

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 IV

Paper: Inventory & Material Management

Code: MSCH 401

Contacts Hours / Week: 4L

Credits: 4

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

Suggested Readings:

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.
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/ Module 1	Introduction – Definition & nature Business ethics, Characteristics, Ethical theories; Causes of unethical behavior; Ethical abuses; Work ethics; Code of conduct; Public good
Unit/ Module 2	Ethics Theory And Beyond – Management of Ethics -Ethics analysis [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/ Module 3	Legal Aspects Of Ethics – Political –legal environment; Provisions of the 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/ Module 4	Environmental Ethics – Economic Environment; Philosophy of economic 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/ Module 5	Corporate Social Responsibility and Governance – Definition -Evolution- 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.

Suggested Readings:

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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Syllabus for M. Sc. Hospitality Management

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Paper: Managing Change in Organisations

Code: MSCH 403

Contacts Hours / Week: 4L

Credits: 4

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

Suggested Readings:

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

Suggested Readings:

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

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

Suggested Readings:

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)

Maulana Abul Kalam Azad University of Technology, West Bengal
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A. Event Management

Paper: Corporate Image Building

Code: MSCH 404 A3

Contacts Hours / Week: 4L

Credits: 4

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

Suggested Readings:

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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Syllabus for M. Sc. Hospitality Management

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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 benefits of the recreation activity under study, cost of health vs cost of recreation associated costs of the recreation activity under study
Unit/ Module 2	Communities Support Recreation – 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	Participation – 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/ Module 1	Physical Education and Physical Fitness – Concept of Physical Education 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/ Module 2	Health Concepts – Definition and Meaning of Health, Dimension and 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/ Module 3	Health and Nutrition – Concept of Food and Nutrition Balanced Diet Vitamins, Malnutrition, Deficiency Diseases Determining Caloric Intake and Expenditure Obesity, Causes and Preventing Measures, Role of Diet and Exercise
Unit/ Module 4	Safety Education and Health Promotion – Principles of Accident 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/ Module 5	Sports and Life Skills Education – Sports and Socialization; Physical 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	Fundamentals of Ecology – 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	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.

Suggested Readings:

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/ Module 1	The Early Career Dilemmas of an Entrepreneur – The Entrepreneur’s Role, Task and Personality, Typology of Entrepreneurs, Defining Survival and Success, Entrepreneurship as a Style of Management, The Entrepreneurial Venture and the Entrepreneurial Organisation
Unit/ Module 2	Choosing a Direction – Opportunity recognition and entry strategies: New product, Franchising, Partial Momentum, Sponsorship and Acquisition, The Strategic Window of Opportunity: Scanning, Positioning and Analysing, Intellectual Property, Creation and Protection
Unit/ Module 3	Opening the Window – Gaining Commitment z Gathering the Resources you 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 Support, Developing Entrepreneurial Marketing, Competencies, Networks and Frameworks
Unit/ Module 4	Closing the Window – Sustaining Competitiveness, Maintaining Competitive Advantage, The Changing Role of the Entrepreneur, Mid Career Dilemmas, Harvesting Strategies versus Go for Growth

Suggested Readings:

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/ Module 1	Introductions – Overview of the family business. Effective governance and 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/ Module 2	Developing Effective Governance – Understanding the relationships between 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/ Module 3	Growth Strategy – Growth strategy for family owned business. Different models in family business. Developing sustainable family busin
Unit/ Module 4	Succession Planning – Family succession, issues of succession in a family firm, preparing for succession planning. Legal norms of succession-succession acts, important provisions
Unit/ Module 5	Future Prospects – Involving non-family members, power struggles and issues of succession in a family firm, Valuation of the closely held firm, the changing role of family in the family business

Suggested Readings:

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.

Suggested Readings:

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.

Maulana Abul Kalam Azad University of Technology, West Bengal

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Syllabus for M. Sc. Hospitality Management

(Effective from Academic Session 2018-2019)

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.