| **1. Programme Outcomes** | At the conclusion of the programme of Masters in Business Administration ( Hospitality and Tourism) , students will be able to ; |
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**PO1: Management knowledge**: Apply the knowledge of Management principles and techniques to the solution of complex Management problems in business organization.

**PO2: Environment Scanning:** to Identify and analyse the potential opportunities and challenges for a business enterprise by scanning the Political, economic, social, Legal and technical environmental factors specific to Tourism Industry.

**PO3: Design/Development of Business models**: Design business models solutions for tourism industry by taking into consideration the public health and safety, and the cultural, societal, and environmental considerations.

**PO4: Skills Enhancement**: interpret practical, theoretical and personal skills required for various management Roles within a variety of various International Hotels and Tourism organization.

**PO5: Strategic Framework**: Synthesise strategic, organizational and marketing processes of a commercial hospitality enterprise within the context of the global nature of the business.

**PO6: Professional Attitude**: Cultivate a professional management attitude by nurturing the creative development of innovative ideas and solution.

**PO7: Sustainability**: Understand the impact of the Business

practices in societal and environmental contexts, and demonstrate the knowledge of, and need for sustainable development.

**PO8: Ethics**: Apply ethical principles and commit to professional ethics and responsibilities and norms of the Business practices.

**PO9: Team work**: Function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings.

**PO10: Life-long learning:** Recognize the need for, and have the preparation and ability to engage in independent and life-long learning in the broadest context of global business change.

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| **Programme Specific Outcomes OfMBA(H& T)** | At the conclusion of the programme of Masters in Business Administration (Hospitality & Tourism), students will be able to ;<br><br>**PSO1:** Interpret practical, theoretical and personal skills required for senior management roles with in a variety of international hotel and tourism organisations.<br><br>**PSO2:** Synthesise strategic, organisational and marketing processes of a commercial hospitality enterprise within the context of the global nature of business.<br><br>**PSO3:** Cultivate a professional management attitude by nurturing the creative development of innovative ideas and solutions and confidentially debate, research and synthesis theories while evaluating organisational learning.<br><br>**PSO4:** Critically analyse different multilateral institutions and transnational organisations including an evaluation of their impacts on international tourism and other tangents of tourism management. |

## Semester-First

| Course Code | Course Title | Credit | Internal Assessment Marks | University Exam |
|---|---|---|---|---|
| **Core Courses** | | | | |
| **MBAHTM-101** | Management Perspectives & Organisational Behaviour | 4 | 40 | 60 |
| **MBAHTM-102** | Managerial Economics | 4 | 40 | 60 |
| **MBAHTM-103** | Statistical Methods | 4 | 40 | 60 |
| **MBAHTM-104** | Basics of Hospitality Management | 4 | 40 | 60 |
| **MBAHTM-105** | Computer Applications in Hospitality & Tourism Industry. | 4 | 40 | 60 |
| **MBAHTM-106** | Communication Skills. | 4 | 40 | 60 |
| | **Total** | **24** | **240** | **360** |

# Ist Semester MBA (Hospitality & Tourism Course)

**Course Title: Management Perspective & Organizational Behaviour**   **Total Marks:100**

**Course Code: MBAHTM -101**
**Duration of Examination: 3 Hours**   **University Examinatic**
   **Sessional Assessment:40**
   **Credit Value: 4**

**Objectives:**
This course is to acquaint the students with the basic nature of management, its process, tasks and responsibilities of a professional manager as well as organizational behavioral dynamics governing an organization

**Unit 1**
**Introduction**: Meaning and nature of management; Management systems and processes; Tasks and responsibilities of a professional manager; Managerial skills. The Evolution of Management Thought and the Patterns of Management Analysis

**Unit II**
**Decision Making**: Organizational context of decisions; Decision making models; Problem solving and decision making techniques and processes, Management by objectives. The Basis of Global Management – Functions of Management-The Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises - Decision Making - Global Planning.

**Unit III**
**Organization Structure and Processes**: Organizational climate, culture and managerial ethos; Organizational structure and design; Centralization and decentralization; Delegation and inter-department coordination; Managerial communication; Planning process; Controlling.

**Unit IV**
**Behavioral Dynamics**: Individual determinants of organization behavior: perceptions,
Learning, personality, attitudes and values, motivation; Job anxiety and stress.

**Unit V**
**Interactive Aspects of Organizational Behavior**: Analyzing inter-personal relations; Group dynamics; Management of organizational conflicts; Management of change; Leadership styles and influence proces

**Course outcomes**

**CO1:** This unit provides a systemic and logical way of analysing business decisions based on economic fundamentals.

**CO2:** This unit analysis demand and supply concept , which are key factors in all economic activities.

**CO3:** this unit deals with cost analysis which serves as a basis for management decisions.

**CO4:** this unit deals with market structures, their types and importance to predict market outcomes.

**C05:** this unit deals with macro economic analysis to gain an insight about the macroeconomic fundamentals critical to the economy of country as a whole.

**References**

1. Koontz, H. and Wehrich , H., *Management-A Global Perspective,* 12., TMH
2. Pareek, U., *Organizational Processes*, Oxford and IBH, New Delhi.
3. Robbins, S. P., *Management,* 8th ed., New Jersey, Englewood Cliffs, Prentice
   Hall Inc.
4. Robbins, S. P., *Organizational Behavior,* 9th ed., Prentice Hall of India.
5. Robbins S.P, Seema Sanghi, Organizational Behavior, 11th ed, Pearson
6. Education. Stoner, et. al., *Management,* 6th ed., Prentice Hall of India.
7. Tayal, G. L., *Management,* Sultan Chand and Sons, New Delhi.
8. Paul Hersey, Kenneth H.Blanchard, Management of Organisational

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|---|---|
| **Course Title: Managerial Economics** | **Total Marks:100** |
| **Course Code: MBAHTM-102** | **University Examination:60** |
| **Duration of Examination: 3 Hours** | Sessional Assessment:40 |
| | **Credit Value: 4** |

**Objective**: The objective of this course is to acquaint the students with concepts and techniques used in micro-economic theory and enable them to apply these in managerial decision making.

**Unit I**

**Introduction to Managerial Economics:** Introduction, definition, nature, scope and significance of managerial economics; Managerial economist's role and responsibility, uses of managerial economics; Basic economic tools in managerial economics– opportunity cost principle, discounting principle and equi-managerial principle.

**Unit II**

**Demand and Supply Analysis:** Demand function, the law of demand, individual and market demand, determinants of demand, elasticity of demand: price, income and cross elasticity, Meaning and determinants of supply, the law of supply; Indifference curve approach, properties of indifference curve,  application of indifference curve and uses of indifference curve, demand forecasting.

**Unit III**

**Cost Analysis**: production and cost analysis, production function, the Isoquant Curves, the law of diminishing returns; Economies & diseconomies of scale; Classification of costs, average-marginal relationships, long-run and short-run cost functions.

**Unit IV**

**Market Structures**: Price determination under perfect competition (features, equilibrium of the firm, price and output determination), price determination under monopoly (features, monopoly vs perfect competition, price determination); Price determination under monopolistic competition (features, price and output determination), oligopoly and price discrimination; Concept of pricing strategies: Price Skimmimg, penetration pricing & Loss leader pricing.

**Unit V**

**Macroeconomic Analysis:** Introduction and importance of macro-economic studies; Meaning & nature of macroeconomics; Concept of national income, GDP, GNP & NNP and their measurement. Economic indicators ( per  capita income, physical quality of life index, human development index and quality of life index); Business cycle–features, phases & causes of business cycle; Inflation–meaning, types, causes and consequences of inflation.

**Note for Paper Setters**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 very short answer type questions, two questions from each unit which elicit answers in not more than 20 words and/or multiple choice and/or fill in the blanks, each carrying 1 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The candidate will be required to answer 5 questions one from each Unit. Each question carries 10 marks.

**Course outcomes**

CO1: To make students able to understand the meaning of central tendencies & dispersion and to make them capable of finding the various measures of central tendencies & dispersion.

CO2: To make students able to understand the concept of correlation & regression analysis for finding the relationship between the variables to predict the future values of one variable on the basis of the past information available on the two variable.

CO3: Know about the concept of sampling, its methods, applications and various data sources. Understand the concept of hypothesis and errors involved in hypothesis testing.

CO4: test the dependencies of variables through Chi-Square test and to test the significance of differences among the means of the three or more than three samples.

CO5: Understand the concept of time series analysis and index numbers and how they can be used.

**Suggested Readings**

1. Dwivedi, D.N. (2010). Managerial Economics. S. Chand & Co. Ltd.
2. Dornbusch, Fisher and Startz (2002). Macroeconomics Tata McGraw Hill.
3. Frank and Bernanke, Economics (2007). Tata McGraw Hill.
4. Peterson and Lewis (2005). Managerial Economics. Prentice Hall of India.
5. Samuelsson and Nordhaus (2005). Managerial Economics. Tata McGraw Hill.
6. Thomas and Maurice (2005). Managerial Economics. Tata McGraw Hill.

Course Code: MBAHTM-103                    Maximum Marks:1
Course Title: Statistical Methods          University Examin
Credit Value: 4                            Sessional Assessm

**Objective:** To make students understand the various statistical methods and their relevance & application with special reference to hospitality & tourism.

**Unit-1: Measures of central tendency:** Mean, Mode, Median (for grouped and ungrouped data), Geometric Mean, Weighted Average; **Measures of Dispersion**: Range, Mean Deviation, Quartile Deviation, Variance, Standard Deviation, coefficient of variation;

**Unit-2: Correlation Analysis**: concept of coefficient of correlation, Methods of finding correlation coefficient: scattered method, Karl Pearson's coefficient of correlation, Spearman's rank coefficient of correlation. **Regression Analysis:** concept of regression analysis and estimating line, estimation of regression equation Y on X, Interpretation & properties of regression coefficients.

**Unit-3: Sampling:** Concept of sampling & census, Probability & non probability methods of sampling; Hypothesis: concept, types, types of errors: type –I & type –II. Sources of data collection: Primary & Secondary; Sample size and standard error.

**Unit-4: Chi Square:** Chi--square as test of independence and test of goodness of fit. **Analysis of Variance:** basic concepts, calculating variance among sample means & within samples (One way only), F-distribution and F-tests.

**Unit-5: Time Series and Forecasting:** introduction, variations in time series, trend analysis, cyclical, variations, seasonal variations, irregular variations, time series analysis in forecasting. **Index Numbers:** un--weighted aggregate index, weighted aggregate index, average of relative methods, quantity and value indices, issues in constructing and using index numbers.

**Note for Paper Setting:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 very short answer type questions, two questions from each unit which elicit answers in not more than 20 words and/or multiple choice and/or fill in the blanks, each carrying 1 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The candidate will be required to answer 5 questions one from each Unit. Each question carries 10 marks.

**Course outcomes**

**CO1:** To make students able to understand the meaning of central tendencies & dispersion and to make them capable of finding the various measures of central

tendencies & dispersion.

**CO2:** To make students able to understand the concept of correlation & regression analysis for finding the relationship between the variables to predict the future values of one variable on the basis of the past information available on the two variable.

**CO3:** Know about the concept of sampling, its methods, applications and various data sources. Understand the concept of hypothesis and errors involved in hypothesis testing.

**CO4**: test the dependencies of variables through Chi-Square test and to test the significance of differences among the means of the three or more than three samples.

**CO5:** Understand the concept of time series analysis and index numbers and how they can be used.

**Books Recommended:**

- Gupta, S.P. (2011). Statistical methods. Sultan Chand & Sons.
- Levin Richard I, David S. Rubin (2011), Statistics for Management, 8th Ed., Prentice Hall of India.
- Sharma J K (2011), Business Statistics 2nd Ed., Pearson Education.
- Gupta, S.C. (2007). Fundamentals of Statistics. Himalayan Publications.
- Richard I. Levin & David S. Rubin, (2011) Statistics for Management, Pearson Education, 7th Edition.

Course Code: MBAHTM-104            Maximum Marks:
Course Title: Basics of Hospitality Management     University Examir
Credit Value: 4                           Sessional Assess
                                                     Examination Dura

**Objective:** The purpose of this course is to expose students to important Managerial functions in a hotel and give them insight into working of hotel. It throws light on the various type of accommodation, to diagnose major trends, problems and possible solutions. The course will make students to learn how to establish and operate accommodation business and understand it's rules and regulations.

**Unit I:** Introduction to accommodation industry – Types of accommodation and their grouping, classification, categorization and forms of Ownership. Defining the term hotel, types & characteristics; Organizational structure of small, medium & large Hotels; International hotel regulations.

**Unit II:** Division of work in a hotel, The Room division, the food and beverage

division, the engineering and maintenance division, the marketing and sales division, the A/C division , the HR division and the security division.

**Unit III:** Front office Operations: Qualities of front office staff, front office organizational hierarchy of a large hotel & a small hotel; functions of the front office at the arrival & departure of a guest; Front office procedure for emergencies.

**Unit IV:** House Keeping: Concept of housekeeping, Layout of housekeeping department; competencies of housekeeping employees; Administration duties; procedure for cleaning room & bathrooms; Rules on a guest floor; Administration & control functions of housekeeping.

**Unit V:** Introduction to Restaurant Management, Hotel operations: food services for the transportation market, food services for the leisure market, retail food services, Business/ Industrial food services, Health care food services, club food services, trends in lodging and food services. Future trends in Hospitality Industry – Usage of CRS in Hotel Industry, operational usage through chain of hotels.

## <u>Note for Paper Setting:</u>

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 very short answer type questions, two questions from each unit, elicit answers in not more than 20 words and/or multiple choices and/or fill in the blanks, each carrying 1 mark. **Section B** will contain 10 long answer type questions, two from each Unit and the candidate will be required to answer one from each Unit. Each question carries 10 marks.

**Course outcomes**

**CO1:** Acquaint with the basics regarding accomodation industry, their classification and organisation.

**CO2:** Get awareness regarding division of work in a hotel.

**CO3:** Understand the qualities of front office staff.

**CO4:**Understand the concept of housekeeping including layout, competencies & duties of housekeeping staff.

**CO5:** Analyse the functioning of restaurant management and make them aware of various food services offered by the industry

**Books Recommended**

- Arthur & Gladwell () Hotel Assistant Manager. London communication, Barril, Jenkins.
- Andrews (1980). Hotel front office training manual.  Tata Mcgraw Hill,

Bombay.
- Gray and Ligouri (2000). Hotel and motel management and operations. PHI, New Delhi.
- Negi S.Chand (). Hotels for Tourism Development. New Delhi.
- Zeithaml, V.A. (1996) Service Marketing. McGraw Hill, London.

**Course Title**: **Computer Applications in Hospitality and Tourism Industry**
**Course Code:** MBAHTM-105                                 **Total Marks:** 100
 **Duration of Examination:** 3 Hours                       **Sessional Assesments:** 40

                                                            **University Examination:** 60

**Credit Value: 4**

**Objective:** The objective of this course is to make students understand the applications and tools of computer and information technology for improving Hospitality and Tourism Sector.

**Unit I**
**Essential of computer systems:** input/output units, Keyboards, Touch screen terminals, Other Input devices, Monitors, Printers, Common I/O units in the hospitality industry, The central processing unit, Read Only Memory (ROM), Random access Memory (RAM), External storage devices , Magnetic tapes, floppy disks , hard Drives, Compact Disc technology.

**Unit II**
**Automation in the Hospitality Industry**: Data processing, Electronic data processing, Advantages of electronic data processing, types of data, types of computers, Mainframe computers, minicomputer, Portable computers, Computer & its application in the hospitality industry, The internet & the hospitality industry, internet application, world wide web, Networks & networked computers.

**Unit III**
**Information Technology and Tourism**- Introduction, Information Technology and the tourism industry components: Travel Services and Computers like Car Rental, Railways and Airlines-Tour Services and Computers such as online development of packaged tours-Hotel Services and Computers like Reservations, Food and Beverages services, Computer Reservation System(CRS)- GIS Applications in Tourism Planning.

**Unit IV**
**Media:** An Information Tool for Tourism-Television, Print Media, Others such as MICE, Virtual Media-2G and 3G connectivity, Role of websites and Internet in promoting Tourism, Importance of Internet-E Business models and programs-

E marketing and new methods of accessing the information-Use of ICT in Destination Management System.

**Unit V**

**Typologies of E-tourism:** Business models - Business to Business (B2B) - Business to Consumer (B2C) - Consumer to Business (C2B) - Consumer to consumer (C2C) - Business to Employees (B2E) - & Business to Government (B2G). Payment Systems in E-tourism - Payment Gateway - Billing and Settlement Plan (BSP) - Security Issues and Certification -Future of E-tourism.

<u>**Note for Paper Setting:**</u>

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 very short answer type questions, two questions from each unit, elicit answers in not more than 20 words and/or multiple choices and/or fill in the blanks, each carrying 1 mark. **Section B** will contain 10 long answer type questions, two from each Unit and the candidate will be required to answer one from each Unit. Each question carries 10 marks.

**Course outcomes**

**CO1:** Understand the basic organization of computer, its components and knowledge of functionalities of different devices in context with the terminals and ware elements.

**CO2:** Analyze the concept of automation in hospitality industry by Incorporating the knowledge of computer applications and worldwide web.

**CO3**: Examine the role of Information Technology in Tourism and travel ke car rentals, railways and airlines.

**CO4:** Understand the importance of promotion of tourism through media Components and use of ICT in various tourism services.
**CO5:** Analyze different topologies of E-Tourism, understand various billing and settlement plans and payment systems included in different E-Tourism Applications.

**Suggested Readings:**

1. Werthner, Hannes, and Stefan Klein(1999), "Information technology and tourism: a challenging relationship" , Springer Verlag Wien.
2. Buhalis, Dimitrios, and Rob Law (2008), "Progress in information technology and tourism management: 20 years on and 10 years after the Internet—The state of eTourism research." Tourism management.

3. Bhatnagar S C and Ramani K V: "Computers and information management. A Primer for Practicing Managers", New Delhi, Prentice Hall of India Pvt. Ltd.

4. Goel Ritender and D N Kakkar: "Computer Application in Management", New Age International Publishers, New Delhi.

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|---|---|
| **Course Title: Communication Skills** | **Total Marks:100** |
| **Course Code: MBAHTM-106** | **University Examination:60** |
| **Duration of Examination: 3 Hours** | **Sessional Assessment:40** |

**Credit Value: 4**

**Objective**: The course is designed to acquaint the students with the principles and practices of business communication.

**Unit I**

Meaning, Role, functions and Importance of communication in Business Organization; Communication Models; Parts and process; Principles of Business Communication; Barriers to communication and how to overcome the barriers

**Unit II**

**Classification of Communication**: Formal & Informal; Internal operational and External Operational; Personal, Inter-Personal Group; Downward, Upward and Horizontal communication; Grapevine Communication & information overload, One-way and Two-way; verbal and non -verbal communication. Non Verbal Communication: Body language: Physical expressions, gestures, hand movements and spatial relationships.

**Unit III**

**Patterns of Communication:** Communication Networks and Designs, feed-forward and feedback; Barriers to communication; Measures and solutions for effective communication;

Listening: Active listening skills & their importance in communication, developing active listening skills. Conflict & Conflict Management; Communication in Negotiation; Role of IT in effective Communication

**Unit IV**

**Business Correspondence:** Principles of letter writing ; structure and layout of Business letters; Different Types of Business letters: Request letters; Response letters; Good - News letter; Bad News letter; thank you letters; Complaint letters; Collection letters; reminders, inquiry appeal and warning letters; AIDA strategy; Job Employment letters and Resume writing, E-mail and the changing landscape of business communication.

**Unit V**

**Business Reports:** Structure of reports; Types of Business reports; steps in report writing; writing style ; use of illustrations for writing the report, Interviewing, Public speaking; oral presentation; Group discussions and participation in Business meetings/conferences, Corporate News.

**Note for Paper Setters**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 very short answer type questions, two questions from each unit which elicit answers in not more than 20 words and/or multiple choice and/or fill in the blanks, each carrying 1 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The candidate will be required to answer 5 questions one from each Unit. Each question carries 10 marks.

**Course outcomes**

**CO1:** understand the skills and knowledge of communication in the Business environment.

**CO2**: equip the students with the basic tools show to make their Communication effective and suitable based on their professional fields by using persuasive and Professional language in speech and writing.

**CO3:** develop communication skills among the students in such a way that it will help them in communicating effectively across various cultures. It will further help students in learning constructive negotiation and conflict managementskills.

**CO4:** Provide knowledge to the students in planning and managing projects for the business by learning well organised communication strategy.

**CO5:** develop effective business writing skills and to build a knowledge base in writing projects and letters targeted towards mass audience.

**Suggested Readings**

1. Lesikar, R.V. & Flatley, M.E. (2005), Basic Business Communication Skills for Empowering the Internet Generation. Tata McGraw Hill Publishing Company Ltd New Delhi.
2. Meenakshi, Prakash (2007), Business Communication  Oxford Publication House
3. Chaturvedi P.D. (2006), Busines Communication Pearson Education, 1st Edition
4. Barun K. Mitra (2012). Personality Development & Soft Skills. Oxford University Press.
5. Krizan, Merrier, Logan and William (2008). Business Communication. Cengage Learning.
6. Kaul, Asha (2015). Effective Business Communication. PHI Learning Pvt Ltd, 2nd

edition.

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