

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-III

Paper: Research Methodology

Code: MSCH 301

Contacts Hours / Week: 4L

Credits: 4

Course Content	
Unit/ Module 1	Marketing Research – Introduction, Management uses of marketing research, Problem Formulation & steps in decision Making Process.
Unit/ Module 2	Research Design – Introduction, Exploratory Research, Descriptive research, Causal/ Experimental Research Design, Relationship in between different types of designs.
Unit/ Module 3	Data – Data Collection Methods, Primary & Secondary Data, Observation & Questionnaire Techniques, Analysis & interpretation of Data, Development of questionnaire.
Unit/ Module 4	Sampling – Sample Design, Sample Plan, Probability & Non-Probability Sampling, Sample Size, etc., Attitude Measurement through different types of scales.
Unit/ Module 5	Research – Product Research, Advertising Research – Copy Testing, Test Marketing, Media Selection, Research Report

Suggested Readings:

1. Paul Baines, BAL Chansarkar, Introducing Marketing Research, Wiley, 2002
2. C. Samuel Craig, Susan P. Douglas, International Marketing Research, Wiley, 2005 (3rd edition)
3. D. V.L. Smith; J. H. Fletcher, The Art & Science of Interpreting Market Research Evidence, Wiley 2004
4. D.V.L. Smith; J.H. Fletcher, Inside Information: Making Sense of Marketing Data, Wiley, 2001
5. by Robert Duboff; Jim Spaeth John, Market Research Matters: Tools and Techniques for Aligning Your Business, Wiley & Sons, 2000

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Paper: Human Resource Management

Code: MSCH 302

Contacts Hours / Week: 4L

Credits: 4

Course Content	
Unit/ Module 1	Human Resource Management in Hospitality Industry Meaning – Definition, What is HRM, Significance, Functions, and objectives of HRM. Human Resource Planning & Ethical issues-Introduction, HRP at different levels, process of HRP. Ethical issues:-Introduction, ethical issues in HRD Human Relation and human need, understanding human behavior
Unit/ Module 2	Human Resource Development – Significance of HRD, The concept of HRD, Scope of HRD, Need for HRD, Objectives of HRD, Functions of HRD Manager. Performance Appraisal –Meaning, Need and Purpose of performance appraisal and development, Methods of performance appraisal-Trait methods, Behavioural Methods and Result Methods. Use of Performance Appraisal.
Unit/ Module 3	Strategic Human Resource Environment – Introduction, Internal and external environment, Strategic HRM-Introduction, meaning of strategy and strategic management, strategic management process. Management Development-Introduction, meaning, Objectives, Essential ingredients of the management development programme, Techniques of Management development-on the job techniques, off the job techniques.
Unit/ Module 4	Motivation in Hospitality Industry – Meaning, purpose, importance process, E-communication, communication-oral, written, non-verbal, Barriers to communication. Motivation-Meaning, types of motives and motivation, steps in motivation, maslow’s theory of hierarchy and Herzberg’s two factor theory. E-Human Resource Management-Introduction, Aspects of E-HRM:-E-Job design and analysis, E-HR Planning, E-recruitment, E- selection, E-performance management, E-training and development, E-HR records, information and audit.

Suggested Readings:

1. Personnel Management, C.B. Memoria, S.V. Gankar, Publishing house, Mumbai.
2. Stoner, James, A.F.,MANAGEMENT Eaglwood Cliffs, New Jersey,
3. Knoontz O’Donnel and Weirich, MANAGEMENT, International students edition, McGraw hill.
4. Boella, M.J.,Personnel Management in the hotel and catering Industry, Hutetinson, London.
5. Ahuja K.K. Personnel Management, Kalyani Publisher, New Delhi Hotel Industry, Frank Bros. & Co. (Publishers) Ltd

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Paper: Supply Chain & Logistics Management

Code: MSCH 303

Contacts Hours / Week: 4L

Credits: 4

Course Content	
Unit/ Module 1	Supply Chain – Definition, Objectives, Types, Various definitions, Drivers, Need for SCM, SCM as a profession, SCM decisions and skills, Strategy formulation in SCM – Value in Supply Chain, Tradeoffs, CRM Strategy relationship matrix Strategic Sourcing, Source evaluation, collaborative perspective, Buyer Supplier Relationship, Partner Selection, develop of Partnership, importance of inventory, imbalances, uncertainties, inventory costs, inventory turnover ration
Unit/ Module 2	Transportation Selection – Trade-off, modes of transportation, models for transportation and distribution, factors affecting network effectiveness, 3 PL advantages, Indian transport infrastructure, IT solutions, EDI, e-Commerce, eProcurement, Bar Coding and RFID technology Critical business processes and information systems, DBMS, benefits of ERP, information system and bull whip effect – SCM software packages, modelling concepts, Vendor analysis model, Coordinated SCM, Simulation modelling, Reverse Vs forward supply chain, types of reverse flows, collaborative SCM's and CPFR, agile systems, sources of variability, characteristics, supplier interface, internal processes
Unit/ Module 3	Supply Chain Management and Profitability – quality management, mass customization and globalization, ethical Supply Chains, business and SCM, Balanced Score Card , Benchmarking, Performance measurement
Unit/ Module 4	ERP and Supply Chains – supply chain automation, and supply chain integration.
Unit/ Module 5	The Logistics of Business – The Logistical Value Proposition, The Work of Logistics, Logistical Operating Arrangements, Flexible Structure, Supply Chain Synchronization, Transport Functionality, Principles and Participants, Transportation Service, Transportation Economics and Pricing, Transport Administration, Documentation International Logistics and Supply Chain Management: Meaning and objectives, importance in global economy, Characteristics of global supply chains, Global Supply Chain Integration, Supply Chain Security, International Sourcing, Role of Government in controlling international trade and its impact on Logistics and Supply Chain.
Unit/ Module 6	International Insurance – Cargo movements, water damage, Theft, Privacy, pilferage, Other risk, perils with air shipments, Risk Retention, Risk Transfer, Marine Cargo Insurance, Coverage A,B,C classes, Elements of air freight Policy, Commercial Credit Insurance, Size of Vessels, Tonnage, Types of vessels- Container, Combination ships, Non vessel operating carriers

Suggested Readings:

1. H. S. Hall & S. R. Knight, Higher Algebra, Radha Publishing House
2. Sancheti & Kapoor, Business Mathematics, Sultan Chand & Company
3. Dowling, Introduction to Mathematical Economics, Schaum's Outline Series
4. R. S. Soni, Business Mathematics, Pitambar Publishing House
5. Holden, Mathematics for Business & Economics; Macmillan India, New Delhi.
6. R.G.D Allen, Basic Mathematics, Macmillan, New Delhi

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Paper: Strategic Management

Code: MSCH 304

Contacts Hours / Week: 4L

Credits: 4

Course Content	
Unit/ Module 1	An Overview Strategic Management – Understanding Strategy, Definition & Explaining strategy, Strategic Decision making, Process of Strategic Management, School of thought on Strategy Formulation
Unit/ Module 2	SWOT Analysis - Environmental Analysis, Competitive Analysis, Internal Corporate Analysis, Corporate & Business Level Strategic Analysis, Contingency Strategies, Strategic Plans
Unit/ Module 3	Strategic Analysis - Cost Analysis, Portfolio Analysis and Display Matrices, Operating and Financial
Unit/ Module 4	Strategic Choices – Strategic Alternatives, Diversification, Implementation of Strategy, Evaluation and Control of Strategy, Turnaround Management
Unit/ Module 5	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

Suggested Readings:

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

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Elective Specialization Papers (III Sem.)

Hospitality Sales & Marketing

Paper: Services Marketing

Code: MSCH 305A1

Contacts Hours / Week: 4L

Credits: 4

Course Content	
Unit/ Module 1	Service economy and the nature of services – The service economy. Nature of services. Characteristics of services. Services marketing mix
Unit/ Module 2	Buyer behaviour – Consumer behaviour leading to Purchase. 2 Consumer experience. Post-experience behaviour. Business buying.
Unit/ Module 3	Understanding customer requirements – Customer expectations from services. Customer perceptions of service. Customer research. Customer defined service standards.
Unit/ Module 4	Quality management – Service quality Technical and functional quality. Determinants of service quality. Gap model. Kano's model.
Unit/ Module 5	Service design and development – Challenges to services design. 4 New service development. Developing the service blueprint. Quality function deployment. Service innovations.
Unit/ Module 6	Service delivery: Physical evidence – Physical evidence. 2 Role of the servicescape. Creating the servicescape.

Suggested Readings:

1. Services Marketing, Zeithaml, Bitner, Gremler & Pandit, TMH Publication.
2. Marketing of Services, Hoffman & Bateson, Cengage Learnings.
3. Services Marketing, Rao, Pearson Education.
4. Services Marketing, Concepts & Cases, Bhattacharjee, Excel Books
5. Service Management, Operations, Strategy, Information Technology, Fitzsimmons & Fitzsimmons, McGraw Hill.

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Hospitality Sales & Marketing

Paper: Customer Relationship Management

Code: MSCH 305 A2

Contacts Hours / Week: 4L

Credits: 4

Course Content	
Unit/ Module 1	Introduction to CRM and eCRM – What is customer? How do we define CRM? CRM technology components, customer life style, customer interaction. Difference between CRM and eCRM, features of eCRM.
Unit/ Module 2	Enterprise Marketing Automation (EMA) – Components of EMA, marketing campaign, campaign planning and management, business analytic tools, EMA components (promotions, events loyalty and retention programs), response management.
Unit/ Module 3	Sales Force Automation - Sales Process, Activity, Contact- Lead and Knowledge Management, Field Force Automation. - CRM links in e-Business - E-Commerce and Customer Relationships on the Internet - Enterprise Resource Planning (ERP), Supply Chain Management (SCM), Supplier Relationship Management (SRM), Partner relationship Management (PRM).
Unit/ Module 4	CRM Implementation – Defining success factors, Preparing a business plan requirements, justification and processes, Choosing CRM tools, Defining functionalities, Homegrown versus out-sourced approaches, Managing customer relationships, conflict, complacency, Resetting the CRM strategy. Selling CRM internally, CRM development Team, Scoping and prioritizing, Development and delivery, Measurement.
Unit/ Module 5	Analytical CRM - Managing and sharing customer data, Customer information databases, Ethics and legalities of data use, Data Warehousing and Data Mining concepts, Data analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering.

Suggested Readings:

1. Alok Kumar Rai, Customer Relationship Management Concept & Cases, Prentice Hall of India Private Limited, New Delhi. 2011
2. S. Shanmugasundaram, Customer Relationship Management, Prentice Hall of India Private Limited, New Delhi, 2008
3. Kaushik Mukherjee, Customer Relationship Management, Prentice Hall of India Private Limited, New Delhi, 2008
4. Jagdish Seth, et al, Customer Relationship Management
5. V. Kumar & Werner J., Customer Relationship Management, Willey India, 2008

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Hospitality Sales & Marketing

Paper: Digital Marketing of Services

Code: MSCH 305 A3

Contacts Hours / Week: 4L

Credits: 4

Course Content	
Unit/ Module 1	Introduction to Digital Marketing – What is digital marketing?, How is it different from traditional marketing?, ROI between Digital and traditional marketing?, Discussion on Ecommerce, Discussion on new trends and current scenario of the world?, Digital marketing a boon or a Bane? How can digital marketing be a tool of success for companies?, Video on importance of digital marketing, Analysis of recent info graphics released by companies about digital marketing?, How did digital marketing help the small companies and top inc, Categorization of digital marketing for the business, Diagnosis of the present website and business.
Unit/ Module 2	Search Engine Optimization (SEO) – Blog, Portal and Website?, static or dynamic websites, On page optimization techniques, Off page Optimization techniques, Reports
Unit/ Module 3	Social Media Optimization (SMO) – Introduction to social Media Marketing, Advanced Facebook Marketing, Word Press blog creation, Twitter marketing, LinkedIn Marketing, Google plus marketing, Social Media Analytical Tools
Unit/ Module 4	Search Engine Marketing – Introduction to Search Engine Marketing Tools used for Search engine Marketing, PPC /Google Adwords Tool, Display advertising techniques
Unit/ Module 5	Search Engine Marketing – Google Analytics Online Reputation Management, E-Mail Marketing, Affiliate Marketing, Social Media Analytics, Ad designing

Suggested Readings:

1. Dave Chaffey & Fiona Ellis-Chadwick, Digital Marketing: Strategy, Implementation & Practice
2. Ben Hunt, Convert!: Designing Websites For Traffic and Conversions
3. Lon Safko, The Social Media Bible: Tactics, Tools, & Strategies for Business Success
4. Pam Didner, Global Content Marketing

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Hospitality Operations Management

Paper: Catering Management

Code: MSCH 305 B1

Contacts Hours / Week: 4L

Credits: 4

Course Content	
Unit/ Module 1	Introduction to Catering Management , Principles & functions of catering management
Unit/ Module 2	Tools of Catering Management for the following - Top Management, Middle Management, Line Management, Operational Staff (workers), Management of resources available to the catering manager menu, Planning, Designing, Analysis, Merchandising
Unit/ Module 3	Kitchen Planning - Area selection, Space requirement, Policy formulation, Setting of equipments, Maintenance
Unit/ Module 4	Food and Beverage Service Area – Planning, Layout & Designing, Establishing staffing Levels
Unit/ Module 5	H.R.D. in Catering Industry

Suggested Readings:

1. Arduser, Lora and Brown, Douglas Robert, Atlantic Publishing Group, Inc., The Professional Caterer's Handbook with CD-ROM, ISBN- 13: 978-0910627-60-3
2. Bode, Sony, Atlantic Publishing Group, Inc., The Food Service Professional Guide to Successful Catering, ISBN 10: 0-910627-22-3.

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Hospitality Operations Management

Paper: Corporate Facilities Management

Code: MSCH 305 B2

Contacts Hours / Week: 4L

Credits: 4

Course Content	
Unit/ Module 1	Facility Management – What is Facilities Management (FM)? – ‘the facilities umbrella’, Defining FM within an organization, The 8 key roles of FM, FM – overhead or profit centre?, The strategic importance of managing facilities, Developing an FM plan and team
Unit/ Module 2	Establishing Control of Support Services – Identifying and reviewing support service requirements, Profiling current service levels and costs, Reviewing contracted services, Outsourcing versus in-sourcing, Contract ‘bundling’ and ‘aggregation’, Determining and implementing a contract strategy
Unit/ Module 3	Focusing on the Customer – Understanding customer business needs and objectives, Engaging the customer, Customer service strategy, Developing a customer action plan, The pursuit of excellence
Unit/ Module 4	Managing the Budget – Harnessing cost data, Identify spending patterns, Building up the budget plan, Defending the plan, Control mechanisms and reports, How to maximise the budget
Unit/ Module 5	Understanding Service Contracts – What is a contract and why do we need them?, Tender terms, Objectives and understanding what the contractor wants, Contract structure explained, Terms and conditions, Specifications – output versus input, Schedules of tender, Supplier ‘own’ contracts – common traps!

Suggested Readings:

1. Tompkins, James A., White, John A., Bozer, Yavuz A., and Tanchoco, J. M. A. (2010). Facilities Planning. NJ: John Wiley & Sons, Inc.

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Paper: Retail Management

Code: MSCH 305 B3

Contacts Hours / Week: 4L

Credits: 4

Course Content	
Unit/ Module 1	Introduction – Retail and retail environment and concepts Buying , merchandising and vendor management, Retail selling skills and sales management, Operations management, IT in retail
Unit/ Module 2	Retail Marketing – Retail strategy, SCM and Warehousing, Legal issues in retail, Store design, visual merchandising, Retail store operations
Unit/ Module 3	Understanding the Retail Consumer – Retail consumer behavior, Factors influencing the Retail consumer, Customer decision making process, Types of decision making, Market research for understanding retail consumer
Unit/ Module 4	Retail Market Segmentation and Strategies – Market Segmentation and its benefits, Kinds of markets, Definition of Retail strategy, Strategy for effective market segmentation, Strategies for penetration of new markets, Growth strategies, Retail value chain.
Unit/ Module 5	Merchandise Management – Meaning of Merchandising, Factors influencing Merchandising, Functions of Merchandising Manager, Merchandise planning, Merchandise buying, Analysing Merchandise performance

Suggested Readings:

1. Pradhan, Swapna; Retailing Management; Tata McGraw Hill; New Delhi
2. Bajaj, Chetan, Tuli, Rajnish and Srivastava, Nidhi; Retail Management; OUP; New Delhi
3. Berman, Barry & Evans, Joel R.; Retail Management – A strategic approach; Pearson Education/Prentice Hall of India; New Delhi
4. Levy, Michael & Weitz, Barton A.; Retailing Management; Tata McGraw Hill; New Delhi
5. Newman, Andrew J. & Cullen, Peter; Retailing – Environment and Operations; Thomson Asia Pvt. Ltd.; New Delhi
6. Dunne, Patrick M., Lusch, Robert F & Griffith, David A.; Retailing; Thomson Asia Pvt. Ltd; ND
7. Lamba, A.J.; The Art of Retailing; Tata McGraw Hill; New Delhi

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C. Human Resource Management

Paper: International Human Resource Management

Code: MSCH 305 C1

Contacts Hours / Week: 4L

Credits: 4

Course Content	
Unit/ Module 1	International Human Resource Management – An Overview Introduction and Concepts in International Human Resource Management, Developments leading to International HRM Perspectives, International Human Resource Management: Role and Distinguishing Activities, Organisational Structure and HRM, International Human Resource Planning
Unit/ Module 2	Staffing Practices in International Human Resource Management – Recruitment and Selection for Overseas Assignments, Global Staffing Practices, International Transfers and Repatriation Strategies, Training and Development in International Context, International Performance Management, Global Compensation Practices
Unit/ Module 3	Industrial Relations and Strategic HRM – International Practices in Industrial Relations, Shifts in IHRM and IR, International Strategic Human Resource Management, International Labour Standards, Global Unions, Regional Integration and Framework Agreements, HR/IR issues in MNCs and Corporate Social Responsibility
Unit/ Module 4	Global Organisation Structures – Emerging Trends in Employee Relations and Employee Involvement, Convergence or divergence in personnel management in developed and developing economies, International HRM and Strategic Research

Suggested Readings:

1. Peter Dowling and Denise Welch, International Human Resource Management, Cengage Learning
2. Tony Edwards, International Human Resource Management, Pearson Education
3. M.N Rudrabasavaraj, Global Human Growth Model, Himalaya
4. Monir Tayeb, International Human Resource Management, Oxford.

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C. Human Resource Management

Paper: Human Resource Planning

Code: MSCH 305C2

Contacts Hours / Week: 4L

Credits: 4

Course Content	
Unit/ Module 1	Macro Level manpower Planning and Labour market Analysis - Organisational Human Resource, Planning, Stock Taking, Work Force Flow mapping, Age and Grade Distribution mapping
Unit/ Module 2	Models and Techniques – Manpower demand and supply forecasting, Behavioural Factors in HRD, Wastage Analysis ñ Retention, Redeployment and Exit Strategies
Unit/ Module 3	Career Management – Career Planning and Career Development
Unit/ Module 4	Performance Planning – Potentials Appraisal, HRD Climate
Unit/ Module 5	Human Resource Information System – Human Resource Accounting

Suggested Readings:

2. Mabey and Salama Strategic HRM
3. Mabey and Thompson Development Human Resources
4. Kavanagh M.J. Human Resource Information System: Development and Application

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C. Human Resource Management

Paper: Organisational Behaviour

Code: MSCH 305 C3

Contacts Hours / Week: 4L

Credits: 4

Course Content	
Unit/ Module 1	Organizational Behaviour – Definition, Importance, Historical Background, Fundamental Concepts of OB, Challenges and Opportunities for OB.
Unit/ Module 2	Personality and Attitudes – Meaning of personality, Personality Determinants and Traits, Development of Personality, Types of Attitudes, Job Satisfaction.
Unit/ Module 3	Perception – Definition, Nature and Importance, Factors influencing Perception, Perceptual Selectivity, Link between Perception and Decision Making.
Unit/ Module 4	Motivation – Definition, Theories of Motivation - Maslow’s Hierarchy of Needs Theory, McGregor’s Theory X & Y, Herzberg’s Motivation-Hygiene Theory, Alderfer’s ERG Theory, McClelland’s Theory of Needs, Vroom’s Expectancy Theory.
Unit/ Module 5	Group Behaviour – Characteristics of Group, Types of Groups, Stages of Group Development, Group Decision Making.

Suggested Readings:

1. Robbins, S. P. & Judge, T.A.: Organizational Behavior, Pearson Education, 15th Edn.
2. Luthans, Fred: Organizational Behavior, McGraw Hill, 12th Edn.
3. Shukla, Madhukar: Understanding Organizations – Organizational Theory & Practice in India, PHI 4. Fincham, R. & Rhodes, P.: Principles of Organizational Behaviour, OUP, 4th Edn.
4. Hersey, P., Blanchard, K.H., Johnson, D.E.- Management of Organizational Behavior Leading Human Resources, PHI, 10th Edn