

**Maulana Abul Kalam Azad University of Technology, West Bengal**  
(Formerly West Bengal University of Technology)  
**Syllabus for M. Sc. Hospitality Management**  
**(Effective from Academic Session 2018-2019)**

**SEMESTER-II**

**Paper:** Revenue / Yield Management

**Code:** MSCH 201

**Contacts Hours / Week:** 4L

**Credits:** 4

<b>Course Content</b>	
<b>Unit/ Module 1</b>	<b>Revenue Management</b> – Room ratemanagement, Room rate , economics, Rate types, Rate Determination
<b>Unit/ Module 2</b>	<b>Revenue Management Tools:</b> Room Types, Market Codes, Track Code
<b>Unit/ Module 3</b>	<b>Revenue Management Essentials</b> – Managing Occupancy, Managing ADR, Evaluating Effectiveness Occupancy Index, ADR Index, Rev Par Index, Go ar
<b>Unit/ Module 4</b>	<b>Yield Management</b> – Philosophy, Implementation, Techniques
<b>Unit/ Module 5</b>	Role of Revenue manager and Case Studies

Suggested Readings:

1. Robert H Woods, Jack D Ninemeier, David K Hayesand Michele A Austin, Professional Front Office Management
2. Colin Dix & Chirs Baird,, Front office operations
3. James Bardi, Hotel Front office management
4. Kasavana & Brooks, Managing front office operations
5. Sudhir Andrews, Front office training manual Tata McGraw Hill
6. Raymond S Schmidgall, Managerial accounting and hospitality accounting
7. Michael Kasavana, Effective Front Office Operation,CBI-VNR,
8. J.R.S.Beavis & S.Medlik, A Manual of Hotel Reception, Heinemann Professional

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**Paper:** Niche Tourism Products and MICE

**Code:** MSCH 202

**Contacts Hours / Week:** 4L

**Credits:** 4

<b>Course Content</b>	
<b>Unit/ Module 1</b>	<b>Introduction to Tourism Product</b> - Definition, Concept & Classifications, Nature & Characteristic of India's Tourism Products: Seasonality & Diversities. Heritage - Indigenous, Colonial, Handicrafts of India. Craft Meals. Fairs and Festivals of Social & Religious importance, Indian cuisine: Regional variations.
<b>Unit/ Module 2</b>	<b>Concept of MICE:</b> Scope, Nature and Importance, Types of Events in MICE. Key steps to a successful operation of MICE - Conference program designing, Pre & Post event responsibility. Impact of conventions on communities.
<b>Unit/ Module 3</b>	<b>MICE Business:</b> The nature and demand of conference markets, The Economic and social significance of conventions, process of convention management.
<b>Unit/ Module 4</b>	<b>Types of Events</b> – Cultural, festivals, religious & business etc. Need of event management. Important convention and conference centres in India.
<b>Unit/ Module 5</b>	<b>Event Planning</b> – Meaning and importance, bidding and supplier contracting. Budgeting of MICE –Use of budget preparation, estimating, fixed & variable cost, sponsorship and subsidies. Cash flow, Measures of financial performance, financial controls, risk management. Ethical behavior practices in the MICE industry

Suggested Readings:

1. Indian Tourism Products: Robinet Jacob; Abhijeet Publications
2. A Cultural History of India: Basham, A.L., Oxford University Press
3. Tourism products: Manoj Dixit; New Royal Book Co.
4. Indian Tourism Products: Robinet Jacob; Abhijeet Publications

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**Paper:** Leisure Management

**Code:** MSCH 203

**Contacts Hours / Week:** 4L

**Credits:** 4

<b>Course Content</b>	
<b>Unit/ Module 1</b>	<b>Introduction to Recreation</b> – Leisure and sport studies. Sociology of Sport, Leisure and Recreation. A critical analysis of definitions, concepts and assumptions of classical, recent and modern theories of recreation and leisure. History and Philosophy of Sports, Leisure, and Wellbeing, Outdoor Recreation Systems.
<b>Unit/ Module 2</b>	<b>Understanding of the Nature and Scope of Leisure &amp; Recreation</b> – Global and local contexts of leisure and recreation. Geography, leisure and recreation in Asia perspective, Sport's role in leisure. Leisure trend: Popular sport, leisure and recreation. Social, economic and administrative aspects of professional, amateur, commercial and public recreation. sports organizations and services.
<b>Unit/ Module 3</b>	<b>Recreation and Community</b> – Perspectives on International Tourism. Introduction to Recreation Services. Introduction to discipline and exploration of professional career models/ paths, historical development of profession, expectations and opportunities in recreation services. Introduction to Commercial Recreation and Tourism, Leisure and recreation in modern era: Outdoor recreation pursuit
<b>Unit/ Module 4</b>	<b>Understanding of Contemporary Issues:</b> Means & Impact the delivery of leisure services. Contemporary professional issues and the trends impacting leisure and human service agencies. Aging and Leisure Development, theoretical aspects of aging and their implications for leisure and on the practical aspects of recreation and leisure program development, delivery, and facilitation for all older adults.
<b>Unit/ Module 5</b>	<b>Professional Understanding</b> – The concept of a profession and professional organizations and the responsibilities of professionals in leisure and human service agencies. Understanding of the importance of maintaining professional competence and use of resources for professional development. Men's and women's leisure & recreation experiences, attitudes, constraints, challenges and behaviours.

**Suggested Readings:**

1. Wuest DA, Foundations of Physical Education, Exercise Science
2. Gayle, Water Based Tourism, Sports, Leisure and Recreation
3. Kemp, Leisure and Tourism Human kinetics, Introduction to Recreation and Leisure
4. Thomas L. Goodale, Peter A. Witt, Recreation and leisure: issues in an era of change
5. Peter A. Witt, Recreation And Youth Development Human Kinetics, Dimensions of Leisure for Life: Individuals and society
6. Christopher R Edginton, Leisure Programming: A Service Centered and Benefits Approach”
7. Chris Wolsey, J Abrams, Understanding the Leisure and Sport Industry

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8. Richard G. Kraus, Recreation and leisure in modern society, Human kinetics, Introduction to recreation and leisure
9. Ruth V. Russell, Pastimes: The Context of Contemporary Leisure

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**Paper:** Managing Entrepreneurship: Small and Medium Business Properties

**Code:** MSCH 204

**Contacts Hours / Week:** 4L

**Credits:** 4

<b>Course Content</b>	
<b>Unit/ Module 1</b>	<b>Entrepreneurship - What, Why and How</b> – Entrepreneurship – Concept, Functions, Need and Importance Why Entrepreneurship For You, Myths about Entrepreneurship, Pros and Cons of Entrepreneurship, Process of Entrepreneurship, Startup and its stages, Entrepreneurship – The Indian Scenario
<b>Unit/ Module 2</b>	<b>An Entrepreneur</b> – Why be an Entrepreneur Types of Entrepreneurs, Competencies and characteristics: Ethical, Entrepreneurship Entrepreneurial Values and Attitudes, Motivation Mindset of an employee and an entrepreneur difference Intrapreneur: Importance in any, organisation
<b>Unit/ Module 3</b>	<b>Entrepreneurship Journey</b> – Self-Assessment of Qualities, Skills, Resources and Dreams. Generation of Ideas, Business Ideas vs. Business Opportunities, Opportunity Assessment – Factors, Micro and Macro Market Environment Feasibility Study, Business Plan Preparation, Execution of Business Plan, Role of networking in entrepreneurship
<b>Unit/ Module 4</b>	<b>Entrepreneurship as Innovation and Problem Solving</b> – Entrepreneurs - as problem solvers. Innovations and Entrepreneurial Ventures, Global and Indian New Industries of New Age Economy, Role of Technology, E-commerce and Social Media Social Entrepreneurship as Problem Solving, Concept and Importance Risk Taking-Concept; types of business risks
<b>Unit/ Module 5</b>	<b>Understanding the Market</b> – Business Idea and Concept, Types of Business: Manufacturing, Trading and Services. Stakeholders: sellers, vendors and consumers and Competitors Market Research, Concept, Importance and Process, Market Sensing and Testing, Business Model, Proof of Concept, Pricing and Factors affecting pricing, Launch Strategies after pricing and proof of concept
<b>Unit/ Module 6</b>	<b>Business Arithmetic</b> – Unit of Sale, Unit Price and Unit Cost - for single product or service Types of Costs - Start up, Variable and Fixed, Income Statement, Cashflow Projections, Break Even Analysis - for single product or service Taxes, Financial Business Case Study

**Suggested Readings:**

1. Robert Tuchman, Young Guns: The Fearless Entrepreneur's Guide to Chasing Your Dreams and Breaking out on Your Own, American Management Association, 2009
2. David S. Landes; Joel Mokyr; William J. Baumol, The Invention of Enterprise: Entrepreneurship from Ancient Mesopotamia to Modern Times, Princeton University Press, 2010
3. Philip Auerswald, The Coming Prosperity: How Entrepreneurs Are Transforming the Global Economy, Oxford University Press, 2012
4. David A. Harper, Foundations of Entrepreneurship and Economic Development Routledge, 2003

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5. Janet Kiholm Smith; Richard L. Smith; Richard T. Bliss, *Entrepreneurial Finance: Strategy, Valuation, and Deal Structure*, Stanford Economics and Finance, 2011
6. Edward D. Hess, *Growing an Entrepreneurial Business: Concepts and Cases*, Stanford Business Books, 2011
7. Edward D. Hess, *Grow to Greatness: Smart Growth for Entrepreneurial Businesses*, Stanford Business Books, 2012

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**Paper:** Marketing & Sales Management

**Code:** MSCH 205

**Contacts Hours / Week:** 4L

**Credits:** 4

<b>Course Content</b>	
<b>Unit/ Module 1</b>	<b>Introduction to Marketing Management</b> – Introduction, Market and Marketing, the Exchange Process, Core Concepts of Marketing, Functions of Marketing, Importance of Marketing, Marketing Orientations
<b>Unit/ Module 2</b>	<b>The Marketing Process</b> – Introduction, Marketing Mix-The Traditional 4Ps, The Modern Components of the Mix- The Additional 3Ps, Developing an Effective Marketing Mix, Marketing Planning, Marketing Implementation and Control.
<b>Unit/ Module 3</b>	<b>Consumer Buying Behaviour</b> – Introduction, Characteristics, Types of Buying Decision Behaviour: Henry Assael Model, Consumer Buying Decision Process, Buyer Decision Process for New Products, Buying Motives, Buyer Behaviour Models.
<b>Unit/ Module 4</b>	<b>Business Buyer Behaviour</b> – Introduction, Characteristics of Business Markets, Differences between Consumer and Business Buyer Behaviour, Buying Situations in Industrial/Business Market, Buying Roles in Industrial Marketing, Factors that Influence Business Buyers, Steps in Business Buying Process
<b>Unit/ Module 5</b>	<b>Segmentation, Targeting and Positioning</b> – Introduction, Concept of Market Segmentation, Benefits of Market Segmentation, Requisites of Effective Market Segmentation, The Process of Market Segmentation, Bases for Segmenting Consumer Markets, Targeting (T), Market Positioning (P) Advertising and sales promotion , sales force management

Suggested Readings:

1. Kotlar, Philip, Marketing Management, Prentice Hall, New Delhi.
2. Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.
3. Saxena, Rajan, Marketing Management, Tata-McGraw Hill, New Delhi.
4. McCarthy, E.J., Basic Marketing: A managerial approach, Irwin, New York.

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**Paper:** Properties Development & Planning

**Code:** MSCH 206

**Contacts Hours / Week:** 4L

**Credits:** 4

<b>Course Content</b>	
<b>Unit/ Module 1</b>	<b>Technical Requirements As Established By Law And Need</b> – Project selection, Feasibility Report, Constitution of the Establishment; Type of Business i.e. Sole Proprietorship, Partnership, Companies etc; Specific Clearances, Land Conversion, Building Approval, Trade Licenses (essential licenses/permits etc.); Infrastructure requirements, specific clearances from civic bodies, Financial Assistance/Aid, Fire Safety; Pollution Control Board, Norms/Requirements/Ecotel Norms
<b>Unit/ Module 2</b>	<b>Facilities Design &amp; Analysis</b> – Overview of Project Design, Design Consideration, Architectural, Building, etc; Systematic Layout Planning, Flow of Guest/Staff Movement, Diagrams; Analysis of Areas, Operational, Functional, Administrative, Design of Areas, Overview, Cost Considerations; Star Classification Criteria, Committees & Composition thereof, State/Centre, Facilities Design for other Hospitality Areas e.g., Hostels, Hospitals, Industrial Canteens, Flight Services (including costs & controls)
<b>Unit/ Module 3</b>	<b>Outdoor Recreation Planning</b> – Sports (Area, Type, Trainees), Trekking (Guide, Expert); Medical Facility, first-aid/Doctors, Transportation to picnic/sites, Approved Travel Plans
<b>Unit/ Module 4</b>	<b>Event Management</b> – Event Planning, Event Marketing, Sponsorship Deal, Space Promotion; Facilities, Equipment/Lighting/Fire Safety, Seating/Stall/Layout, Programme Planning Management, Financial Management of Events

**Suggested Readings:**

1. Shailesh Kasande, Materials and logistics Management
2. L. C. Jhamb, Materials and logistics Management
3. K. K. Ahuja, Materials Management
4. Gopalkrishnan & Sundersano, An integrated approach to Materials Management