

UNIVERSITY DEPARTMENTS

ANNA UNIVERSITY :: CHENNAI 600 025

REGULATIONS - 2013

I TO IV SEMESTERS (FULL TIME) CURRICULUM AND SYLLABUS

MASTER OF BUSINESS ADMINISTRATION (MBA) - HOSPITALITY & TOURISM

SEMESTER – I

Sl. No.	COURSE CODE	COURSE TITLE	L	T	P	C
1.	BH8101	Accounting for Hospitality	3	1	0	4
2.	BH8102	Business and Hospitality Laws	3	0	0	3
3.	BH8103	Economic Analysis for Service	4	0	0	4
4.	BH8104	Fundamentals of Hospitality	3	0	0	3
5.	BH8105	Organizational Behaviour	3	0	0	3
6.	BH8106	Principles of Management	3	0	0	3
7.	BH8107	Statistics	3	1	0	4
8.	BH8108	Written Communication	3	0	0	3
		TOTAL	25	2	0	27

SEMESTER – II

Sl. No.	COURSE CODE	COURSE TITLE	L	T	P	C
1.	BH8201	Business Research Methods	3	0	0	3
2.	BH8202	Financial Management for Hospitality	4	0	0	4
3.	BH8203	Foreign Language	3	0	0	3
4.	BH8204	Human Resources Management	3	0	0	3
5.	BH8205	Information and Communication Technology for Hospitality	3	0	0	3
6.	BH8206	Service Quality Management	3	0	0	3
7.	BH8207	Services Marketing	3	0	0	3
8.	BH8208	Services Operations Management	3	0	0	3
PRACTICAL						
9.	BH8211	Data Analysis and Business Modeling Lab	0	0	4	2
		TOTAL	25	0	4	27

SUMMER SEMESTER (4 WEEKS)

SUMMER TRAINING

Summer Training - Chronological Diary needs to be maintained and submitted within the first week of the reopening date of 3rd semester. The training report along with the company certificate should be submitted

SEMESTER – III

SI. No.	COURSE CODE	COURSE TITLE	L	T	P	C
1.	BH8301	Culture and Ethos	3	0	0	3
2.	BH8302	Facility and Security Management	3	0	0	3
3.	BH8303	Food and Beverage Management	3	0	0	3
4.	BH8304	Hospitality Strategic Management	3	0	0	3
5.	BH8305	Tourism and Travel Management	3	0	0	3
6.	E1	Elective I	3	0	0	3
7.	E2	Elective II	3	0	0	3
8.	E3	Elective III	3	0	0	3
PRACTICAL						
9.	BH8311	Professional Skill Development Lab	0	0	4	2
10.	BH8312	Summer Training	0	0	2	1
TOTAL			24	0	6	27

SEMESTER – IV

SI. No.	COURSE CODE	COURSE TITLE	L	T	P	C
1.	BH8401	Event Management	3	0	0	3
2.	BH8402	Logistics and Supply Chain Management	3	0	0	3
PRACTICAL						
3.	BH8411	Project Work (in Hospitality)	0	0	18	9
TOTAL			6	0	18	15

TOTAL NUMBER OF CREDITS = 96

LIST OF ELECTIVES

SI. No.	COURSE CODE	COURSE TITLE	L	T	P	C
ACCOMMODATION						
1.	BH8001	Accommodation Management	3	0	0	3
2.	BH8002	Front Office and Housekeeping Management	3	0	0	3

FOOD SERVICES						
1.	BH8003	Food and Beverage Controls	3	0	0	3
2.	BH8004	Food safety and quality	3	0	0	3

TRAVEL & TOURISM						
1.	BH8005	Destination Management	3	0	0	3
2.	BH8006	Tourism Planning and development	3	0	0	3

The student needs to choose one elective under each stream

OBJECTIVES:

To enable student

- Acquire the basics of accounting mechanism in Hospitality industry
- Understand revenue management techniques in hospitality industry

OUTCOME:

- Undertake accounting functions in hospitality industry

UNIT I THE ACCOUNTING FRAMEWORK 9

Basic Accounting Concepts- Processing Business Transactions- Journalizing, Posting to Ledger and Taking a Trial Balance- Special-Purpose Journals and Subsidiary Ledgers.

UNIT II FINANCIAL STATEMENTS 12

Statement of Income and Expenditure, the P & I Account -The Balance Sheet - Ratio Analysis – Fund flow and Cash Flow Statements - Financial Statement Analysis

UNIT III ACCOUNTING FOR MANAGEMENT DECISIONS 12

Cost-Volume-Profit Relationships- - Forecasts in Sales and Revenue- Maximizing Sales- Marginal costing- Contribution approach- Activity based costing - Responsibility accounting – ABC analysis – target costing.

UNIT IV COST CONTROLLING 15

Costs and Controls in Food Purchasing-Food Receiving, Storage and Issuing- Food Production- Beverage Purchasing, Receiving, Storing and Issuing- Beverage Production etc. Costs and controls in Labor- Controls in Sales- Controls for Other Expenses.

UNIT V REVENUE MANAGEMENT IN HOSPITALITY 12

Internal Assessment - Competition Analysis - Demand Forecasting – Itinerary planning – Channel evaluation – Cash and Inventory management - Dynamic Value-Based Pricing- Practical Applications in Lodging Food and Beverage- Sports, Entertainment, and Event Management,- Cruise, Spa, and Luxury Resorts- Gaming and Theme Parks.

TOTAL: 60 PERIODS

TEXTBOOKS:

1. Elisa S. Moncarz, and Nestor de J. Portocarrero, Accounting for Hospitality Industry Prentice Hall, US 2010.
2. Kimberly A. Tranter, Trevor Stuart-Hill, Juston Parker, Introduction to Revenue Management for The Hospitality Industry: Principles and Practices for the Real World, Prentice Hall US, 2011.

REFERENCES

1. Allen B. Asch, M. Ed. CCE, Hospitality Cost Control: A Practical Approach, Prentice Hall US, 2010.
2. Peter Harris, Accounting & Finance for the International Hospitality Industry, Elsevier Butterworth Heinemann 2011,
3. Chris Guilding, Accounting Essentials for Hospitality Managers, Butterworth – Heinemann – 2010.
4. Gareth Owen, Accounting for Hospitality, Tourism and Leisure, Person, 2010.
5. Frank Wood, P. M Lightowlens, Accounting in the Hotel & Catering Industry, Pearson UK 2010.

COURSE OBJECTIVE

To prepare the learners with knowledge and skills essential to understand the various laws involved in the hospitality industry

COURSE OUTCOME

The learners shall be competent for both practicing and knowing the laws that apply to every area of the industry

UNIT I INTRODUCTION TO HOSPITALITY LAWS 9

Definition of law – classification of law – Source of law – Definition of Industry, Employers, Workers and Consumers (Guests) – Their rights and duties – Definition of Hospitality industry – Procedural law – Indian Judicial System- Remedies and Settlement.

UNIT II COMMERCIAL AND CORPORATE LAW OF HOSPITALITY INDUSTRY 9

Company Law - Definition of Company- Nature and Types of Companies - Formation - Powers, Duties and Liabilities of a Director - Corporate Governance. Essential Elements of Contract – Indian Contract Act, 1872. Definition of Sale – Sale of Goods Act, 1930. Salient Features of Negotiable Instruments Act, 1881- Relevance of these Laws to the Hospitality Industries.

UNIT III TRAVEL AND TOURISM LAWS 9

Rights of Guests as Buyers of Goods, Consumer of Goods and services including rights of passengers and tourists. Standard of Care for their life, body and property. Hospitality practices- compensation for injury for loss- health and safety laws-Essentials of Food and Drug laws. Passport and Visa Laws- Laws related to Foreign Guests.

UNIT IV INDUSTRIAL LAWS, CONSUMER PROTECTION ACT AND VAT 9

The provident fund and miscellaneous provisions act 1952-the payment of gratuity act 1972- Industrial Disputes Act – Payment of Wages Act – Payment of Bonus Act – Consumer Protection Act – VAT –Service tax- Corporate Tax-FEMA-Customs-RBI guidelines

UNIT V CYBER LAWS, IPR AND COPY RIGHTS IN HOSPITALITY INDUSTRY 9

Cyber Crimes– IT Act 2000 – Environmental protection Laws – Definition of Intellectual Property Rights – Copy rights – Trademarks –International Tourism Laws. -

TOTAL : 45 PERIODS

TEXT BOOKS

1. Legal Aspects of Business, Texts, justiceprudence and cases, Daniel Albuquerque, Oxford University press
2. Legal Aspects of Business, Akileshwar Pathak,Tata McGraw –Hill, Fourth Edition

REFERENCES

1. N.D.Kapoor, Elements of Mercantile Law, Sultan Chand and Company, India, 2006.
2. Twomey & Jennings, Business Law: Principles for Today's Commercial Environment. 1st Edition.
3. Handbook of Environmental Law, P.B. Sahasranaman, Oxford University Press,

COURSE OBJECTIVES:

To introduce the concepts of scarcity and efficiency; to explain principles of micro economics relevant to managing an organization; to describe principles of macro economics to have the understanding of economic environment of business.

COURSE OUTCOMES:

Students are expected to become familiar with both principles of micro and macro economics. They would also become familiar with application of these principles to appreciate the functioning of both product and input markets as well as the economy.

UNIT I INTRODUCTION TO SERVICE ECONOMY 12

Introduction to service economy – The nature and scope of service economy – The role of service economy to national and global economic development – Service economy – Microeconomic perspectives – Market for service – Competitive Vs non-competitive markets – Market price – The role of theories and models – Positive and normative economic analysis – The role of government in the service economy.

UNIT II MARKET DEMAND 12

Market forces – Market demand and Market supply – Individual demand and supply – Determinants of market forces – Market Equilibrium – Changes in market equilibrium – Elasticities of demand and supply – short-run and long-run elasticities – Determinants of elasticity – Estimation of demand – Consumer behaviour – Utility and choice – Consumer surplus.

UNIT III PRODUCTION FUNCTION 12

Production function – Short-run and long-run production – Production with one or more than one variable input – Diminishing marginal returns – Input substitution – Returns to scale – Economies and diseconomies of scale – Economies of scope.

UNIT IV COST OF PRODUCTION 12

Cost of production – Different types of cost – Short-run and long-run cost of production – Marginal and average cost concepts – Relationship between average and marginal costs – Determinants of cost of production – Cost – Minimising input choices – Expansion path of firm – Dynamic changes in costs – The learning curve.

UNIT V MARKET SYSTEMS 12

Analysis of market – Perfect versus imperfect markets – Features of different market systems – Producer's behaviour – Profit maximization and choosing output – short-run and long-run analysis of different markets – Pricing of product – Competition versus cost based pricing methods.

TOTAL: 60 PERIODS**REFERENCES :**

1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19th edition, Tata McGraw Hill, New Delhi, 2010.
2. William Boyes and Michael Melvin, Textbook of economics, Biztantra, 2005.
3. N. Gregory Mankiw, Principles of Economics, 3rd edition, Thomson learning, New Delhi, 2007.
4. Richard Lipsey and Alec Charystal, Economics, 12th edition, Oxford, University Press, New Delhi, 2011.
5. Karl E. Case and Ray C. fair, Principles of Economics, 6th edition, Pearson, Education Asia, New Delhi, 2002

COURSE OBJECTIVES:

The students shall be able to:

1. Gain an overview about the hospitality and tourism industry.
2. Identify the major areas of coverage of hospitality industry.
3. Figure out the different types of hotels and restaurants.
4. Realize the interrelationship between travel and tourism.
5. Grasp the position of Entertainment and Recreation industries in Hospitality.

COURSE OUTCOMES:

By the end of the course, students should be able to:

1. Explain the fundamentals of hospitality and tourism industry.
2. Describe the hospitality industry from various perspectives of hotel, tourism, travel and transport.
3. Explain issues, challenges, recent trends and future of hospitality industry.

UNIT I INTRODUCTION TO HOSPITALITY INDUSTRY 9

The Hospitality Industry – Origin and Growth – Tourism Industry – Importance of Tourism – Industries related to Tourism – Evolution and Growth of the Hotel – Evolution of Tourism – Factors Affecting Hospitality and Tourism Industry – Employment Opportunities in Hospitality.

UNIT II HOTEL INDUSTRY 9

Clarification of Hotels – Major Departments of a Hotel – Star Ratings of Hotels – Global Standards for Hotels – Managing Other Services – Speciality Resorts – Book Sellers – SPA – Beauty Clinics – Gymnasium.

UNIT III TOURISM INDUSTRY 9

Definition of Tourism – Features – Types of Tourists – Tourism Activities – Components of Tourism Infrastructure – Elements and Characteristics of Tourism Products- Scope of Tourism – Motivation for Tourism – Relation of hospitality industry with Tourism

UNIT IV TRAVEL & TRANSPORT 9

History growth and present status of travel agency – Travel formalities – Linkages and arrangements with hotels, airlines and transport agencies – Transport system – Different types of transport – Impact of Science and Technology.

UNIT V HOSPITALITY AND ITS RELATED SECTORS 9

Theme Parks – Conventions – Cruising – Special events – recreation and leisure – Tourism and Hospitality in 21st century – Global gaming and Casino operations – Recent trends.

TOTAL: 45 PERIODS

REFERENCES:

1. Clayton W. Barrows, Tom Powers and Dennis Reynolds. (2012) Introduction to Management in the Hospitality industry. Tenth Edition. John Wiley and Sons, Inc.
2. Lockwood.A & Medlik.S, Tourism and Hospitality in the 21st Century, Elsevier, 2001

2. Fred Luthans, Organisational Behavior, McGraw Hill, 11th Edition, 2001.

REFERENCES

1. Mc Shane & Von Glinov, Organisational Behaviour, 4th Edition, Tata Mc Graw Hill, 2007.
2. Nelson, Quick, Khandelwal. ORGB – An innovative approach to learning and teaching. Cengage learning. 2nd edition. 2012
3. Ivancevich, Konopaske & Maheson, Organisational Behaviour & Management, 7th edition, Tata McGraw Hill, 2008.
4. Udai Pareek, Understanding Organisational Behaviour, 3rd Edition, Oxford Higher Education, 2011.
5. Jerald Greenberg, Behaviour in Organization, PHI Learning. 10th edition. 2011

BH8106

PRINCIPLES OF MANAGEMENT

**L T P C
3 0 0 3**

COURSE OBJECTIVE:

To familiarise the students to the basic concepts of management in order to aid in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms.

COURSE OUTCOMES:

The students should be able to describe and discuss the elements of effective management, ii) discuss and apply the planning, organizing and control processes, iii) describe various theories related to the development of leadership skills, motivation techniques, team work and effective communication, iv) communicate effectively through both oral and written presentation.

UNIT I MANAGEMENT

9

Organization- Management- Role of managers- Evolution of management *thought- Organization and the environmental factors- Managing globally- Strategies for International business.*

UNIT II PLANNING

9

Nature and purpose of planning- Planning process- Types of plans- Objectives- Managing by Objective (MBO) strategies- Types of strategies – Policies – Decision Making- Types of decision- Decision making process- Rational decision making process- Decision making under different conditions.

UNIT III ORGANISING

9

Nature and purpose of organizing- Organization structure- Formal and informal groups/ organization- Line and staff authority- Departmentation- Span of control- Centralization and decentralization- Delegation of authority- Staffing- Selection and Recruitment- Orientation- Career development- Career stages- Training- Performance appraisal

UNIT IV DIRECTING

9

Managing people- Communication- Hurdles to effective communication- Organization culture- Elements and types of culture- Managing cultural diversity.

UNIT V CONTROLLING

9

Process of controlling- Types of control- Budgetary and non-budgetary control techniques- Managing productivity- Cost control- Purchase control- Maintenance control- Quality control- Planning operations.

TOTAL: 45 PERIODS

TEXT BOOKS:

1. Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 9th edition, 2012.
2. Samuel C. Certo and Tervis Certo, Modern management: concepts and skills, Pearson education, 12th edition, 2012.
3. Harold Koontz and Heinz Weihrich, Essentials of management: An International & Leadership Perspective, 9th edition, Tata McGraw-Hill Education, 2012.
4. Charles W.L Hill and Steven L McShane, 'Principles of Management, McGraw Hill Education, Special Indian Edition, 2007.

REFERENCES:

1. Don Hellriegel, Susan E. Jackson and John W. Slocum, Management- A competency-based approach, Thompson South Western, 11th edition, 2008.
2. Heinz Weihrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, Tata McGraw Hill, 12th edition, 2008.
3. Stephen P. Robbins, David A. De Cenzo and Mary Coulter, Fundamentals of management, Prentice Hall of India, 2012.

BH8107

STATISTICS

LT P C

3 1 0 4

COURSE OBJECTIVE:

To learn the applications of statistics in business decision making in services.

COURSE OUTCOME:

To facilitate objective solutions in business decision making under subjective conditions in services.

UNIT I INTRODUCTION TO DESCRIPTIVE STATISTICS

12

Statistics – Definition, Data, Tests-Samples and Populations-Presentation and Analysis of Data. Measures of Central Tendency – Mean, Median and Mode. Measures of Dispersion – Moments, skewness and Kurtosis.

UNIT II SAMPLING DISTRIBUTION AND ESTIMATION

12

Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.

UNIT III TESTING OF HYPOTHESIS - PARAMETIRC TESTS 12

Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way.

UNIT IV NON-PARAMETRIC TESTS 12

Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov – test for goodness of fit, comparing two populations. Mann – Whitney U test and Kruskal Wallis test. One sample run test, rank correlation.

UNIT V CORRELATION, REGRESSION AND TIME SERIES ANALYSIS 12

Correlation analysis – Simple Linear Regression- Time series analysis: Variations in time series, trend analysis, cyclical variations, seasonal variations and irregular variations – Forecasting Errors. Index Numbers – Laspeyre’s, Paasche’s and Fisher’s Ideal index.

TOTAL: 60 PERIODS

TEXTBOOKS:

1. Richard I. Levin, David S. Rubin, Statistics for Management, Pearson Education, 7th Edition, 2011.
2. Aczel A.D. and Sounderpandian J., “Complete Business Statistics”, 6th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2012.

REFERENCES:

1. Srivatsava TN, Shailaja Rego, Statistics for Management, Tata McGraw Hill, 2008.
2. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.
3. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 11th edition, Thomson (South – Western) Asia, Singapore, 2012.
4. N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012.

BH8108 WRITTEN COMMUNICATION

**L T P C
3 0 0 3**

COURSE OBJECTIVES:

To familiarize learners with the mechanics of writing.
To enable learners to write in English precisely and effectively.

COURSE OUTCOMES:

Learners should be able to

- i) get into the habit of writing regularly,
- ii) express themselves in different genres of writing from creative to critical to factual writing,
- iii) take part in print and online media communication,
- iv) read quite widely to acquire a style of writing, and
- v) identify their areas of strengths and weaknesses in writing.

UNIT I PERSONAL COMMUNICATION 9

Journal writing, mails/emails, SMS, greeting cards, situation based – accepting/declining invitations, congratulating, consoling, conveying information.

UNIT II SOCIAL COMMUNICATION 9

Blogs, Reviews (films, books), posting comments, tweets, cross-cultural communication, gender sensitivity in communication.

UNIT III WORK PLACE COMMUNICATION 9

e-mails, minutes, reports of different kinds – annual report, status report, survey report, proposals, memorandums, presentations, interviews, profile of institutions, speeches, responding to enquiries, complaints, resumes, applications, summarizing, strategies for writing.

UNIT IV RESEARCH WRITING 9

Articles for publication (Journals), developing questionnaire, writing abstract, dissertation, qualities of research writing, data (charts, tables) analysis, documentation.

Unit V WRITING FOR MEDIA AND CREATIVE WRITING 9

Features for publication (Newspapers, magazines, newsletters, notice-board), case studies, short stories, travelogues, writing for children, translation, techniques of writing

TOTAL : 45 PERIODS

TEXTBOOKS

1. Raymond V Lesikar, John D Pettit, and Mary E Flatly. 2009. Lesikar's Basic BusinessCommunication. 11th ed. Tata McGraw-Hill, New Delhi.
2. Sharan J Gerson, and Steven M Gerson. 2008. Technical Writing: Process and Product. Pearson Education, New Delhi.

REFERENCE:

1. E. H. McGrath, S.J. 2012. Basic Managerial Skills for All. 9th ed. Prentice-Hall of India, New Delhi

Management books

- | | |
|--------------------|---|
| Robin sharma | - The greatness guide |
| Steven Covey | - 7 Habits of Effective people |
| Arindham Chaudhuri | - Count your chickens before they hatch |
| Ramadurai | - TCS Story |

Blogs : Seth Godwin, Guy Kawasaki, Kiruba Shankar

Review: Harvard Business review

Reports: Deloitte, Netsis

Magazines: Bloomberg Businessweek, Economist

COURSE OBJECTIVE:

To familiarise the students to the principles of scientific methodology in business enquiry; to develop analytical skills of business research; to develop the skills for scientific communications.

COURSE OUTCOME:

Students would become acquainted with the scientific methodology in business domain. They would also become analytically skillful. They would become familiar with the nuances of scientific communications.

UNIT I INTRODUCTION**9**

Business Research – Definition and Significance – the research process – Types of Research – Exploratory and causal Research – Theoretical and empirical Research – Cross –Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics – Research in an evolutionary perspective – the role of theory in research.

UNIT II RESEARCH DESIGN AND MEASUREMENT**9**

Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design – Validity of findings – internal and external validity – Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument.

UNIT III DATA COLLECTION**9**

Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire and instrument – Validation of questionnaire – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Probability Vs Non–probability sampling methods.

UNIT IV DATA PREPARATION AND ANALYSIS**9**

Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Bivariate and Multivariate statistical techniques – Factor analysis – Discriminant analysis – cluster analysis – multiple regression and correlation – multidimensional scaling – Application of statistical software for data analysis.

UNIT V REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH**9**

Research report – Different types – Contents of report – need of executive summary – chapterization – contents of chapter – report writing – the role of audience – readability – comprehension – tone – final proof – report format – title of the report – ethics in research – ethical behaviour of research – subjectivity and objectivity in research.

TOTAL:45 PERIODS**TEXT BOOKS**

1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata Mc Graw Hill, New Delhi, 2012.
2. Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2011.
3. Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2012.
4. William G Zikmund, Barry J Babin, Jon C.Carr, Atanu Adhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2012.

OBJECTIVES :

To enable student

- Understand the nuances involved in making finance decisions
- Understand asset management techniques in hospitality industry

OUTCOME

- Effectively handle finance functions in hospitality industry

UNIT I INTRODUCTION TO FINANCIAL MANAGEMENT 12

A Basic Understanding of Financial Management – Profit vs Wealth Maximization- Time value of money - Financial Markets- Capital Markets, Money Market - Financial Instruments-- Key Financial Intermediaries in the Hospitality Industry.

UNIT II THE RELATIONSHIP BETWEEN RISK AND RETURN. 12

Risk. Returns and Distributions – Diversification - Beta. Expected Return and the Security Market Line- Bonds - Bond Features-. Bond Ratings-. Valuing Corporate Bonds. Computing Yield to Maturity on Corporate Bonds. Bonds with Semi-Annual Coupon Payments. Preferred Stock- Basic Preferred Stock Terminology. Preferred Stock Features. Valuing Preferred Stock - Common Stock-Common Stock Features. Valuing Common Stock. General Dividend Valuation Model - Zero-Growth Dividend Valuation Model. Constant-Growth Dividend Valuation Model. Valuing Common - Stock with Multiple Growth Rates. - Investors Rate of Return and Growth.

UNIT III COST OF CAPITAL AND CAPITAL STRUCTURE 12

The Weighted Average Cost of Capital - The Cost of Debt- The Cost of Preferred Stock - Cost of Internal Equity - Cost of. External Common Equity - New Issues of Common Stock Financial Planning for the Hospitality- Capital Structure Theory - Factors in the Determination of a Firms Capital Structure

UNIT IV CAPITAL BUDGETING AND WORKING CAPITAL MANAGEMENT 12

Classifying Capital Budgeting Projects- The Capital Budgeting Decision and Cash Flow Estimation - Uses -Managing Working Capital

UNIT V OTHER FINANCIAL ISSUES 12

Leasing, Expansion, Franchising - Asset Management in the Hospitality Industry- Valuation of Hospitality Real Estate - Hotel Appraisal Requirements - The Hotel Appraisal Process- Approaches to Hotel Valuation -Thumb rules-Revenue Multipliers.-Reconciliation of Value

TOTAL : 60 PERIODS**TEXT BOOKS:**

1. I.M.Pandey, Financial Management, Vikas, 2012
2. M.Y. Khan & Jain, Financial Management, McGrawHill 2012.

REFERENCES:

1. Robert E. Chatfield, Michael C. Dalbor, Hospitality Financial Management: Prentice Hall US 2009
2. William P. Andrew, James W. Damitio, Ph.D, CMA, Raymond S. Schmidgall, Financial Management for the Hospitality Industry: Prentice Hall US 2009.
3. Chris Guilding, Financial Management for Hospitality Decision makers, Butterworth Heinemann, 2009.

COURSE OBJECTIVE:

To impart preliminary knowledge about the French language and civilization.

COURSE OUTCOME:

Students can understand and speak simple phrases in French.

UNIT I INTRODUCTION 10

Spelling with the French alphabet -Nationalities – Professions - Numbers 1-100 - Date and Time – Seasons – Meals – Cloths.

UNIT II GRAMMAR 10

Indefinite and Definite articles - Verbs : avoir et être in present tense, travailler, habiter, s'appeler and venir in present tense; - Verbs in “ future proche” - Possessive adjectives - Negative form: Oui, Non, Si - Pronouns used after prepositions - Pronouns complements directs

UNIT III COMMUNICATION 10

Greetings – presentation, introduction – Interrogation relating to everyday situations – Replying to simple questions – Describing a place – letter writing – Ordering food.

UNIT IV TERMINOLOGIES IN HOTEL INDUSTRY 8

Restaurant Brigade - Hot Plate Language - Kitchen Brigade - Ingredients used in Kitchen - Culinary Terms in French – French gastronomy

UNIT V FRENCH CULTURE 7

Facts about France - French culture – Historical personalities - Geography

TOTAL: 45 PERIODS

REFERENCES

1. Ranjith, Mahitha & Singh, Monica. Apprenons le français. Saraswathi House Pvt. Ltd. 2nd edition 2007
2. S. Bhattacharya. French for Hotel Management & Tourism Industry. Frank Brothers. 2010

COURSE OBJECTIVE:

To provide knowledge about management issues related to staffing, training, performance, compensation, human factors consideration and compliance with human resource requirements.

COURSE OUTCOME:

Students will gain knowledge and skills needed for success as a human resources professional in the hospitality industry

UNIT I PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT 5

Evolution of human resource management – The importance of the human factor – Challenges – Inclusive growth and affirmative action -Role of human resource manager – Human resource policies – Computer applications in human resource management – Human resource accounting and audit.

UNIT II THE CONCEPT OF BEST FIT EMPLOYEE 8

Importance of Human Resource Planning – Forecasting human resource requirement – matching supply and demand - Internal and External sources. Recruitment - Selection – induction – Socialization benefits.

UNIT III TRAINING AND EXECUTIVE DEVELOPMENT 10

Types of training methods purpose benefits resistance. Executive development programmes – Common practices - Benefits – Self development – Knowledge management.

UNIT IV SUSTAINING EMPLOYEE INTEREST 12

Compensation plan – Reward – Motivation – Application of theories of motivation – Career management – Development of mentor – Protégé relationships.

UNIT V PERFORMANCE EVALUATION AND CONTROL PROCESS 10

Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods.

TOTAL: 45 PERIODS**TEXT BOOKS**

1. Dessler Human Resource Management, Pearson Education Limited, 2007
2. Malay Biswas, Human Resource Management in Hospitality, Oxford, 2012

REFERENCES

1. Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2012
2. Bernadin , Human Resource Management ,Tata Mcgraw Hill ,8th edition 2012.
3. Decenzo and Robbins, Human Resource Management, Wiley, 8th Edition, 2007.

4. Wayne Cascio, Managing Human Resource, McGraw Hill, 2007.
5. Sudhir Andrews, Human Resource Management in Hospitality, Tata McGraw hill, 2012

BH8205	INFORMATION AND COMMUNICATION TECHNOLOGY FOR HOSPITALITY	L T P C 3 0 0 3
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COURSE OBJECTIVES

- To understand the importance of information in hospitality
- To know the technologies used for effective business process

COURSE OUTCOMES

- Importance of property management system
- Awareness of emerging trends in information and communication technologies

UNIT I	COMPUTING ESSENTIALS	8
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Information and Communication Technology Infrastructure – Software, Hardware and Networking; Management Information Systems – Types, Evolution and Benefits; Database Management- Files, Records, and Fields, Database Management Systems; Multidimensional Databases.

UNIT II	SYSTEM SELECTION & DATA SECURITY MAINTENANCE	8
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Information Needs; Sales Literature; System Requirements; Request for Proposal; Contract Negotiations; Installation Factors; System Security and Data Privacy; Operational Precautions; Risk and Disaster Management; Manual Operations Plans.

UNIT III	PROPERTY MANAGEMENT SYSTEM	10
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Property Management Systems - PMS Interfaces Issues, Call Accounting Systems, Categories of Locking Systems, Energy Management Systems and climate control ; Auxiliary Guest Services, Guest-Operated Devices, Fire alarm and security system;
Reservation Systems - Electronic Distribution Channels; Intersell Agencies; Central Reservation Systems; Property-Level Reservation; Distribution of Revenues;
Rooms Management Module – Room Status, Room and Rate Assignment, Guest Data, Housekeeping Functions, Generation of Reports;
Guest Accounting Module – Types, Posting to Accounts, Front Office Audit, Account Settlement, System Update.

UNIT IV	RESTAURANT MANAGEMENT SYSTEM	10
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Point-of-Sale Technology - POS Order Entry Units; POS Printers; Account Settlement; PCI Compliance; Managing Guest Accounts; POS Software; Automated Beverage Control Systems; Food and Beverage Management Applications - Recipe Management; Sales Analysis; Menu Management; Menu Item Pricing; Integrated Food Services Software;
Sales and Catering Applications - Sales Office Automation; Revenue Management; Catering Software;

Accounting Applications - Accounts Receivable Module; Accounts Payable Module; Payroll Module; Inventory Module; Purchasing Module; Financial Reporting Module; Labour Scheduling Applications

UNIT V e-COMMERCE AND EMERGING TECHNOLOGIES 9

The growth of e-Commerce – Technologies and Benefits; e-Commerce business models; Electronic Distribution; Internet Marketing; Social Media and Social Networking; Emerging Trends – Long Tail, M-commerce, SoLoMo, Crowd sourcing, Data Mining, Cloud Computing; Open-Source; Role of e-Governance; e-Payment Systems.

TOTAL:45 PERIODS

TEXT BOOKS

1. Collins, G. R., & Cobanoglu, C. (2010). Hospitality Information Technology: Learning How to Use It. Kendall Hunt Publishing Company.
2. Tesone, D. V. (2005). Hospitality Information Systems and E-Commerce (1st ed.). Wiley.

REFERENCES

1. Kasavana, M. L., & Institute, A. H. & L. E. (2012). Managing Technology in the Hospitality Industry with Answer Sheet (EI) (6th ed.). Educational Institute.
2. Nyheim, P., & Connolly, D. (2011). Technology Strategies for the Hospitality Industry (2nd ed.). Prentice Hall.
3. Zhou, Z. (2003). E-Commerce and Information Technology in Hospitality and Tourism (1st ed.). Delmar Cengage Learning.
4. Haag, S., Cummings, M., & McCubbrey, D. J. (2003). Management Information Systems for the Information Age (4th ed.). McGraw-Hill (Tx)
5. Turban, E., & King, D. (2011). Electronic Commerce 2012: Managerial and Social Networks Perspectives (7th ed.). Prentice Hall.

BH8206

SERVICES QUALITY MANAGEMENT

**LT PC
3 0 0 3**

COURSE OBJECTIVE:

To learn the quality philosophies and tools in the services perspective.

COURSE OUTCOME:

To apply quality philosophies and tools in hospitality services.

UNIT I INTRODUCTION TO QUALITY MANAGEMENT 9

Quality – vision, mission and policy statements. Customer Focus - Part of Customer focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of service quality. Cost of services quality.

COURSE OBJECTIVE:

to develop an understanding of the special context and techniques of the marketing of services that services play in the economy and its future, and to enrich the knowledge on advanced economies of the world are now dominated by services, and virtually all companies view service as critical to establishing and retaining competitive advantage regardless of the market of physical products, have a service element, or pure services.

COURSE OUTCOMES:

Basics of services marketing and the service logic of marketing and analyze issues of delivering and performing service and managing service promises. Exposure to concepts of services, service marketing, service logic and service quality; consumer behaviour, expectations and perceptions in relation to services; understanding customer requirements, and service development and design.

UNIT I INTRODUCTION 9

Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Unique characteristics of services - Challenges and issues in Services Marketing.

UNIT II SERVICE MARKETING OPPORTUNITIES 9

Assessing service market potential - Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning.

UNIT III SERVICE DESIGN AND DEVELOPMENT 9

Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality – SERVQUAL – Service Quality function development.

UNIT IV SERVICE DELIVERY AND PROMOTION 9

Positioning of services – Designing service delivery System, Service Channel – Pricing of services, methods – Service marketing triangle - Integrated Service marketing communication.

UNIT V SERVICE STRATEGIES 9

Service Marketing Strategies for health – Hospitality – Tourism – Financial – Logistics - Educational – Entertainment & public utility Information technique Services

TOTAL: 45 PERIODS**TEXT BOOKS**

1. Chiristopher H.Lovelock and Jochen Wirtz, Services Marketing, Pearson Education, New Delhi, 7th edition, 2011.
2. Hoffman, Marketing of Services, Cengage Learning, 1st Edition, 2008.

REFERENCES

1. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2004.
2. Halen Woodroffe, Services Marketing, McMillan, 2003.
3. Valarie Zeithaml et al, Services Marketing, 5th International Edition, Tata McGraw Hill, 2007.
4. Christian Gronroos, Services Management and Marketing a CRM Approach, John Wiley, 2001.
5. Gronroos, Service Management and Marketing –Wiley India.

BH8208

SERVICES OPERATIONS MANAGEMENT

L T P C

3 0 0 3

COURSE OBJECTIVE:

To help understand how firms can deliver excellent service while achieving business success.

COURSE OUTCOME:

To design and operate a service business using the concepts, tools and techniques of service operations management.

UNIT I INTRODUCTION

9

Operations Management – Definition, transformation processes, differences between goods and service; Services – Importance, role in economy, service sector – nature, growth; Evolution of Service Operations Management; Nature of services -Service classification , Service Package,open-systems view;

UNIT II SERVICE STRATEGY

9

Service Strategy –Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness; Retail design strategies – store size – Network configuration; Internet strategies, Environmental strategies.

UNIT III PROJECT MANAGEMENT AND SCHEDULING

6

Project Management – Nature, Process, Scheduling Techniques, PERT, CPM; Personnel Scheduling in Services – consecutive days off, daily work times, hourly work times

UNIT IV SERVICE FACILITY

9

Facility design – nature, objectives, Service facility layout; Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location , location set covering problem

UNIT V MANAGING CAPACITY

12

Strategic Capacity Management - planning service capacity, sequencing and allocation of capacity; Managing Waiting Lines –Queuing systems, psychology of waiting, Queuing Theory - single and Multi-channel models – infinite number of customers and infinite calling source. Managing for growth- expansion strategies, franchising , globalization; process analysis – process flow diagram, process steps, process simulation.

TOTAL: 45 PERIODS

TEXT BOOKS

1. James A. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw-Hill – 5th Edition 2006.
2. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service Operations Management, South-Western, Cengage Learning, 2nd Edition

REFERENCES

1. Cengiz Haksever, Barry Render, Roberta S. Russell, Robert G. Murdick, Service Management and Operations, Pearson Education – Second Edition.
2. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2nd Edition, 2005.
3. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management

COURSE OBJECTIVE

- to have hands- on experience on decision modeling

COURSE OUTCOME

- Knowledge of spreadsheets and data analysis software for business modeling

[Business models studied in theory to be practiced using Spreadsheet / Analysis Software]

S.No.	Exp. No.	Details of experiments	Duration
		Name	
1	1	Descriptive Statistics	4
2	2	Test of Means	4
3	3	Test of Proportions	4
4	4	Test of Variances	4
5	5	Test of Goodness-of-Fit & Attributes	4
6	-	Extended experiment – 1	4
7	6	Test for Randomness of Sample	4
8	7	Test for Homogeneity for Sample & Population	4
9	8	Correlation & Regression	4
10	-	Extended experiment – 2	4
11	9	Forecasting	4
12	10	Revenue Management	4
13	11	Networking Models	4
14	12	Inventory Models	4
15	-	Extended experiments – 3	4

- Spreadsheet Software and
- Data Analysis Tools

TOTAL: 60 PERIODS

TEXTBOOKS

1. David M. Levine et al, "Statistics for Managers using MS Excel' (6th Edition) Pearson, 2010
2. David R. Anderson, et al, 'An Introduction to Management Sciences: Quantitative approaches to Decision Making, (13th edition) South-Western College Pub, 2011.
3. William J. Stevenson, Ceyhun Ozgur, 'Introduction to Management Science with Spreadsheet', Tata McGraw Hill, 2009.
4. Wayne L. Winston, Microsoft Excel 2010: Data Analysis & Business Modeling, 3rd edition, Microsoft Press, 2011.
5. Vikas Gupta, Comdex Business Accounting with Ms Excel, 2010 and Tally ERP 9.0 Course Kit, Wiley India, 2012
6. Kiran Pandya and Smriti Bulsari, SPSS in simple steps, Dreamtech, 2011

COURSE OBJECTIVE:

To provide the background of Indian culture and to give students a solid foundation for understanding and managing cultural diversity in the workplace. The course enables students to understand issues related to cross-cultural management and teaches how to recognize, analyze and implement ethical decisions.

COURSE OUTCOME:

The students should be able to i) describe Indian culture and its transition, ii) explain how different national cultures can influence the individuals and groups in social and business settings iii) contrast positive effects of cultural diversity in the workplace with the negative effects, and identify important considerations in managing diversity iv) Identify the problems in making ethical decisions and summarize code of ethics.

UNIT I INTRODUCTION TO INDIAN CULTURE**9**

Salient features of Indian cultures – socio, ethnic historical and religious perspectives of Indian culture; Cultural transition.

UNIT II CULTURAL DIMENSIONS AND REFLECTIONS**9**

Key elements of Indian cultural dimensions – Dimensions of national cultures -Distinctiveness of Indian culture in personal life, social life and work life - Cultural traits under major religious background – Reflection in arts, paintings, dance, music – Ceremonies celebrations – Place of worships – Belief, attitude and perception – Museum – Special interest – Tourism-

UNIT III CULTURAL MIX**9**

Cultural dissimilarities across world – across nation; Major issues – challenges to hospitality industry; Influence of global culture – Relationship between national culture and organization structure; International dimensions of organizational culture; Impact on personal and work life – Impact on tourist-

UNIT IV CROSS CULTURAL MANAGEMENT**9**

Frameworks of cross cultural management- Cultural shock and acculturation- Cross- cultural training- Managing multicultural teams- Cultural negotiations- Global leadership and motivational issues-Cultural differences in ethics and decision making

UNIT V VALUE SYSTEMS & ETHOS**9**

Indian ethos for management – value oriented holistic Management Practices – ethical issues in business – Role of Government and corporate in promoting ethical code of conduct – Impact of value in hospitality products design and delivery systems.

TOTAL: 45 PERIODS**TEXT BOOK:**

1. F.r. Allchin, Conservation of Indian Heritage, Cosmo publications, New Delhi.
2. David C. Thomas, Cross-cultural management- Essential concepts, Sage Publications,2008

REFERENCES:

1. S.M.Dewan, Corporate governance in public sector enterprises, Pearson Longman, 2006.
2. G. Hofstede, Culture and organizations: intercultural cooperation and its importance for survival, Harper Collins, London, 1994.
3. Rajiv Desai , Indian business culture - An Insider's guide , Butterworth and Heinemann,199
4. Ananda Das gupta , Human values in Management , Ashgate publishing limited, 2004..

COURSE OBJECTIVE:

To prepare students for responsible, educated, effective and efficient management of the physical plant demands; especially in the areas of energy, water and waste as related to their impact on the environment and facilities management.

COURSE OUTCOMES:

The students should be able to i) explain goals and objectives of facilities and maintenance management, ii) describe the theoretical aspects of utility systems, energy conservation, mechanical equipment and building design, iii) organization and management of maintenance department, iv) describe the basics of HVAC, electrical, water, sewer, refrigeration and illumination system and safety and security systems in the hotel and v) explain how green management practices can contribute to the overall sustainability of the hotel area.

UNIT I INTRODUCTION TO FACILITY MANAGEMENT 9

Role of facilities – Cost associated with facilities- Design considerations- Impact of facility design on facility management- Planning considerations- Planning of office area, food & beverage service outlet areas and service support areas- Management's responsibilities towards facility management- Responsibilities of facility manager and facility department.

UNIT II MAINTENANCE MANAGEMENT SYSTEM 9

Goals – Organization in star rated hotels- Types of maintenance and repair- Contract maintenance services- Computerized and internet based services-Budgeting for POM and utilities- Capital expenditure management.

UNIT III HEATING, ELECTRICAL, LIGHTING AND LAUNDRY SYSTEMS 9

Heating system: Heating sources and equipment- Cooling sources and equipment- HVAC system: types, maintenance and control. Electrical system: components- billing methods of electric utilities- telecommunications system. Lighting system: light sources- lighting system design and maintenance- energy conservation opportunities. Laundry system: equipment-design factors- maintenance- emerging trends.

UNIT IV ENVIRONMENT AND SUSTAINABILITY MANAGEMENT 9

Motivations for environmental concern- Pollution and control: air, water and noise- Water and sanitation- Land use planning and management- Involving staff, customers, communities and partnerships

UNIT V SAFETY AND SECURITY SYSTEMS 9

Building design, maintenance and safety- Safety in the guest bath- Fire safety: prevention, detection, notification, suppression and control- Evacuation plans-Security: key controls, electronic locks- Terrorism, anti-social and extra ordinary events.

TOTAL: 45 PERIODS**TEXTBOOKS:**

1. David M. Stipanuk, Hospitality Facilities Management and Design, The American Hotel & Lodging Educational Institute, 3rd Edition, 2006.
2. Darrell Clifton, Hospitality security- Managing security in today's hotel, lodging, entertainment and tourism environment, CRC Press, Taylor & Francis group, 2012.

REFERENCES:

1. Sujit Ghosal, Hotel Engineering, Oxford University Press, NewDelhi, 2011.
2. John Edwards, Applied facilities management for the hospitality industry, Cognella Academic Publishing, 2011.
3. Frank D. Borsenik and Alan T. Stuss, The management of maintenance and engineering system in the hospitality industry, John Wiley & Sons, Inc., New York, 1997.
4. Philip Sloan, Willy Legrand and Joseph S. Chen, Sustainability in the hospitality industry, Butterworth- Heineman, 2009.

BH8303

FOOD AND BEVERAGE MANAGEMENT

L T P C
3 0 0 3

COURSE OBJECTIVE:

To study the empirical foundations and develop a professional orientation toward the practice of food and beverage management as it applies to business, culinary arts and hospitality.

COURSE OUTCOMES:

The students will understand the fundamental principles of food preparation, cooking techniques, material handling, heat transfer and professionalism.

UNIT I KITCHEN MANAGEMENT

10

Job description – Hierarchy, Attitude and behavior; - Food premises - Kitchen planning – Basic Preparation and operations – Basic principles of food production - Equipments – Fuels - coordination with other departments.

UNIT II MENU

8

Types of menu – menu planning – Beverage menu - Menu designing – menu merchandising – menu balancing – wine and food pairing.

UNIT III PRE - PRODUCTION

9

Purchasing procedure – price and quality performance – Purchase specification – Receiving – storing and issuing – stock taking – methods of storage.

UNIT IV FOOD AND BEVERAGE PRODUCTION

9

Food production methods - Beverage production methods – F & B Service areas - Food and beverage service methods – Specializes services.

UNIT V CATERING MANAGEMENT

9

Types of catering – fast-food and popular catering – hotels and quality restaurants – industrial catering, hospital catering – basic policies – financial marketing and catering – control and performance management

TOTAL 45 PERIODS

TEXT BOOKS

1. Bernard Davis, Andrew Lockwood and Sally Stone. Food and Beverage Management. Third Edition. Elsevier. 1998
2. John A. Cousins, David Foskett, Cailein Gillespie. Food and Beverage Management. Prentice Hall. 2002

REFERENCES

1. Parvinder S.Bali. Food Production Operations. Oxford. 2009
2. Denney G. Rutherford and Michael J. O'Fallon. Hotel and Management Operations. Fourth edition. John Wiley & Sons, Inc. 2007
3. Krishna Arora. Theory of Cooking. Frank Bros. & Co. 2010

BH8304

HOSPITALITY STRATEGIC MANAGEMENT

**L T P C
3 0 0 3**

COURSE OBJECTIVE

- To understand the concept and process of strategic management to be adopted in the hospitality and tourism industry

COURSE OUTCOME

- knowledge about the strategies that a firm has to possess to be competitive

UNIT I INTRODUCTION TO STRATEGIC HOSPITALITY MANAGEMENT 8

Strategic Management–Origin, Concept, Scope and Process; Strategic Thinking; Global competitiveness; Key Players in Indian Hospitality and Tourism Industry.

UNIT II MICRO AND MACRO STRATEGIC ENVIRONMENT 10

The Environment and External Stakeholders - Assessment of the Broad Environment, Analysis of External Stakeholders and the Operating Environment, Managing the Operating Environment; **Organizational Resources and Competitive Advantage** - Internal Analysis and Competitive Advantage, Value-Adding Activities, Tangible and Intangible Resources, Financial Resources, Physical Resources, Human-Based Resources, Organisation Structure and Culture, Knowledge-Based Resources, General Organizational Resources.

UNIT III STRATEGIC DIRECTION & FORMULATING BASIC STRATIGES 10

Strategic Direction-Creating a Strategic Direction, Mission Statements, Organizational Vision, Organizational Values; **Strategy Formulation at the Business-Unit Level**-Generic Business Strategies, Competitive Dynamics, Strategic Group Mapping; **Corporate-Level Strategy and Restructuring** - Concentration Strategies, Vertical Integration Strategies, Diversification Strategies, Mergers and Acquisitions, Strategic Restructuring, Portfolio Management.

UNIT IV IMPLEMENTING STRATEGIES AND ESTABLISH CONTROL SYSTEMS 9

Interorganizational Relationships and the Tourism Cluster;**Functional-Level Resource Management**; **Organizational Design and Control**- Organizational Structures design, Organizational Control, power and politics.

UNIT V STRATEGIES FOR HOSPITALITY ENTREPRENEURSHIP 8

Strategies for Entrepreneurship and Innovation -Entrepreneurial Start-ups, Innovation and Corporate Entrepreneurship; **Global Strategic Management and the Future**- Global Strategies, International Market Selection, Global Stakeholders, Emerging Trends; Strategic issues in not-for-profit organisation and Small & Medium Size Enterprises.

TOTAL: 45 PERIODS

TEXT BOOK

1. Enz, C. A. (2009). Hospitality Strategic Management: Concepts and Cases (2nd ed.). Wiley.

REFERENCES

1. Okumus, F., Altinay, L., & Chathoth, P. (2010). Strategic Management for Hospitality and Tourism (1st ed.). Butterworth-Heinemann.
2. Olsen, M., & Zhao, J. (Eds.). (2008). Handbook of Hospitality Strategic Management. Butterworth-Heinemann.
3. David, F. R. (2010). Strategic Management (13th ed.). Prentice Hall.
4. Hill, C. W. L., & Jones, G. R. (2009). Strategic Management: An Integrated Approach (9th ed.). South-Western College Pub.

BH8305

TOURISM AND TRAVEL MANAGEMENT

L T P C

3 0 0 3

COURSE OBJECTIVE

To prepare the learners with knowledge and skills essential know what is tourism, its types and the Nations contribution to the industry

COURSE OUTCOME

The learners will have a complete idea about the different concepts, trends and strategies and more used in this industry.

UNIT I INTRODUCTION

9

Tourism - Definitions and Concepts – Components of tourism, Geographic components of tourism - Types of Tourists, Visitor, Traveler, and Excursionist – Differentiation Tourism, recreation and leisure, their inter–relationships – Tourism organization / Institutions –Role and functions of International agencies in Hospitality industry.

UNIT II TRAVEL MANAGEMENT

9

Travel Agency and Tour Operation Business - Functions of Travel Agency - Setting up a full-fledged Travel Agency - Sources of Income of a travel agency - Diversification of Business - Travel and Health Insurance, Forex, Cargo & MICE – Documentation - IATA Accreditation - Recognition from Government.

UNIT III TOUR PLANNING

9

Tour Packaging & Costing - Importance of Tour Packaging – Classifications of Tour Packages - Components of Package Tours - Concept of costing - Types of costs - Components of tour cost - Preparation of cost sheet - Tour pricing - Calculation of tour price - Pricing strategies

UNIT IV TOURISM MANAGEMENT

9

Tourism infrastructure- Tourism organizations-Travel motivators-Leisure or holiday Tourism-Visiting friends and Relatives (VFR)- Cultural Tourism-Adventure Tourism-Sports Tourism-Religious Tourism-Business Tourism-Medical Tourism-Alternative Forms of tourism-Tourism Products and types.

UNIT V ECO TOURISM**9**

Evolution, Principles, Trends and Functions of Ecotourism-Themes - Eco-tel and Eco resorts - Fundamentals of Ecology- Basic Laws & ideas in Ecology- Function and Management of Ecosystem-Biodiversity and its Conservation-Pollution-Ecological Foot Prints -Mass Tourism Vs Ecotourism -Typology of Eco-tourists - Ecotourism Activities & Impacts –Western and Eastern Views of Ecotourism

TOTAL : 45 PERIODS**TEXT BOOKS**

1. Foster Dennis L., The Business Of Travel Agency Operations and Administration (1993) Macmillan/ McGraw, Singapore
2. Tourism Operations and Management, Sunetra Roday, Archana Biwal & Vandana Joshi, Oxford University Press

REFERENCES

1. Tourism principles and practices, Sampad Kumar Swain & Jitendra Mohan Mishra, Oxford University Press

BH8311**PROFESSIONAL SKILL DEVELOPMENT LAB****LT P C****0 0 4 2****COURSE OBJECTIVE:**

To enable learners to speak fluently and flawlessly in all kinds of communicative Contexts with speakers of all nationalities.

COURSE OUTCOMES:

Learners should be able to

- I. speak confidently with any speakers of English, including native speakers,
- II. speak effortlessly in different contexts – informal and formal,
- III. 'think on feet' even in difficult circumstances,
- IV. hold interesting and meaningful conversations with others, including strangers, and
- V. listen to others with utmost attention.

UNIT I PERSONAL COMMUNICATION**10**

Day-to-day conversation with family members, neighbours, relatives, friends on various topics, context specific – agreeing/disagreeing, wishing, consoling, advising, persuading, expressing opinions, arguing.

UNIT II SOCIAL COMMUNICATION**10**

Telephone calls (official), colleagues in the workspot, discussing issues (social, political, cultural) clubs (any social gathering), answering questions, talking about films, books, news items, T.V. programmes, sharing jokes.

UNIT III GROUP/MASS COMMUNICATION**10**

Group discussion (brainstorming), debate, panel discussion, anchoring/master of ceremony, welcome address, proposing vote of thanks, introducing speakers, conducting meetings, making announcements, Just-a-minute (JAM), Block and tackle, shipwreck, spoof, conducting quiz, negotiations, oral reports.

UNIT IV INTEGRATED SPEAKING AND PRESENTATION SKILLS 10

Listening to speak (any radio programme/lecture), reading to speak, writing to speak, watching to speak, (any interesting programme on TV) Reading aloud any text/speech, lecturing, PowerPoint presentation, impromptu, Interviews of different kinds (one to one, many to one, stress interview, telephonic interview)

UNIT V EMPLOYABILITY AND CORPORATE SKILLS 20

Interview skills – Types of interview, preparation for interview, mock interview. Group Discussion – Communication skills in Group Discussion, Structure of GD, GD process, successful GD techniques, skills bought out in GD – leadership and co-ordination. Time management and effective planning – identifying barriers to effective time management, prudent time management techniques, relationship between time management and stress management. Stress management – causes and effect, coping strategies – simple physical exercises, simple Yoga and Meditation techniques, Relaxation techniques, stress and faith healing, positive forces of nature, relaxation by silence and music. Decision making and Negotiation skills, People skills, Team work, development of leadership qualities.

TOTAL: 60 PERIODS

Note: Students will undergo the entire programme similar to a Seminar. It is an activity based course. Student individually or as a group can organize event(s), present term papers etc. This will be evaluated by the faculty member(s) handling the course and the consolidated marks can be taken as the final mark. No end semester examination is required for this course

REFERENCE:

1. Richard Denny, "Communication to Win; Kogan Page India Pvt. Ltd., New Delhi, 2008.
2. "Value Education", VISION for Wisdom, Vethathiri Publications, Erode, 2009
3. Listening to/Watching great speeches such as Barack Obama, M.A. Chidambaram, Vijay Mallaya etc. Tedtalk TV channels (News, documentaries)

COURSE OBJECTIVE:

To understand the process of planning, organizing and conducting variety of events successfully.

COURSE OUTCOME:

Acquisition of skills in organizing all types of events individually or in groups.

UNIT I EVENT CONTEXT 6

History and evolution, events industry, impact analysis, participants and spectators, balancing impacts, Handling Unethical Behavior,

UNIT II EVENT MARKETING 10

Event planning , pricing and promotion; volunteer team building; sourcing and managing staff Special events-types , traditional, cultural, Riviera, galas, mega-events, trade shows, exhibitions, conferences and conventions, end-to-end tours, excursions, out-door events, social events, seasonal events, environmental impacts, marketing plan; lead-generation, management and follow up,

UNIT III EVENT PLANNING & ADMINISTRATION 10

Sponsorships, screening, budget and controls, fund-raising, negotiation and contracts; role of Government, Negotiation and contracts; Promotional Items, give-aways, Event planning, space management, use of web technology , Develop In-Office and On-Site Ethics and Business Etiquette Policies.

UNIT IV EVENT LOGISTICS 10

Transportation; booth/space design, internal communications, public relations, networking, media handling, checklists, safety and precautions, Other considerations-entertainment, photo/video coverage, prizes and gifts, risk assessment, safety and security arrangements, Venue and supplier checklist

UNIT V LOCATION & EVENT DESIGN 9

Venue Essentials, Creative events concepts, tabletops , other décor props, understanding clients, fundraising galas, Conferences and Conventions, Incentives and Other Special Events, Event Planning Ethics and Etiquette, Protocol, Site selection, requirements and constraints, new venues, ancillaries and amenities, final touches

TOTAL: 45 PERIODS

TEXT BOOKS

1. Lynn, Brenda R. Carlos , Event Management.
2. Judy, Event Planning Ethics and Etiquette: A Principled Approach to the Business of Special Event Management, 2009.
3. Johnny Allen , William O'Toole , Robert Harris , Ian McDonnell, Festival and Special Event Management.

REFERENCES

1. Joe Success, Judy, Special Events: A New Generation and the Next Frontier.
2. Julia Rutherford Silvers, Professional Event Coordination, The Wiley Event Management Series.
3. Allison ,The Event Marketing Handbook: Beyond Logistics & Planning.

COURSE OBJECTIVES :

- Understand the scope and practice of business logistics and supply chain in service oriented firms

COURSE OUTCOME :

- Student gains knowledge on effective management of the logistics and supply chain

UNIT I INTRODUCTION 9

Business logistics and supply chain – importance, objectives, study approach, strategy – planning, selecting proper channel, performance measuring. Outsourcing- Make vs buy approach – sourcing strategy.

UNIT II MANAGING FLOWS 9

Planning Networks – Decision making under risk – Decision trees – Decision making under uncertainty. Distribution Network Design – Role - Factors Influencing Options, Value Addition. Supply Chain Network optimization models. Logistics information system - Role of IT – Framework for IT adoption.

UNIT III INVENTORY 9

Policy Decisions–objectives-control -Retail Discounting Model, Newsvendor Model; EOQ and EBQ models for uniform and variable demand – With and without shortages -Quantity discount models. Probabilistic inventory models.

UNIT IV TRANSPORTATION 9

Transportation – Drivers, Modes, Measures - Strategies for Transportation – Vehicle Scheduling – Vehicle Routing and Scheduling-Transportations Models (Maximizing and Minimizing)- Initial Basic Feasible Solutions – Test for Optimality – Iteration towards optimality. Assignment Models (Minimizing and Maximizing) – Solution thro' Hungarian Algorithm – Traveling Salesmen models – Crew assignment problems.

UNIT V ORGANISATION AND CONTROL 9

Organisation Structure – need and development. Organizational – Choices, Orientation and positioning. Interfunctional and interorganisational management – alliances and partnerships. Control – Process framework, system details, information, measurement and interpretation.

TOTAL: 45 PERIODS**TEXT BOOKS:**

1. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition
2. Janat Shah, Supply Chain Management, Pearson Education, 2008.

REFERENCES:

1. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning / Pearson Education, 2007.
2. Mohanty R.P and Deshmukh S.G, Supply chain theories and practices, Biztantra publications, 2007.

3. Leenders, Johnson, Flynn, Fearon, Purchasing and supply management, Tata McGraw Hill, 2010.
4. Vinod V. Sople, Logistics Management-The Supply Chain Imperative, Pearson. 3rd edition, 2012.

BH8001

ACCOMMODATION MANAGEMENT

L T P C
3 0 0 3

COURSE OBJECTIVE

To make the learner to understand about the operation and the management of Housekeeping department in hotel

COURSE OUTCOME

The learner shall be competent for handling Accommodation management processes and procedures in hospitality Industry

UNIT I INTRODUCTION

9

Role of Housekeeping in Hospitality Operations: Housekeeping-Layout of Housekeeping Department-Hierarchy of Room divisions-Team work in Housekeeping department. - Scope of Housekeeping in Lodging Industry: Overview. Housekeeping as a business. Housekeeping for different institutions - Airlines, Hospitals, Hostels, Corporate, Industry etc.

UNIT II HOUSEKEEPING FUNCTIONS

9

Duties & Responsibilities of Housekeeping department: Executive Housekeeper, Asst Executive Housekeeper-Middle level Management-Skill based employee's responsibilities-Communication responsibilities-Total quality innovations-tariffs

UNIT III INFRASTRUCTURE MANAGEMENT

9

Interior decoration & design: Elements and Purpose-Fixtures & Furniture's-Carpets & Floor-Lighting & Colours-Managing Inventories:-Linen & Uniforms-Cleaning equipments & Agents-Budget Process-Safety & Security-pest control-Safety and security.

UNIT IV HOSPITALITY PERSONNEL MANAGEMENT

9

Managing Human Resources:-Induction and Training-Recruiting, Selecting-Skill Training & Co-ordination-Motivation & Employee Discipline

UNIT V GREEN HOSPITALITY

9

Eco housekeeping-Horticulture-Contemporary spas-Conservation practices and methods- Eco hotels and recent trends- Emerging trends- Practices at private and public sector.

TOTAL : 45 PERIODS

TEXT BOOKS:

1. Sudhir Andrews, Hotel House Keeping Training Manual, Tata Mc Graw Hill Publishers, New Delhi, Edition 2, 2005.
2. Hotel Front office & Operations management, Oxford University Press, Jatashankar R.Tiwari

REFERENCE BOOKS:

1. Matt A. A Casado, Housekeeping Management
2. Aleta Nitschke, Marget M.M. Kappa, Managing Housekeeping operations
3. Robert J. Martin, Professional Management of Housekeeping operations

- George Trucker, Madelin Schacider, Mary Scoviak, The Professional Housekeeper Rosemary Hurst, Heinemann, House Keeping Management for Hotels, Joan C. Branson & Margaret Lennox, Hotel, Hostel & Hospital House Keeping, ELBS David . Allen, Accommodation & Cleaning Services, Volume I & II, Hutchinson

BH8002 FRONT OFFICE AND HOUSEKEEPING MANAGEMENT

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COURSE OBJECTIVE:

To study the flow of activities and functions in today's lodging operation. To establish the importance of Front office and House Keeping and its role in the hospitality industry.

COURSE OUTCOMES:

The student understands the best practice in Front Office and Housekeeping operations methodology by the practical application of theoretical knowledge, to a range of front office and housekeeping tasks and situations in a commercial environment.

UNIT I INTRODUCTION

9

Hotel industry – Classification of Hotels and other types of Lodging – Hotel Tariff plans – Types of guest rooms and annex – Major departments of a hotel – Organization structure – Duties and responsibilities of Front office personnel – Interdepartment coordination.

UNIT II FRONT OFFICE OPERATIONS

9

Sections and Layout– Room tariffs and calculation of rates - reservation – registration – Guest services – Check out and settlement – Front office accounting – Night auditing – safety and security.

UNIT III FRONT OFFICE MANAGEMENT

9

Evaluating Hotel performance –Revenue per available room – Market share index – Evaluation of hotels by guests; - Yield management – forecasting – Room availability – Sales techniques – Budgetary control.

UNIT IV HOUSEKEEPING OPERATIONS

9

Importance of Housekeeping – Organizational structure – Layout – Coordination with other departments - Duties and responsibilities –Hotel guestrooms – contents and cleaning; – public areas – Housekeeping control desk

UNIT V HOUSEKEEPING MANAGEMENT

9

Housekeeping expenses – controlling expenses – use of textiles – Linen and uniform room – Laundry – Equipment, agents and process; – Sewing room – ergonomics in housekeeping - pest control and waste disposal – changing trends in hospitality

TOTAL 45 PERIODS

TEXT BOOKS

- Jatashankar R. Tewari. Hotel Front Office Operations and Management. Oxford 2009
- G.Raghubalan and Smritee Raghubalan. Hotel Housekeeping Operations and Managemen. Second Edition. Oxford 2007

REFFERENCES

- Anutosh Bhakta. Professional Hotel Front Office Management. Tata McGraw Hill 2012
- Casado, M. Housekeeping Management. John Wiley and Sons, Inc. 2000
- Ahmed Ismail. Front Office Operations and Management. Cengage Learning. 2008

COURSE OBJECTIVES:

The students shall be able to:

1. Gain knowledge on various Food and Beverage control aspects
2. Know the significance of control and cost control in the Food and Beverage industry.
3. Understand the process of purchase, receiving and storing of Food and Beverages.
4. Determine standards, the operating budget, and income/cost control

COURSE OUTCOMES:

By the end of the course, students should be able to:

1. List and define the terms related to Food & Beverage cost control.
2. Demonstrate the different methods of purchasing & food storage
3. Identify who is the person responsible to control and what is needed to control.
4. Explain how control procedures help managers assess operational results.
5. Explain how control systems help managers carry out critical functions on a daily basis.

UNIT I AN INTRODUCTION 8

Definition of Food & Beverage Control - Need- Objectives - Fundamentals of Control –Elements of Control-Special Problems of Food & Beverage Control - The Reality of Control

UNIT II PROCUREMENT, PRODUCTION AND SERVICE CONTROL 10

Aids to Purchasing - Purchasing of F&B- Specifications- Selection of a Supplier, Rating- EOQ Analysis. Receiving of F&B- Quantity, Quality & Inspection- Storing and Issuing of F&B - Transfer Notes, Breakages and Damaged Goods - Stocktaking of F&B- Stock Turnover, Stock Levels- ABC Analysis. F&B Production Methods- - F&B Service Methods-Classification of F&B Service- F&B Control

UNIT III FINANCIAL CONTROL 9

Types of Budget - Basic Stages in the Preparation of Budgets-Welfare Operations -Costs, Profits & Sales - Breakeven Analysis-Pricing Considerations-Menu Pricing- Revenue control-Manual Systems- Machine Systems

UNIT IV CONTROL SYSTEM - I 8

Essentials of a control system- Necessity and Functions of a control system- Calculation of F&B cost- Methods of F&B control, F&B Control Checklist – Frauds in Purchasing, Receiving, Storing, Issuing, Preparing and Selling.

UNIT V CONTROL SYSTEM - II 10

Frauds in Inventory- Methods, Levels, Techniques, Perpetual Inventory, Monthly Inventory, Comparing of Physical and Perpetual Inventory. Operating Frauds in Bar Control- Social Concern and Legal Concern- Preventing Pilferage & Fraud- Portion control - Glassware used & Prices. Yardsticks- Total F&B sales, departmental profit, ratio of food, ASP, sales mix, payroll costs, index of productivity, stock turnover, sales/ waiter.

TOTAL- 45 PERIODS

TEXT BOOKS

1. Richard Kotas & Bernard Davis, Food and Beverage Control, Springer, 1981
2. Bernard Davis & Sally Stone, Food and Beverage Management, Routledge, 5th Edition, 2001

REFERENCES

1. Bernard Davis, Andrew Lockwood and Sally Stone, Food and Beverage Management, Butterworth - Heinemann, 3rd Edition, 1998.

COURSE OBJECTIVE

To prepare the learners with knowledge and skills essential to study and plan according to the different destination to suit their need

COURSE OUTCOME

The learners shall be competent for analyzing how the destinations are segmented and handle design a product of their own

UNIT I INTRODUCTION 9

Meaning-Factors influencing DM- Destination stakeholders - Segmentation of destinations - Destinations and products-Destination Selection Process - Destination Management Systems – The Values of Tourism

UNIT II DESTINATION INTERGRATED SERVICES AND COMMUNICATION 9

Destination Management Functions -Destination planning guidelines- Destination potential assessment-DM strategies-DM organizations-DM Innovations- Destination Marketing Mix- Destination branding perspectives and challenges.

UNIT III SUSTAINABLE TOURISM 9

Sustainable Tourism Development: Meaning- Principles- Sustainable Tourism Planning- Approaches to Sustainable Tourism- Alternative tourism-collaboration and partnership- Responsible tourism-Waste Management - Eco-friendly Practices

UNIT IV RECREATION MANAGEMENT 9

Recreation: an overview-Recreation Theories - Recreation and leisure services-Recreational Resources - the Demand and Supply for Recreation and Tourism -Recreational demand - Recreational and Tourist Motivation - Barriers to Recreation-Environmental perspectives

UNITV EMERGING TRENDS IN DESTINATION MANAGEMENT 9

Institutional Support: Public Private Partnership (PPP) - National Planning Policies for Destination Development- WTO Guidelines for Planners - Role of urban civic bodies: Town planning -Characteristics of rural tourism planning- Environmental Management Systems – Destination Mapping (practical assignment).

TOTAL : 45 PERIODS

TEXT BOOKS

1. Nigel Morgan, Annette Pritchard & Roger Pride (2001), Destination branding: Creating the Unique Proposition, Butterworth and Heinemann
2. C.Gunn (2002), Tourism Planning: Basic, Concepts and Cases, Cognizant Publication.

REFERENCES

1. George Torkildsen (2000), Leisure and Recreation Management, Fourth Edition, E&FN Spon, London
2. Middleton, V.T.C and Hawkins, R. (1998), Sustainable Tourism: A Marketing Perspective, Butterworth – Heinemann, Oxford.
3. Shalini Singh, Dallen J.Timothy & Ross Kingston Dowling (2003), Tourism in Destination Communities, CABI Publishing.

COURSE OBJECTIVE

- To understand the components of tourism
- to know how to plan and develop a sustaining tourism destination

COURSE OUTCOME

- Knowledge in the planning and development of tourist attractions

UNIT I TOURISM COMPONENTS AND SUPPLY 9

Supply Components; Natural Resources; Built Environment; Operating Sectors; Hospitality and Cultural Resources; Matching Supply with Demand; Measuring and Forecasting Demand; Economic Impact.

UNIT II TOURISM POLICY - STRUCTURE, CONTENT, AND PROCESS 9

Tourism Policy – Definition; Policy focusing competitive Destination; Major Parameters of Tourism Destination Management; Process of Tourism Policy Formulation; Translating Policy into Reality; Formulating Policy to Deal with Crises.

UNIT III TOURISM PLANNING, DEVELOPMENT, AND SOCIAL CONSIDERATIONS 9

Planning for Tourism Destination; Nature of Tourism Planning; Relating Tourism Planning towards Tourism Policy; The Planning Process; Goals of Tourism Destination; Political Aspects of Tourism Development; Development of Tourist Potential.

UNIT IV TOURISM AND THE ENVIRONMENT 9

Environmental Issues in Tourism Planning –Conceptual Model, Destination factors, Exogenous factors, Global factors and WTTC Position; Sustainable Development and Tourism; Ecotourism; Current Tourism Industry Practices for Environmental sustainability; Tourism as Capitalism.

UNIT V TOURISM PROSPECTS 9

Nature of Future Growth in Tourism; Leisure, Recreational and Society; Forces Impacting the future of Tourism – Economic, Branding, Terrorism, Conflicts between countries, Technology; Tourist characteristics – Knowledge-Based Society and workforce, Demographic Shift; Changing Nature of Tourism Products;

TOTAL: 45 PERIODS**TEXTBOOKS**

1. Var, T., & Gunn, C. (2002). Tourism Planning: Basics, Concepts, Cases (4th ed.). Routledge.
2. Godfrey, K., & Clarke, J. (2000). Tourism Development Handbook: A Practical Approach to Planning And Marketing. Cengage Learning EMEA.

REFERENCES:

1. Harrison, L. C., & Husbands, W. (Eds.). (2010). Practicing Responsible Tourism: International Case Studies in Tourism Planning, Policy, and Development (1st ed.). Wiley.
2. Goeldner, C. R., & Ritchie, J. R. B. (2009). Tourism: Principles, Practices, Philosophies. John Wiley & Sons.
3. Hall, C. M. (2008). Tourism Planning: Policies, Processes and Relationships (2nd Edition) (2nd ed.). Pearson Education Canada.
4. Tesone, D. V. (2005). Hospitality Information Systems and E-Commerce (1st ed.). Wiley.
5. Telfer, D. J., & Sharpley, R. (2008). Tourism and Development in the Developing World. Routledge.