

**Institute of Hotel & Tourism Management
Maharshi Dayanand University – Rohtak**

**MASTER OF HOTEL MANAGEMENT (MHM)
Syllabus**

External Marks: 70

Internal Marks: 30

Time: 3 Hrs

PAPER CODE: 101

PRINCIPLES OF MANAGEMENT

- Unit-1** **Management concept and nature**; science or art, process & functions; management levels, managerial skills & managerial roles. Management and Society
- Unit- 2** **Role of Manager** – Management as a profession, Professional Manager & his tasks, Managerial Skills – Roles & Levels, Managerial ethics & organizations culture, Management process, External & internal , Factors that affect Management
- Unit -3** **Planning**-Nature, Purpose, types and process. Management by Objectives, Strategies and policies, Decision making.
Organizing: concept of organizing and organization. Line and Staff, authority and responsibility, span of Control, Delegation, Decentralization, Organizational structure and design
- Unit -4** **Directing**: Communication – process, types, barriers and principles of effective communication, Listening. Motivation – Basic concept & Definition, Theories and practices of motivating people in organizations,
- Unit – 5** **Leadership** – Basic Concepts & Definitions, Theories & Styles, Situational Lead, Team building
Controlling – basic Concepts & Definitions, Process, Methods & Techniques
Co-ordination – Meaning & Techniques

Text & References

- Chandra Bose/Principles Of Management & Administration, Prentice Hall Of India
- Management Theory & Practice C.B.Gupta (CBG) Sultan Chand & Sons
- Management Stoner, Freeman & Gilbert Prentice Hall Of India Pvt Ltd.
- Management Today : Principles and Practice - Burton, Jene, Tata Mc-Graw-Hill Publishing Co. Ltd.
- Management: A global perspective, Wehrich, Heinz and Koontz, Harold, New Delhi: Tata McGraw-Hill Publication Company, 1993.

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**MASTER OF HOTEL MANAGEMENT (MHM)
PAPER CODE: 102**

FUNDAMENTALS OF HOSPITALITY BUSINESS

- Unit – 1** **Hospitality-** Introduction, concept, development over the ages in context of Indian and international hospitality
- Unit – 2** **Tourism: Introduction, concept, definition, types and characteristics**
Relation of hospitality industry with Tourism
- Unit – 3** **The Hotel Industry:** Organization of Hotels, ownership structure: Sole Proprietorship, partnership, Franchisees, Management Contract – concept, their advantages and disadvantages.
- Unit – 4** **Overview of major Hotel Departments:** Front Office, House Keeping, Food & Beverage, Marketing, Human Resources, Engineering & Maintenance, Accounting & Finance
Inter and Intra Departmental Linkages and Coordination.
- Unit – 5** Future of Hospitality Industry, Changing trends, issue and challenges
Importance of Hospitality industry in India

Text & References

- Introduction to Hospitality Industry – A Text Book: Bagri SC & Dahiya Ashish, Aman Publications – New Delhi
- Introduction to Hospitality, Walker John R. Prentice Hall of India.
- An introduction to the hospitality Industry : 4th edition Gerald W. Lattin Attn.
- Hospitality Today : Rocco; Andrew Vladimir, Pables E, Attn.
- Tourism and the hospitalities Joseph D. Fridgen
- Welcome to Hospitality Kye-Sung Chon, Roymond Sparrowe
- Hospitality Mgt. Kevin Baker, Jeremy Hayton
- Hotels for Tourism Development Dr. Jagmohan Negi
- Principles of grading and classification of hotels, tourism restaurant & resorts - Dr. J. Negi

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Practical : 50

Time: 3 Hrs

MASTER OF HOTEL MANAGEMENT (MHM)

PAPER CODE: 103

Food & Beverage Services - I

- Unit – 1** **F&B Services:** –Introduction, Importance, Function, Sections
Classification of catering establishment- commercial and non commercial
- Unit- 2** **Departmental Organization & Staffing** – Organization Structure of F&B
Services in different types of Hotels.
Job Descriptions and Job specifications of different F&B service positions,
attributes of F&B personnel
- Unit- 3** **Food & Beverage Service equipments:** Introduction, Classification and
features.
Food & Beverage Service: Introduction, Classification and features.
- Unit 4** **Mise-en-scene and mise-en-place for Restaurant, banquets and room
service:** –Introduction, Importance, Function, Sections
- Unit 5** **Restaurant** – Introduction, types, functioning, order taking and serving
food, controlling

Text & References:

- Text book of Food & Beverage Service By S.N. Bagchi & Anita Sharma – Aman Publication
- Food & Beverage Service by Anil sagar & Deepak Gaur- A.P.H. Publishing Corporation
- Food & Beverage Service By Vijay Dhawan- Frank Bros. & Co.
- Food & Beverage Service Training Manual By Sudhir Andrews – Tata Mc-Graw Hill Publishing Co. Ltd
- Food & Beverage Service By Dennis Lillicrap – John Cousins
- An Introduction to Food & Beverage Studies by Marzia Magris & Cathy McCreery- Global Books & Subscription services

Practical:

- To develop the perfect skills & techniques in the basic operational Activities of food & beverage service of breakfast, lunch & dinner
- Familiarization of Restaurant equipments & Table ware
- Arrangement of side board
- Laying up of table linen & cover
- Folding serviettes in various design
- Receiving guest & taking orders
- Mis-en-place, Mis-en- scene

- Service of food
- Service of Non-Alcoholic beverages
- Different types of service procedures

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MASTER OF HOTEL MANAGEMENT (MHM) PAPER CODE: 104

Housekeeping Management - I

- Unit -1** **Housekeeping** – The concept, its aims and importance and its scope in Lodging Industry. Personality traits of housekeeping personnel .
Organization of Housekeeping Department of different type of Hotels,
- Unit – 2** Duties and responsibilities of the housekeeping personnel.
Layout of the housekeeping department.
Sections of Housekeeping department- Importance and their functions.
Intra- & Inter-departmental coordination
- Unit- 3** Basic cleaning agent, selection criteria, their uses and control measures.
Cleaning- Types, equipments required, maintenance of equipment & storage.
Daily, periodic & spring cleaning procedure.
- Unit – 4** **Linen:** Concept, types and their sizes and storage
Housekeeping supplies and amenities: types, control
Cleaning procedure of guest rooms and public area.
Room Checklist and its procedure
- Unit- 5** Lost & Found procedures and records,
Safety and security procedures. Accidents prevention procedures, Keys-
Type of keys & Key Control, Hotel Bed: Types of Beds & Mattresses,
Turn down Service

Practical:

- The student should learn by modular system, daily room cleaning routines & variables for check out, stay over & vacant rooms
- Setting up of Maid's cart
- Daily cleaning routine of rooms & public area
- Weekly cleaning routines
- Special cleaning programmes
- Public area cleaning
- Various types of housekeeping equipments, use, care & maintenance
- Bed making
- Care & cleaning of different surfaces
- Handling & use of cleaning Agents
- Guest Room Inspections

Text & References:

- Housekeeping training manual, Andrews, Sudhir, New Delhi : Tata Mcgraw-Hill Publication Company, 1985.
- Hotel, Hostel and Hospital housekeeping, Branson, Joan C. and Lennox, Margret, London : ELST, 1988.
- Managing Housekeeping operations, Margaret M. Kappa, Aleta Nitschke, Patricia B. Schappert, EI-AH&LA, USA.
- HouseKeeping Management, Andrew Sudhir, Tata Mcgraw Hill Publication Text Book
- Housekeeping Operations, Oxford Publications
- Hotel Housekeeping operation management, S.Raghubalan, G Raghubalan

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MASTER OF HOTEL MANAGEMENT (MHM)
PAPER CODE: 105
Front Office Operations

- Unit- I Introduction to Front Office**
Layout of the front office, Different section of the front office and their Importance , Qualities of Front Office staff.
- Unit- II Organisational set-up of Front office Department**
Hierarchy: Small, Medium and Large Hotels, Job description and Job specification of different front office personnel.
Bell Desk and Concierge- importance, functions and activities.
- Unit- III Basic Information for Front Desk Agents**
Different types of rooms. Numbering of rooms and food plan, Basis of charging a guest.
Tariff and tariff fixation, Terms used at Front Desk.
- Unit-IV Reservation**
Sources & Modes of Reservation, Types of Reservation, Systems of Reservation
Amendments and cancellations procedures, Group reservation, Overbooking.
Modes of Payments- Advantages and Disadvantages
- Unit-v Registration**
Pre-registration activities, Methods of registration, Room & rates assignment, Handling registration of Foreigners, Room change procedure.
Telephonic etiquettes/ manners, the need for developing the telephone skills

Practical:

- Appraisal of Front Office Equipments and Furniture (Rack, counter, Bell Desk)
- Filling up of Various Performa
- Welcoming of Guests
- Telephone Handling
- Role play:

Reservations
Arrivals & Departure
Luggage handling
Message and Mail Handling
Paging

Text & References:

- Front office management in hotel, Chkravarti B.K., CBS publishers and distributors, 1999.
- Front office : procedures, social skills, yield and management, Abbott, Peter and Lewry, Sue, New Delhi: Butterworth-Heinemann.
Bhatnagar S, K., Front Office Management, Frank Brothers & Co.
- Bardi James, Front Office Operations
- Front office, Elsevier publications
- Principles of hotel front office operations, Baker Sue, Huyton Jeremy, Bradley Pam, London and New York: Continuum, 2000.
- Case studies in rooms operations and management, Huyton, Jeremy and Baker, Sue, Melbourne : Hospitality Press, 2001.
- Managing Front office operations, Michael L. Kasavana, Richard M. Brooks, Educational Institute of American Hotel & Lodging Association, (EI-AH&LA, USA).

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MASTER OF HOTEL MANAGEMENT (MHM)
PAPER CODE: 106

Financial & Hotel Accounting

- Unit – 1** Financial accounting – nature, concept, definition, objectives and functions. Accounting concepts, and conventions. Accounting equation, Rules of Debit and Credit. Classification of accounts and rules of posting.
- Unit-II** Preparation of Journal, Ledger, and trial balance.
Preparation of final accounts – income statements and Balance sheet without adjustments.
- Unit- III** Hotel accounting – meaning, functions and significance. Classification of Hotel Departments- Revenue and Non- Revenue producing. Preparation of Hotel ledgers – visitor ledger, city ledger, sales ledger and purchase ledger. Preparation of Hotel financial statements.
- Unit –IV** Uniform system of accounting – concept, meaning, advantages and disadvantages. Various types of schedules – rooms, F&B telephone, assets, expenditure.
- Unit – V** Internal Control
Definition & Objective of Internal Control, Characteristics of Internal Control, Implementation & Review of Internal Control

Text & References

- Juneja, Chawla & Saksena – Double Entry Book Keeping – Kalyani Publications.
- Maheshwari & Maheshwari – An Introduction To Accountancy 5th – Vikas Publishing House.
- Bhattacharya/financial Accounting for business Managers, Prentice Hall of India.
- R.L. Gupta – Advanced – Sultan Chand & Sons.
- S.N. Maheshwari – Principals of management accounting – XI Edition – Sultan Chand & Sons.
- Khan & Jain, Financial Accounting.

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MASTER OF HOTEL MANAGEMENT (MHM)
PAPER CODE: 107

Computer & Information System Management

- Unit-1** **Meaning & Role of MIS**
Concept and definitions of MIS, Role of MIS, Characteristics of MIS, Limitations of MIS, MIS & Computer, MIS & User
- Unit- 2** **MIS for Strategic Advantage,**
Information system for strategic advantage, Strategic role for information system, breaking business barriers, reengineering business process,
- Unit- 3** **Introduction to Computers**
Introduction to Computer: Components, Classification, Organization, Capabilities Characteristics & Limitations, Operating System, Application of Computer in Business,
- Unit- 4** **Introduction to Internet**
Introduction to Internet and WWW: Introduction, Evolution, Benefits, Application, Working, Hardware and Software requirements, Internet Service Provider, Nature of Internet Accounts, World Wide Web, Web Browser, Internet Protocol Addresses, URL, DNS, Search Engines.
- Unit- 5** **HTML**
Introduction to HTML: Build a simple HTML document, tables, frames, links, adding multimedia documents, home page

Text & References

- Management information system, Lucey T., New Delhi : BPB Publication, 1997.
- Management information systems : managing information technology in the e-business enterprise, Obrien, james A., New Delhi : Tata McGraw-Hill Publication Company, 2002.
- Maging Computers in the Hospitality Industry, Michael I. Kasavana, John J. Cahill, EI-AH&LA, USA.

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MASTER OF HOTEL MANAGEMENT (MHM)
PAPER CODE: 108
Communication Skills in English

Unit-1

Basic Usage of Language & Functional Grammar:

Functional Grammar, Word Construction, Sentence structure, Language sounds, functional tenses, moods, sub-verb agreement vocabulary

Unit-2

Communication skills: Professional usage of language, intonation, fluency, pause Management, Voice & Accent, video learning, spoken exercises.

Unit-3

Language & Career Management: Language in career Planning & Building, English in Hotel Industry, Industrial Lexicon, General awareness about Hotels, People, cultures and customs.

Unit-4

Industrial soft skills : Personality Development, Calling skills, Electronic Skills, meeting handling skills, Group presentations, Customer handling, customer oriented projects, Industrial Benchmarks.

Unit-5

Interviews Brush-up : Personal Interviews make up, formal and informal interviews, GDs', Public speaking, personal and professional counselling and career planning.

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MASTER OF HOTEL MANAGEMENT (MHM) PAPER CODE: 201

Tourism Business & Hotel Industry

- Unit – I** The nature and concept of Tourism; approaches to study Tourism; Tourism system; Tourism and Hotel Industry – linkages and significance; Tourism impacts – social, cultural and environmental; major tourist attractions – cultural, historical and nature based. Types and forms of Tourism. Transport systems – Air, Railways role and significance. Definition of Tourism, Tourist, Importance, Significance & Growth of Tourism, Hotel Travel desk. Difference between traveler, excursionist, visitor.
- Unit – II** Travel agency and tour operation business – Role and functions. Travel agency and Hotel industry. Tourism organizations and associations – Role and functions in Hotel Industry – WTO, PATA, FHRAI and IATA.,
- Unit - III** Travel formalities and regulations – Passport: meaning, types, issuing authority, and procedure for obtaining passport. VISA- Types, issuing authority, VISA requirements, and procedure for obtaining VISA. Foreign Exchange and procedure for obtaining foreign exchange,
- Unit- IV** Tourist product- Meaning or Concept, How they are different from the consumer product Components of tourist products, Eco Tourism, Tour Operator- Inbound & Outbound, Immigration companies
- Unit – V** Religion based tourism, Wild Life Sanctuaries, National Parks, and Eco Tourism Destination.

Text & References

- Tourism and the hospitality Industries, Joseph D. Fridgen.
- Infrastructure of Tourism in India, Rattan Deep Singh, Kanishka Publishers.
- Progress in Tourism, Recreation and Hospitality, Vol. 1-3, C.P. Cooper; CBS Publishers and Distributions..
- Tourism Development: Principles and Practics A.K. Bhatia Sterling Publishers, Delhi.
- Tourism Development and its impact, S.P. Bansal, Shri Sai Printographers.
Publisher : NRI Publication New Delhi.

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MASTER OF HOTEL MANAGEMENT (MHM)
PAPER CODE: 202

Human Resource Mgt. & Entrepreneurship

Unit-1

Role of HRM in the Organization

Responsibilities & Objectives of HRM, HRM programmes, Implementation of HRM & HRM Model, Expectations from HR Managers, Contemporary challenges in HRM, Evaluation

Human Resource planning

Definition & Meaning , Importance, Need for human resource planning, Objectives of human resource planning, The human resource planning system, Components & processes of human resource planning, Evaluation

Unit- II

Job Analysis & Design

Job analysis, Job description, Job Specification, Job Evaluation, Job Evaluation method, Job design

Action Areas

Selection & Recruitment, Induction & Placement, Performance appraisal, Performance appraisal method, Transfer, promotion & Reward policy, Training & Development, On the Job training method, off the job training method

Training & Development

Training, Distinction between training & development, Training Objective, Investment in Training, Training Policy, Identification of training needs, Principles of training & development

Unit-III

Entrepreneurship skills

- Personality attributes of an entrepreneur, Self control- value attitude, and Socio culture factors
- Unique character of the hospitality industry, Human psychology, Interpersonal relationship, Team building, Customer orientation
- Positive entrepreneurship behavior, overcoming external constraints, Solving internal problems

Unit-IV

Identification of business opportunities in Hospitality Industry

- Demand/ market analysis
- Present & future competition
- Govt. Policies regarding small enterprises

Incentives and Assistance

From Central Government, From State Government, From financial Institution

Unit-V

Small Enterprises Risk Analysis

- Motivational factors
- Developing Achievement Orientation
- Strength and weakness of independent business
- Feasibility and Viability

Text & References:

- Desai, vasant, small scale Industries and Entrepreneurship, Bombay, Himalya 1995.
- Staley, E.and Morsey R. Small Scale Industries in the Developing Countries, New york, McGraw Hill
- Malhotra I.S and Gupta S.L. Management of Small Scale industries, New Delhi
- Drucker, Peter F. Innovation and Entrepreneurship, East- west (P) Ltd. 1992
- Gupta, C.B. and Srinivasan, Entrepreneurial in India, New Delhi, Sultan Chand, 1997
- Taneja S and Gupta S.L., Entrepreneur development – New Ventures creation, Galgotia Publishing Co. 2001
- Entrepreneurship Management by Dr. arun Kaulgud, Vikas Publishing house.

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MASTER OF HOTEL MANAGEMENT (MHM)
PAPER CODE: 203

Food & Beverage Production - I

- Unit- 1** Introduction to cookery and evolution. Aims and objectives of cooking Food.
French, Indian and Chinese cuisines- Introduction and features.
Qualities of Kitchen staff. Kitchen Staff organization- liaison of kitchen with other departments. Duties and attributes of kitchen staff.
- Unit- 2** Various types of fuels used in kitchen, Kitchen equipment- types, selection, cleaning and maintenance
Preparation methods of ingredients, Effects of heat on food. Cooking methods- introduction and types.
- Unit- 3** Stocks, Soups and Sauces-classification, important considerations and recipes.
- Unit- 4** Fish, Poultry, lamb/Mutton, Beef and Pork- Introduction, cuts, selection points.
- Unit – 5** **Bakery-** Introduction, and ingredients used.
Cake making methods.
Pastry-Introduction, types and recipes.

Text & References:

- Theory of Cookery by Krishna Arora
- Modern Cookery (Vol. I) by Philip E. Thangam
- Larousee Gastronomique by Paul Hamlyn
- The Book of Ingredients by Jane Grigson
- The professional Chef by Le Rol A. Polson
- Professional Cooking by Wayne Gisslen
- The complete guide to the art of modern cookery by Escoffier
- Professional cooking by Wayne Glasslen
- Understanding Commercial Baking by Lundberg Donald E. & Kotsehevar

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Internal Marks: 30

Time : 3 Hrs

MASTER OF HOTEL MANAGEMENT (MHM)
PAPER CODE: 204
Front Office Management

- Unit- I** **Guest Accounting**
Types of Accounts maintained at the front office, Front office cashiering
Preparation of bills- manual, mechanical & fully automated system,
Express check out (ECO), Presentation & settlement – Cash & credit note,
Guest check out procedures
Handling of foreign exchange, passport, visa, landing permits.
- Unit-II** **Night Auditing, Control of cash & credit**
Concept of Night Auditing, Purpose of night audit function, Night
auditor's Job
Night audit process/ procedures, preparing the night auditor reports
Concept of cash & credit control, Objectives of credit control measures,
Credit control- before arrival, during stay & after departure
- Unit-III** **Yield management**
Concept of yield management, Measuring yield, Objectives & benefits of
yield management, Tools & strategies of yield management.
- Unit-IV** Role of Front office in hotel security. Security Programme- Concept,
developing a programme. Key control.
Handling emergency situations.
- Unit-V** Front office manager and law: overview of legal obligation, front office
contracts for guest accommodation.
Other legal concerns: guest privacy, guest removal, guest property, guest
non-payment, illness and death in guestroom.

Text & References:

- Trade Union Act 1926; Industrial Dispute Act 1947; Workman's Compensation Act; Industrial Employment (Standing Order) Act 1946; Payment and Wages Act 1936; Payment of minimum wages Act 1948; Payment of Bonus Act] 1965; Employees State Insurance Act (ESI) 1948; Employees Provident Fund Act 1952; Payment of Gratuity Act 1972, **Universal Law Publishing Co.**
- Hotel and Tourism Law, Dr. Jagmohan Negi, Frank Bros. & Co.
- Hospitality Law, American Hotel & Lodging Assosiation
- Socio-environmental and legal issues in tourism, Malhotra, R.K., New Delhi : Anmol Publications P. Ltd. 1998

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MASTER OF HOTEL MANAGEMENT (MHM)
PAPER CODE: 205

Food & Beverage Management

- Unit- I** **Food and Beverage Management-** Concept, importance and scope.
Process of Food and Beverage Management.
- Unit-II** **Food & Beverage Control** – concept, Operations;

Food cost control and portion control

Beverage cost control
- Unit-III** **Purchasing**
Aims, Purchasing staff, sources of supply, selection of suppliers, types of food purchased, quality purchasing, definition & advantages of standard purchase specification (SPS), purchase procedure, different method of purchasing.
- Unit-IV** **Receiving**
Aims, importance and functions, receiving procedure, equipment required for receiving,
Record maintained in receiving departments,
- Unit-V** **Storing & Issuing**
Storing & issuing procedures, Storing & Issuing controls, Store Room personnel, Equipments, Location of store rooms

Text & References:

- Arora K. 1977: Theory of cooking, Frank Bros. & Co. Delhi
- Escoffer. 1979 : The complete guide to the art of modern cookery, virtue and co. Ltd. Sureey.
- Halliday. EG and Noble I.T 1959: How's and Why's of cooking. The university & Co.
- Hughes. D and Bannion M. 1970 : Introductory Foods . The Macmillan Co. Ltd. New York
- Understanding cooking . Arnold . Hanemann India
- Philip T.E 1981: modern cookery for teaching and the trade . vol-I . orient Longman Ltd. Bombay
- Saulnier L.. 1914: Le Repertoire de la cuisine . Leon Jaggai and sons Ltd. London.

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MASTER OF HOTEL MANAGEMENT (MHM)
PAPER CODE: 206

Business Policy & Strategic Management

Unit- I

Introduction to Business policy

Evaluation of business policy as a discipline, Nature of Business policy, Importance of business policy, Purpose of business policy, Objectives of business policy

Strategic Management – an overview

Understanding Strategy, Definition & Explaining strategy, Strategic Decision making

Process of Strategic Management, School of thought on Strategy Formulation

Strategic Intent

Vision, Mission, Business Definition, Goals & Objective

Unit- II

Environmental Appraisal

Concept of Environment, Environmental Sectors, Environmental Scanning

Corporate level strategies

Grand Strategies, Stability Strategies, Expansion strategies, Retrenchment strategies Combination Strategies

Strategic Analysis & Choice

Corporate & Business Level Strategic Analysis, Contingency Strategies, Strategic Plans

Unit- III

Strategy Implementation

Interrelationship between formulation & Implementation, Project Implementation Resource Allocation, Organizational System, Corporate Culture, Social Responsibilities & Strategic Implementation

Functional & Operational implementation

Functional Plan & Policies, Financial Plans & Policies, Marketing Plans & Policies

Unit- IV

Strategic Evaluation & Control

Strategic Control, Operational Control, Role of Organizational System in Control

Case Studies- Case Analysis & Presentation

Mission & Mission Statement, Strategies, Approaches, Entrepreneurial, Strategic Decision Making, Adaptive search, Environmental & Internal resource Analysis

Environmental Scanning, SWOT Analysis (Internal & External Environment)

Unit- V

Strategy Formulation

Expansion, Retrenchment, Merger, Joint Venture

Strategy Formulation Process

Strategy analysis & Choice, Factors influencing choice, SPACE Matrix, BCG Matrix

Policies in functional Areas

Functional policies, financial policies

Strategic Implementation, Review & Revaluation

Text & References:

- Wootton and Terryhorne: Strategic planning: The Nine Programme
- John Tribe: Corporate Strategy for Tourism.
- Prashad, L.M.: 2004, Business Policy and Strategic Management, Sultan chand & Sons.
- Ghosh, P.K.: 2004, Strategic Planning & Management, Sultan Chand & Sons.

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MASTER OF HOTEL MANAGEMENT (MHM)
PAPER CODE: 207

Hotel Safety, Security & Engineering

- Unit-I** Hotel Security: concept, importance, Type, Organization structure, Application of security in Hotels, scope and trends.
- Unit-II** **First Aid**
The First Aid box, Handling Burns & scalds, Bleeding, fainting, fractures, heart- attack, sprain, and shock.
Handling Emergency procedures: Fire, Bomb threat, Theft, Death, Terrorism, and Natural Calamity.
- Unit-III** Introduction, Role & Importance of maintenance department in the hotel industry, organization chart.
Types of maintenance – preventive & breakdown; advantages and disadvantages.
- Unit-IV** **Energy Management:** Concept, Objective, Importance, sources, applications, energy audit and Recent trends
Water management: Concept, Objective, Importance, sources, types of water, and applications.
- Unit-V** Waste Management and Pollution control: Concept, Objective, Importance, Types of waste and pollutions, Disposal of different types of wastes. Recent trends

Text & References:

- David MC Sware Nancy Rue Richard Linten : Essentials of Food Safety and Sanitationthe American Hotel & Motel Association.
- Borsenik, Fran, D., 1979: The Management of Maintenance and Engineering Systems in Hospitality Industries, New York, John Wiley.
- Redlin Michael H. & David: Managing Hospitality Engineering Systems, 1987, AH & MA USA.
- David Kirz: Environment Management for Hotels, Butterworth, Heinemann Ltd., Oxford, 1996.
- Donglass, C. : Energy Technology handbook, McGraw Hill, New York, 1977.
- Prakash, I.K.: Energy Systems and Development, Oxford University Press, New Delhi, 1980.
- Thorndike, EH: Energy and Environment, Addison, New York, 1979.
- Energy and Water Resource Management: Robert E. Aulbac.
- Management hospitality Engineering Systems: Michael H. Redlin and David M. Stipanuk.

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External Marks: 70
Internal Marks: 30
Time : 3 Hrs

MASTER OF HOTEL MANAGEMENT (MHM)
PAPER CODE: 208
BUSINESS COMMUNICATIONS

- Unit – 1** **Communication** : Introduction, Definition, process, characteristics and importance in business.
- Unit – 2** Barriers to communication and how to overcome barriers.
Mediums of communication- types and how to choose
Types of communications
- Unit – 3** **Verbal Communications** – concept, features, advantages and disadvantages and its use in business
Listening- Introduction, importance, barrier to listening, Guidline for effective listening
- Unit – 4** **Non-Verbal Communications** – concept, features, advantages and disadvantages and its use in business
- Unit – 5** Business Letter and Report writing – Introduction, importance, types, structure and layout, planning and preparation.

Text & References

- Business Communication, Lesikar, Pettit (AITBS)
- Theory & Application
- Business Communication, K.K. Sinha Galgotia Publishing House
- Communication for Business, Shirley Taylor, Pearson Education Asia
- Effective Business Communication, Asha Kaul, Prentice Hall of India
- Business Communication, Rajinder Pal, Himalayan Publishing House

NOTE : The question paper will be set by the external examiners. The external examiner will set 10 questions in all, selecting not more than two questions from each unit. If a case study is included in the question paper then it will carry marks equivalent to one question. The candidates will be required to attempt five questions in all, selecting at least one question from each unit. However, in question paper(s) where any deviation is required, special instructions will be issued by the Chairman, PG Board of Studies in Management.

External Marks: 70
Internal Marks: 30
Time : 3 Hrs

MASTER OF HOTEL MANAGEMENT (MHM)
PAPER CODE: 301
Research Methodology

NOTE : The question paper will be set by the external examiners. The external examiner will set 10 questions in all, selecting not more than two questions from each unit. If a case study is included in the question paper then it will carry marks equivalent to one question. The candidates will be required to attempt five questions in all, selecting at least one question from each unit. However, in question paper(s) where any deviation is required, special instructions will be issued by the Chairman, PG Board of Studies in Management.

External Marks: 70
Internal Marks: 30
Time : 3 Hrs

MASTER OF HOTEL MANAGEMENT (MHM)
PAPER CODE: 302
Hotel Marketing

- Unit - I What is marketing?**
Needs, Wants and Demands; Products and Services; Markets; Marketing;
The Production Concept, The Product Concept, The Selling Concept, The
Marketing Concept, The Societal Marketing Concept; The Marketing Process,
Marketing Strategies, Marketing Mix, Marketing Analysis, Marketing
Planning, Marketing Implementation, Marketing Department Organization,
Marketing Control and The Marketing Environment.
- Unit - II Consumer Markets and Consumer Buyer Behavior**
Characteristics, Factors Affecting Consumer Behavior, Types of Buying
Decision Behavior, The Buyer Decision Process, The Buyer Decision
Process for New Products, Consumer Behavior Across International
Borders, Business Buyer Behavior. Market Segmentation, Targeting, and
Positioning
- Unit - III Product and Services Strategy**
What is Product, Product Classification, Individual Product Decisions,
Services Marketing, International Product and Services Marketing, New-
Product Development Strategy.
- Unit-IV Integrated Marketing Communication**
The Marketing Communications Mix, The Changing Face of Marketing
Communications, Integrated Marketing Communications, Socially
Responsible Marketing Communication, Advertising, Sales Promotion, Public
Relations.
- Unit-V Hospitality Pricing**
Approaches to hospitality service pricing; marketing intermediates
in hospitality business; channel behaviour and channel relations; aspects
of supply chain management; advertising and promoting hospitality
products: direct marketing decisions: HR issues in hospitality business.

Text & References:

- Kotler Philip, Marketing Management: Analysis, planning, implementation and control, Prentice Hall of India, New Delhi
- Kotlet Philip and Armstrong, Gary, Principles of Marketing; Prentice Hall of India
- Saxena, Rajan, Marketing Management; Tata McGraw Hill, New Delhi
- Staton, Willian et al. Fundamentals of Marketing; McGraw Hill International Edition
- Wilson, Richard and Gilligan Colin, Strategic Marketing Management-Planning, Implementation and Control; Viva Books Pvt. Ltd. New Delhi
- Marketing Management; V. S. Ramakumari MAC MILLAN India Ltd.
- Hospitality Marketing, Wearne, Neil, Global Books & Subscriptions Services.
- Marketing & Sales Strategies for Hotels and Travel Trade, Dr. Jagmohan Negi, S. Chand & Co.
- Marketing for Hospitality & Tourism, Kotler Philip, Pearson Education Asia.
- Contemporary tourism and hospitality marketing, Sethi, Praveen, New Delhi, Rajat Publication, 1999.
- Marketing in the Hospitality Industry, Ronald A. Nykiel, EI-AH&LA, USA.
- Contemporary hospitality marketing, William lazer, Roger Laygon, EI-AH&LA.
- Global marketing strategies, Jeannet, Jean Pierre, Jaico Publishing House, Delhi.

NOTE :

The question paper will be set by the external examiners. The external examiner will set 10 questions in all, selecting not more than two questions from each unit. If a case study is included in the question paper then it will carry marks equivalent to one question. The candidates will be required to attempt five questions in all, selecting at least one question from each unit. However, in question paper(s) where any deviation is required, special instructions will be issued by the Chairman, PG Board of Studies in Management

MASTER OF HOTEL MANAGEMENT (MHM)
PAPER CODE: 303

Business Statistics & Managerial Economics

- Unit-I** Meaning, Definition and significance of business statistics in Hotel Industry. Techniques of data collection and presentation. Measures of central tendency. Meaning, purpose and significance of simple correlation.
- Unit- II** **Cost** :Cost concepts, Economic cost, explicit & Implicit cost, Opportunity cost, historical & replacement cost, Incremental & sunk cost, separable & common cost, private & social cost, total, average & Marginal cost, Long run & Short run cost
- Unit-III** Demand and supply: concept, Demand determinants for Hotels. Hotel supply – pattern and features.
Pricing of Hotel products – Concept and objectives.
- Unit- IV** **Market & Market Forms**
Definition & Classification of Market, Perfect & Imperfect Market,
Market forms
Pure competition, Perfect competition, Imperfect competition.
- Unit-V** **Feasibility study:** Concept, Importance, types and feasibility report.
Balance of trade & Balance of payment, Equilibrium & disequilibrium & adjustment in the balance of payment, improving balance of payments

Text & References:

- Levin & Rubin, Statics for Business, Prentice Hall of India, N.Delhi.
- Zameeruddin, Business Mathematics, Vikas Publishing House, New Delhi.
- Anderson, Quantitative Methods in Business, Thomson Learning, Bombay.
- Anderson, Statistics for Business & Economics, Thomson Learning, Bombay.
- Monga, G S., Maths for Management & Economics, Vikas Publishing House, New Delhi.
- Chandan, J.S. An Introduction to Statistical Methods, Vikas Publishing House, New Delhi.
- Bhardwaj, R.S, Business Statistics, Excel Books, 2000
- Gupta C.B. & Gupta, Vijay-Business Statistics

- Mishan, E.J., cost-benefit analysis , praeger, New York, 1979.
- Mithani, D.M., Economic theory (Macro Analysis) Himalaya publishing house, 1990
- Witt, stephe, F., Moutinho, Luiz (eds.) Tourism Marketing and management handbook, prentice hall international (UK) Ltd.

- Sheela. A.M., Economics of Hotel Management, New Age International Publication (P) Ltd., New Delhi.
- Kamra K.K. , Economics of Tourism

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External Marks: 70
Internal Marks: 30
Practical : 50
Time: 3 Hrs

MASTER OF HOTEL MANAGEMENT (MHM)
PAPER CODE: 304

Accommodation Operations - II

- Unit-I** **Linen-**criteria for selection of linen, types of linen, linen sizes, inventory controls, issuing & receiving, storage, linen rooms and layout, uniform planning, selection & calculating needs, uniform control stocking and storage procedure.
Purchase of Linen, Linen hire, Recycling of discarded linen, Issuing & Exchange of uniforms, Type of uniforms, sewing room- equipments required, activities & Areas to be provided.
- Unit-II** **Wall Finishes-** Introduction, Types, Selection criterion, Characteristics and Cleaning.
Ceiling Finishes- Introduction, Types, Selection criterion, Characteristics and Cleaning.
Floor Finishes- Introduction, Types, Selection criterion, Characteristics and Cleaning.
- Unit-III** **Colours-** Introduction, Dimensions, and Schemes.
Lighting- Introduction, types, and importance.
Cleaning Agents: Introduction, types, selection criterion and use.
- Unit-IV** **Laundry-** Layout, types- Commercial, In house or On- premises, Linen hire, laundry process, laundry equipments & machines, Laundry Agents, washing processes, Dry cleaning procedures, Stains- Types & Stain removal procedures, valet service
- Unit-V** **Furniture:** Introduction, Types, selection criterion and cleaning.
Flower arrangement- principles & elements required, types, equipments required.
Layout of guest rooms- Introduction and planning of space and layout in guest rooms.

Practical

- Planning, Operating and management of different types of laundry, handling, use, care & maintenance of various laundry equipments & machines.
- Handling & use of laundry agents, Handling & removal of different types of stains & dry cleaning procedures

- Planning , operating and management of linen and uniform room, issuing & exchange of linen & uniforms, Recycling of discarded linen and handling of activities equipments involved in sewing room
- Layout of different types of guest rooms, handling of redecoration, refurbishing & interior decoration procedures
- Care & cleaning of swimming pool, handling of pool equipments required for cleaning
- Types & styles of different types of flower arrangements.

Text & References:

- Matt A. A Casado, Housekeeping Management
- Aleta Nitschke, Marget M.M. kappa, Managing Housekeeping operations
- Robert J. Martin, Professional Management of Housekeeping operations
- George Trucker, Madelin Schacider, Mary Scoviak, The Professional Housekeeper

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External Marks: 70
Internal Marks: 30
Practical : 50
Time: 3 Hrs

MASTER OF HOTEL MANAGEMENT (MHM) PAPER CODE: 305

Food & Beverage Services - II

- Unit 1** **Room Service:** Introduction, types, functioning, order taking and serving food, controlling
Banquet and Off premises catering: Introduction, types, functioning, controlling
- Unit 2** **Menu-** Introduction, meaning, origin, development and types.
Menu Planning: considerations and limitations. Menus for different types of F&B outlets
- Unit 3** **Bar:** Introduction, Importance, Function, types, equipments and Mise-en-scene and Mise-en-place
Beverages – Introduction, types,
- Unit 4** **Non- Alcoholic Beverages:** Introduction, types, order taking and serving food, controlling
Alcoholic beverages-I(Wine & Beer): Introduction, types, order taking, serving, controlling
- Unit-5** **Alcoholic beverages-II (Spirits):** Introduction, types, order taking, serving, controlling
Aperitifs
Meaning of Term, Types, Service
Liqueurs
Definition, History in brief, Production, Categories, Service

Practical: The Objective is to develop the skills & Technique in the operational activities of Food & Beverage service, particularly in relation to management & operations of Banquets, various functions, Bar operations, service of Gueridon, Spirits & other Alcoholic & Non Alcoholic beverages.

- Service of spirits, aperitifs, liqueurs, & other Alcoholic Beverages
- Preparation & service procedures of various cocktails & Mocktails
- Setting up, operation & Management of Bars
- Planning, operation and management of various food & beverage outlet
- Handling, operating and management of banquets, various functions
- Planning, organization, arrangement & managing different types of buffet, setting of various types of buffet

- Setting up of different types of Gueridon, actual work on the Gueridon – cooking and carving, flambé work, preparation of special dishes,
- Setting up, operating and management of different types of bars, handling bar equipments, handling bar equipment, stock & Inventory control
- Supervising formal function, meal services & Bar operations

Text & References:

- Food & Beverage Service By Dennis Lillicrap – John Cousins
- Text book of Food & Beverage Service By S.N. Bagchi & Anita Sharma – Aman Publication
- Food & Beverage Service By Vijay Dhawan- Frank Bros. & Co.
- Food & Beverage Service by Anil sagar & Deepak Gaur- A.P.H. Publishing Corporation
- An Introduction to Food & Beverage Studies by Marzia Magris & Cathy McCreery- Global Books Subscription services

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External Marks: 70
Internal Marks: 30
Time : 3 Hrs

MASTER OF HOTEL MANAGEMENT (MHM)
PAPER CODE: 306
Public Relation & Customer Relationship Mgt.

- Unit- 1** **Customer Relationship Management**
Destination of CRM, the Power of CRM (Scope of dimensions), CRM Success Factor
The Customer service/sales profile
The three level of service, the scope of customer service, CRM creating demand for hospitality & Tourism
Choosing your CRM Strategy
CRM strategy starting point, The CRM strategy creation, Identify potential strategies
- Unit – 2** **Managing & Starting customer Data**
Managing customer information, Ethics & legalities of data use, Tools for computing customer information
E-Commerce customer relationships
CRM on internet, choosing the right nechile, Rules for the success on the road to E- Commerce
- Unit – 3** Managing relationship through conflict, managing the movement of conflict Understanding Customers- Problems, Solutions, CRM in Marketing, CRM Marketing initiatives- Cross Selling & Up- selling, Customer relation, Behaviour prediction, Customer profitability and value modeling
Delivering CRM
Planning your CRM programme, managing your CRM projects, Case Study
- Unit- 4** **The principles of Public Relations**
Status of Public Relations – Why PR
Nature & form of PR – PR checklist
Public Relation definition – Scope & dimensions
Two Important definitions – interpretation
Scope & limits
PR policies – True dimensions
- Unit- 5** **Organization, management & Public Relations**
Role of PR in Organization
PR & Management, PR & Staff function
Corporate Public Relations
Basic principles of corporate PR
Service communication, PR & Environment

Text & References:

- Customer Relationship Management at the speed of light, Paul Greenberg, Tata Mc Graw Hill
- Customer Relationship Management, Emerging Concepts, Tools and Application, Jagdish N sueth, Atul Parvatiyar, G. Shairesh
- The Handbook of Key Customer Relationship Management Ken Burnett, Tata McGraw
- A Business guide to Customer Relationship Management, Jill Ducue, Pearson

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External Marks: 70
Internal Marks: 30
Time : 3 Hrs

MASTER OF HOTEL MANAGEMENT (MHM)
PAPER CODE: 307

Hygiene and Sanitation Management

- Unit- I** Hygiene and Sanitation – Concept, Importance, Types, and Scope in Hotel industry
- Unit- II** **Harmful Micro Organism:** Types, Their Characteristics, Factors affecting their growth and their control.
- Unit-III** **Pests:** Introduction, Types.
Pest control: Introduction and methods
- Unit- IV** **Food Borne Diseases:** Types, Symptoms, Causes and Preventive measures.
Waste- Introduction, Types, disposal methods and their selection criterion.
Concept of waste management.
- Unit – V** **HACCP:** Introduction, Importance, and Principles.

Text & References:

- David MC Sware Nancy Rue Richard Linten : Essentials of Food Safety and Sanitation
- Cairncross Kiocchar: Studying Hygiene Behaviour
- Longree & Blader: Sanitary Techniques in Food Service.
- Ghosh, B.N.: A Treatise on Hygiene & Public Health.

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External Marks: 70
Internal Marks: 30
Time : 3 Hrs

MASTER OF HOTEL MANAGEMENT (MHM)
PAPER CODE: 308
French Language

Unit-1

Vocabulary & written expression: Expressions used for introduction, greetings, salutations.

Grammar : Définit article; Indéfinité article; conjugation être, avoir, parler, habiter, aimer.

Oral / Situation: to be given by concerned teacher

Unit-2

Vocabulary & written expression: Expressions used for Days of the week; Months of the year; counting (1-50); Translation (simple)

Grammar: Subjective pronouns; Conjugation of first group verbs (-er group in positive form in present tense)

Oral / Situation: to be given by concerned teacher

Unit-3

Vocabulary & written expression: Expressions/ vocabulary used for seasons, colours & telling the time; Counting (51-100); Translation; Comprehension based on simple text

Grammar: Pronouns; Conjugation of first group verbs in negative & interrogative; Adjectives

Oral / Situation: to be given by concerned teacher

Unit-4

Vocabulary & written expression: Translation; Comprehension based on simple text

Grammar: Articles partitifs; conjugation of second group verbs in positive form in present tense

Oral / Situation: to be given by concerned teacher

Unit-5

Vocabulary & written expression: expressions of interrogation (qui-est ce et qu'est-ce que c'est)

Grammar: conjugation of first and second group verbs in positive, negative and interrogative form

Reference Books: 1. Larousse compact Dictionary: French-English/ English-French
French 2. Conjugaison - Le Robert & Nathan
3. Larousse French Grammar
4. Grammaire Collection "Le Nouvel Entraînez vous" level debutant

Oral / Situation: to be given by concerned teacher

Content from the prescribed text: Leçons de base- Lesson1 to Lesson 14 (Premier Degré, premier partie)

Teaching Material / Book : Cours de langue et de civilisation françaises(part 1)

Text & References:

- sans frontières part I ,cle International by Philippe Dominique Jacky girardet et al campus international by Jacky giroardet ,Jacques peeheur.
- A vobe service part I by Rajeswari Chandrasekhar, Rekha Hangal ed al published by general book depot Delhi.
- **Hotel and Restaurant French**
- Viva Voce examination of the hotel and restaurant French on the basis of the theory paper.
- French for management and tourism industry, Bhattacharya, S., Frank Bros. & Co., 2001.

NOTE : The question paper will be set by the external examiners. The external examiner will set 10 questions in all, selecting not more than two questions from each unit. If a case study is included in the question paper then it will carry marks equivalent to one question. The candidates will be required to attempt five questions in all, selecting at least one question from each unit. However, in question paper(s) where any deviation is required, special instructions will be issued by the Chairman, PG Board of Studies in Management.

MASTER OF HOTEL MANAGEMENT (MHM)

PAPER CODE: 309

Environment Management

Unit - I

Ecology:

Ecology Balance, relationship between human and nature, industrial ecology. International efforts for environmental protection-

- a) U.N.Conference on human environment – 1972
- b) Environmental education conference
- c) Earth Summit – 1992,2002
- d) UNDP support of environment protection for India

- Unit- II Environmental Problems:**
Air & Water Pollution; Introduction, India's efforts of controlling air pollution, sources of air pollution, effects of air pollution on human beings, penalties, noise pollution – sources, control of noise pollution, water pollution, sources of water pollution, penalties.
- Unit - III Environment Management:**
Introduction, terminology, environmental audit, eco management and audit scheme (EMAS), Environmental standards – ISO 14000, ISO 14001,
- Unit – IV Waste Management:**
Introduction, types of wastes, integrated system for waste management, waste reuse and recycling, management of hazardous waste, waste treatment and disposal.
- Unit- V Forest Management:**
Introduction, afforestation, deforestation, degradation of forest.
Environmental Ethics:

Text & References:

- Environment Management, N.K. Uberoi
- Energy and Water Resource Management: Robert E. Aulbac.
- David Kirz: Environment Management for Hotels, Butterworth, Heinemann Ltd., Oxford, 1996.
- Thorndike, EH: Energy and Environment, Addison, New York, 1979