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#### SEMESTER IV

Paper: Inventory & Material Management Code: MSCH 401 Contacts Hours / Week: 4L Credits: 4

Course Content	
Unit/	An overview of Materials management — Introduction, Scope-Objective,
Module 1	Importance Integrated approach to Materials Management.
Unit/	Material Planning – Introduction, Factors affecting material planning,
Module 2	Techniques of material planning – MRP, Purchasing, Procedure & Pricing
	Issues – Receipt – Storage - Issue
Unit/	Inventories – Definition, Classification of Inventories, Need for inventories,
Module 3	Merits & Demerits of Inventories
Unit/	<b>Inventory Control Techniques and Principles</b> – classification, 6
Module 4	codification, standardization – ABC analysis VED, GOLF, FSN & HML
Unit/	Economic Order Quantity Concept – Derivation of EOQ formula, modified
Module 5	EOQ & Case Studies

- 1. David M. Stipanuk, Harold Roffmann, Hospitality Facilities management and Design Publisher, Educational Institute, AHMA
- 2. How things work-The Universal Encyclopaedia of Machines, Volume 1 & 2 3.
- Frank D. Borsenik & Alan T, Stutts, The Management of Maintenance and Engineering Systems in the Hospitality Industry Publisher: John Willey & Sons Inc. NY
- 4. W.P.Jones, Air Conditioning Engineering Publisher: English Language Book Society/Edword Arnold

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Paper: Ethics, Corporate Governance and CSR Code: MSCH 402 Contacts Hours / Week: 4L Credits: 4

	Course Content	
Unit/	Introduction – Definition & nature Business ethics, Characteristics, Ethical	
Module 1	theories; Causes of unethical behavior; Ethical abuses; Work ethics; Code of conduct; Public good	
Unit/	Ethics Theory And Beyond – Management of Ethics -Ethics analysis [	
Module 2	Hosmer model ]; Ethical dilemma; Ethics in practice-ethics for managers; Role and function of ethical managers -Comparative ethical behaviour of managers; Code of ethics; Competitiveness, organizational size, profitability and ethics; Cost of ethics in Corporate ethics evaluation. Business and ecological / environmental issues in the Indian context and case studies	
Unit/	Legal Aspects Of Ethics – Political –legal environment; Provisions of the	
Module 3	Indian constitution pertaining to Business; Political setup –major characteristics and their implications for business; Prominent features of MRTP & FERA. Social –cultural environment and their impact on business operations, Salient features of Indian culture and values	
Unit/	<b>Environmental Ethics</b> – Economic Environment; Philosophy of economic	
Module 4	grow and its implications for business, Main features of Economic Planning with respect to business; Industrial policy and framework of government contract over Business; Role of chamber of commerce and confederation of Indian Industries.	
Unit/	<b>Corporate Social Responsibility and Governance</b> – Definition - Evolution-	
Module 5	Need for CSR; Theoretical perspectives; Corporate citizenship; Business practices; Strategies for CSR; Challenges and implementation; Evolution of corporate governance; Governance practices and regulation; Structure and development of boards; Role of capital market and government; Governance ratings; Future of governance - innovative practices; Case studies with lessons learnt.	

- 1. S K Mandal, Ethics in Business and Corporate Governance, Tata McGraw Hill 2011 or Latest
- 2. Murthy C.S.V., Business Ethics and Corporate Governance, Himalaya Publishing 2009 or Latest Edition
- 3. A.C. Fernando, Business Ethics: An Indian Perspective, Pearson Latest
- 4. Riya Rupani, Business Ethics and Corporate Governance, Himalaya Publishing, Latest Edition
- 5. David J.Fritzsch, Business Ethics; a Global and Managerial Perspective, McGraw-Hill Irwin, Singapore, Latest Edition
- 6. Andrew Crane & Dirk Matten, Business Ethics : Managing Corporate Citizenship and Sustainability in the Age of Globalization, Oxford University Press, Latest Edition
- 7. Neeru Vasisth, Namita Rajpu, Corporate Governance Values & Ethics, Taxmann 2010

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Paper: Managing Change in Organisations Code: MSCH 403 Contacts Hours / Week: 4L Credits: 4

	Course Content
Unit/	<b>Organizational Change</b> – Concept and Significance; Managing Change,
Module 1	Concept of Analyzing the Environment; Perspectives on Change,
	Contingency, Resource Dependence, Population Ecology, Implications of
	Change.
Unit/	Types of Change – Continuous or Incremental Change; Discontinuous or
Module 2	Radial Change, Participate Change and Directive Change; Change Levers;
	Levels of Change: Knowledge Changes, Attitudinal Changes, Individual
	Behaviour Changes and Organizational, Performance Changes.
Unit/	Implementing Change – Steps-Assembling a Change, Management in
Module 3	Establishing a New Direction for the Organization, Setting up of Change
	Teams; Aligning Structure, Systems and Resources; Removing road Blocks;
	Absorbing Changes into Organization
Unit/	HR and Technological Change – Introduction special features of new
Module 4	technology, organizational implications of technological change, Emerging
	profile HR; Employee Empowerment, Emotional Intelligence and employee
	productivity; Managing work stress
Unit/	Organizational Development (OD) – Concept and Evolution; OD
Module 5	Interventions: Diagnostic Activities, Team Building, Sensitivity Training;
	Third Party and Inter Group Interventions, Educational and Structural
L	Interventions; Indian Experiences of OD in Public and Private Enterprises

- 1. Nilakant, V. and Ramnaryan, S., Managing Organisational Change, Response Books, New Delhi .
- 2. Beckhanrd, Richard and Harris, Reuben T., Organisational Transitions : Managing Complex Change, Addision, Wesley, Mass
- 3. Kanter, R.M., Stein, B.A and Jick, T.D., The Challenge of Organisational Change, Free Press, New York .
- 4. Hammer, Michael and Champy, James, Reengineering the Corporation : A Manifesto for Business Revolution, Harper Business, New York .
- 5. Hurst , David K., Crisis and Renewal : Meeting the Challenge of Organisational Change, Harvard University Press, Mass
- 6. Pattanayak, Biswajeet and Kumar Pravash, Change for Growth, Wheeler Publications, New Delhi . 7. Morgan, Gareth, Imagination, Response Books, New Delhi .
- 7. Madhukar Shukla, Competing Through knowledge, Response Books, New Delhi.
- 8. Storey, John, International Cases in Human Resources Mangement, Beacon Books, New Delhi .
- 9. Venkataratnam C.S., Varma, Anil (ed) : Challenge of Change : Industrial Relations in Indian Industry : Allied Pub. Ltd., New Delhi .
- 10. . Kavitha Singh Organisational change and Development , Excel Books New Delhi,2010

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# Elective Specialization Papers (IV Sem.) A. Event Management

Paper: Event Planning & Coordination Code: MSCH 404 A1 Contacts Hours / Week: 4L Credits: 4

Course Content	
Unit/	Principles Of Event Management – Historical Perspective,
Module 1	Introduction to event Management, Size & type of event, Event Team,
	Code of ethics
Unit/	Principles of event Management – Concept & designing. Analysis of
Module 2	concept, Logistics of concept.
Unit/	Feasibility – Keys to success, SWOT Analysis, Aim of event, Develop a
Module 3	mission, Establish Objectives Preparing event proposal, Use of planning tools
Unit/	EVENT PLANNING – Protocols, Dress codes, staging, staffing
Module 4	
Unit/	TEAM MANAGEMENT – Leadership, Traits and characteristics, Image,
Module 5	Branding, Advertising Publicity and Public relations

Suggested Readings:

1. Lynn Van Der Wagen & Brenda R Carlos, Event Management

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# A. Event Management

Paper: Contracting and Legal Aspects Code: MSCH 404 A2 Contacts Hours / Week: 4L Credits: 4

	Course Content
Unit/	Introduction – Contract Meaning, Nature and Types, Historical Background
Module 1	of Indian Contract Laws, Indian Contract Act, 1872, Major Definitions under
	Indian Contract Act, 1872.
Unit/	Agreement – Formation of an Agreement, Intention to Create Legal
Module 2	Relationship, Proposal and Acceptance- Their various forms, Essential
	Elements, Communication, Revocation- Mode of Revocation of Offer, What
	agreements are Contracts
Unit/	Basic Event Accounting – Budget, break even point, cash flow analysis, Profit
Module 3	& loss statement, balance sheet, panic payments, financial control system
Unit/	Major Risks and Emergency Planning – Incident reporting,
Module 4	emergency procedures

- 1. Dr. Avtar Singh, Law of Contract, EBC, Lucknow (9th Edn. 2005)
- 2. M. Krishnan Nair, Law of Contracts, Orient Longman, Hyderabad, (5th Edn. 1996)

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### A. Event Management

**Paper:** Corporate Image Building **Code:** MSCH 404 A3 **Contacts Hours / Week:** 4L **Credits:** 4

Course Content	
Unit/	Event Safety And Security – Written communications, (Official, semi-
Module 1	official, Invoice). Verbal communications
Unit/	Event Marketing, Advertising & PR – Security, Occupational safety, Crowd
Module 2	management
Unit/	Nature of Marketing – Process of marketing, Marketing mix, Sponsorship
Module 3	
Unit/	Image – Branding, Advertising Publicity and Public relations
Module 4	

- 1. B.Canfield and Moore Homewood III, Public Relations : Cases and Poblems, Irwin Publications
- 2. Kogan, Corporate Communication : Principles, Techniques and Strategies 1997
- 3. Anne Gregory, Planning and Managing a Public Relations Campaign a step by step guide
- 4. Baldev Sahai, Public Relations A Scientific Approach
- 5. D.S. Mehta, Handbook of Public Relations in India
- 6. Frank Jefkins, Public Relations
- 7. Scott M Culti and Allen H Center, Effective Public Relations
- 8. J.N. Kaul, Public Relations in India

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### Elective Specialization Papers (IV Sem.) B. Leisure Management

Paper: Entertainment & Recreation Code: MSCH 404 B1 Contacts Hours / Week: 4L Credits: 4

	Course Content	
Unit/ Module 1	Recreation – The differences between recreation, leisure, play and sport, categorisation of physical activities/recreation activities, benefits of recreation to you and the community? the health benefits of recreation, including psychological, emotional, social, physical and spiritual benefits, the health 	
Unit/ Module 2	<b>Communities Support Recreation</b> – Town planning and Infrastructure, parks, recreational facilities, e.g. police citizens youth clubs, fitness equipment in public parks school/community relationships	
Unit/ Module 3	Society – Community groups using school facilities; enlisting community members' assistance in school recreation activities such as coaching, officiating, guest lectures; club and school affiliations, human resources, council-supported recreation programs, first-aid officers, guest speakers, role models, mentoring programs	
Unit/ Module 4	Avenues – Vocational pathways are available in the recreation industry?- fitness industry, e.g. personal trainers, dieticians, • outdoor education, e.g. leadership coaches, sporting clubs, e.g. coaching • sport bodies, e.g. Soccer Queensland facility management, e.g. indoor rock climbing, school gymnasiums, volunteer programs, e.g. scouts	
Unit/ Module 5	<b>Participation</b> – People participate in recreation activities, the social benefits of recreation, e.g. team membership, sense of identity and belonging, health benefits of recreation, e.g. weight control, stress management, bone density, resilience, cardio-vascular fitness	

## **Suggested Readings:**

1. Debbie Guice Longman and Rhonda Holt Atkinson, Improving Recreational Reading Habits: Using Entertainment Schemata to Make Predictions about Text

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# **B.** Leisure Management

Paper: Lifestyle Management Code: MSCH 404 B2 Contacts Hours / Week: 4L Credits: 4

Course Content	
Unit/	Physical Education and Physical Fitness – Concept of Physical Education
Module 1	Meaning, Definition, Aims and Objectives of Physical Education, Need and
	Importance of Physical Education, Physical Education and its Relevance in
	Inter Disciplinary Context, Physical Fitness Components, Type of Fitness
	Health Related Physical Fitness, Performance Related Physical Fitness,
	Activities for developing Physical Fitness Components
Unit/	Health Concepts - Definition and Meaning of Health, Dimension and
Module 2	Determinants of Health, Physical Activity and Health Benefits, Effect of
	Exercise on Body systems, Circulatory, Respiratory, Endocrine, Skeletal and
	Muscular, Role of Physical Education Programme on Community Health
	Promotion (Individual, Family and Society)
Unit/	Health and Nutrition – Concept of Food and Nutrition Balanced Diet
Module 3	Vitamins, Malnutrition, Deficiency Diseases Determining Caloric Intake and
	Expenditure Obesity, Causes and Preventing Measures, Role of Diet and
	Exercise
Unit/	Safety Education and Health Promotion – Principles of Accident
Module 4	Prevention, Health and Safety in Daily Life, Health and Safety at Work, First
	Aid and Emergency Care; Common Injuries and their Management, Modern
	Life Style and Hypo-kinetic Disease, Prevention and Management
Unit/	Sports and Life Skills Education – Sports and Socialization; Physical
Module 5	Activity and Sport, Emotional Adjustment and Wellbeing Substance; Abuse
	among Youth, Preventive Measures and Remediation Yoga, Meditation and
	Relaxation, Sports and Character Building, Values in Sports, Sports for World
	Peace and International Understanding

# Suggested Readings:

1. Donnetelle, Health, The Basics, 11th Edition

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#### **B.** Leisure Management

Paper: Ecotourism Code: MSCH 404 B3 Contacts Hours / Week: 4L Credits: 4

	Course Content	
Unit/ Module 1	<b>Fundamentals of Ecology</b> – Basic Laws & ideas in Ecology, Function and Management of Ecosystem-Biodiversity and its Conservation Pollution, Ecological Foot Prints, Relationship between Tourism & Ecology.	
Unit/ Module 2	Ecological Foot Finns, Relationship between Fourishi & Ecology.Ecotourism – Evolution, Principles, Trends and Functions of Ecotourism - Mass Tourism Vs Ecotourism, Typology of Eco-tourists, Ecotourism Activities & Impacts, Western Views of Ecotourism, Quebec Declaration 2002, Kyoto Protocol 1997, Oslo Declaration 2007.	
Unit/ Module 3	Ecotourism Development – Sustainable Ecotourism, Resource Management, Socio-economic Development, Ecotourism Policies, Planning and Implementation - Eco-friendly Facilities and Amenities, Carrying Capacity, Alternative Tourism, Responsible Ecotourism, Ecotourism Programming	
Unit/ Module 4	Conservation of Ecotourism – Protected Area Management through Ecotourism, Stakeholder Engagement, Community Participation, Types of Participation, Issues and Challenges, Ecotourism Projects, Case Studies on Periyar National Park, Thenmala Eco-Project, Similipal Ecotourism Project, Sunderban Ecotourism Project, Kaziranga National Park, Run of Kutch, Nandadevi Biosphere Reserve, Corbett National Park, Gulf of Mannar, Kruger National Park, South Africa.	
Unit/ Module 5	Ecotourism Development Agencies – Role of the International Ecotourism Society, the UNWTO, UNDP, WWF, Department of Forest and Environment - Government of India, ATREE, EQUATIONS.	

- 1. Weaver, D. (2001), The Encyclopedia Of Ecotourism, CABI Publication.
- 2. Fennel, D. A. (2002), Ecotourism Policy And Planning, CABI Publishing, USA .
- 3. Sukanta K Chaudhury, Cultural, Ecology And Sustainable Development, Mittal, Delhi.
- 4. Ralf Buckley (2004), Environment Impacts Of Ecotourism, CABI, London

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## Elective Specialization Papers (IV Sem.) C. Entrepreneurship

Paper: Business Enterprise Modelling Code: MSCH 404 C1 Contacts Hours / Week: 4L Credits: 4

	Course Content
Unit/	<b>The Early Career Dilemmas of an Entrepreneur</b> – The Entrepreneur's Role,
Module 1	Task and Personality, Typology of Entrepreneurs, Defining Survival and
	Success, Entrepreneurship as a Style of Management, The Entrepreneurial
	Venture and the Entrepreneurial Organisation
Unit/	<b>Choosing a Direction</b> – Opportunity recognition and entry strategies: New
Module 2	product, Franchising, Partial Momentum, Sponsorship and Acquisition, The
	Strategic Window of Opportunity: Scanning, Positioning and Analysing,
	Intellectual Property, Creation and Protection
Unit/	<b>Opening the Window</b> – Gaining Commitment z Gathering the Resources you
Module 3	don't have z The Business Plan as an Entrepreneurial Tool, Financial
	Projections: how to do them the right way, Debt, Venture Capital and other
	forms of Financing, Sources of External Suppor, Developing Entrepreneurial
	Marketing, Competencies, Networks and Frameworks
Unit/	Closing the Window – Sustaining Competitiveness, Maintaining Competitive
Module 4	Advantage, The Changing Role of the Entrepreneur, Mid Career Dilemmas,
	Harvesting Strategies versus Go for Growth

- 1. Bygrave, W., & Zacharakis, A. (2017) Entrepreneurship, 4th Edition (3rd Edition is ok too) Wiley.
- 2. Eric, Reis (2017) The Startup Way: How Entrepreneurial Management Transforms Culture and Drives Growth

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Paper: Family Business Management Code: MSCH 404 C2 Contacts Hours / Week: 4L Credits: 4

	Course Content
Unit/	Introductions – Overview of the family business. Effective governance and
Module 1	the family business, Issue of ownership and conflict in family. Capital structure
	of closely held business and family business, cash, growth. Issues and
	challenges in family business and closely held family business.
Unit/	Developing Effective Governance – Understanding the relationships between
Module 2	family and business, management and ownership. Governance issues in family
	owned business, behavioral issues in closely held and family owned business
	& managed business. Conflict management and transition in family business
Unit/	Growth Strategy – Growth strategy for family owned business. Different
Module 3	models in family business. Developing sustainable family busin
Unit/	Succession Planning – Family succession, issues of succession in a family
Module 4	firm, preparing for succession planning. Legal norms of succession-succession
	acts, important provisions
Unit/	Future Prospects - Involving non-family members, power struggles and
Module 5	issues of succession in a family firm, Valuation of the closely held firm, the
	changing role of family in the family business

- 1. Dutta Sudipt (1999), Family Business in India, Response books
- 2. Kelin E. Gersick, John A. Davis, Marion McCollom Hampton, Ivan Lansberg, Generation to Generation: Life Cycles of the Family Business

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Paper: Management of MSME Ventures Code: MSCH 404 C3 Contacts Hours / Week: 4L Credits: 4

	Course Content	
Unit/ Module 1	Setting up MSME Evolution – Definition of SMEs, Characteristics,Advantage of MSME & Its role & Significance in economic development,Role in Economic Development., Needs of SMEs. Forms of Organisations;Proprietary, Partnership, HUFs, LLP, Company etc., Establishing SMEs:	
	Environmental Scanning, Market Assessment, Technology, Selection of Site, etc., - Organisational Structures – Rules & Regulations - Gender & Entrepreneurial Development.	
Unit/ Module 2	MSMEs: Policy, Regulatory and Legal Framework – Policy Framework for SMEs - Policy Shifts since 1991 – Regulatory Framework - Laws and Regulations for SMEs - SME Development Bill, 2005 – LLP Act, Changing Policy Framework & SME Strategies, Registration of SME Unit – Procedure, CIBIL, CERSAI, D & B report, MIRA report.	
Unit/ Module 3	Institutional Framework & MSME Financing Institutions – Central Government - SSI Board, SIDO, SISI, PPDCs, RTCs, CFTI, NISIET, NIESBUD, NSIC - State Government: Directorate of Industries, DICs, SFCs, SIDC / SIIC, SSIDC - Financial Institutions & Banks; SIDBI, Commercial Banks, RRBs and Co-op. Banks etc., - Enterprise Perspective - Banker's Perspective.	
Unit/ Module 4	Sources of finance and methods of financing SMEs – Relevance of quasi capital and own money in business - Venture Capital, Hybrid Capital, special financial products for SMEs, Assessment of Term Finance / Working Capital for SMEs - Credit Risk Management of SMEs - Appraisal, assessment, collaterals, documentation, inspection, follow-up and monitoring and review, Credit Scoring models, Standing and liquidity assessment, Credit pricing of SMEs, Micro Enterprise finance, P.S. guidelines related to MSME, Mudra Bank, Factoring, Structure Approach to financing SME	
Unit/ Module 4	MSME Development – Business Development Service Providers - Role & Responsibilities -Improving Competitiveness of SMEs through Enhancing Productivity - Market Promotion and Development - technological Development in SMEs -Environmental Impact Assessment, Modernisation issues (technological and quality up gradation), Role and Functions of Credit Guarantee Trust for small industries (CGTSI), CGTMSE, PMEGP, TUFS, NEF.	

- 1. Wickham, Phillip A (1998); Strategic Entrepreneurship, Pitman, UK.
- 2. Shukla, MB, (2011), Entrepreneurship and Small Business Management, Kitab Mahal, Allahabad
- 3. Hill, Michal A., Inland Durama R et al; Strategic Entrepreneurship: Creating a New Mindset, Blackwell Publishers, Oxford.

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- 4. Zenas Block and Ian C Macmillan, Corporate Venturing, Harvard Business School Press, Boston
- 5. Sahay A., V. Sharma (2008), Entrepreneurship and New Venture Creation, Excel Books, New Delhi. Lall, Sahai (2006), Entrepreneurship, Excel Books, New Delhi.