

3<sup>RD</sup> YEAR TEACHING, EXAMINATION & CREDIT SCHEME

## National Council Component

No.	Subject code	Subject	Hours per week		Marks*		Credits
			Th.	Pr.	Th.	Pr.	
1	BHM301	Advance Food Production Operations	2	8	100	100	4
2	BHM302	Advance F&B Operations	2	2	100	100	4
3	BHM303	Front Office Management	2	2	100	100	4
4	BHM304	Accommodation Management	2	2	100	100	4
5	BHM305	Food & Beverage Management	2	-	50	-	1
6	BHM306	Facility Planning	2	-	100	-	2
7	BHM307	Financial Management	2	-	100	-	2
8	BHM308	Strategic Management	1	-	50	-	1
9	BHM309	Research Project	-	2	-	100	6
10	--	Guest speakers/self study etc.	2	-	-	-	-
TOTAL:			17	16	700	500	28
GRAND TOTAL			33		1200		

\* Annual marks will comprise 30% Mid-term & 70% Term end exam marks.

## IGNOU Component

No.	Subject code	Subject	Counseling sessions	Credits
01	BHM310	Tourism Marketing	10-12 counseling sessions of two hours each per group per year	8

## ADVANCE FOOD PRODUCTION OPERATIONS (BHM301)

S. No	Topic	Hours
01	<b>LARDER</b> <b>I. LAYOUT &amp; EQUIPMENT</b>  A. Introduction of Larder Work B. Definition C. Equipment found in the larder	02



	<p>D. Layout of a typical larder with equipment and various sections</p> <p><b>II. TERMS &amp; LARDER CONTROL</b></p> <p>A. Common terms used in the Larder and Larder control  B. Essentials of Larder Control  C. Importance of Larder Control  D. Devising Larder Control Systems  E. Leasing with other Departments  F. Yield Testing</p> <p><b>III. DUTIES AND RESPONSIBILITIES OF THE LARDER CHEF</b></p> <p>A. Functions of the Larder  B. Hierarchy of Larder Staff  C. Sections of the Larder  D. D. Duties &amp; Responsibilities of larder Chef</p>	<p>03</p> <p>02</p>
02	<p><b>CHARCUTIERIE</b></p> <p><b>I. SAUSAGE</b></p> <p>A. Introduction to charcuterie  B. Sausage – Types &amp; Varieties  C. Casings – Types &amp; Varieties  D. Fillings – Types &amp; Varieties  E. Additives &amp; Preservatives</p> <p><b>II. FORCEMEATS</b></p> <p>A. Types of forcemeats  B. Preparation of forcemeats  C. Uses of forcemeats</p> <p><b>III. BRINES, CURES &amp; MARINADES</b></p> <p>A. Types of Brines  B. Preparation of Brines  C. Methods of Curing  D. Types of Marinades  E. Uses of Marinades  F. Difference between Brines, Cures &amp; Marinades</p> <p><b>IV. HAM, BACON &amp; GAMMON</b></p> <p>A. Cuts of Ham, Bacon &amp; Gammon.  B. Differences between Ham, Bacon &amp; Gammon  C. Processing of Ham &amp; Bacon  D. Green Bacon  E. Uses of different cuts</p> <p><b>V. GALANTINES</b></p>	<p>01</p> <p>02</p> <p>02</p> <p>03</p> <p>01</p>

<ul style="list-style-type: none"> <li>A. Making of galantines</li> <li>B. Types of Galantine</li> <li>C. Ballotines</li> </ul>	
<b>VI. PATES</b>	<b>01</b>
<ul style="list-style-type: none"> <li>A. Types of Pate</li> <li>B. Pate de foie gras</li> <li>C. Making of Pate</li> <li>D. Commerical pate and Pate Maison</li> <li>E. Truffle – sources, Cultivation and uses and Types of truffle.</li> </ul>	
<b>VII. MOUSE &amp; MOUSSELINE</b>	<b>01</b>
<ul style="list-style-type: none"> <li>A. Types of mousse</li> <li>B. Preparation of mousse</li> <li>C. Preparation of mousseline</li> <li>D. Difference between mousse and mousseline</li> </ul>	
<b>VIII. CHAUD FROID</b>	<b>01</b>
<ul style="list-style-type: none"> <li>A. Meaning of Chaud froid</li> <li>B. Making of chaud frod &amp; Precautions</li> <li>C. Types of chaud froid</li> <li>D. Uses of chaud froid</li> </ul>	
<b>IX. ASPIC &amp; GELEE</b>	<b>01</b>
<ul style="list-style-type: none"> <li>A. Definition of Aspic and Gelee</li> <li>B. Difference between the two</li> <li>C. Making of Aspic and Gelee</li> <li>D. Uses of Aspic and Gelee</li> </ul>	
<b>X. QUENELLES, PARFAITS, ROULADES</b>	<b>01</b>
Preparation of Quenelles, Parfaits and Roulades	
<b>XI. NON EDIBLE DISPLAYS</b>	<b>04</b>
<ul style="list-style-type: none"> <li>A. Ice carvings</li> <li>B. Tallow sculpture</li> <li>C. Fruit &amp; vegetable Displays</li> <li>D. Salt dough</li> <li>E. Pastillage</li> <li>F. Jelly Logo</li> <li>G. Tharmacol work</li> </ul>	



	<p><b>I. ICINGS &amp; TOPPINGS</b></p> <ul style="list-style-type: none"> <li>A. Varieties of icings</li> <li>B. Using of Icings</li> <li>C. Difference between icings &amp; Toppings</li> <li>D. Recipes</li> </ul> <p><b>II. FROZEN DESSERTS</b></p> <ul style="list-style-type: none"> <li>A. Types and classification of Frozen desserts</li> <li>B. Ice-creams – Definitions</li> <li>C. Methods of preparation</li> <li>D. Additives and preservatives used in Ice-cream manufacture</li> </ul> <p><b>III. MERINGUES</b></p> <ul style="list-style-type: none"> <li>A. Making of Meringues</li> <li>B. Factors affecting the stability</li> <li>C. Cooking Meringues</li> <li>D. Types of Meringues</li> <li>E. Uses of Meringues</li> </ul> <p><b>IV. BREAD MAKING</b></p> <ul style="list-style-type: none"> <li>A. Role of ingredients in bread Making</li> <li>B. Bread Faults</li> <li>C. Bread Improvers</li> </ul> <p><b>V. CHOCOLATE</b></p> <ul style="list-style-type: none"> <li>A. History</li> <li>B. Sources</li> <li>C. Manufacture &amp; Processing of Chocolate</li> <li>D. Types of chocolate</li> <li>E. Tempering of chocolate</li> <li>F. Cocoa butter, white chocolate and its applications</li> </ul>	<p><b>02</b></p> <p><b>02</b></p> <p><b>01</b></p> <p><b>01</b></p> <p><b>02</b></p>
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## SUGGESTED MENUS

## FRENCH

- MENU 01      Consommé Carmen  
 Poulet Sauté Chasseur  
 Pommes Loretta  
 Haricots Verts  
 Salade de Betterave  
 Brioche  
 Baba au Rhum
- MENU 02      Bisque D'écrevisse  
 Escalope De Veau viennoise  
 Pommes Batailles  
 Courge Provencale  
 Epinards au Gratin
- MENU 03      Crème Du Barry  
 Dame De Saumon Grille  
 Sauce paloise  
 Pommes Fondant  
 Petits Pois A La Flamande  
 French Bread  
 Tarte Tartin
- MENU 04      Veloute Dame Blanche  
 Cote De Porc Charcuterie  
 Pommes De Terre A La Crème  
 Carottes Glace Au Gingembre  
 Salade Verte  
 Harlequin Bread  
 Chocolate Cream Puffs
- MENU 05      Cabbage Chowder  
 Poulet A La Rex  
 Pommes Marguises  
 Ratatouille  
 Salade De Carottées Et Céleris  
 Clover Leaf Bread  
 Savarin Des Fruits
- MENU 06      Barquettes Assortis  
 Stroganoff De Bœuf  
 Pommes Persilles  
 Salade De Chou-Cru  
 Garlic Rolls  
 Crêpe Suzette

- MENU 07**      Duchesse Nantua  
 Poulet Maryland  
 Croquette Potatoes  
 Salade Niçoise  
 Brown Bread  
 Pâte Des Pommes
- MENU 08**      Kromeskies  
 Filet De Sols Walweska  
 Pommes Lyonnaise  
 Funghi Marirati  
 Bread Sticks  
 Souffle Milanaise
- MENU 09**      Vol-Au-Vent De Volaille Et Jambon  
 Homard Thermidor  
 Salade Waldorf  
 Vienna Rolls  
 Mousse Au Chocolat
- MENU 10**      Crabe En Coquille  
 Quiche Lorraine  
 Salade de Viande  
 Pommes Parisienne  
 Foccacia  
 Crème Brûlée
- Plus 4 Buffets** -      Cold Buffet  
                                  Hot Continental  
                                  Indian Continental

### CHINESE

- MENU 01**      Prawn Ball Soup  
 Fried Wantons  
 Sweet & Sour Pork  
 Hakka Noddles
- MENU 02**      Hot & Sour soup  
 Beans Sichwan  
 Stir Fried Chicken & Peppers  
 Chinese Fried Rice
- MENU 03**      Sweet Corn Soup  
 Shao Mai  
 Tung-Po Mutton  
 Yangchow Fried Rice

MENU 04      Wanton Soup  
 Spring Rolls  
 Stir Fried Beef & Celery  
 Chow Mein

MENU 05      Prawns in Garlic Sauce  
 Fish Szechwan  
 Hot & Sour Cabbage  
 Steamed Noddles

## INTERNATIONAL

SPAIN            Gazpacho  
 Pollo En Pepitoria  
 Paella  
 Fritata De Patata  
 Pastel De Mazaana

ITALY            Minestrone  
 Ravioli Arabeata  
 Fettocine Carbonara  
 Pollo Alla Cacciatore  
 Medanzane Parmigiane  
 Grissini  
 Tiramisu

GERMANY      Linsensuppe  
 Sauerbaaten  
 Spatzale  
 German Potato Salad  
 Pumpemickl  
 Apfel Strudel

U.K.              Scotch Broth  
 Roast Beef  
 Yorkshire Pudding  
 Glazed Carrots & Turnips  
 Roast Potato  
 Yorkshire Curd Tart  
 Crusty Bread

GREECE        Soupe Avogolemeno  
 Moussaka A La Greque  
 Dolmas  
 Tzaziki  
 Baklava  
 Harlequin Bread

## BAKERY & PATISSERIE PRACTICALS

### MUST INCLUDE

- Decorated Cakes
- Gateaux
- International Breads
- Sorbets, Parfaits
- Hot/Cold Desserts

### DEMONSTRATION OF

Charcuterie    Galantines  
                  Pate  
                  Terrines  
                  Mousselines

## ADVANCE FOOD &amp; BEVERAGE OPERATIONS (BHM302)

S. No.	Topic	Hours
01	<p><b>PLANNING &amp; OPERATING VARIOUS F&amp;B OUTLET</b></p> <p>A. Physical layout of functional and ancillary areas            B. Objective of a good layout            C. Steps in planning            D. Factors to be considered while planning            E. Calculating space requirement            F. Various set ups for seating            G. Planning staff requirement            H. Menu planning            I. Constraints of menu planning            J. Selecting and planning of heavy duty and light equipment            K. Requirement of quantities of equipment required like crockery, Glassware, steel or silver etc.            L. Suppliers &amp; manufacturers            M. Approximate cost            N. Planning Décor, furnishing fixture etc.</p> <p><b>PRACTICAL</b></p>	12
		10
02	<p><b>F &amp; B STAFF ORGANISATION</b></p> <p>A. Categories of staff            B. Hierarchy            C. Job description and specification            D. Duty roster</p> <p><b>PRACTICAL</b></p> <ul style="list-style-type: none"> <li>Making of Duty Roster and writing job description &amp; specification</li> </ul>	06
		02
03	<p><b>MANAGING F&amp;B OUTLET</b></p> <p>A. Supervisory skills            B. Developing efficiency            C. Standard Operating Procedure</p> <p><b>PRACTICAL</b></p> <p>Supervising F&amp;B outlets</p>	04
		04
04	<p><b>FUNCTION CATERING</b></p> <p><b>BANQUETS</b></p> <p>A. History            B. Types            C. Organisation of Banquet department            D. Duties &amp; responsibilities            E. Sales            F. Booking procedure            G. Banquet menus</p>	12







## FRONT OFFICE MANAGEMENT (BHM303)

S. No	Topic	Hours
01	<p>PLANNING &amp; EVALUATING FRONT OFFICE OPERATIONS</p> <p>A. Forecasting techniques            B. Forecasting Room availability            C. Useful forecasting data                •X % of walking                •X % of overstayng                •X % of under stay            D. Forecast formula            E. Sample forecast forms</p>	14
02	<p>BUDGETING</p> <p>A. Making of front office budget            B. Factors affecting budget planning            C. Capital operation budget for front office            D. Refining budgets            E. Forecasting room revenue</p>	14
03	<p>COMPUTER APPLICATION IN FRONT OFFICE OPERATION</p> <p>A. Fidelio / IDS / Shawman            B. Amadeus</p>	14
04	<p>YIELD MANAGEMENT</p> <p>A. Concept and importance            B. Applicability to rooms division                •B Capacity management                •B Discount allocation                •B Duration control            C. Measurement yield            D. Potential high and low demand tactics            E. Yield management software            F. Yield management team</p>	12
05	<p>FRENCH</p> <p>Conversation with guests</p> <ul style="list-style-type: none"> <li>• Providing information to guest about the hotel, city, sight seeing, car rentals, historical places, banks, airlines, travel agents, shopping centres and worship places etc.</li> <li>• Departure (Cashier, Bills Section and Bell Desk)</li> </ul>	08
06	<p>PRACTICALS</p> <p>Hands on practice of computer application (Hotel Management System) related to front office procedures such as (night audit, income audit, accounts)</p>	

## SUGGESTIVE LIST OF TASKS FOR FRONT OFFICE OPERATION SYSTEM

S.No.	Topic
01	HMS Training – Hot Function keys
02	How to put message
03	How to put a locator
04	How to check in a first time guest
05	How to check in an existing reservation
06	How to check in a day use
07	How to issue a new key
08	How to verify key
09	How to cancel a key
10	How to issue a duplicate key
11	How to extend a key
12	How to print and prepare registration cards for arrivals
13	How to programme keys continuously
14	How to programme one key for two rooms
15	How to re-programme a key
16	How to make a reservation
17	How to create and update guest profiles
18	How to update guest folio
19	How to print guest folio
20	How to make sharer reservation
21	How to feed remarks in guest history
22	How to add a sharer
23	How to make add on reservation
24	How to amend a reservation
25	How to cancel a reservation
26	How to make group reservation
27	How to make a room change on the system
28	How to log on cashier code
29	How to close a bank at the end of each shift
30	How to put a routing instruction
31	How to process charges
32	How to process a guest check out
33	How to check out a folio
34	How to process deposit for arriving guest
35	How to process deposit for in house guest
36	How to check room rate variance report
37	How to process part settlements
38	How to tally allowance for the day at night
39	How to tally paid outs for the day at night
40	How to tally forex for the day at night
41	How to pre-register a guest
42	How to handle extension of guest stay
43	Handle deposit and check ins with voucher
44	How to post payment

45	How to print checked out guest folio
46	Check out using foreign currency
47	Handle settlement of city ledger balance
48	Handle payment for room only to Travel Agents
49	Handle of banquet event deposits
50	How to prepare for sudden system shutdown
51	How to checkout standing batch totals
52	How to do a credit check report
53	How to process late charges on third party
54	How to process late charges to credit card
55	How to check out during system shut down
56	Handling part settlements for long staying guest
57	How to handle paymaster folios
58	How to handle bills on hold

**ACCOMMODATION MANAGEMENT (BHM304)  
THEORY**

S.No	Topic	Hours
01	<b>PLANNING AND ORGANISING THE HOUSE KEEPING DEPARTMENT</b> A. Area inventory list B. Frequency schedules C. Performance and Productivity standards D. Time and Motion study in House Keeping operations E. Standard Operating manuals – Job procedures F. Job allocation and work schedules G. Calculating staff strengths & Planning duty rosters, team work and leadership in House Keeping H. Training in HKD, devising training programmes for HK staff I. Inventory level for non recycled items J. Budget and budgetary controls K. The budget process L. Planning capital budget M. Planning operation budget N. Operating budget – controlling expenses – income statement O. Purchasing systems – methods of buying P. Stock records – issuing and control	14
02	<b>HOUSEKEEPING IN INSTITUTIONS &amp; FACILITIES OTHER THAN HOTELS</b>	06
03	<b>CONTRACT SERVICES</b> A. Types of contract services B. Guidelines for hiring contract services C. Advantages & disadvantages of contract services	06
04	<b>SAFETY AND SECURITY</b> A. Safety awareness and accident prevention B. Fire safety and fire fighting C. Crime prevention and dealing with emergency situation	06
05	<b>ENERGY AND WATER CONSERVATION IN HOUSEKEEPING OPERATIONS</b>	02
06	<b>INTERIOR DECORATION</b> A. Elements of design B. Colour and its role in décor –types of colour schemes C. Windows and window treatment D. Lighting and lighting fixtures E. Floor finishes F. Carpets G. Furniture and fittings H. Accessories	20
07	<b>LAYOUT OF GUEST ROOMS</b> A. Sizes of rooms, sizes of furniture, furniture arrangement B. Principles of design C. Refurbishing and redecoration	08

08	NEW PROPERTY COUNTDOWN	02
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**PRACTICAL**

S.No.	Topic	Hours
01	First Aid A. First aid kit B. Dealing with emergency situation	16
02	Special Decorations	12
03	Layout of a guest room	12
04	Team cleaning	12
05	Devising training modules/standard operating procedures/inspection check lists	08

**FOOD & BEVERAGE MANAGEMENT (BHM305)**

<b>S. No</b>	<b>Topic</b>	<b>Hours</b>
<b>01</b>	<b>COST DYNAMICS</b> A. Elements of Cost B. Classification of Cost	<b>02</b>
<b>02</b>	<b>SALES CONCEPTS</b> A. Various Sales Concept B. Uses of Sales Concept	<b>02</b>
<b>03</b>	<b>INVENTORY CONTROL</b> A. Importance B. Objective C. Method D. Levels and Technique E. Perpetual Inventory F. Monthly Inventory G. Pricing of Commodities H. Comparison of Physical and Perpetual Inventory	<b>10</b>
<b>04</b>	<b>BEVERAGE CONTROL</b> A. Purchasing B. Receiving C. Storing D. Issuing E. Production Control F. Standard Recipe G. Standard Portion Size H. Bar Frauds I. Books maintained J. Beverage Control	<b>10</b>
<b>05</b>	<b>SALES CONTROL</b> A. Procedure of Cash Control B. Machine System C. ECR D. NCR E. Preset Machines F. POS G. Reports H. Thefts I. Cash Handling	<b>06</b>
<b>06</b>	<b>BUDGETARY CONTROL</b> A. Define Budget B. Define Budgetary Control C. Objectives	<b>05</b>

	<ul style="list-style-type: none"> <li>D. Frame Work</li> <li>E. Key Factors</li> <li>F. Types of Budget</li> <li>G. Budgetary Control</li> </ul>	
07	<b>VARIANCE ANALYSIS</b> <ul style="list-style-type: none"> <li>A. Standard Cost</li> <li>B. Standard Costing</li> <li>C. Cost Variances</li> <li>D. Material Variances</li> <li>E. Labour Variances</li> <li>F. Overhead Variance</li> <li>G. Fixed Overhead Variance</li> <li>H. Sales Variance</li> <li>I. Profit Variance</li> </ul>	06
08	<b>BREAKEVEN ANALYSIS</b> <ul style="list-style-type: none"> <li>A. Breakeven Chart</li> <li>B. P V Ratio</li> <li>C. Contribution</li> <li>D. Marginal Cost</li> <li>E. Graphs</li> </ul>	08
09	<b>MENU MERCHANDISING</b> <ul style="list-style-type: none"> <li>A. Menu Control</li> <li>B. Menu Structure</li> <li>C. Planning</li> <li>D. Pricing of Menus</li> <li>E. Types of Menus</li> <li>F. Menu as Marketing Tool</li> <li>G. Layout</li> <li>H. Constraints of Menu Planning</li> </ul>	06
10.	<b>MENU ENGINEERING</b> <ul style="list-style-type: none"> <li>A. Definition and Objectives</li> <li>B. Methods</li> <li>C. Advantages</li> </ul>	06
11.	<b>MIS</b> <ul style="list-style-type: none"> <li>A. Reports</li> <li>B. Calculation of actual cost</li> <li>C. Daily Food Cost</li> <li>D. Monthly Food Cost</li> <li>E. Statistical Revenue Reports</li> <li>F. Cumulative and non-cumulative</li> </ul>	04

## FACILITY PLANNING (BHM306)

S.No	Topic	Hours
01	<b>HOTEL DESIGN</b>  A. Design Consideration <ul style="list-style-type: none"> <li>- Attractive Appearance</li> <li>- Efficient Plan</li> <li>- Good location</li> <li>- Suitable material</li> <li>- Good workmanship</li> <li>- Sound financing</li> <li>- Competent Management</li> </ul>	04
02	<b>FACILITIES PLANNING</b>  The systematic layout planning pattern (SLP)  Planning consideration <ul style="list-style-type: none"> <li>A. Flow process &amp; Flow diagram</li> <li>B. Procedure for determining space considering the guiding factors for guest room/ public facilities, support facilities &amp; services, hotel administration, internal roads/budget hotel/5 star hotel</li> </ul> Architectural consideration <ul style="list-style-type: none"> <li>A. Difference between carpet area plinth area and super built area, their relationships, reading of blue print (plumbing, electrical, AC, ventilation, FSI, FAR, public Areas)</li> <li>B. Approximate cost of construction estimation</li> <li>C. Approximate operating areas in budget type/5 star type hotel approximate other operating areas per guest room</li> <li>D. Approximate requirement and Estimation of water/electrical load gas, ventilation</li> </ul>	02  04  06
03	<b>STAR CLASSIFICATION OF HOTEL</b>  Criteria for star classification of hotel (Five, four, three, two, one & heritage)	04
04	<b>KITCHEN</b>  A. Equipment requirement for commercial kitchen <ul style="list-style-type: none"> <li>•A Heating - gas/electrical</li> <li>•A Cooling (for various catering establishment)</li> </ul> B. Developing Specification for various Kitchen equipments C. Planning of various support services (pot wash, wet grinding, chef room, larder, store & other staff facilities)	02  02 02
05	<b>KITCHEN LAY OUT &amp; DESIGN</b>  A. Principles of kitchen layout and design B. Areas of the various kitchens with recommended dimension	10

	<ul style="list-style-type: none"> <li>C. Factors that affect kitchen design</li> <li>D. Placement of equipment</li> <li>E. Flow of work</li> <li>F. Space allocation</li> <li>G. Kitchen equipment, manufacturers and selection</li> <li>H. Layout of commercial kitchen (types, drawing a layout of a Commercial kitchen)</li> <li>I. Budgeting for kitchen equipment</li> </ul>	
06	<b>KITCHEN STEWARDING LAYOUT AND DESIGN</b> <ul style="list-style-type: none"> <li>A. Importance of kitchen stewarding</li> <li>B. Kitchen stewarding department layout and design</li> <li>C. Equipment found in kitchen stewarding department</li> </ul>	04
07	<b>STORES – LAYOUT AND DESIGN</b> <ul style="list-style-type: none"> <li>A. Stores layout and planning (dry, cold and bar)</li> <li>B. Various equipment of the stores</li> <li>C. Work flow in stores</li> </ul>	04
08	<b>ENERGY CONSERVATION</b> <ul style="list-style-type: none"> <li>A. Necessity for energy conservation</li> <li>B. Methods of conserving energy in different area of operation of a hotel</li> <li>C. Developing and implementing energy conservation program for a hotel</li> </ul>	01 01 02
09	<b>CAR PARKING</b> <p>Calculation of car park area for different types of hotels</p>	01
10	<b>PLANNING FOR PHYSICALLY CHALLENGED</b>	02
11	<b>PROJECT MANAGEMENT</b> <ul style="list-style-type: none"> <li>A. Introduction to Network analysis</li> <li>B. Basic rules and procedure for network analysis</li> <li>C. C.P.M. and PERT</li> <li>D. Comparison of CPM and PERT</li> <li>E. Classroom exercises</li> <li>F. Network crashing determining crash cost, normal cost</li> </ul>	01 03 02 01 02 02

## FINANCIAL MANAGEMENT (BHM307)

S.No	Topic	Hours
01	<b>FINANCIAL MANAGEMENT MEANING &amp; SCOPE</b>  A. Meaning of business finance B. Meaning of financial management C. Objectives of financial management	02
02	<b>FINANCIAL STATEMENT ANALYSIS AND INTERPRETATION</b>  A. Meaning and types of financial statements B. Techniques of financial analysis C. Limitations of financial analysis D. Practical problems	07
03	<b>RATIO ANALYSIS</b>  A. Meaning of ratio B. Classification of ratios C. Profitability ratios D. Turnover ratios E. Financial ratios F. Du Pent Control Chart G. Practical Problems	15
04	<b>FUNDS FLOW ANALYSIS</b>  A. Meaning of funds flow statement B. Uses of funds flow statement C. Preparation of funds flow statement D. Treatment of provision for taxation and proposed dividends (as non-current liabilities) E. Practical problems	12
05	<b>CASH FLOW ANALYSIS</b>  A. Meaning of cash flow statement B. Preparation of cash flow statement C. Difference between cash flow and funds flow analysis D. Practical problems	12
06	<b>FINANCIAL PLANNING MEANING &amp; SCOPE</b>  A. Meaning of Financial Planning B. Meaning of Financial Plan C. Capitalisation D. Practical problems	06
07	<b>CAPITAL EXPENDITURE</b>  A. Meaning of Capital Structure	05

	<ul style="list-style-type: none"> <li>B. Factors determining capital structure</li> <li>C. Point of indifference</li> <li>D. Practical problems</li> </ul>	
08	<b>WORKING CAPITAL MANAGEMENT</b> <ul style="list-style-type: none"> <li>A. Concept of working capital</li> <li>B. Factors determining working capital needs</li> <li>C. Over trading and under trading</li> </ul>	02
09	<b>BASICS OF CAPITAL BUDGETING</b> <ul style="list-style-type: none"> <li>A. Importance of Capital Budgeting</li> <li>B. Capital Budgeting appraising methods</li> <li>C. Payback period</li> <li>D. Average rate of return</li> <li>E. Net Present Value</li> <li>F. Profitability index</li> <li>G. Internal rate of return</li> <li>H. Practical problems</li> </ul>	09

## STRATEGIC MANAGEMENT (BHM308)

S.No.	Topic	Hours
01	<b>ORGANISATIONAL STRATEGY</b>  <b>A. MISSION</b> <ul style="list-style-type: none"> <li>• Mission Statement Elements and its importance</li> </ul> <b>B. OBJECTIVES</b> <ul style="list-style-type: none"> <li>• Necessity of formal objectives</li> <li>• Objective Vs Goal</li> </ul> <b>C. STRATEGY</b> <ul style="list-style-type: none"> <li>• <b>DEVELOPING STRATEGIES</b> <ul style="list-style-type: none"> <li>- Adaptive Search</li> <li>- Intuition search</li> <li>- Strategic factors</li> <li>- Picking Niches</li> <li>- Entrepreneurial Approach</li> </ul> </li> </ul>	04
02	<b>ENVIRONMENTAL AND INTERNAL RESOURCE ANALYSIS</b>  <b>A. NEED FOR ENVIRONMENTAL ANALYSIS</b> <b>B. KEY ENVIRONMENTAL VARIABLE FACTORS</b> <b>C. OPPORTUNITIES AND THREATS</b> <ul style="list-style-type: none"> <li>• Internal resource analysis</li> </ul> <b>D. FUNCTIONAL AREAS RESOURCE DEVELOPMENT MATRIX</b> <b>E. STRENGTHS AND WEAKNESSES</b> <ul style="list-style-type: none"> <li>• Marketing</li> <li>• Finance</li> <li>• Production</li> <li>• Personnel</li> <li>• Organisation</li> </ul>	06
03	<b>STRATEGY FORMULATION</b>  <b>A. STRATEGY (GENERAL) ALTERNATIVES</b> <ul style="list-style-type: none"> <li>• Stability Strategies</li> <li>• Expansion Strategies</li> <li>• Retrench Strategies</li> <li>• Combination Strategies</li> </ul> <b>B. COMBINATION STRATEGIES</b> <ul style="list-style-type: none"> <li>• Forward integration</li> <li>• Backward integration</li> <li>• Horizontal integration</li> <li>• Market penetration</li> <li>• Market development</li> <li>• Product development</li> <li>• Concentric diversification</li> <li>• Conglomerate diversification</li> <li>• Horizontal diversification</li> </ul>	10

	<ul style="list-style-type: none"> <li>• Joint Venture</li> <li>• Retrenchment</li> <li>• Divestiture</li> <li>• Liquidation</li> <li>• Combination</li> </ul>	
04	<p><b>STRATEGIC ANALYSIS AND CHOICE (ALLOCATION OF RESOURCES)</b></p> <p><b>A. FACTORS INFLUENCING CHOICE</b></p> <ul style="list-style-type: none"> <li>• Strategy formulation</li> </ul> <p><b>B. INPUT STAGE</b></p> <ul style="list-style-type: none"> <li>• Internal factor evaluation matrix</li> <li>• External factor evaluation matrix</li> <li>• Competitive profile matrix</li> </ul> <p><b>C. MATCHING STAGE</b></p> <ul style="list-style-type: none"> <li>• Threats opportunities – weaknesses – strengths matrix (TOWS)</li> <li>• Strategic position and action evaluation matrix (SPACE)</li> <li>• Boston consulting group matrix (BCGM)</li> <li>• Internal – External matrix</li> <li>• Grand Strategy matrix</li> </ul> <p><b>D. DECISION STAGE</b></p> <ul style="list-style-type: none"> <li>• Quantitative Strategic Planning matrix (QSPM)</li> </ul>	08
05	<p><b>POLICIES IN FUNCTIONAL AREAS</b></p> <p><b>A. POLICY</b></p> <p><b>B. PRODUCT POLICIES</b></p> <p><b>C. PERSONNEL POLICIES</b></p> <p><b>D. FINANCIAL POLICIES</b></p> <p><b>E. MARKETING POLICIES</b></p> <p><b>F. PUBLIC RELATION POLICIES</b></p>	02
06	<p><b>STRATEGIC IMPLEMENTATION REVIEW AND EVALUATION</b></p> <p><b>A. MCKINSEY 7-S FRAMEWORK</b></p> <p><b>B. LEADERSHIP AND MANAGEMENT STYLE</b></p> <p><b>C. STRATEGY REVIEW AND EVALUATION</b></p> <ul style="list-style-type: none"> <li>• Review underlying bases of Strategy</li> <li>• Measure Organisational Performance</li> <li>• Take corrective actions</li> </ul>	04

### RESEARCH PROJECT (BHM309)

The purpose of research is to seek answers to problems through the application of scientific methodology, which guarantees that the information is reliable and unbiased. This information is utilised to make conclusions and recommend solutions. Good research depends on addressing key points based on a checklist approach. Some elementary factors need to be kept in mind while preparing a research and deciding the topic, these could be based on its relevance, feasibility, coverage, accuracy and research, objectivity and ethics.

Based on the above principles, the research project would be prepared by a student under guidance of a faculty member, familiar with the scientific research methodology. The research would clearly spell out the objective, its findings, the methodology adopted, a conclusion and recommendations. The research project will then be presented to a panel of internal and external examiner through a report and viva voce.

Two hours per week have been allocated for guiding students in undertaking the research project. Research Methodology has already been taught in the 2<sup>nd</sup> year and topic for research allotted to students. In the 3<sup>rd</sup> year the student will undertake practical field research and preparation of the project. At term end, the research project will be presented before a panel. The research project will carry weightage of 100 marks equivalent to six credits.

### GUEST SPEAKERS & SELF STUDY

As per the teaching scheme, two hours per week have been allocated for inviting Guest Speakers from the industry who would give a first hand input in the operational areas of hospitality management and allied service sectors. It would be mandatory to conduct atleast 15 guest lectures per academic year for the benefit of 3<sup>rd</sup> year students who are to be prepared for entry to the industry. Relevant topics may be identified for guest speakers, creating a good academic interface with the industry. Besides, student must be encouraged to undertake self-study through assignments, including inputs from internal and external libraries, Internet access, field visits, etc.

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## TOURISM MARKETING (BHM310)

This course familiarises the students with Marketing concepts, techniques and skills as required in the marketing of tourism products and attractions.

### Syllabus

Block-1	Understanding Entrepreneurship and Management
Unit 1	Introduction to Tourism Marketing – Approaches, Relevance and Role
Unit 2	Market Segmentation
Unit 3	Tourism Markets: International and Domestic
Block-2	Market Analysis
Unit 4	Marketing Research
Unit 5	Competitive Analysis and Strategies
Unit 6	Forecasting for Tourism and its Products
Unit 7	Role of Technology in Tourism Marketing
Block-3	Developmental Role of Marketing
Unit 8	Role of Public Organizations
Unit 9	Role of Local Bodies
Unit 10	Role of NGOs
Unit 11	Socially Responsible Marketing
Unit 12	Social Marketing
Block-4	Marketing Mix
Unit 13	Product Designing
Unit 14	Pricing Strategies
Unit 15	Promotion Strategies
Unit 16	Distribution Strategies
Unit 17	The Fifth P: People, Process and Physical Evidence
Block-5	Marketing Mix: Specific Situations
Unit 18	Familiarization Tours
Unit 19	Seasonal Marketing
Unit 20	Tourism Fairs and Travel Markets
Block-6	Destination Marketing
Unit 21	Regions, Cities, Leisure Spots
Unit 22	Events, Activities, Individuals
Unit 23	Shopping, Education and Culture
Unit 24	Marketing Local Foods

**Block-7      Accommodation Marketing**

<b>Unit</b>	<b>25</b>	<b>Star Category Hotels</b>
<b>Unit</b>	<b>26</b>	<b>Alternate' Accommodation</b>
<b>Unit</b>	<b>27</b>	<b>Supplementary Accommodation</b>
<b>Unit</b>	<b>28</b>	<b>Linkages in the Trade</b>

**Block-8      Transport and Travel Services Marketing**

<b>Unit</b>	<b>29</b>	<b>Air lines Marketing</b>
<b>Unit</b>	<b>30</b>	<b>Tourist Transport Marketing</b>
<b>Unit</b>	<b>31</b>	<b>Travel Agency Marketing</b>
<b>Unit</b>	<b>32</b>	<b>Tour Operators Marketing</b>

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