

MAULANA ABUL KALAM AZAD UNIVERSITY OF TECHNOLOGY, WEST BENGAL
(Formerly West Bengal University of Technology)
Syllabus of B.Sc. In Hospitality & Hotel Administration
(Effective from 2023-24 Academic Sessions)

Semester – VII
Curriculum Structure

Sl.	Subject Type	Code	Subject Name	Credits			Total Credits
				L	T	P	
1.	Major	BHHAM701	Human Resource Management	4	1	0	5
2.		BHHAM702	Entrepreneurship: Theory & Practices	4	1	0	5
		BHHAM703	F&B Management	3	1	0	4
4.	Minor		Any one from Minor Basket	4	0	0	4
5.			Any one from Minor Basket	4	0	0	4
Total Credit							22

Subject Name: Human Resource Management

Subject Code: BHHAM701

Total Credit: 5

Contact Hours: 75 hours

Course Objective:

1. To provide students with a comprehensive understanding of International Human Resource Management and its importance in global business operations.
2. To develop knowledge regarding HRD Audit, HRD Scorecard, and their application in evaluating and improving organizational effectiveness.
3. To familiarize students with employee compensation systems, pay structures, incentives, and employee benefit programs.
4. To introduce recent trends and contemporary techniques in Human Resource Management practices.
5. To enhance awareness of ethical issues and ethical decision-making in various Human Resource Management functions.

Sl.	Course Outcome (CO)
1	Explain the concepts, scope, importance, and challenges of International Human Resource Management and differentiate it from Domestic HRM.
2	Analyze the objectives, process, types, and significance of HRD Audit and prepare basic HRD Scorecards for organizational assessment.
3	Evaluate employee compensation systems, including pay structures, incentives, fringe benefits, provident fund, and gratuity.
4	Identify and interpret recent HRM techniques such as outsourcing, flexi-work, non-hierarchical structures, moonlighting, and human resource accounting.
5	Examine ethical issues and apply ethical principles in recruitment, training, performance appraisal, compensation, career development, and other HR functions.

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Modules to be Covered

Module 1 – International Human Resource Management: Introduction, Concept of IHRM, Difference between Domestic and International HRM, Importance of IHRM, Need of IHRM, Issues in International HRM.

Module 2 – HRD Audit and HRD Scorecard: Concept of HRD Audit, Objectives of HR Audit, Purpose of HR Audit, Types of HR Audit, HR Audit Checklist, Role of HRD Auditor, Role of HRD Audit in Business Improvements, Benefits of Human Resource Audit, HRD Score Card, Sample HRD Score Card.

Module 3 – Employee Compensation: Concept of Compensation, Objectives of Compensation, Components of Compensation, Base Pay Structure, Variable Pay Programs, Variable Pay Components, Benefits, Types of Benefits (Fringe Benefits, Provident Fund, Gratuity, Importance of Compensation (Factors Affecting Compensation Policy).

Module 4 – Recent Techniques In HRM: Non-Hierarchical Structure, Attitude and Emotions, Outsourcing (Benefits of HR Outsourcing), Moon lighting by Employees, Flexi-time & Flexi-work, Employee's Proxy, Human Resource Accounting.

Module 5 – Ethics In Human Resource Management: Concept of Ethics, Ethics in Job Design, Ethics in Human Resource Planning, Ethics in Recruitment and Selections, Ethics in Performance Appraisal, Ethics in Training and Development, Ethics in Career Planning and Development, Ethics in Wages and Salary Administration, Ethics in Layoffs, Ethical Guidelines.

Reading References

Aswathappa, K. Human Resource Management: Text and Cases. McGraw Hill Education, New Delhi.

Dessler, Gary. Human Resource Management. Pearson Education.

Rao, T. V. HRD Audit: Evaluating the Human Resource Function for Business Improvement. Sage Publications.

Dowling, Peter J., Marion Festing, and Allen D. Engle. International Human Resource Management. Cengage Learning.

Subba Rao, P. Essentials of Human Resource Management and Industrial Relations. Himalaya Publishing House.

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Subject Name: Entrepreneurship: theory & practices

Subject Code: BHHAM702

Total Credit: 5

Contact Hours: 75 hours

Course Objective: Course Objectives

1. To develop an understanding of the concepts, process, and importance of Strategic Management in organizational success.
2. To familiarize students with mission, goals, and objectives formulation for effective strategic planning and decision-making.
3. To provide knowledge of environmental analysis techniques and their role in identifying organizational opportunities and threats.
4. To enhance understanding of organizational change, innovation, creativity, and learning organizations in a dynamic business environment.
5. To introduce competitive and corporate strategies along with strategic evaluation and control mechanisms for effective implementation of strategies.

Sl.	Course Outcome (CO)
1	Explain the concepts, nature, process, and significance of strategic management and distinguish between strategic thinking, planning, and decision-making.
2	Develop mission statements, organizational goals, and objectives for strategic direction and organizational effectiveness.
3	Analyze the external business environment using tools and techniques such as SWOT and ETOP for strategic decision-making.
4	Evaluate organizational change, innovation processes, learning organizations, and strategies for managing planned change effectively.
5	Assess competitive and corporate strategies and apply strategic evaluation and control techniques for organizational growth and sustainability.

Modules to be Covered

Module 1 – Strategic Management: An Introduction: Strategic thinking Vs Strategic Management Vs Strategic planning, meaning of strategic management, concept of strategy, policy and strategy, strategy and tactic, Strategy and strategic plan, Nature of strategic plan, nature of strategic decisions, approaches to strategic decision making, levels of strategies, The strategic management process, strategic management: merits and demerits.

Module 2 – Defining Mission, Goals and Objectives: Defining Mission, Importance of Mission Statement, Characteristics of a Mission Statement, Components of a Mission Statement, Formulation of Mission Statement, Evaluating Mission Statements, Concept of Goals and Objectives.

Module 3- External environment: Analysis and appraisal: Concept of environment, environmental analysis and appraisal, why environmental scanning and analysis, component of environment, SWOT: A tool of environment analysis, techniques of environmental search and analysis, ETOP: A technique of diagnosis, decision making on environmental information.

Module 4- Organizational change and innovation: Planned and unplanned change, causes or forces of organizational change, managing planned change, choosing a change strategy,

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creativity and innovation in organizations, organizational creativity and innovation process, learning organization.

Module 5- Generic competitive strategy: Generic vs. competitive strategy, the five generic competitive strategy, competitive marketing strategy option, offensive vs. defensive strategy, Corporate strategy: Concept of corporate strategy, offensive strategy, defensive strategy, scope and significance of corporate strategy.

Module 6- Strategic evaluation and control: Evaluation of strategy and strategic control, why strategy evaluating, criteria for evaluation and the evaluation process, strategic control process, types of external controls.

Reading References

1. David, Fred R., and Forest R. David. *Strategic Management: A Competitive Advantage Approach, Concepts and Cases*. Pearson Education.
2. Kazmi, Azhar. *Strategic Management and Business Policy*. McGraw Hill Education.
3. Thompson, Arthur A., Margaret A. Peteraf, John E. Gamble, and A. J. Strickland III. *Crafting and Executing Strategy: The Quest for Competitive Advantage*. McGraw Hill.
4. Wheelen, Thomas L., J. David Hunger, Alan N. Hoffman, and Charles E. Bamford. *Strategic Management and Business Policy*. Pearson Education.
5. Pearce, John A., and Richard B. Robinson Jr. *Strategic Management: Formulation, Implementation and Control*. McGraw Hill Education.

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Subject Name: F&B Management

Subject Code: BHHAM703

Total Credit: 4

Contact Hours: 60 hours

Course Objective:

- To develop an understanding of cost concepts, cost classification, and cost dynamics in food and beverage operations.
- To familiarize students with sales concepts, inventory control methods, and stock management techniques used in hospitality operations.
- To provide knowledge of beverage control systems, standard recipes, portion control, and preventive measures against bar frauds.
- To enhance understanding of budget preparation, budgetary control processes, and different types of budgets in hospitality management.
- To introduce the principles of menu merchandising and menu engineering for effective menu planning, pricing, and profitability enhancement.

Sl.	Course Outcome (CO)
1	Explain the elements and classification of costs and apply cost concepts in hospitality and food service operations.
2	Analyze sales concepts, inventory control methods, stock levels, and perpetual inventory systems for efficient operational management.
3	Evaluate beverage control procedures including purchasing, storing, issuing, production control, and bar fraud prevention techniques.
4	Prepare and interpret budgets and apply budgetary control techniques for effective financial management in hospitality organizations.
5	Design and assess menus using menu merchandising and menu engineering techniques to improve customer satisfaction and profitability.

Modules to be Covered

Module 1: Cost Dynamics

- Elements of Cost
- Classification of Cost

Module 2: Sales Concepts

- Various Sales Concepts
- Uses of Sales Concepts

Module 3: Inventory Control

- Importance and Objectives of Inventory Control
- Inventory Control Methods
- Stock Levels and Techniques
- Perpetual Inventory System
- Monthly Inventory
- Pricing of Commodities
- Comparison of Physical and Perpetual Inventory

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Module 4: Beverage Control

- Purchasing, Receiving, Storing and Issuing of Beverages
- Production Control
- Standard Recipes and Portion Sizes
- Bar Frauds and Preventive Measures
- Books and Records Maintained
- Beverage Control Systems

Module 5: Budgetary Control

- Meaning of Budget and Budgetary Control
- Objectives and Framework of Budgetary Control
- Key Factors in Budget Preparation
- Types of Budgets
- Budgetary Control Process

Module 6: Menu Merchandising

- Menu Control
- Menu Structure and Planning
- Pricing of Menus
- Types of Menus
- Menu as a Marketing Tool
- Menu Layout
- Constraints of Menu Planning

Module 7: Menu Engineering

- I: Menu Engineering
- Definition and Objectives of Menu Engineering
- Methods of Menu Engineering
- Advantages of Menu Engineering

Reading References

1. Kasavana, Michael L., and Donald I. Smith. *Menu Engineering: A Practical Guide to Menu Analysis*. Hospitality Publications.
2. Miller, Jack E., David K. Hayes, and Lea R. Dopson. *Food and Beverage Cost Control*. Wiley Publications.
3. Ninemeier, Jack D. *Planning and Control for Food and Beverage Operations*. AHLEI Publications.
4. Singh, S. *Food and Beverage Service Management*. Oxford University Press.
5. Arora, K. N. *Theory of Cookery and Food & Beverage Cost Control*. Frank Brothers & Company.