

M.Sc. DEGREE
IN
HOSPITALITY ADMINISTRATION

CURRICULUM

NATIONAL COUNCIL FOR HOTEL MANAGEMENT
AND CATERING TECHNOLOGY
NOIDA
(NCHMCT)

AND
JAWAHARLAL NEHRU UNIVERSITY
(JNU)

SEMESTER – I (M.Sc.-HA)

MINIMUM CONTACT HOURS & CREDITS FOR EACH SUBJECT

No.	Subject code	Subject (Credits)	Contact Hours per Semester	
			Th.	Pr.
1	MHA701	Management Functions and Behaviour in Hospitality (04 credits)	60	
2	MHA702	Human Resource Planning (04 Credits)	60	
3	MHA703	Advance Marketing Management (04 credits)	60	
4	MHA704	Equipment & Materials Management (04 credits)	60	
5	MHA705	Principles of Economics (04 credit)	60	
TOTAL:			300	
GRAND TOTAL				300

WEEKLY TEACHING SCHEME

No.	Subject code	Subject	Hours per week	
			Th.	Pr.
1	MHA701	Management Functions and Behaviour in Hospitality	04	-
2	MHA702	Human Resource Planning	04	-
3	MHA703	Advance Marketing Management	04	-
4	MHA704	Equipment & Materials Management	04	-
5	MHA705	Principles of Economics	04	-
TOTAL:			20	
GRAND TOTAL				20

EXAMINATION SCHEME

No.	Subject code	Subject	Term Marks*	
			Th.	Pr.
1	MHA701	Management Functions and Behaviour in Hospitality	100	-
2	MHA702	Human Resource Planning	100	-
3	MHA703	Advance Marketing Management	100	-
4	MHA704	Equipment & Materials Management	100	-
5	MHA705	Principles of Economics	100	-
TOTAL:			500	
GRAND TOTAL				500

* Term marks will comprise 40% Internal Evaluation (IE) & 60% End Semester Exam (ESE) marks.

MHA701- MANAGEMENT FUNCTIONS AND BEHAVIOUR IN HOSPITALITY

1. Preamble

Course Title	Management Functions and Behaviour in Hospitality
Course Code	MHA701
Credits	04
Number of Hours per Group	60 class hours

2. Course Description

This course has been developed in response to the needs of those seeking higher education with the purpose of seeking career opportunities in senior positions or do research in Hospitality Industry or Hospitality Education.

3. Learning Outcomes

At the end of the course, the student will be able to:

1. Explain the role of a manager
2. List down the responsibilities of professional manager
3. Explain decision making techniques and the process
4. Explain organizational structure
5. Understand the importance of behavioral dynamics

MHA701- MANAGEMENT FUNCTIONS AND BEHAVIOUR IN HOSPITALITY

Unit 1: ROLE OF A MANAGER-Task of professional manager, Responsibilities of a professional manager, Management systems and processes, Managerial skills

Unit 2: DECISION MAKING-Organisational context of decisions, Decision making models, Decision making-techniques and processes, Management by objectives

Unit 3: ORGANISATIONAL CLIMATE & CHANGE-Organisational structure and managerial ethos, Management of organisational conflicts & Managing change

Unit 4: ORGANISATIONAL STRUCTURE AND PROCESSES-Organisational structure and design, Managerial Communication, Planning Process, Controlling & Delegation and inter-departmental coordination

Unit 5: BEHAVIOURAL DYNAMICS- Analyzing interpersonal relations, Leadership styles & influence processes & Group dynamics

MHA702-HUMAN RESOURCE PLANNING

1. Preamble

Course Title	Human Resource Planning
Course Code	MHA702
Credits	04
Number of Hours per Group	60 class hours

2. Course Description: This course explains the importance of human resource planning in any efficient organisation. This course also gives information about processes and techniques like job evaluation, selection and recruitment and corporate social responsibilities etc.

3. Learning Outcomes

At the end of this course, the students will be able to:

1. Explain the concept of learning organisations.
2. Understand different macro level scenarios of HR planning
3. Describe the concept and process of HR Planning
4. Differentiate demand forecasting and supply forecasting techniques
5. Explain the job evaluation method
6. State selection and recruitment process
7. Apply measurements in HR planning
8. Describe corporate social responsibilities
9. Do competency mapping

MHA702-HUMAN RESOURCE PLANNING

Unit 1: LEARNING ORGANIZATION AND LEADERSHIP, BASICS OF HUMAN RESOURCE PLANNING- Macro Level Scenarios of Human Resource Planning, Concepts and Process of Human Resource Planning, Methods and Techniques – Demand Forecasting, Methods and Techniques – Supply Forecasting

Unit 2: JOB EVALUATION-Job Evaluation – Concepts, Scope and Limitations, Job Analysis and Job Description, Job Evaluation Methods

Unit 3: ACTION AREAS – ISSUES AND EXPERIENCES- Selection and Recruitment, Induction and Placement, Performance and Potential Appraisal, Transfer, Promotion and Reward Policies & Training and Retraining

Unit 4: MEASUREMENTS IN HUMAN RESOURCE PLANNING-Human Resource Information System, Human Resource Audit, Human Resource Accounting, Career Planning, Employee Counselling, Discipline, Suspension, Retrenchment and Dismissal, Employee Grievance Handling, Compensation & Salary Administration, Laws & Rules Governing Employee Benefit and Welfare

Unit 5: CORPORATE SOCIAL RESPONSIBILITIES, competency mapping & concept of assessment centers

MHA703-ADVANCE MARKETING MANAGEMENT

1. Preamble

Course Title	Advance Marketing Management
Course Code	MHA703
Credits	04
Number of Hours per Group	60 class hours

2. Course Description: American Marketing Association defines Marketing as an activity, set of institutions & processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, & society at large. This course is the first introductory course for students where they are introduced to the basic concepts & frameworks in marketing.

3. Learning Outcomes

By the end of the course the student should be able to:

1. Appreciate the fundamental philosophy of Marketing Management
2. Understand basic Frameworks of Marketing Management
3. Learn to integrate the conceptual models of Marketing
4. Apply the learnings to help managers/firms solve their respective marketing problems

MHA703-ADVANCE MARKETING MANAGEMENT

Unit 1: CHOOSING CUSTOMERS- Segmentation, Targeting & Positioning, Case study: Red Lobster- Harvard Business School (511052-PDF-ENG)

Unit 2: CREATING VALUE - Product Life Cycle and Product Management, New Product Development, Branding- a) What is a Brand b) Need for branding c) Brand Equity d) Types of brands. Brand Extension- a) Types of Brand Extension b) Suitability of Brand Extension c) Pitfalls of Brand Extension, Pricing, Pricing Strategies

Unit 3: INTRODUCTION TO SELLING – Selling Process, Sales Force Design & Motivation, Evaluating Sales Personnel, Managing the selling efforts

Unit 4: MARKETING CHANNELS - Advertising and Sales Promotion, Franchises, Sales promotion resources. Integrated Marketing Communication, managing integrated marketing communication. On-line Marketing- Social Media Marketing, Customer Network Value, Word of Mouth concept, ROI of Social Media, Evolution of a Brand.

Unit 5: DIGITAL MARKETING: Search Engine Optimization (SEO), Pay-per-click (PPP) Advertising, Google AdWords and Paid Search Advertising. **Display Advertising-** Display Campaigns HubSpot: Inbound Marketing and Web 2.0, Mobile tools, Measuring Effectiveness of Online Advertising. Online Metrics.

Capstone Case studies.

MHA704-EQUIPMENT AND MATERIALS MANAGEMENT

1. Preamble

Course Title	Equipment and Materials Management
Course Code	MHA704
Credits	04
Number of Hours per Group	60 class hours

2. Course Description: The main objective of Equipment and Materials Management is assuring a supply of material with optimised inventory levels and minimum deviation between planned and actual results. And of the quality that is: At the right price, from the right sources.

3. Learning Outcomes

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

1. Define the objectives of material handling
2. Evaluate material management system
3. Explain purchasing skills
4. Explain logistics management
5. State inventory control methods
6. Identify the quality control measures
7. List waste management practices

MHA704-EQUIPMENT AND MATERIALS MANAGEMENT

Unit 1: MATERIAL HANDLING- Introduction and Meaning, Objectives of Material Handling, Principles of Material Handling, Selection of Material Handling Equipment, Evaluation of Material Handling System, Guidelines For Effective Utilization of Material Handling Equipment, Relationship between operational layout and Material Handling Equipment

Unit 2: MATERIALS MANAGEMENT- a) Introduction and Meaning b) Functions of Material Management c) Material Planning and Control (Techniques of Material Planning) d) Purchasing (Practical Purchasing Skills - theory, practice and techniques, Strategic Procurement Skills, Supplier Relationships: The Total Management Process). e) Logistic Management (Logistic Analyst, Store Management, Advanced Materials Storage Management - Policy and Process, Identifying and Implementing Business Process Improvements) f) Inventory Control (Integrated Inventory Management, Managing Risk, How to Reduce Inventory Levels - Some Practical Solutions) g) Standardization, Codification and Variety Reduction. h) Value Analysis. i) Ergonomics. j) Just In Time (JIT)- (Seven Wastes & Benefits of JIT)

Unit 3: WORK STUDY- a) Advantages of Work study. b) Method study. c) Motion Study. d) Work Measurement. e) Time study. **Quality Control-** a) Introduction b) Fundamental Factors Affecting Quality c) Need for controlling quality d) Types of Inspection e) Types of Quality Control f) Steps in Quality Control g) Tools for Quality control

Unit 4: MAINTENANCE MANAGEMENT-a) Objectives of Maintenance b) Types of Maintenance (Break Down, Preventive, Predictive) c) Maintenance Planning & Scheduling d) Repair, Upkeep and Maintenance e) Best Maintenance Practices f) Computer Aided Maintenance

Unit 5: WASTE MANAGEMENT- a) Introduction and Meaning b) Reasons for generation and accumulation-obsolete and surplus c) Taxonomy of Waste d) Waste and Productivity, e) Functional Classification of Waste f) Control of Waste g) Recycling of Waste h) Disposal of Waste i) Treatment of Waste in Cost Accounts. **PACKAGING AND DISTRIBUTION MANAGEMENT**- a) Packaging b) Transport c) Physical Distribution d) Information and Technology Integration in Materials Management

MHA705- PRINCIPLES OF ECONOMICS

1. Preamble

Course Title	Principles of Economics
Course Code	MHA705
Credits	04
Number of Hours	60 class hours

2. Course Description

This course on Economics is the application of economic theory and methodology to managerial decision making problems within various organizational settings such as a firm or a government agency. The emphasis in this course will be on demand analysis and estimation, production and cost analysis under different market conditions, forecasting and decision making under uncertainty. Students taking this course are expected to have had some exposure to economics and be comfortable with basic algebra. Some knowledge of calculus would also be helpful although not necessary.

3. Learning Outcomes

By the end of the course, learners will be able to

1. Understand basics of the economic theory and analytical tools that can be used in decision making problems.
2. Explain the economic concepts and tools that have direct managerial applications.
3. Sharpen analytical skills through integrating knowledge of the economic theory with decision making techniques.
4. Use economic models to isolate the relevant elements of a managerial problem, identify their relationships, and formulate them into a managerial model to which decision-making tools can be applied.

MHA705- PRINCIPLES OF ECONOMICS

Unit 1: BASIC PRINCIPLES OF ECONOMICS-Scarcity and Choice, Trade-offs, Efficiency and Equity, The opportunity cost, Micro versus Macro Economics, Positive versus Normative Analysis & Conclusion. The market forces of demand and supply-Demand Schedule a) Law of Demand b) Demand Curve c) Individual Demand and Market Demand d) Shifts in the demand curve. Supply Schedule e) Law of Supply f) The Supply schedule g) Supply curve. Individual Supply versus Market supply- a) Shifts in Supply b) Market Equilibrium. Elasticity of demand & supply. Law of diminishing returns.

Unit 2: THE THEORY OF FIRM AND MARKET STRUCTURE: COMPETITIVE MARKET- a) The meaning of Competition b) Demand for an Individual's firms product c) Profit maximization and competitive firm's supply curve

d) Short-run Equilibrium of the Firm (Economic Profit, Loss e) Breakeven) the supply curve in the competitive market. f) Long-run equilibrium of the firm

Unit 3: TYPES OF COMPETITIONS AND THEIR CHARACTERISTICS- a) Monopoly and Monopolistic Competition b) Monopoly c) Demand Curve for the Monopolist d) Profit Maximization/Equilibrium in Monopoly

Unit 4: MONOPOLISTIC COMPETITION- a) Feature of the Market b) The short-run equilibrium (profit or Loss) c) The long-run equilibrium d) Monopolistic versus perfect competition e) Price Discrimination. **Oligopoly**-a) Characteristics of Oligopoly b) Behavior of a Firm in an Oligopolistic Market c) Mutual Interdependence d) Leadership pricing e) Kinked Demand Curve

Unit 5: INTRODUCTION TO MACROECONOMICS- a) The Circular Flow Model b) National Income Accounts: GDP c) Real GDP and Nominal GDP d) Other Measures of Income GNP, NNP, National Income Personal Income, Disposable e) Financial Market f) The Demand & supply for Money g) The Determinants of Interest rate h) Equilibrium in Financial Market. **Unemployment, inflation and growth, fiscal and monetary policy**

SEMESTER – II (M.Sc. -HA)
MINIMUM CONTACT HOURS & CREDITS FOR EACH SUBJECT

No.	Subject code	Subject (Credits)	Contact Hours per Semester	
			Th.	Pr.
1	MHA801	Strategic Management (04 credits)	60	
2	MHA802	Employee & Management Relations (04 Credits)	60	
3	MHA803	Business Ethics (04 credits)	60	
4	MHA804	Organisational Behaviour & Development (04 credits)	60	
5	MHA805	Financial Reporting & Analysis (04 credits)	60	
TOTAL:			300	
GRAND TOTAL				300

WEEKLY TEACHING SCHEME

No.	Subject code	Subject	Hours per week	
			Th.	Pr.
1	MHA801	Strategic Management	04	-
2	MHA802	Employee & Management Relations	04	-
3	MHA803	Business Ethics	04	-
4	MHA804	Organisational Behaviour & Development	04	-
5	MHA805	Financial Reporting & Analysis	04	-
TOTAL:			20	-
GRAND TOTAL				20

EXAMINATION SCHEME

No.	Subject code	Subject	Term Marks*	
			Th.	Pr.
1	MHA801	Strategic Management	100	-
2	MHA802	Employee & Management Relations	100	-
3	MHA803	Business Ethics	100	-
4	MHA804	Organisational Behaviour & Development	100	-
5	MHA805	Financial Reporting & Analysis	100	-
TOTAL:			500	-
GRAND TOTAL				500

* Term marks will comprise 40% Internal Evaluation (IE) & 60% End Semester Exam (ESE) marks.

MHA801-STRATEGIC MANAGEMENT

1. Preamble

Course Title	Strategic Management
Course Code	MHA801
Credits	04
Number of Hours per Group	60 class hours

2. Course Description

Strategic management involves the formulation and implementation of the major goals and initiatives taken by a company's top management on behalf of owners, based on consideration of resources and an assessment of the internal and external environments in which the organization competes. Strategic management provides overall direction to the enterprise and involves specifying the organization's objectives, develop policies and plan designed to achieve these objectives, and then allocating the resources to implement the plan. Strategy provides the direction for operational management, which is primarily concerned with improving efficiency and controlling costs, within the boundaries set by the organization's strategy. This course addresses different concepts of strategy including strategic management, process, environment scanning, strategy formulation, strategy implementation, strategy evaluation, and various tools of strategic management. This course will provide an understanding of how strategies are formed at top and how operational managers align their actions to strategy.

Learning Outcomes

By the end of the course, learners will be able to

Knowledge

1. Enumerate on strategies most favourably in view of impact and competition.
2. Explain different stages of industry evolution
3. Discuss Internal & External environment
4. Appraise on Business strategy and analysis
5. Discuss Allocation of resources
6. Guide on Strategic Implementation Planning
7. Enumerate on Policies in functional areas

MHA801—STRATEGIC MANAGEMENT

Unit 1: INTRODUCTION TO STRATEGIC MANAGEMENT- a) Strategic Management - An overview, Broad types of strategy (Corporate level, Business level & Functional level) b) Process of Strategic Management c) Role of a Strategist d) Business Policy (Evaluation, Nature, Importance, Purpose & Objectives) e) Mission f) Vision g) Goals and Objectives (Necessity of formal objectives, Goals Vs Objectives)

Unit 2 : ENVIRONMENTAL, EXTERNAL AND INTERNAL RESOURCE ANALYSIS- a) Concept of Organizational environment: Internal & External Environment b) Need for environmental analysis (External Environment) c) External

Factor Evaluation Matrix (EFEM) d) Process of SWOT analysis e) Opportunities & Threats f) Internal resource analysis g) Strengths & Weaknesses h) Marketing i) Finance j) Production k) HR l) Global Competitiveness m) Role of strategic management in the above mentioned areas n) Key environmental variable factors n) Strategic advantage profile (SAP) o) Organization structure and control p) Environmental scanning techniques (PESTEL, SWOT/TOWS), Boston Consulting Group Matrix (BCGM), Strategic Position and Action Evaluation Matrix (SPACE) q) Internal factor Evaluation Matrix (IFEM) r) Competitive Profile Matrix (CPM) s) Quantitative Strategic Planning Matrix (QSPM) t) Porter's five forces analysis and Porter diamond model

Unit 3: STRATEGIC PLANNING & FORMULATION-INTENSIFICATION STRATEGIES: a) Market penetration b) Market development c) Product development d) Innovation. Integrative strategies- a) Vertical b) Horizontal. Diversification strategies- a) Concentric b) Conglomeratic. Restructuring /Retrenchment strategies-a) Liquidation b) Turnaround c) Divestment d) Acquisition (Take over) e) Merger/Combination f) Joint venture (JV)

Unit 4: POLICIES IN FUNCTIONAL AREAS- Policy, Product policies, Personnel policies, Functional policies, financial policies, marketing policies & Public relations policies

Unit 5: STRATEGIC IMPLEMENTATION, REVIEW AND EVALUATION-a) Interrelationship between formulation & implementation b) Project implementation resource allocation c) Mckinsey's 7-S Model d) Measure Organizational Performance e) Take corrective actions f) Competitive dynamics g) Corporate Governance h) Group oral presentation of company's final Marketing proposal

MHA802- EMPLOYEE & MANAGEMENT RELATIONS

1. Preamble

Course Title	Employee & Management Relations
Course Code	MHA802
Credits	04
Number of Hours per Group	60 class hours

2. Course Description: Students should be able to elaborate on the concept of Industrial Relations. The students should be able to illustrate the role of trade union in the industrial setup. Students should be able to outline the important causes & impact of industrial disputes. Students should be able to elaborate Industrial Dispute settlement procedures.

3. Learning Outcomes

At the end of this course, students will be able to:

1. Understand the perspective of union & management relations
2. Conceptualise the public policies and union management relations
3. Explain the structure of trade union and their recognition
4. Identify the points required for grievance handling
5. State the dynamics of conflict and collaboration
6. Explain the emerging trends in union relations.

MHA802- EMPLOYEE & MANAGEMENT RELATIONS

Unit 1: CONCEPTUAL FRAMEWORK- a) Union Management Relations Perspective b) Public Policies and Union Management Relations c) Major Events and International Issues

Unit 2: UNIONS AND UNIONISM- a) Trade Union Development and Function b) Trade Union Structures and Trade Union Recognition c) Leadership and Management in the Trade Unions d) White Collar and Managerial Trade Unions e) Management and Employers' Association

Unit 3: GRIEVANCE HANDLING- a) Employee Grievance Handling b) Compensation Management c) Employee Vs. Organization Liabilities.

Unit 4: CONFLICT RESOLUTION- a) Dynamics of Conflict and Collaboration b) Nature and Content of Collective Bargaining c) Negotiation Skills d) Issues and Trends in Collective Bargaining e) Role of Labour Administration: Conciliation, Arbitration and Adjudication

Unit 5: WORKERS' PARTICIPATION IN MANAGEMENT- a) Evolution, Structure and Processes b) Design and Dynamics of Participative Forums c) Strategies and Planning for Implementing Participation. **TRENDS IN UNION MANAGEMENT RELATIONS-** a) Management Emerging Trends in Union Management Relations b) Cross, Cultural Aspects of Union Relations

MHA803 – BUSINESS ETHICS

1. Preamble

Course Title	Business Ethics
Course Code	MHA803
Credits	04
Number of Hours per Group	60 class hours

2. Course Description: “Business Ethics” can be defined as the critical, structured examination of how people and institutions should behave in the world of commerce. In particular, it involves examining appropriate constraints on the pursuit of self-interest, or (for firms) profits, when the actions of individuals or firms affect others. Law often guides business ethics, while other times business ethics provide a basic framework that businesses may choose to follow to gain public acceptance.

Many equate “ethics” with conscience or a simplistic sense of “right” and “wrong”. Others would say that ethics is an internal code that governs an individual’s conduct, ingrained into each person by family, faith, tradition, community, laws, and personal mores. Corporations and professional organizations, particularly licensing boards, generally will have a written “Code of Ethics” that governs standards of professional conduct expected of all in the field.

This course would definitely provide all students an opportunity to seek what is correct and what is not, simply by examining one’s own values and character as well as those of others and providing a better integrated approach towards sound decision making and an ideal management practice’s students are expected to apply these theories to a wide range of government’s policies, business and personal issues.

3. Learning Outcomes:

By the end of the course, learners will be able to

Knowledge

- Familiarize oneself with the theory and practice of managing ethics in organizations
- Explore the basic Ethical theories, stakeholder perspectives and providing a rational approach toward the application side of sound decision making
- Gauge the impact of individual and organizational decisions on human life, society and the environment at a larger perspective
- Conceptualize a basic idea about the principles of business ethics

Competencies

- Develop active listening skills
- Apply the concepts of ethics in business

- Evaluate the implications of ethics in business by possessing the art of assessing ethics as well as the business environment
- Relate to the principles associated with business ethics

Mindset

- Develop a mindset based on personal values, temperaments, culture and psychology
- Examine one's own character and values for better decision making and management practices
- Development of a true well-being with active thinking capabilities which leads to the search for human flourishing

MHA803 – BUSINESS ETHICS

Unit 1: INTRODUCTION- a) Concepts, Sources and Importance of ethics, Ethical principles and relevance in hospitality and related business b) Moral Development (Kohlberg's 6 stages of Moral Development, Myth of amoral business) c) Theory and practices of Holistic Management and its relevance d) Normative Theories- Gandhian Approach, Kant's Deontological theory, Mill & Bentham's Utilitarianism theory

Unit 2: BUSINESS AND ORGANIZATIONAL ETHICS- a) Types of Business Ethics, Factors affecting Business Ethics, Need of Business ethics, Ethics vs. Morals and Values, Indian values in Management-Secular and Spiritual values, Lessons from Ancient Indian Educational System b) The Indian Business scene, Ethical concerns, LPG & Global trends in business ethics, Corporate code of ethics-Formulating, Advantages, implementation Professionalism and professional ethics code c) Growth of Global Companies, Impact of globalization on Indian Corporate and Social culture, International codes of Business Conduct

Unit 3: CORPORATE GOVERNANCE- a) Corporate ethics & governance-An overview, Origin and Development of Corporate governance b) Theories underlying Corporate Governance (Agency theory, Stake holder's theory and Stewardship theory. c) Corporate Governance Mechanism: Indian Model, Anglo-American Model, Japanese Model, OECD principles d) Impact of Corporate governance on sustainability e) Distributive Justice f) Corporate Social Responsibility (CSR). Role players-a) Role of Board of Directors and Board Structure, Role of Non-executive Director, Role of Auditors b) CII Report, Cadbury Committee

Unit 4: STRESS MANAGEMENT, WORK & LIFE BALANCE- a) Stress, Distress b) Indian Perspective of Stress Management c) Coping with Stress, d) Reasons for stress at workplace e) Time Management f) Ethics at work g) Living with values h) Standing up for the value system

Unit 5: ETHICS IN MANAGEMENT- a) Introduction, Ethics in HRM, b) Ethical aspects of Financial Management, c) Marketing Ethics, d) Technology Ethics and Professional Modern Ethics e) Building and maintaining ethical climate in business f) Role of ethical leadership g) Contemporary issues in business, related to ethics

MHA804 - ORGANISATIONAL BEHAVIOUR & DEVELOPMENT

1. Preamble

Course Title	Organisational Behaviour & Development
Course Code	MHA804
Credits	04
Number of Hours per Group	60 class hours

2. Course Description:

The management of complex organizations requires a thorough understanding of the nature of human behavior in an organization context. The behavior in organizations course responds to this need & focuses on the interaction between individuals & groups within organizations, & the implications of specific behaviors. Topics include individual behavior & how it is influenced by values, attitudes, personality & emotion; culture; communication & motivation; understanding how groups & teams work; leadership; the role of politics & power, & conflict & negotiation.

The course is designed to provide a powerful learning experience through a combination of methodologies including engagement in dialogues on various academic perspectives, self-analysis & feedback, role plays, case analyses & management games. Students will have opportunities to enhance their conceptual & behavioral skills in a safe environment.

Learning Outcomes

By the end of the course, learners will be able to:

1. Understand & explain individual behavior & its implications in organizational settings by appreciating personality, values, attitudes, emotions, perception, decision making & motivational theories.
2. Understand & explain leadership, group & team dynamics as well as their implications in an organizational context. Appreciating power dynamics & politics in the organization.
3. Understand the interplay between various aspects of individual & group level attributes.
4. Understand & appreciate the role of stress & emotions for effective functioning of an executive & develop the skills to manage stress & emotions.
5. Develop the competence required to work effectively in a team.
6. Appreciate the organizational context & apply relevant contemporary organizational behavior theories, concepts & models in order to analyze & act on organizational cases & issues.
7. Differentiate between the various leadership models, recognize own & other's leadership styles, & infer consequences of leader behaviors in given organizational situations.
8. Analyze & appreciate the role of social values in an Indian business context.

MHA804- ORGANISATIONAL BEHAVIOUR & DEVELOPMENT

Unit 1: INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR; DEVELOPING ORIENTATION, Why Study OB, Various Approaches & Current Challenges, Personality; Approaches to Personality, Assessment & Use, Emotions &

Moods; Basic Emotions, Emotional Labor, Emotional Intelligence, Values, Attitudes & Job Satisfaction; Components of Attitude, Work Related Attitude, Evaluation & Management, Cross Culture Values, Perception & Individual Decision Making; Impression Management, Cases of Misrepresentation

Unit 2 : MOTIVATION – Concepts & Application; Various Approaches of Motivation; Need & Content Theory; Use of Motivation in Organization, Stress Management; Dimensions, Models, Causes & Management of Stresses at Individual & Organizational Level. **Group Dynamics**; Types, Development of Group, Group Processes; Model of Group Work, Group Decision Making, Social Loafing, Understanding Teams: Various Types of Team, Organizational Application of Team Work.

Unit 3: LEADING HOSPITALITY ORGANIZATIONS: Theories & Emergence of Leadership, Developing Leaders. Power & Politics: Sources of Power, Individual, Group & Organizational Powers, Symbols of Power; Organizational Politics, Neutralizing Politics. Emerging Areas in Hospitality Industry: Technology & Organizational Transformation; Outsourcing Downsizing

Unit 4: INTRODUCTION TO ORGANIZATIONAL DESIGN & DEVELOPMENT, Evolution, Organizational Change; Environmental Analysis, Process, Types, Approaches & Theories. Diagnosing Organizations; Practices, Processes, Policies, Groups, Jobs; Collecting & Analyzing Data

Unit 5: DESIGNING INTERVENTIONS; Leading & Managing Changes. Strategic Change: Cultural Change, Organizational Culture; Approaches, Types, Characteristics. Human Process Intervention & Techno-structural Interventions: Organizational Design: Determinants, Parameters & Challenges

MHA805- FINANCIAL REPORTING & ANALYSIS

1. Preamble

Course Title	Financial Reporting & Analysis
Course Code	MHA805
Credits	04
Number of Hours per Group	60 class hours

2. Course Description: Accounting in business occurs even before a hospitality facility ever opens. This is so because businesspersons estimate their costs before they decide to build their facilities and often seek loans from banks to help them. Those banks will assuredly want to know about the proposed business's estimated financial performance before they decide to lend it money. Accurate accounting is important to many other individuals in the hospitality industry. The owners of a restaurant or hotel will certainly want to monitor their business's financial condition. These owners may be one or more individuals, partnerships, or small or very large corporations, but they all care about the performance of their investments. Investors in the hospitality industry generally want to put their money in businesses that will conserve or increase their wealth. To monitor whether or not their investments are good ones, investors will always seek out and rely upon accurate financial information. Financial reporting and analysis introduces the language of business that is used as a management tool to communicate crucial information to stakeholders. There is a need to understand the financial statements especially the economic substance subsumed in them in terms of financial condition and the efficacy of operations of a business. Financial reporting is mandatory activity of companies and their reporting practices have implications for the overall governance of the firm. The course introduces certain tools that can be used to decipher the critical information present in financial statements.

3. Learning Outcomes:

By the end of the course the student should be able to:

1. Make sense of the contents of the Annual report.
2. Prepare Financial Statements
3. Understand the quality of Reporting
4. Understand the managerial discretion in Accounting Policies
5. Analyze and interpret Financial Statements

MHA805- FINANCIAL REPORTING & ANALYSIS

Unit1: **INTRODUCTION TO FINANCE AND BUSINESS ANALYTICS** - Planning the Profitable Restaurant- a) Overview and Scope of Financial Reporting and Business Analytics b) Users of Accounting Information c) Accounting Concepts and Conventions.

Unit2: **PROCESS OF PREPARATION OF FINANCIAL STATEMENTS-BOOKS OF ACCOUNTS** (Journal, Ledger, Cash Book)-House funds, Petty Cash, Purchases Journal, Guest Ledgers, Credit Card accounts, Cash Disbursements Journal, General Ledger, General Journal, Payroll Journal, Specialized Journals for Lodging Operations. **THE STATEMENT OF CASH FLOWS**-Purpose, Format and Uses, What information is reported in the Statement of Cash

Flows, Three Categories of Cash flows, Non cash investing and Financing, Direct and Indirect Methods, Using Cash Flow information to Forecast future Financial position.

Unit3: REVENUE CYCLES: SALES, RECEIVABLES AND CASH- a) Revenue Recognition b) When and How much c) Pressure to recognize Revenues d) Timing: Delivery, Percentage of Completion, Installment Methods e) Amount: Bad Debts, Sales Discounts, Sales returns and Allowances, Warranty Costs. **Revenue Management for Hotels-** a) Establishing Room Rates b) Revenue Management c) Non-Room Revenue d) Telephone and Other Sources of Income e) Recreational: Golf, Tennis, and Spas. Self-Standing Restaurants and Private Clubs etc. **ANALYSIS OF MONETARY ASSETS:** Current Ratio, Acid test, Days of receivables etc

Unit 4: EARNINGS MANAGEMENT- a) Factors that motivate Earnings Management; meet Internal Targets or External expectations, Income Smoothening b) Common Techniques used to Manage Earnings c) Window dressing for an IPO or Loan. **Cost of Goods Sold and Inventory-** What is Inventory and who owns it? **The type of Companies:** a) Merchandise, Manufacturing or Services b) The Cost of inventory c) Accounting for Inventory and Cost of Goods Sold d) Overview of Perpetual and Periodic Inventory Systems. **Inventory Costing Methods:** a) Specific Identification Method, First in, First out method, Last in First out Method, Average Cost Method b) Lower of Cost or Market c) Analysis Of Inventory d) Inventory Turnover and Gross Margin

Unit 5: UNDERSTANDING ANNUAL REPORTS AND FINANCIAL STATEMENT ANALYSIS- a) Analysis of Financial Statements b) Horizontal Analysis, Vertical Analysis c) Trend Analysis, Ratio Analysis d) Ratio Standards e) Purposes of Ratio Analysis f) Average versus Ending Value.

Classes of Ratios. Liquidity Ratios- a) Current Ratio, Acid-Test Ratio b) Operating Cash Flows to Current Liabilities Ratio, Accounts Receivable Turnover, Average Collection Period. **Solvency Ratios-** a) Debt-Equity Ratio b) Long-Term Debt to Total Capitalization Ratio, Debt Service Coverage Ratio c) Number of Times Interest Earned Ratio d) Fixed Charge Coverage Ratio e) Operating Cash Flows to Total Liabilities Ratio

Activity Ratio- a) Inventory Turnover, Property and Equipment Turnover, Asset Turnover b) Paid Occupancy Percentage and Seat Turnover c) Complimentary Occupancy d) Occupancy Percentage e) Average Occupancy per Room f) Multiple Occupancy

Profitability Ratios- a) Profit Margin b) Gross Operating Profit Margin Ratio c) Gross Operating Profit per Available Room d) EBITDA Margin Ratio d) Return on Assets, Return on Owners' Equity, Earnings per Share e) Price Earnings Ratio

Viewpoints Regarding Profitability Ratios, Operating Ratios- a) Mix of Sales b) Average Daily Rate c) Revenue per Available Room d) Average Food Service Check e) Food Cost Percentage f) Beverage Cost Percentage g) Labor Cost Percentage

M.Sc. DEGREE
IN
HOSPITALITY ADMINISTRATION

CURRICULUM
(M.Sc. HA SEMESTER III&IV)

NATIONAL COUNCIL FOR HOTEL MANAGEMENT
AND CATERING TECHNOLOGY
NOIDA
(NCHMCT)

AND
JAWAHARLAL NEHRU UNIVERSITY
(JNU)



SEMESTER – III (18 WEEKS)

MINIMUM CONTACT HOURS FOR EACH SUBJECT

No.	Subject code	Subject	Credits	Contact Hours per Semester	
				Th.	Pr.
1	MHA901	Research Methodology	04	60	-
2	MHA902	Research Ethics & Publication	04	60	-
3	MHA903	Data Collection, Analysis and Decision Making	04	60	-
4	MHA904	Writing Literature Review	04	60	-
5	MHA905	Data Analysis Practical-I	02	-	60
6	MHA906	Research Seminar Presentation	02	-	60
TOTAL:			20	240	120
GRAND TOTAL				360	

WEEKLY TEACHING SCHEME (18 WEEKS)

No.	Subject code	Subject	Hours per week	
			Th.	Pr.
1	MHA901	Research Methodology	04	-
2	MHA902	Research Ethics & Publication	04	-
3	MHA903	Data Collection, Analysis and Decision Making	04	-
4	MHA904	Writing Literature Review	04	-
5	MHA905	Data Analysis Practical-I	-	04
6	MHA906	Research Seminar Presentation	-	04
TOTAL:			16	08
GRAND TOTAL				24

EXAMINATION SCHEME

No.	Subject code	Subject	Term Marks*	
			Th.	Pr.
1	MHA901	Research Methodology	100	-
2	MHA902	Research Ethics & Publication	100	-
3	MHA903	Data Collection, Analysis and Decision Making	100	-
4	MHA904	Writing Literature Review	100	-
5	MHA905	Data Analysis Practical-I	-	100
6	MHA906	Research Seminar Presentation	-	100
TOTAL:			400	200
GRAND TOTAL				600

* Term marks will comprise 40% Internal Evaluation (IE) & 60% End Semester Examination (ESE) marks.



MHA901 RESEARCH METHODOLOGY

1. Preamble

Course title	Research Methodology
Course code	MHA901
Credits	04
Number of hours per group	60 class hours

2. Course Description

This course explains the process of conducting research by formulating a research problem and doing a literature survey to develop a hypothesis. The learner will also understand the difference between qualitative and quantitative research. This course of research design enables to address research questions using empirical data. Creating a research design means making decisions about the overall research objectives and approach. Whether a learner will rely on primary research or secondary research, sampling methods or criteria for selecting subjects.

3. Learning Outcomes

At the end of this course, the learner will be able to

1. Explain the process of conducting research.
2. List the steps involved in the process of research like research problem and literature survey.
3. Understand the essence of qualitative research.
4. Explain the concept of sampling, data collection and citation.
5. Differentiate between qualitative and quantitative research.

MHA901 RESEARCH METHODOLOGY

Unit 1: INTRODUCTION TO THE RESEARCH METHODOLOGY- 1.1 a) Foundation of research: Meaning, Objectives, Motivation, Utility b) Concept of theory, empiricism, deductive and inductive theory c) Characteristics of scientific methods

1.2 Research Process a) Definition, Importance and limitations of statistics b) Introduction, types and characteristics of Research c) Types of data d) Survey and Experiments

Unit 2: RESEARCH DESIGN INTRODUCTION- a) Steps in the Process of Research b) Formulating the Research problems c) Extensive literature survey d) Developing hypotheses e) Preparing the Research design f) Determining sample design g) Collecting data h) Execution of the project i) Analysis of data j) Hypotheses testing k) Generalization and interpretation l) Preparation of the report or presentation of the results

Unit 3: VALIDATION OF RESULT- a) Problem identification and formulation b) Research question c) Investigation questions measurement issues d) Hypotheses- i. Qualities of hypotheses ii. Null hypotheses iii. Alternative hypotheses e) Hypotheses testing-Logic and Importance

Unit 4: INTRODUCTION TO QUALITATIVE & QUANTITATIVE RESEARCH-4.1 Qualitative Research- a) Essence of Qualitative research b) Population & Sampling c) Collection Techniques-Secondary & Primary Data, Qualitative data and



Quantitative data **d)** Review of literature **e)** Citations **f)** Bibliography **4.2 Interpreting Qualitative Data-** **a)** Qualitative Data Analysis Procedures - Univariate data and Multivariate data, Discrete data and Continuous data **b)** Coding **c)** Thematic development **4.3 Quantitative Research-** **a)** Essence of Quantitative Research **b)** Choosing good instruments **c)** Interval and Ratio Scales **d)** Collection and Analysis Techniques

Unit 5: MEASUREMENT: CONCEPT OF MEASUREMENT- **a)** What is measured **b)** Problems in measurement in Research – Validity and Reliability **c)** Levels of measurement – Nominal, Ordinal, Interval, Ratio

Recommended Readings

- **APA Style Manual** (2020). American Psychological Association.
- **Essentials of Marketing Research** by Naresh K. Malhotra (2021). Pearson.
- **Handbook of Research & Publication Ethics** by Nimit Chaudhary, Sarah Hussain (2021). Bharti Publications.
- **How to Write a Research Proposal** by Cecil R. Bower (2016). Routledge.
- **Research Design** by John W. Creswell (2018). Sage Publications.
- **Research Methodology: Methods & Techniques** by C.R.Kothari & Gaurav Garg (2018). New International Age Publishers.
- **Research Methodology for Hospitality & Tourism Professionals: A Handbook for Research Paper, Dissertation & Thesis** by P.D. Lakhawat & Abhinav Mishra (2023). Bharti Publications
- **The Craft of Research** by Wayne C. Booth, Gregory G. Colomb, and Joseph M. Williams (2016). University of Chicago Press.

Online Resources:

- **American Psychological Association (APA) Style Center:** <https://apastyle.apa.org/>
- **Social Science Research Network (SSRN):** https://en.wikipedia.org/wiki/Social_Science_Research_Network



MHA902 RESEARCH ETHICS & PUBLICATION

1. Preamble

Course title	Research Ethics & Publication
Course code	MHA902
Credits	04
Number of hours per group	60 class hours

2. Course Description

In this course, the learner will study the principles of ethical research and also become proficient in managing human subjects with sensitivity. A learner will consider issues like gaining consent, and making sure that personal information is handled safely as the specific topics may include the value and moral standing of individuals, species, and ecosystems; biodiversity, development, and sustainability; and environmental justice and environmental racism.

3. Learning Outcomes

At the end of this course, the learner will be able to

1. Explain the origin, meaning & characterization of philosophy.
2. Understand the relationship between philosophy & science.
3. State the importance of scientific conduct & misconduct in research integrity.
4. Explain the importance and use of publishing ethics and list best practices of selling.
5. Access the open educational resources, open license, and open access publishing.
6. Use the skills like indexing, citation, metrics and UGC regulation 2018 on Academic Integrity.

MHA902 RESEARCH ETHICS & PUBLICATION

Unit 1: RESEARCH PHILOSOPHY AND ETHICS- a) Introduction to Research Philosophy b) Origin of Research Philosophy c) Characteristics of Research Philosophy d) Common Sense and Research Philosophy e) Relationship between Research Philosophy & Science
Unit 2: SCIENTIFIC CONDUCT- a) Integrity and Ethics b) Ethics concerning Science & Research c) Intellectual Honesty & Research Integrity: Scientific Misconducts & Redundant Publications d) Selective Reporting and Misrepresentation of Data
Unit 3: PUBLICATION ETHICS- a) Publication Ethics b) Best Practices/Standards Setting c) Initiatives & Guidelines: COPE, WAME, etc. d) Violation of Publication Ethics e) Authorship and Contributorship f) Types of authorship g) Conflict of Interest h) Complaints and Appeals i) Predatory Publishers & Journals
Unit 4: OPEN ACCESS PUBLISHING- a) Concept of OER (Open Educational Resource) b) Concept of open license c) Open access publishing d) Open access content management e) Publication Misconduct: i. Ethical issues in various Disciplines ii. Identification of Publication Misconduct f) Fabrication, Falsification and Plagiarism (FFP) g) Software Tools h) Intellectual Property Rights, Copyright & Patent



Unit 5: DATABASE AND RESEARCH METRICS- 5.1 a) Indexing Databases b) Citation Databases: Web of Science, Scopus, Google Scholar c) Metrics: h-index, g-index, i10 index, Altmetrics d) Understanding Citation Metrics for Quality Research: Impact & Visualization Analysis e) Exploring the Citation Network f) Rules & Tools

5.2 UGC Regulations 2018 on Academic Integrity-a) UGC Regulations-Meaning & concept b) Legal Provisions

Recommended Readings

- **Ethics in Research** by Neil A. Manson (2016). Springer.
- **Handbook of Research & Publication Ethics** by Nimit Chaudhary, Sarah Hussain (2021). Bharti Publications.
- **Open Access: A Guide to Publishing in the Digital Age** by Peter Suber (2012). MIT Press.
- **Publication Ethics: A Guide for Authors** by David F. Horrobin (2015). Springer.
- **Research Methodology: Methods & Techniques** by C.R.Kothari & Gaurav Garg (2018). New International Age Publishers.
- **Research Ethics: A Guide for Students** by Michael Bouck (2017). Routledge.
- **The Responsible Conduct of Research** by the National Academies of Sciences, Engineering, and Medicine (2018). National Academies Press.

Online Resources:

- Committee on Publication Ethics (COPE): <https://publicationethics.org/>
- World Association of Medical Editors (WAME): <https://www.wame.org/>
- Open Access Directory: https://oad.simmons.edu/oadwiki/Main_Page
- National Academies of Sciences, Engineering, and Medicine: <https://www.nationalacademies.org/publications>



MHA903 DATA COLLECTION, ANALYSIS AND DECISION MAKING

1. Preamble

Course title	Data Collection, Analysis and Decision Making
Course code	MHA903
Credits	04
Number of hours per group	60 class hours

2. Course Description

This course of Data Collection, Analysis & Decision Making aims at sensitizing a learner to begin the tasks of data collection after identifying research problems. The learner is engaged in finding the most suitable methods of data collection after assessing their pros and cons.

In this course, the learner will be encouraged to use various mathematical and software tools to analyze the data and draw concrete conclusions. It will also groom their decision-making skills to find the most appropriate solutions to the identified research problems.

3. Learning Outcomes

At the end of this course, the learner will be able to

1. Explain the importance of data and its implications on business strategy.
2. Understand the concept of sampling.
3. Identify the dependent & independent variables.
4. Perform hypotheses testing.
5. Explain descriptive statistics by using univariate and bivariate analysis.
6. Use mean, median and standard deviation, percentage ratios, histogram, etc. in refining data.
7. Draw inferences from collected data.

MHA903 DATA COLLECTION, ANALYSIS AND DECISION MAKING

Unit 1: INTRODUCTION OF DATA IN DECISION MAKING- a) Importance of data b) Importance of decision making c) Implication of data-driven decisions on Key performance indicators d) Transforming the data into actionable insight e) Impact on business strategy

Unit 2: SAMPLING CONCEPTS- a) Definition & Concept of Sampling b) Sample Design: i. Defining objectives ii. Target population iii. Sampling units iv. Size of sample v. Parameters of interest vi. Data collection c) Sampling errors d) Sample Survey vs Census Survey e) Design Effect f) Sampling methods: Probability Sampling i. Simple Random Sampling ii. Systematic Sampling iii. Stratified Sampling iv. Cluster Sampling; Non-Probability Sampling

Unit 3: INTRODUCTION TO APPLIED STATISTICS- a) Identifying the dependent and independent variable b) Hypotheses testing: i. Characteristics of hypotheses ii. Null Hypotheses & Alternative Hypotheses iii. Procedure of hypotheses testing c) Confidence level d) Maths that manipulates data

Unit 4: DESCRIPTIVE STATISTICS- a) Summarizing and describing a collection of data b) Univariate and bivariate analysis c) Mean, Median, Mode & Standard deviation d) Percentages and Ratios e) Histograms f) Identifying randomness and uncertainty in data



**Unit 5: INFERENTIAL STATISTICS- a) Drawing inference from data b) Modelling c) Assumptions d) Identifying patterns
e) Regression analysis f) T-test g) Analysis of Variance h) Correlations i) Chi-square Test**

Recommended Readings

- **Business Statistics: A Decision-Making Approach** by David F. Groebner, Patrick W. Shannon, and Stephen C. Fry (2022). Cengage Learning.
- **Data Analysis: An Introduction** by Neil Salkind (2016). Sage Publications.
- **Essentials of Marketing Research** by Naresh K. Malhotra (2021). Pearson.
- **Introduction to Statistical Analysis for the Behavioral Sciences** by Neil H. McKelvie (2015). Routledge.
- **Research Methodology: Methods & Techniques** by C.R.Kothari & Gaurav Garg (2018). New International Age Publishers.
- **Research Methods for Business** by Uma Sekaran and Stephen D. Bourassa (2023). Wiley.
- **Statistics for Business and Economics** by David R. Anderson, Dennis J. Sweeney, and Thomas A. Williams (2023). Cengage Learning.



MHA904 WRITING LITERATURE REVIEW

1. Preamble

Course title	Writing Literature Review
Course code	MHA904
Credits	04
Number of hours per group	60 class hours

2. Course Description

This course focuses on understanding the purpose of the literature review and the foundation skills needed to complete it, such as developing search strategies, synthesizing sources, and constructing paraphrased material. A literature review also includes a critical evaluation of the material, this is why it is called a literature review rather than a literature report.

3. Learning Outcomes

At the end of this course, the learner will be able to

1. Explain the process of literature review and use the ethical guidelines with intellectual property.
2. List the advantages and disadvantages of traditional literature review and aggregate references.
3. Perform a systematic literature review.
4. Use formatting in-text citation.
5. Create a reference page as per APA Guidelines.

MHA904 WRITING LITERATURE REVIEW

Unit 1: INTRODUCTION TO THE LITERATURE REVIEW- a) How journals work: the review process b) Ethical Guidelines and intellectual property c) Why is publishing important d) Communication with the editorial board e) Construction of your literature review
Unit 2: AGGREGATE REFERENCES- a) Zotero: online features b) Bibliography c) Different types of literature reviews d) Traditional literature reviews v/s systematic literature review e) Advantages and disadvantages of traditional literature reviews
Unit 3: SYSTEMATIC LITERATURE REVIEWS- 3.1 a) The importance of systematic literature review for organizations b) Identifying a research topic c) Research cycle d) Factors to consider when identifying a research topic. 3.2 Documenting source material- a) Formatting Cited Material: The Basics b) Citing Sources in the Body of Paper c) In-text citations d) Using Source Material in Paper e) Summarizing Sources f) Formatting Paraphrased and Summarized Material g) Introducing Cited Material Effectively h) Short vs Long Quotations
Unit 4: FORMATTING IN-TEXT CITATIONS- a) Print Sources b) Work by One Author c) Two or More Works by the Same Author d) Works by Authors with the Same Last Name e) Work by Two Authors f) Work by Three to Five Authors g) Work with No Listed Author h) Work Authored by an Organization i) Two or More Works Cited in One Reference j) Famous Text Published in Multiple Editions



Unit 5: AN INTRODUCTION, FOREWORD, PREFACE, OR AFTERWORD- 5.1 a) Electronic Sources b) Online Sources without Page Numbers c) Personal Communication 5.2 Creating a Reference Page- a) Formatting the Reference Page b) What to Include in the Reference Section c) Navigating Reference Guide d) Formatting the Reference Section: APA General Guidelines

Recommended Readings

- **APA Style Manual** (2020). American Psychological Association.
- **Literature Review: A Step-by-Step Guide** by Helen M. Cooper (2019). SAGE Publications.
- **The Craft of Research** by Wayne C. Booth, Gregory G. Colomb, and Joseph M. Williams (2016). University of Chicago Press.
- **Writing a Literature Review: A Practical Guide** by Markéta Tomasková (2020). Routledge.
- **Writing for Social Science** by Howard S. Becker (2010). University of Chicago Press.



MHA905 DATA ANALYSIS PRACTICAL-I

1. Preamble

Course title	Data Analysis Practical-I
Course code	MHA905
Credits	02
Number of hours per group	60 class hours

2. Course Description

This course on project management will help students to develop this important skill. Project management skills play a crucial role in unifying a team towards a common goal and ensuring the progress of a project. The project management course will provide guidance, foster a sense of direction and lead the team forward by eliminating obstacles.

3. Learning Outcomes

At the end of this course, students will be able to

1. Analyze scientific data related to social sciences using software programs.
2. Arrange the smallest to complex data related to the research project with the help of SPSS and MS Excel.
3. Build and validate predictive models using advanced statistical procedures.
4. Derive insights from the open-ended questionnaire.
5. Process and present the data by using a variety of visual representations.
6. Solve algebraic, arithmetic & trigonometric operations.
7. Generate presentable reports including tables, texts, graphs & statistical results.

MHA905 DATA ANALYSIS PRACTICAL-I

Unit 1: INTRODUCTION TO STATISTICAL ANALYSIS SOFTWARE - a) Creating/retrieving data files and output files b) Different data types c) Scale of measurements d) Classification techniques Basics of software e) Data entry in software f) Missing values g) Multi-response Data transformation through software: i. Selection of cases ii. Recoding of variables iii. Identification of duplicate cases iv. Compute variable v. Merge files

Unit 2: BASIC STATISTICAL APPLICATIONS – a) Application of Descriptive Statistics Analysis such as Mean, Median & Mode b) Practice Different methods of presenting data: i. Tabular representation ii. Diagrammatic representation iii. Graphical representation c) Time Series Analysis: Practice identifying trends, seasonality, and cycles in time series data d) Apply forecasting methods (Moving average, Exponential smoothing, ARIMA) to time series data e) Evaluate the accuracy of forecasting models.

Unit 3: EXPLORATORY DATA ANALYSIS – MEASURES OF CENTRAL TENDENCY- a) Measures of dispersion b) Absolute and relative measures c) Measures of skewness and kurtosis d) Analysis of Bivariate data e) Scatter diagram of bivariate data f) Pearson correlation coefficient g) Spearman's rank correlation (non-parametric measure of correlation) – Case of ties h) t-test for significance of correlation i) Simple linear regression and fitting of straight line

Unit 4: TESTING OF HYPOTHESES – BASICS OF TESTING- a) Null and Alternative hypotheses b) Simple and Composite hypotheses c) Small sample and large sample test d) Tests concerning means i. One Population (Univariate: t-test, z-test, Bivariate) ii. Two Populations: t-tests, z-tests e) Chi-Square test (Single variance, Goodness of fit, Testing for independence of attributes) f) Graphical test for normality (Q plot, Box plot Histogram)



Unit 5: TEST OF DIFFERENCE - 5.1 One Sample Test a) t-test and practice b) Independent Samples t-test c) Dependent sample t-test 5.2 Paired sample t-test

Recommended Readings

- **Data Analysis: An Introduction** by Neil Salkind (2016). Sage Publications.
- **Introduction to Statistical Analysis for the Behavioral Sciences** by Neil H. McKelvie (2015). Routledge.
- **IBM SPSS Statistics: Step by Step** by David Kenny (2023). Routledge.
- **Research Methodology: Methods & Techniques** by C.R.Kothari & Gaurav Garg (2018). New International Age Publishers.
- **Statistics for Business and Economics** by David R. Anderson, Dennis J. Sweeney, and Thomas A. Williams (2023). Cengage Learning.
- **SPSS Survival Manual** by Julie Pallant (2020). Allen & Unwin.

Online Resources:

- **IBM SPSS Statistics Documentation:** https://www.ibm.com/docs/SSLVMB_28.0.0/pdf/IBM_SPSS_Statistics_Brief_Guide.pdf
- **Stat Trek: A Tutorial on Statistics:** <https://stattrek.com/>



MHA906 RESEARCH SEMINAR PRESENTATION

1. Preamble

Course title	Research Seminar Presentation
Course code	MHA906
Credits	02
Number of hours per group	60 class hours

2. Course Description

This course is focused on preparing seminar presentations on Microsoft PowerPoint Presentation. The students will have hands-on practice in designing PowerPoint Slides to create an impactful presentation of the project or case to present. It will help them to present the statistics meticulously. Also engagingly deliver PowerPoint Presentations. They will also practice public speaking or presentation skills in front of a large gathering.

3. Learning Outcomes

At the end of this course, the learner will be able to

1. Outline the structure of the seminar presentation.
2. Design a fully animated business presentation.
3. Design PowerPoint Slides and run the slide show.
4. Create a sophisticated and well-organized presentation.
5. Deliver a presentation in a seminar.

MHA906 RESEARCH SEMINAR PRESENTATION

Unit 1: STRUCTURE OF THE SEMINAR PRESENTATION- 1.1 Introduction- a) Context b) Aim & objective of research presentation c) Researched problem d) Objectives of the research paper **1.2 Main Content-** a) Methodology b) Quality & Ordering of content presented c) Eye Contact d) Re-enforcement **1.3 Summary-** a) Recap b) Link findings with objective c) Check understanding by asking questions d) Suggest extended learning material

Unit 2: POWERPOINT PRESENTATION- a) Creating new PowerPoint Presentation: i. Choosing template/theme ii. Changing template/theme iii. Adding Slides & typing content b) Slide layout c) Adding Text/ Outline View d) Adding high-resolution copyright-free pictures/ photos/ graphics e) Adjusting photos and graphics f) Layered objects g) Smart art h) Shapes & lines i) Tables j) Copying & pasting charts from Excel k) Slide Transition l) Proofing & Editing m) Running a presentation n) Printing

Unit 3: DESIGNING & CUSTOMIZATION OF POWERPOINT PRESENTATION – a) Using Slide Master b) Setting slide theme c) Creating theme colour d) Setting theme fonts/ using non-standard fonts e) Changing background in individual slide f) Changing slide background in the Slide Master g) Styling text & Lists h) Slide Layout: i. Customizing slide layout ii. Adding a logo to every slide iii. Adding date, time & slide number iv. Adding header & footer content i) Ordering multiple animations j) Use of morph transition k) Adding videos/ video file l) Linking the website/ adding hyperlinks m) Creating an email link n) Hiding Slides: i. Managing contents with hidden slides ii. Printing with or without slides iii. Saving a PDF with or without hidden slides

Unit 4: SLIDE SHOW- a) Starting the Slide Show b) Setting Up Slide Show c) Rehearse Timings d) Record Slide Show e) Playing narrations f) Use Timings g) Show Media Controls h) Monitors and Presenter View i) Review: i. Proofing ii. Accessibility and Insight iii. Language iv. Adding and Deleting Comments v. Comparing Presentations vi. Hide or Delete link j) View: i. Changing Presentation and Slide Views ii. Master Views iii. Ruler, Gridlines and Guides iv. Zoom v. Colour and Grayscale your Presentation & Get Online Help



Unit 5: PRESENTATION DELIVERY – **a)** Understanding Your Audience - Identifying audience needs - Tailoring content to audience demographics **b)** Structuring Your Presentation - Crafting a clear introduction, body, and conclusion - Using storytelling techniques **c)** Designing Effective Visual Aids - Principles of effective slide design - Integrating multimedia elements **d)** Verbal Communication Techniques - Mastering tone, pitch, and pace - Using pauses effectively **e)** Non-Verbal Communication - Body language and gestures - Eye contact and spatial awareness **f)** Engaging Your Audience - Techniques for interaction and participation - Handling questions and feedback **g)** Managing Anxiety and Building Confidence - Tips for reducing nerves - Practicing positive visualization **h)** Practice and Feedback - Importance of rehearsals - How to give and receive constructive feedback **i)** Adapting to Different Formats - Delivering virtual vs. in-person presentations **j)** Creating a Lasting Impact - Techniques for memorable conclusions - Strategies for follow-up and continued engagement **k)** Case Studies and Real-Life Examples - Analysing successful presentations - Learning from common pitfalls

Recommended Readings

- **Presentation Zen: Design Thinking for the Digital Age** by Garr Reynolds (2014). Pearson.
- **PowerPoint for Dummies** by Joan Young (2021). For Dummies.
- **Public Speaking: An Audience-Centered Approach** by James C. Humes and Stephen R. Blount (2019). Routledge.
- **Slideology: The Art and Science of Creating Great Presentations** by Nancy Duarte (2018). Jossey-Bass.
- **The Art of Public Speaking** by James C. Humes (2012). Random House.



SEMESTER – IV (18 WEEKS)

MINIMUM CONTACT HOURS FOR EACH SUBJECT

No.	Subject code	Subject	Credits	Contact Hours per Semester	
				Th.	Pr.
1	MHA1001	Research Writing	04	60	-
2	MHA1002	Data Analysis Practical-II	02	-	60
3	MHA1003	Field Study (In Industry)	02	-	-
4	MHA1004	Research Project	12	-	160
TOTAL:			20	60	220
GRAND TOTAL				280 + Field Study	

WEEKLY TEACHING SCHEME (18 WEEKS)

No.	Subject code	Subject	Hours per week	
			Th.	Pr.
1	MHA1001	Research Writing	08	-
2	MHA1002	Data Analysis Practical-II	-	08
3	MHA1003	Field Study (In Industry for 08 weeks)	-	-
4	MHA1004	Research Project	-	20
TOTAL:			08	28
GRAND TOTAL			36	

EXAMINATION SCHEME

No.	Subject code	Subject	Term Marks*	
			Th.	Pr.
1	MHA1001	Research Writing	100*	-
2	MHA1002	Data Analysis Practical-II	-	100*
3	MHA1003	Field Study	-	100
4	MHA1004	Research Project	-	300
TOTAL:			100	500
GRAND TOTAL			600	

* Term marks will comprise 40% Internal Evaluation (IE) & 60% End Semester Examination (ESE) marks.



MHA1001 RESEARCH WRITING

1. Preamble

Course title	Research Writing
Course code	MHA1001
Credits	04
Number of hours per group	60 class hours

2. Course Description

This course will help students with critical reading and writing skills within the conventions of academic writing. In this course, students will learn to effectively communicate their research questions and findings to an interested audience using reading and writing skills.

3. Learning Outcomes

1. At the end of this course, the learner will be able to
2. Explain the importance of academic research.
3. List various kind of academic research and research activities necessary for report writing.
4. Differentiate between various types of research papers & research formats.
5. Structure their thesis.
6. Use various word processors like word/ Libra-office or Latex.
7. Use plagiarism detection tools.

MHA1001 RESEARCH WRITING

Unit 1: INTRODUCTION – a) Importance of report writing in academics and research b) Various kinds of academic and research activities c) Necessity of report writing for achievement of academic and research goals d) Various kinds of reports/presentations e) Characteristics of academic and research reports/presentations f) Conclusions g) Assignments
Unit 2: RESEARCH PAPER WRITING – a) Types of research papers b) Structure of research papers c) Research paper formats d) Abstract writing e) Methodology f) Results and discussions g) Different formats for referencing h) Ways of communicating a research paper i) Assignments
Unit 3: THESIS WRITING – a) Structure of a thesis b) Scope of the work c) Literature review d) Experimental/computational details e) Preliminary studies f) Results and Discussions g) Figures and Tables preparation h) Conclusions and future works i) Bibliography j) Appendices k) Assignments
Unit 4: TOOLS AND TECHNIQUES - a) Various word processors, e.g., MS Word, Libra-office, Latex, etc. b) Making effective presentations using PowerPoint and Beamer c) Uses of plagiarism detection tools d) Assignments
Unit 5: MISCELLANEOUS REPORTS - a) Writing research proposals b) Writing project proposals c) Lecture notes d) Progress reports e) Utilization reports f) Scientific reports
Hands-on and Mini Project Assignment, Discussions.



Recommended Readings

- **APA Style Manual** (2020). American Psychological Association.
- **The Craft of Research** by Wayne C. Booth, Gregory G. Colomb, and Joseph M. Williams (2016). University of Chicago Press.
- **The Elements of Style** by William Strunk Jr. and E.B. White (2018). Penguin Random House.
- **Writing for Social Science** by Howard S. Becker (2010). University of Chicago Press.
- **Writing a Literature Review: A Practical Guide** by Markéta Tomasková (2020). Routledge.



MHA1002 DATA ANALYSIS PRACTICAL-II

1. Preamble

Course title	Data Analysis Practical-II
Course code	MHA1002
Credits	02
Number of hours per group	60 class hours

2. Course Description

Statistics play a key role in the process of making sound business decisions that will generate higher profits. Without statistics, it's difficult to determine what your target audience wants and needs.

This course is crucial for research professionals, as it provides step-by-step instruction on tests with clear and accurate explanations and makes these tests important part of learner's data analytic toolkit. The learner will also have the tools needed to succeed in their statistics and experimental design courses.

Inferential statistics, in particular, will help the learner to understand a population's needs so that they can reach to correct findings in their research work.

3. Learning Outcomes

At the end of this course, the learner will be able to

1. Use Tests in Statistical data analysis software to Correctly Analyze Inferential Statistics.
2. Use the One Sample t-test to draw conclusions about population.
3. Understand ANOVA and the Chi-Square.
4. Master Correlation and Regression.
5. Learn Data Management Techniques.

MHA1002 DATA ANALYSIS PRACTICAL-II

Unit 1: REGRESSION ANALYSIS - a) Introduction b) Multiple linear regression c) Validation of model (Residual analysis & Checking normality) d) Confidence interval for regression co-efficient
Unit 2: T-TESTS FOR RELATED TO REGRESSION CO-EFFICIENT - a) Transformation to achieve linearity (Log transformation) b) Transformation to stabilizes variance (Power transformation) c) Polynomial regression models d) Multiple regression models
Unit 3: ANNOVA – a) Analysis of variance-ANOVA between subjects b) ANNOVA post-hoc test c) Establish relationship between t-test & ANNOVA
Unit 4: PRACTICE CORRELATION AND REGRESSION – a) Practice examples of chi-square test goodness for fit test b) Practice chi-square test for independence
Unit 5: DATA MINING – a) Introduction b) Data Pre-processing c) Association Rule Mining d) Classification Basics e) Decision Tree f) Bayes Classifier g) K nearest neighbour h) Support Vector Machine i) Kernel Machine j) Clustering k) Outlier detection l) Sequence mining m) Evaluation & Visualization



Recommended Readings

- **Data Analysis: An Introduction** by Neil Salkind (2016). Sage Publications.
- **IBM SPSS Statistics: Step by Step** by David Kenny (2023). Routledge.
- **Introduction to Statistical Analysis for the Behavioral Sciences** by Neil H. McKelvie (2015). Routledge.
- **Research Methodology: Methods & Techniques** by C.R.Kothari & Gaurav Garg (2018). New International Age Publishers.
- **SPSS Survival Manual** by Julie Pallant (2020). Allen & Unwin.
- **Statistics for Business and Economics** by David R. Anderson, Dennis J. Sweeney, and Thomas A. Williams (2023). Cengage Learning.

Online Resources:

- **IBM SPSS Statistics Documentation:**
https://www.ibm.com/docs/SSLVMB_28.0.0/pdf/IBM_SPSS_Statistics_Brief_Guide.pdf
- **Stat Trek: A Tutorial on Statistics:** <https://stattrek.com/>



MHA1003 FIELD STUDY

1. Preamble

Course title	Field Study
Course code	MHA1003
Credits	02
In Industry	08 weeks

2. Course Description

The primary advantage of the field study is the opportunity to present results across a wide range of environments. The learner will explore various trade-related topics and gather data directly from the source. This primary data can then be used to support research hypotheses. Additionally, the field study activities will provide the learner with valuable insights into current trends and department-specific information they may not have been aware of. Most importantly, since the data is collected from a natural setting, there is minimal or no alteration of data or variables.

3. Learning Outcomes

At the end of this course, the learner will be able to

1. Identify the topic of research.
2. Identify the right method of research.
3. Visit the site of the study and collect data.
4. Analyze the data acquired.
5. Communicate the findings in the form of a report.

Guidelines for Field Study:

- The learner must intimate the area of research/ department to the course coordinator.
- The academic chapter must assign a guide to the learner. The learner must engage with guide to finalize research topics before the commencement of the field study.
- Field study is a continuous academic activity in which the learner must be encouraged to visit the hotel, tour/ travel company, or any other allied sector related to hospitality & tourism allotted by the academic chapter for a minimum period of 08 weeks.
- The learner must develop an understanding of the functions of the department relevant to the area of study and consistently seek guidance to collect organized data for the research.
- Upon completing the course, the learner must submit a field study report and deliver a PowerPoint presentation to a panel of experts for evaluation based on the established parameters. The panel will rigorously assess the feasibility of the proposed topics and approve one for MHA1004.



MHA1003 FIELD STUDY
EVALUATION OF FIELD STUDY

Department of Hotel/ Allied Sector (✓): _____

Name of Student: _____	NCHM&CT Roll No: _____
Academic Chapter: _____	Duration: _____
Name of the Hotel/ Allied Sector Company: _____	
From: _____	To: _____

EVALUATION OF FIELD STUDY (100 Marks)			
TOPICS	EXPLANATION	MAXIMUM MARKS	MARKS OBTAINED
PROPOSAL OF RESEARCH TOPICS	The learner must provide a clear rationale for selecting a specific area or department for the field study and present three research topics to the panel of experts for consideration.	10	
PROPOSED OBJECTIVES	The learner must present distinct objectives for each topic, formulated based on the gaps identified during the field study, to enable focused discussions with the experts.	30	
DISCUSSION ON POSSIBLE RESEARCH OUTCOMES	The learner must present the potential outcomes of each research topic proposal, ensuring the outcomes are supported by the data collected.	20	
FIELD STUDY PRESENTATION	The learner must present a PowerPoint presentation to a panel of experts for evaluation based on the established parameters. After a thorough review of the proposed research topics, one topic must be finalized for MHA1004.	20	



REPORT SUBMISSION	The learner must submit three hard copies of the Field Study Report. These copies will be distributed as follows: one will be retained by the Academic Chapter, another by the Guide, and the third will be kept by the learner for personal reference. All copies must be duly signed by the Guide, Field Study Coordinator, and Expert Member for the approved research topic.	20	
Total Marks	100		

Guidelines for Field Study Report Writing:

Title Page:

- Title of the Report
- Learner's Name and Roll Number
- Guide's Name and Designation
- Name of the Hotel/ Allied Sector Company
- Duration: From - Till
- Submission Date

Table of Contents:

- List of Sections with Page Numbers

1. Introduction:

- Purpose of the Report: Briefly state the objective of the field study and its significance.
- Scope of the Study: Outline the areas or departments explored.

2. Rationale for Selection of Area/Department:

- Provide a detailed explanation of why the specific area or department was chosen.
- Highlight its relevance to the learner's academic or professional goals.
- Mention any unique aspects or opportunities the area/department offered for research.

3. Research Topics:

- Present three distinct research topics, each clearly articulated.
- Provide a brief background for each topic, explaining its importance in the chosen field.

4. Objectives of Each Research Topic:

- State separate, specific objectives for each proposed research topic.
- Link each objective to the gaps identified during the field study, providing context for their selection.



5. Potential Outcomes:

- For each research topic, outline the expected outcomes or contributions of the study.
- Support the outcomes with data collected during the field study, using evidence to justify their feasibility.

6. Methodology Overview (Optional):

- Briefly describe the methods used to collect and analyze data for identifying research gaps.

7. Conclusion:

- Summarize the significance of the proposed research topics and their alignment with the identified gaps.
- Highlight the importance of expert feedback in refining the final topic.

8. References:

- List all sources referenced during the preparation of the report, formatted as per the institute's guidelines.

Presentation Requirements:

- Submit a professionally formatted report, adhering to the institute's prescribed format (e.g., font, spacing, and margins).
- Ensure clarity, conciseness, and proper grammar throughout the report.



MHA1004 RESEARCH PROJECT

1. Preamble

Course title	Research Project
Course code	MHA1004
Credits	12
Number of hours per group	160 class hours

2. Course Description

The aim of the course is to allow the learner to perform a research project within the field of hospitality & tourism sector under supervision. The learner will be able to plan & execute the research work collected from field study activities and summarize the results in a research project/paper. The learner may publish the research paper under the supervision of guide allotted by the academic chapter.

For the course completion, the learner has to submit the research project and present the outcomes to the panel of experts.

3. Learning Outcomes

At the end of the course, the learner will be able to

1. Identify the area and the topic of her/his research.
2. Collect data for data analysis and evaluation.
3. Use relevant literature.
4. Perform a research project according to an individual study plan.
5. Show independent, critical, and creative thinking.
6. Document results by writing a research paper.
7. Present and discuss the research results with his/her guide & senior researchers.
8. Show a professional attitude regarding time planning, collaboration, and the link between theoretical and practical knowledge.
9. Perform the research project work in an ethically correct manner.

MHA1004 RESEARCH PROJECT

INTRODUCTION TO RESEARCH PROJECT - a) Course overview and expectations b) Identifying research interests and selecting a topic c) Formulating research questions/hypotheses
LITERATURE REVIEW – a) Introduction to the literature review process b) Searching for and evaluating scholarly sources c) Synthesizing literature and identifying gaps
RESEARCH DESIGN AND METHODOLOGY – a) Understanding research methodologies (quantitative, qualitative, mixed methods) b) Designing research instruments (surveys, interviews, experiments) c) Ethical considerations in research
DATA COLLECTION AND ANALYSIS – a) Data collection techniques and procedures b) Data management and analysis using appropriate software/tools c) Interpreting findings and drawing conclusions
WRITING AND PRESENTING RESEARCH – a) Structuring a research paper: Introduction, literature review, research gaps, rationale of study, objectives, research methodology, research design, results, discussion, conclusion,



references & bibliography **b)** Academic writing conventions and citation styles **c)** Effective presentation skills and visual aids

FINALIZING RESEARCH PROJECT – a) Peer review and feedback on research drafts **b)** Revising and editing research papers **c)** Final presentations and dissemination of findings

MHA1004 RESEARCH PROJECT
EVALUATION OF RESEARCH PROJECT (300 Marks)

Name of Student: _____	NCHM&CT Roll No: _____
Name of the Hotel/ Allied Sector Company(✓): _____	
Department: _____	
Research Topic: _____	

EVALUATION PARAMETERS (WEIGHTAGE)	MAXIMUM MARKS	MARKS OBTAINED
RESEARCH PROPOSAL (10%)	30	
LITERATURE REVIEW & OBJECTIVES (20%)	60	
RESEARCH PAPER (Project) (50%)	150	
PRESENTATION (20%)	60	

