. Martin.	
Reference Books		
1.	Managing Housekeeping Operations – Margaret M. Kappa & Aleta Nitschke	
2.	Accommodation Management – Rosemary Hurst.	
3.	Hotel Operations Management – David K. Hayes & Jack D. Ninemeier.	
4.	Housekeeping Management – Sudhir Andrews.	

CO–PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	M	L	M	H	M
CO2	M	H	H	M	L	H	H	M
CO3	M	H	H	M	M	M	H	H
CO4	L	M	H	H	M	M	H	H
CO5	M	M	H	H	H	M	H	H
Average	H	M	H	H	M	H	H	M

SEMESTER	IV	
PAPER NAME	ACCOMODATION MANAGEMENT (PRACTICAL)	
Course Objectives		
C1	To develop practical skills in housekeeping operations and service standards followed in hotels.	
C2	To train students in cleaning procedures, room maintenance, and housekeeping equipment handling.	
C3	To provide hands-on experience in linen management, laundry operations, and guest room preparation.	
C4	To develop skills in flower arrangement, stain removal, and guest service activities.	
C5	To enhance students' ability to maintain hygiene, safety, and quality standards in accommodation operations.	
UNIT	**Details**	**Hours**
I	**Guest Room Cleaning and Maintenance Practical** Identification and use of housekeeping Equipment-Identification and use of cleaning agents and Chemicals-Guest room cleaning Procedures-Bed making techniques: Closed Bed-Open bed. Occupied Bed-Departure room Cleaning-Bathroom cleaning procedures-Placement of guest amenities-Turndown service demonstration-Room inspection procedure.	**9**
II	**Linen, Uniform and Laundry Operations Practical** Identification of hotel linen items-Linen folding techniques.-Linen storage and shelving-methods.-Linen exchange procedures-Par stock maintenance-Uniform handling and issuing procedures-Laundry equipment identification-Washing, drying, ironing, and folding procedures-Stain identification and removal techniques	**9**
III	**Cleaning Procedures and Stain Removal Practical** Surface Cleaning: Floor cleaning: Sweeping, Mopping, Scrubbing, Polishing.-Glass cleaning-Furniture cleaning. Metal surface cleaning. Carpet cleaning. Upholstery cleaning. Stain Removal: Ink stain removal-Oil and grease stain removal-Tea and coffee stain removal-Curry stain removal-Blood stain removal-Chewing gum removal.	**9**
IV	**Flower Arrangement and Interior Decoration Practical** Principles of flower arrangement-Selection and care of flowers-Preparation of: Ikebana arrangement. Western arrangement-Freestyle arrangement. Table decoration-Lobby and room decoration. -Seasonal and theme-based arrangements.	**9**
V	**Guest Service Skills and Housekeeping Maintenance Practical** Guest laundry handling-Ironing techniques-Garment care procedures-Basic stitching: Running stitch-Button fixing. Hook and eye stitching-Curtain and upholstery care-Lost and found procedure.-Housekeeping reports preparation: Room status report-Linen report-Maintenance report. Room inspection checklist preparation	**9**
CO	**Course outcomes**	**Bloom's Level**

CO1	Demonstrate professional guest room cleaning, bed making, and housekeeping service procedures.	K1
CO2	Apply linen, uniform, and laundry management techniques in hotel operations.	K2
CO3	Perform cleaning procedures and stain removal methods using appropriate equipment and chemicals	K3
CO4	Create floral arrangements and maintain aesthetic standards in hotel areas.	K4
CO5	Execute guest service activities, basic maintenance tasks, and housekeeping documentation.	K5
Text Books		
1	Managing Front Office Operations – Michael L. Kasavana & Richard M. Brooks.	
2	Hotel Housekeeping: A Training Manual – Sudhir Andrews.	
3.	Hotel Front Office Management – James A. Bardi.	
Reference Books		
1.	Hotel Operations Management – David K. Hayes & Jack D. Ninemeier	
2.	Revenue Management: Hard-Core Tactics for Market Domination – Robert G. Cross.	
3.	Hotel Management and Operations – Denney G. Rutherford & Michael J. O'Fallon.	
4.	Principles of Hotel Front Office Operations – Sue Baker, Pam Bradley & Jeremy Huyton.	
5.	Hotel Housekeeping Operations and Management – G. Raghubalan & Smritee Raghubalan.	

CO–PO MAPPING:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	M	L	M	H	M
CO2	M	H	H	M	L	H	H	M
CO3	M	H	H	M	M	M	H	H
CO4	L	M	H	H	M	M	H	H
CO5	M	M	H	H	H	M	H	H
Average	M	H	H	M	L	M	H	H

SEMESTER	II	
PAPER NAME	**FRONT OFFICE OPERATIONS (THEORY)**	
Course Objectives		
C1	Understand the structure, functions, and strategic role of the front office department in hospitality operations.	
C2	Develop competency in reservation, registration, room allocation, and guest service operations using contemporary Property Management Systems (PMS).	
C3	Apply front office accounting, cashiering, revenue control, and night audit procedures in hotel operations.	
C4	Analyze guest relationship management, service quality, communication, complaint handling, and multicultural hospitality practices.	
C5	Evaluate front office management practices incorporating digital technologies, revenue optimization, sustainability, safety, and industry best practices.	
UNIT	**Details**	**Hours**
I	**Front Office Organization and Hotel Operations**: Evolution and role of the front office; organizational structure; functions and responsibilities; front office hierarchy; coordination with housekeeping, sales, food & beverage and security; hotel classification; guest cycle; hospitality service standards; ethics, professionalism and sustainable hospitality practices	**12**
II	**Reservation, Registration and Room Management**: Reservation systems and channels; Central Reservation System (CRS); Global Distribution System (GDS); online booking platforms; forecasting room demand; room availability; overbooking strategies; registration procedures; check-in/check-out; room assignment; handling VIPs, groups and special guests; Property Management System (PMS) applications	**12**
III	**Front Office Accounting and Revenue Control**: Guest accounting cycle; folios, vouchers and ledgers; billing procedures; cashiering operations; payment methods; credit management; foreign currency handling; night audit; revenue reconciliation; financial reporting; internal controls; fraud prevention; data privacy and cybersecurity in hospitality systems	**12**
IV	**Guest Services and Customer Relationship Management**: Concierge, bell desk and travel desk operations; communication systems; business centre services; guest relations; complaint handling and service recovery; CRM practices; cross-cultural communication; emotional intelligence; accessibility and inclusive hospitality; quality service standards and guest satisfaction measurement	**12**
V	**Front Office Management and Emerging Trends**: Front office administration; occupancy and revenue management; yield management; forecasting techniques; leadership and team management; security and risk management; digital transformation; mobile check-in/check-out; AI-enabled guest services; contactless technologies; sustainability, green hotels, smart hospitality, and current industry trends	**12**

CO	Course outcomes	Bloom's Level
CO1	Explain the organization, functions, and operational responsibilities of the front office department.	K2
CO2	Apply reservation, registration, room allocation, and guest handling procedures using hospitality information systems.	K3
CO3	Demonstrate front office accounting, cashiering, revenue control, and night audit procedures.	K3
CO4	Analyze guest relationship management, service quality, communication, and complaint resolution techniques.	K4
CO5	Evaluate front office management strategies using digital technologies, revenue optimization, sustainability, and industry best practices.	K5
Text Books		
1.	Bardi, J. A., Hotel Front Office Management, Wiley.	
2	Sudhir Andrews, Hotel Front Office Training Manual, Tata McGraw-Hill.	
3	S. K. Bhatnagar, Front Office Management, Frank Brothers.	
Reference Books		
1	Kasavana, M. L. & Brooks, R. M., Managing Front Office Operations, AHLEI.	
2	Ahmed Ismail, Front Office Operations and Management, Thomson Delmar Learning.	
3	Sudhir Andrews, Hotel Housekeeping and Front Office, Tata McGraw-Hill.	
4	R. K. Malhotra, Front Office Management, Anmol Publications.	
5	Sue Baker, Pam Bradley & Jeremy Huyton, Principles of Hotel Front Office Operations, Cengage Learning.	

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	M	L	M	H	M
CO2	H	H	M	M	M	H	H	M
CO3	M	H	H	M	L	M	H	H
CO4	M	H	H	H	M	M	H	H
CO5	M	M	M	L	H	M	H	H
Average	**M**	**H**	**H**	**M**	**M**	**M**	**H**	**H**

SEMESTER	IV	
PAPER NAME	**FRONT OFFICE OPERATIONS (PRACTICAL)**	
Course Objectives		
C1	Develop practical competency in front office operations, professional grooming, guest handling, and hospitality etiquette.	
C2	Perform reservation, registration, check-in, check-out, and room allocation procedures using manual and computerized systems.	
C3	Apply front office accounting, cashiering, night audit, and Property Management System (PMS) operations in a simulated hotel environment.	
C4	Strengthen communication, interpersonal skills, guest relationship management, complaint handling, and service recovery through experiential learning.	
C5	Demonstrate leadership, teamwork, problem-solving, and operational proficiency in accordance with contemporary hospitality industry standards.	
UNIT	**Details**	**Hours**
I	**Front Office Orientation and Professional Grooming**: Familiarization with front office laboratory; organization structure; duties and responsibilities of front office personnel; grooming standards; professional etiquette; hospitality communication; hotel terminology; front office forms; telephone etiquette; handling guest enquiries; coordination with housekeeping and other departments.	**9**
II	**Reservation, Registration and Room Management**: Manual and computerized reservation procedures; online booking systems; room availability management; reservation charts; registration cards; check-in and check-out procedures; room assignment; handling VIPs, FITs and group arrivals; issuing room keys/cards; guest documentation; introduction to Property Management System (PMS).	**9**
III	**Front Office Accounting and Property Management System (PMS)**: Preparation of guest folios, vouchers and cashier reports; posting guest charges; billing procedures; payment methods; foreign currency handling; settlement of guest accounts; night audit process; revenue reconciliation; occupancy reports; practical exposure to PMS software and digital front office applications.	**9**
IV	**Guest Relations and Service Excellence**: Guest interaction and communication; concierge and bell desk operations; telephone handling; wake-up calls; message handling; luggage handling; travel assistance; complaint handling; service recovery; CRM practices; cross-cultural communication; role plays and customer service simulations.	**9**
V	**Integrated Front Office Operations Simulation**: End-to-end hotel front office simulation covering reservation to departure; room status management; shift handover; occupancy reporting; emergency response; teamwork and leadership exercises; conflict management; professional ethics; sustainability practices; digital guest services; AI-enabled hospitality tools; comprehensive operational assessment.	**9**

CO	Course outcomes	Bloom's Level
CO1	Demonstrate professional grooming, communication, hospitality etiquette, and front office operational skills.	K3
CO2	Perform reservation, registration, room allocation, check-in, and check-out procedures using industry-standard practices.	K3
CO3	Apply front office accounting, cashiering, night audit, and Property Management System (PMS) operations effectively.	K3
CO4	Analyze guest service situations and demonstrate effective complaint handling, communication, and service recovery techniques.	K4
CO5	Demonstrate leadership, teamwork, problem-solving, and operational competence through integrated front office simulations using modern hospitality technologies.	K5
Text Books		
1.	Bardi, J. A., Hotel Front Office Management, Wiley.	
2.	Sudhir Andrews, Hotel Front Office Training Manual, Tata McGraw-Hill.	
3.	S. K. Bhatnagar, Front Office Management, Frank Brothers.	
Reference Books		
1.	Kasavana, M. L. & Brooks, R. M., Managing Front Office Operations, AHLEI.	
2.	Ahmed Ismail, Front Office Operations and Management, Thomson Delmar Learning.	
3.	Sudhir Andrews, Hotel Housekeeping and Front Office, Tata McGraw-Hill.	
4.	R. K. Malhotra, Front Office Management, Anmol Publications.	
5.	Sue Baker, Pam Bradley & Jeremy Huyton, Principles of Hotel Front Office Operations, Cengage Learning.	

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	M	L	M	H	M
CO2	H	H	M	M	M	H	H	M
CO3	M	H	H	M	L	M	H	H
CO4	M	H	H	H	M	M	H	H
CO5	M	M	M	L	H	M	H	H
Average	**M**	**H**	**H**	**M**	**M**	**M**	**H**	**H**

SEMESTER	IV	
PAPER NAME	**ENTREPRENEURSHIP DEVELOPMENT**	
Course Objectives		
C1	Understand the concepts characteristics, functions, and types of entrepreneurship	
C2	Examine entrepreneurial motivation	
C3	Develop the ability to identify business opportunities	
C4	Analyze various forms of business ownership	
C5	Evaluate institutional support systems	
UNIT	**Details**	**Hours**
I	**Foundations of Entrepreneurship** Concept, Meaning and Importance of Entrepreneurship – Entrepreneur and Intrapreneur – Characteristics and Competencies of Successful Entrepreneurs – Functions and Types of Entrepreneurs – Entrepreneurial Ecosystem – Environmental Factors Affecting Entrepreneurship – Women Entrepreneurship – Rural Entrepreneurship – Social Entrepreneurship – Emerging Trends in Entrepreneurship.	**12**
II	**Entrepreneurship Development Programmes (EDPs)** Entrepreneurial Motivation – Achievement Motivation Theory – Entrepreneurial Competencies – Need, Scope, Objectives and Importance of EDPs – Entrepreneurship Development Programmes in India – Phases of EDP: Pre-training, Training and Post-training – Role of Educational Institutions, Incubation Centres and Start-up Ecosystems – Evaluation of EDPs.	**12**
III	**Opportunity Identification, Innovation and Project Planning** Business Opportunity Identification – Project Classification – Project Identification and Selection – Feasibility Analysis – Preparation of Project Report – Innovation and Creativity – Innovation Process – Design Thinking – Intellectual Property Rights (IPR): Patents, Copyrights, Trademarks and Geographical Indications – Technology Commercialization.	**12**
IV	**Forms of Business Ownership and Enterprise Growth** Forms of Business Ownership – Sole Proprietorship – Partnership – Limited Liability Partnership (LLP) – Private Limited Company – Public Limited Company – Cooperative Enterprises – One Person Company (OPC) – Selection of Appropriate Ownership Structure – Business Ethics – Growth Strategies for Small and Medium Enterprises – Family Business Management.	**12**
V	**Institutional Support and Entrepreneurial Finance** Institutional Support for Entrepreneurs: DIC, NSIC, MSME Development Institutes (formerly SIDO), SIDCO, TCO, Industrial Estates and Special Economic Zones (SEZs) – Financial Institutions: SIDBI, IFCI, IDBI, EXIM Bank, NABARD, TIIC, SIPCOT – Government Schemes: Startup India, Stand-Up India, PMEGP,	**12**

	MUDRA, MSME Schemes – Government Incentives, Subsidies and Credit Guarantee Schemes	
CO	**Course Outcome**	**Bloom's Level**
CO1	Explain the concepts, characteristics, functions, and types of entrepreneurs, and the factors influencing entrepreneurship.	K1
CO2	Illustrate entrepreneurial motivation, entrepreneurial competencies, Entrepreneurship Development Programmes (EDPs), and their role in enterprise creation.	K2
CO3	Apply project identification, opportunity evaluation, innovation, creativity, and intellectual property concepts to develop entrepreneurial ventures.	K3
CO4	Analyze different forms of business ownership and recommend appropriate legal structures and growth strategies for business enterprises.	K4
CO5	Evaluate institutional support agencies, financial institutions, government schemes, and policy initiatives that promote entrepreneurship.	K5
Text Books		
1.	Khanka, S. S. (2022). Entrepreneurial Development (3rd ed.). S. Chand Publishing.	
2.	Desai, V. (2021). Dynamics of Entrepreneurial Development and Management (7th ed.). Himalaya Publishing House.	
3.	Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2020). Entrepreneurship (11th ed.). McGraw-Hill Education.	
Reference Books		
1.	Kuratko, D. F. (2020). Entrepreneurship: Theory, Process, and Practice (11th ed.). Cengage Learning.	
2.	Barringer, B. R., & Ireland, R. D. (2019). Entrepreneurship: Successfully Launching New Ventures (6th ed.). Pearson.	
3.	Drucker, P. F. (2014). Innovation and Entrepreneurship. Routledge.	
4.	Osterwalder, A., & Pigneur, Y. (2010). Business Model Generation. Wiley.	
5.	Scarborough, N. M., & Cornwall, J. R. (2019). Essentials of Entrepreneurship and Small Business Management (9th ed.). Pearson.	

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	L	M	M	H	M
CO2	H	H	M	M	M	M	H	H
CO3	H	H	H	M	H	M	H	H
CO4	M	H	H	H	H	H	H	H
CO5	H	H	H	M	H	H	H	H
Avg	**H**	**H**	**M**	**M**	**H**	**M**	**H**	**H**

SEMESTER	IV	
PAPER NAME	**STRATEGIC MANAGEMENT**	
Course Objectives		
C1	To enable the students understand the importance of vision and mission in framing corporate strategy.	
C2	To provide insights on how business is responsible socially and ethically.	
C3	To highlight on the environmental analysis framework.	
C4	To throw light on strategic formulation and strategic choice.	
C5	To understand strategic implementation and strategic control.	
UNIT	**Details**	**Hours**
I	**Introduction: Strategy** – Strategic Management Process – Developing a Strategic Vision –Mission- Setting Objectives– Strategies and Tactics – Importance of Corporate Strategy – the 7-S Framework- Corporate Governance– Board of Directors: Role and Functions – Board Functioning – Top Management: Role and Skills.	**12**
II	**Corporate Policy and Planning in India**: Importance – Characteristics – Objectives - Policy Formulation and Development – Types of Business PoliciesImplementation of Policies. Society and Business: Social Responsibility of Business –Corporate Governance and Ethical Responsibility.	**12**
III	**Environmental Analysis:** Environmental Scanning – Industry Analysis - The Synthesis of External Factors - Internal Scanning – Value Chain Analysis – SWOT Audit –Scenario planning- Creating an Industry Matrix.	**12**
IV	**Strategy Formulation and Analysis:** Strategy Formulation – Strategic Factors Analysis Summary Matrix (SFAS) Portfolio Analysis – Business Strategy- TOWS Matrix– Corporate Strategy – Functional Strategy – Strategic Choice – Generic,Competitive Strategies; ETOP, TOWS	**12**
V	**Strategy Implementation:** Strategy Implementation - Corporate Culture – Matching Organisation Structure to Strategy – Mergers and Acquisitions and Diversifications – Strategic Leadership Strategic Control: Measurement in Performance- Problems in Measurement of Performance- Strategy Audit-Strategic Control Process – Du Pont‘s Control Model – Balanced Score Card – Michael Porter‘s Framework for Strategic Management – Future of Strategic Management – Strategic Information System	**12**
CO	**Course Outcome**	**Bloom's Level**
CO1	Be able to frame vision and mission statements.	K1
CO2	Be social and ethically responsible.	K2
CO3	Possess insights on making environmental analysis.	K3
CO4	Possess knowledge on learning strategic formulation & strategy choice.	K4

CO5	Understanding strategic implementation and control.	K5
Text Books		
1.	David, F. R., David, F. R., & David, M. E. (2024). Strategic Management: A Competitive Advantage Approach, Concepts and Cases (18th ed.). Pearson.	
2.	Kazmi, A. (2020). Strategic Management and Business Policy (5th ed.). McGraw Hill Education.	
Reference Books		
1.	V S P Rao, Strategic Management Text and Cases, 2nd edition 2013.	
2.	Kazmi, A., Strategic Management and Business Policy, 15th Edition, Tata McGraw-Hill Education, 2018.	
3.	Dess, G., Lumpkin, G.T. and Eisner, A., Strategic Management, 8th Edition, Tata McGraw-Hill, 2018.	
4.	Hill, C.W.L. and Jones, G.R., Strategic Management: An Integrated Approach, 9th Edition, Cengage Learning, 2012.	
5.	Pearce II, J., Robinson, R.B. and Mittal, A., Strategic Management: Formulation, Implementation and Control, 12th Edition, McGraw-Hill, 2017.	
6.	Wheelen, T.L. and Hunger, D., Strategic Management and Business Policy, 13th Edition, Pearson, 2012.	

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	L	M	H	M	M
CO2	H	H	M	M	M	H	H	H
CO3	H	H	H	H	H	M	H	M
CO4	H	H	H	H	H	M	H	H
CO5	H	H	H	M	H	H	H	H
Avg	**H**	**H**	**M**	**M**	**H**	**H**	**H**	**H**

SEMESTER	IV	
PAPER NAME	RESORT AND DESTINATION MANAGEMENT (ELECTIVE)	
Course Objectives		
C1	Develop a comprehensive understanding of destination development, resort management concepts, and tourism planning frameworks.	
C2	Examine resort business models, governance systems, sustainability practices, and stakeholder management in the hospitality and tourism industry.	
C3	Analyze destination competitiveness, market trends, consumer behavior, seasonality, and technological influences affecting resort operations.	
C4	Apply resort planning, feasibility analysis, financial evaluation, risk management, and operational strategies for sustainable resort development.	
C5	Evaluate destination marketing, branding, digital promotion, guest experience management, and innovative practices for enhancing resort competitiveness.	
UNIT	**Details**	**Hours**
I	**Destination and Resort Management Concepts**: Concepts and characteristics of tourism destinations and resorts; destination development; tourist circuits; Destination Management Organizations (DMOs); destination life cycle; destination competitiveness; resort typologies; integrated resort development; carrying capacity; sustainable tourism principles; stakeholder roles in destination management	**12**
II	**Resort Business Models and Governance**: Resort ownership and business models; demand and supply analysis; resort operations; corporate governance; Corporate Social Responsibility (CSR); ESG principles; public-private partnerships; regulatory framework; ethical management; stakeholder engagement; human resource management; sustainable resort operations and community participation	**12**
III	**Destination Marketing and Resort Market Analysis**: Tourism demand forecasting; market segmentation; consumer behavior; resort positioning; destination branding; digital marketing; social media strategies; online travel agencies (OTAs); competitive analysis; seasonality management; technological innovations; smart tourism; AI and data analytics in destination management.	**12**
IV	**Resort Planning, Development and Financial Management**: Resort planning process; site selection; feasibility studies; master planning; infrastructure planning; investment appraisal; financial planning; budgeting; revenue management; risk assessment; disaster preparedness; environmental impact assessment; legal and regulatory considerations in resort development.	**12**
V	**Guest Experience Management and Emerging Trends**: Guest activity planning; recreational programme design; wellness and experiential tourism; customer relationship management (CRM); service quality; destination clusters; sustainable destination branding; green resorts; eco-tourism; cultural tourism; digital transformation; smart resorts; future trends in resort and destination management.	**12**
CO	**Course outcomes**	**Bloom's Level**
CO1	Explain destination management concepts, resort characteristics, destination life cycle, and sustainable tourism principles.	K2

CO2	Analyze resort business models, governance practices, stakeholder management, and sustainability frameworks.	K4
CO3	Evaluate tourism markets, destination competitiveness, consumer behavior, digital marketing, and seasonality impacts.	K5
CO4	Apply resort planning, financial evaluation, feasibility analysis, and risk management techniques to tourism development projects.	K3
CO5	Design destination branding strategies, guest experience programmes, and innovative resort management solutions aligned with industry best practices.	K6
Text Books		
1	Chuck Y. Gee, Resort Development and Management, Educational Institute of the American Hotel & Lodging Association.	
2	Robert Christie Mill, Resorts: Management and Operation, Wiley.	
3	Peter Murphy, Tourism: A Community Approach, Routledge.	
Reference Books		
1	Robert Christie Mill & Alastair M. Morrison, The Tourism System, Kendall Hunt Publishing.	
2	Philip Kotler, John Bowen & James Makens, Marketing for Hospitality and Tourism, Pearson.	
3	Clare A. Gunn & Turgut Var, Tourism Planning: Basics, Concepts, Cases, Routledge.	
4	John R. Walker, Introduction to Hospitality Management, Pearson	
5	Stephen J. Page, Tourism Management: An Introduction, Butterworth-Heinemann.	

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	M	L	M	H	M
CO2	H	H	M	M	M	H	H	M
CO3	M	H	H	M	L	M	H	H
CO4	M	H	H	H	M	M	H	H
CO5	M	M	M	L	H	M	H	H
Average	**M**	**H**	**H**	**M**	**M**	**M**	**H**	**H**

SEMESTER	IV	
PAPER NAME	HOSPITALITY MARKETING AND DIGITAL BRANDING (ELECTIVE)	
Course Objectives		
C1	To provide comprehensive knowledge of hospitality marketing concepts, consumer behavior, and service marketing strategies.	
C2	To develop competencies in market segmentation, positioning, branding, and customer relationship management for hospitality organizations.	
C3	To understand digital marketing tools, social media platforms, search engine marketing, and online distribution systems used in the hospitality industry.	
C4	To apply digital branding, content marketing, online reputation management, and marketing analytics for enhancing customer engagement.	
C5	To evaluate emerging technologies and sustainable marketing strategies for building competitive hospitality brands.	
UNIT	**Details**	**Hours**
I	**Hospitality Marketing Fundamentals**: Nature and scope of hospitality marketing; characteristics of hospitality services; marketing environment; hospitality consumer behavior; service quality; hospitality marketing mix (7Ps); market segmentation, targeting and positioning (STP); hospitality value proposition; customer journey mapping	**12**
II	**Brand Management and Customer Relationship Management**: Hospitality branding concepts; brand identity, brand equity and brand positioning; destination and hotel branding; customer relationship management (CRM); customer loyalty programmes; service excellence; guest satisfaction measurement; relationship marketing; customer lifetime value; brand communication strategies.	**12**
III	**Digital Marketing in Hospitality**: Digital marketing ecosystem; website marketing; Search Engine Optimization (SEO); Search Engine Marketing (SEM); online advertising; email marketing; mobile marketing; online travel agencies (OTAs); Global Distribution Systems (GDS); content marketing; influencer marketing; social media marketing; digital customer engagement.	**12**
IV	**Digital Branding and Marketing Analytics**: Digital brand strategy; online reputation management (ORM); review platforms; user-generated content; storytelling and experiential branding; marketing automation; web analytics; Google Analytics concepts; Key Performance Indicators (KPIs); AI-enabled marketing; personalization; campaign performance measurement; data privacy and ethical marketing.	**12**
V	**Emerging Trends in Hospitality Marketing**: Smart tourism marketing; AI and chatbot applications; virtual and augmented reality in hospitality marketing; sustainability and green marketing; experiential and wellness tourism marketing; omnichannel marketing; crisis communication; digital transformation; future trends in hospitality branding and marketing.	**12**

CO	Course outcomes	Bloom's Level
CO1	Explain hospitality marketing concepts, consumer behavior, market segmentation, and service marketing strategies.	**K2**
CO2	Apply branding, customer relationship management, and loyalty strategies in hospitality organizations.	**K3**
CO3	Analyze digital marketing tools, online distribution channels, and social media strategies for hospitality businesses.	**K4**
CO4	Evaluate digital branding, online reputation management, marketing analytics, and customer engagement strategies.	**K5**
CO5	Design integrated hospitality marketing and digital branding campaigns using emerging technologies and sustainable marketing practices.	**K6**
Text Books		
1.	Kotler, Philip, Bowen, John T. & Makens, James C., Marketing for Hospitality and Tourism, Pearson.	
2.	Morrison, Alastair M., Hospitality and Travel Marketing, Routledge.	
3.	Chaffey, Dave & Ellis-Chadwick, Fiona, Digital Marketing: Strategy, Implementation and Practice, Pearson.	
Reference Books		
1.	yan, Damian, Understanding Digital Marketing, Kogan Page.	
2.	Kingsnorth, Simon, Digital Marketing Strategy, Kogan Page.	
3.	Tuten, Tracy L. & Solomon, Michael R., Social Media Marketing, Sage.	
4.	Kotler, Philip, Kartajaya, Hermawan & Setiawan, Iwan, Marketing 5.0: Technology for Humanity, Wiley.	
5.	Buhalis, Dimitrios & Costa, Carlos (Eds.), Tourism Management Dynamics, Routledge.	
6.	Xiang, Zheng, Fuchs, Matthias, Gretzel, Ulrike & Höpken, Wolfram (Eds.), Handbook of e-Tourism, Springer.	
7.	Walker, John R., Introduction to Hospitality Management, Pearson.	

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	M	L	L	L	M	L
CO2	H	M	H	M	M	M	M	L
CO3	M	H	M	L	H	M	M	M
CO4	M	H	M	L	H	M	M	M
CO5	M	H	H	M	H	H	H	M
Average	**M**	**H**	**M**	**L**	**M**	**M**	**M**	**H**

SEMESTER	IV	
PAPER NAME	SOFT SKILLS III: BUSINESS ETIQUETTE AND TEAM BUILDING SKILLS	
Course Objectives		
C1	To analyze the Business etiquette at workplace	
C2	To determine the Principles of exceptional work behavior	
C3	To explore Tech etiquette in using various telecommunication devices and channels	
C4	To successfully handle Multi-cultural challenges	
C5	To ascertain sensitivity to new and emerging issues in etiquette	
UNIT	**Details**	**Hours**
I	**Introduction to Business Etiquette:** Meaning, importance, and principles of business etiquette – Professional behaviour and workplace excellence – Greetings, introductions, handshakes, reception etiquette, and addressing individuals in business settings.	6
II	**Meeting and Business Dining Etiquette:** Meeting planning, boardroom protocol, presentation etiquette, customer complaint handling – Business dining etiquette, table manners, invitations, and cross-cultural dining practices.	6
III	**Communication Etiquette:** Telephone, mobile phone, email, internet, social media, and virtual communication etiquette – Netiquette, active listening, handling calls, voicemail, online meetings, and professional digital communication.	6
IV	**Professional Image and Workplace Conduct:** Business attire, grooming, dress codes, workplace professionalism, diversity and inclusion, gender sensitivity, disability etiquette, social media ethics, and prevention of workplace harassment.	6
V	**Business Ethics and Cross-Cultural Etiquette:** Ethical behaviour in business, conflict management and resolution, corporate gift etiquette, multicultural communication, cultural sensitivity, and business etiquette in global contexts with reference to India and other countries.	6

CO	Course Outcome	Bloom's Level
CO1	Learn using business etiquette at work place	K1
CO2	Be able to acquire knowledge about the Principles of exceptional work behaviour	K2
CO3	Be able to enhance their knowledge of latest Tech etiquette in using various telecommunication devices and channels.	K3
CO4	Get familiarized with the Successful handling of Multi-cultural challenge	K4
CO5	Become sensitive to new and emerging issues in etiquette	K5
Text Books		
1.	Sabath, A. M. (2019). Business Etiquette in Brief: The Competitive Edge for Today's Professional (2nd ed.). Career Press.	
2.	Post, P., Post, P. S., & Post, L. (2022). Emily Post's Business Etiquette (2nd ed.). Harper Business.	
3.	Bovee, C. L., & Thill, J. V. (2023). Business Communication Today (15th ed.). Pearson.	
Reference Books		
1.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.	
2.	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noula: HarperCollins	
3.	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.	
4.	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.	
5.	Travis, R. (2013). Tech Etiquette: OMG, 2 Edition, RLT Publishing.	
6.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.	

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	M	M	L	L	M	H	H	H
CO2	M	H	M	L	M	H	H	H
CO3	M	H	H	M	H	H	M	H
CO4	M	H	H	M	M	H	H	H
CO5	M	H	H	M	M	H	H	H
Avg	**M**	**H**	**M**	**L**	**M**	**H**	**H**	**H**