



M.Sc., Hotel and Catering Management

Program Specific Outcome (PSO)

The M.Sc. Management program is intended for individuals already employed in the hospitality industry to hone in their management skills. Individuals will be able to

1. Interpret practical, theoretical and personal skills required for senior management roles within a variety of hospitality organizations.
2. Appraise food safety and sanitation to maintain a safe and sanitary work environment.
3. Develop long term business goals and strategies that map the actions needed to each year to meet the objectives.
4. Anticipate and manage labour and food costs in order to operate an economically stable environment.
5. Utilize interpersonal skills to manage employees in a hospitality industry.
6. Cultivate a professional management attitude by nurturing the creative development of innovative ideas and solutions.
7. Develop organizational and marketing processes of a commercial hospitality enterprise.
8. Forecast sales and expenses in a variety of hospitality businesses.
9. Schedule employees with consideration given to budgets, sales forecasts, and customary labour practices.

VELS UNIVERSITY
SCHOOL OF HOTEL & CATERING MANAGEMENT

The following persons are BOARD OF STUDIES MEMBERS:

S.No	Name and Address	Designation
1	Dr. M. CHITRA, Professor – School of Hotel & Catering Management, Vels University, Pallavaram, Chennai 600 117. Mobile –9941010631	Chair Person
2	Mr. VENKAT REDDY General Manager, The Residency Hotel, No.49, G.N. Chetty Road, T. Nagar, Chennai. Cell No.9600000855	External Expert
3	Mr. DAVID ISAAC, HOD – Department of Hotel Management, St. Joseph College, No.5, T.N.H.B. Quarters, M.G. Road, Pothapedu Main Road, Porur, Chennai 600 116. Cell: 9791061854	External Expert
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5	Mr. MARK FARADAY Assistant Professor – School of Hotel & Catering Management , Vels University, Pallavaram, Chennai 600 117. Mobile – 9841325874 faradayvels@gmail.com	Internal Member
6	Mr. SRI KUMAR Student Representative, School of Hotel & Catering Management, Vels University, Pallavaram, Chennai 600 117. Mobile - 9171956789	Alumni Member



M.Sc. HOTEL AND CATERING MANAGEMENT

CURRICULUM AND SYLLABUS

(Based on Choice Based Credit System)

Effective from the Academic year 2015 - 2016

Department of Hotel and Catering Management

School of Hotel and Catering Management

**M.Sc. HOTEL AND CATERING MANAGEMENT
CURRICULUM**

**Total No. of Credits : 90
Hours / Week**

SEMESTER – I

Category	Code	Title of the Course	Lecture	Tutorial	Practical	Credits
Core	15MHM001	Management of Food Production Operations	4	0	0	4
Core	15MHM002	Food and Beverage Service	4	0	0	4
DSE	15MHM101	Organizational Behaviour	4	0	0	4
DSE	15MHM102	Communication and Reports	4	0	0	4
DSE	15MHM151	Facility Management	4	0	0	4
Core	15MHM003	Advanced Food Production Lab	0	0	4	2
Core	15MHM004	Advanced Food & Beverage Service Lab	0	0	4	2
TOTAL			18	0	8	24

SEMESTER – II

Core	15MHM005	Accommodation Operation	2	0	0	2
Core	15MHM006	Tourism Marketing Management	4	0	0	4
DSE	15MHM152	Marketing Management and Research	4	0	0	4
DSE	15MHM103	Human Resource Management	4	0	0	4
DSE	15MHM104	Hotel Financial Management	4	0	0	4
GE		Electives by students	2	0	0	2
Core	15MHM007	Accommodation Operations Lab	0	0	4	2
TOTAL			20		4	22

SEMESTER – III

Core	15MHM008	Front Office Operation	4	0	0	4
Core	15MHM009	International Marketing in Hospitality Industry	4	0	0	4
DSE	15CMHM31	Material Management & Purchase System	4	0	0	4
DSE	15CMHM32	Management Information System	4	0	0	4
DSE	15CMHM33	Sales Management	4	0	0	4
GE		Electives by Students	4	0	0	4
Core	15MHM010	Front Office Operation Lab	0	0	4	2
TOTAL			24		4	26

SEMESTER – IV

Core	15CMHM41	Research Methodology	4	0	0	4
DSE	15EMHM41	Service Marketing	4	0	0	4
DSE	15EMHM42	Management of Marketing Communication	4	0	0	4
Project	15RMHM41	Project plus Viva	0	0	0	6
TOTAL			12			18

LIST OF DISCIPLINE SPECIFIC CORE COURSES

Subject Code	LIST OF ELECTIVE
15MHM001	Management of Food Production Operations
15MHM002	Food & Beverage Service
15MHM005	Accommodation Operation
15MHM008	Front Office Operation

LIST OF DISCIPLINE SPECIFIC ELECTIVE COURSES

Subject Code	LIST OF ELECTIVE
15MHM101	Organizational Behaviour
15MHM102	Communication & Reports
15MHM151	Facility Management
15MHM006	Tourism Marketing Management & Research
15MHM103	Human Resource Management
15MHM104	Hotel Financial Management
15MHM009	International Marketing in Hospitality Industry
15CMHM31	Material Management & Purchase System
15CMHM32	Management Information System
15CMHM33	Sales Management
15CMHM41	Research Methodology
15EMHM41	Service Marketing
15EMHM42	Management of Marketing Communication
15RMHM41	Project

LIST OF GENERIC ELECTIVE COURSES

Subject Code	LIST OF ELECTIVE
15XBHM01	Food & Beverage Management
15XBHM02	Front Office Operation
15XBHM03	Tourism Management

SYLLABUS

I YEAR – I SEMESTER

15MHM001 MANAGEMENT OF FOOD PRODUCTION OPERATIONS 4 0 0 4

COURSE OBJECTIVE:

The course develops the knowhow and management skills of a student required for the food production department and to enhance creativity and practical knowledge of students.

COURSE OUTCOME:

On successful completion of this course learners will be able to:

1. Explain the origin of modern cookery techniques used in the preparation of food.
2. Practice standard principles of food storage.
3. Demonstrate cake making, methods of bread making, Icings – types, preparation and uses.
4. Summarize principles of quantity cooking, problems and adjustments in terms of cooking time and temperatures, nutrition and its functions.

UNIT-I BASICS OF CULINARY

05

Culinary history- Origin of modern cookery - Aims and objects of cooking food- Objectives and importance - Various textures - Various consistencies - Techniques used in preparation.

UNIT -II METHODS OF COOKING FOOD

05

Roasting -Grilling-Frying- Baking- Broiling- Poaching- Boiling- Steaming- Stewing- Braising Principles of each of the above technique- Care and precautions to be taken with each method Selection of food for each type of cooking.

UNIT- III STORAGE OF FOODS

07

Principles of food storage – safe food storage techniques- introduction to refrigeration deep chilling- freezer and dry storage- Cleaning and maintenance of various equipments- Weights and measures and the recent trends in storage.

UNIT- IV BAKING AND ITS IMPORTANCE**04**

Bakery: Flour – types- uses and storage- different types of dough used in bakery (pastry) - Methods of cake making- faults and their remedies- Bread making - role of flour- yeast in bread making- methods of bread making- faults and their remedies- Icings – types, preparation and uses.

UNIT- V CONDIMENTS AND SPICES – TYPES AND USES,**04**

Application of sugar cookery in sweets and in baking- Effects of heat on food- Beverages(non-alcoholic) – types- uses- and preparation methods- Offals- game- Appetizers- cold cuts- Rechauffé and its effects- HACCP,

UNIT -VI COOKING METHODS AND IMPORTANCE OF NUTRITIONS:**05**

Principles of quantity cooking, equipments- problems and adjustments in terms of cooking time and temperatures- Various Indian cuisines – their history methodology- equipment and culinary terms- Nutrition – Definitions- functions of nutrients- classification of food groups and nutrients- RDA. Invalid cookery – Planning of diet for people with special requirements-Basics of menu planning and Production control.

Total Hrs.30**TEXT BOOKS :**

1. Krishna Arora, *Theory Of Cookery, 5th Edition*, Frank Bros & Co., 2008.
2. Ronald Kinton, David Forkett, Victor Cessarani, *Theory of Catering, 2nd Revision*, 2008 ISBN,

REFERENCE BOOKS:

1. Thangam E.Philip, *Modern Cookery for Teaching Trade Volume -1, 6th Edition* , Orient Black Swan, 2010
2. Welcome group Chefs, *The Indian menu planner(luster)*, Roli Booles, 2005.

15MHM002**FOOD AND BEVERAGE SERVICE****4 0 0 4****COURSE OBJECTIVE:**

The course content aims to enhance the Management skills of aspiring Food & Beverage Personnel so as to enable the students to be more proficient in facing new challenges in the Food and Beverage Service Operations.

COURSE OUTCOME:**On successful completion of this course learners will be able to:**

1. Identify the selection of designer ware equipments for the restaurant and bar.
2. Evaluate the control system.
3. Summarize the leadership.
4. Discuss cultivation of tobacco, region producing processing the tobacco leaf, rolling and storage of cigar, service of cigar and International brands name of cigar

UNIT - I SELECTION OF DESIGNER WARE EQUIPMENT FOR RESTAURANT AND BAR SERVICE**06**

Modern designer flatware / glassware / hollowware - Redesigning the service area - Menu designing - Kitchen designing.

UNIT -II STANDARDIZING THE RESTAURANT AND BAR SERVICE **06**
Training program for all restaurant / bar staff - Service standard for food & beverage service - The procedure to control and monitor the service standard - The guest feedback on service standard

UNIT- III THE RESTAURANT AND BAR CONTROL SYSTEM **06**
Food portion control -To have a beverage portion control -Prevent food & beverage pilferage -Check billing and complementary fraud -Training staff to use automatic dispensing system for bar

UNI - IV FUNDAMENTAL OF SUPERVISION IN RESTAURANT AND BAR **06**
Leadership - Autocratic leadership - Bureau critic leadership - Democratic leadership - Recruitment and selection - Orientation and training - Evaluation

UNIT - V THE CIGAR WORLD **06**
The cultivation of tobacco and region producing tobacco - Processing the tobacco leaf - Rolling and storage of cigar -Service of cigar - International brands name of cigar

Total Hrs.30

TEXT BOOKS:

1. Food & Beverage Service – Lillicrap & Cousins, 8th Edition, Hodden Education, 2010
2. Food & Beverage Simplified,- Vara Prasad, Gopi Krishna, 1st Edition, Dorling Kindersley, Noida, UP,2013

REFERENCE BOOKS:

1. Food & Beverage Service, Singaravelavan, 1st Edition, Oxford University, 2011.
2. Managing Bar & Beverage Operations, Lendal H Kotschevar, Mary L. Tanke 8th Edition, Educational Institute of the American Hotel & Lodging Association, Lansing, Michigan, USA. 2009

15MHM101

ORGANIZATIONAL BEHAVIOUR

4 0 0 4

COURSE OBJECTIVE:

The aim of the subject is to build the comprehension of the student with regard to organizational setting relating to behavior and expectations from the employer and developing proper confidence in him to attain goals.

COURSE OUTCOME:

On successful completion of this course learners will be able to

1. Analyze the behaviour of individuals and groups in the hotel and the key factors that influence organizational behaviour.
2. Assess the potential effects of organizational behaviour.
3. Evaluate the potential effects of important developments in the external environment on organizational behavior.
4. Implement the basic principles of TQM in the hotel.

UNIT - I INTRODUCTION TO ORGANIZATIONAL BEHAVIOR 06

The challenges facing management – people as the competitive advantage in the new workplace – the new environment – globalization information technology – total quality and diversity and ethics

UNIT- II THE ORGANIZATIONAL CHANGE 06

Ethics undergoing a paradigm shift – a new perspective for management –defining organizational behavior – the relationship to other fields – the behavioral approach to management and interdisciplinary in nature.

UNIT - III ORGANISATIONAL LEARNING: 06

Today's Organizations: Information Technology, total quality management, and organizational learning , The Role of Information Technology –The Impact on work and Jobs - The Flattening and Downsizing of Organizations.

UNIT – IV TOTAL QUALITY MANAGEMENT 06

Introduction and meaning – Reengineering - Benchmarking – Empowerment- Putting Empowerment into Action Learning organizations – meaning of learning organization - types of learning organizations, organizational behavior in the learning organization and its action

UNIT – V A MICRO PERSPECTIVE OF ORGANIZATIONAL BEHAVIOR 06

The nature and importance of perception – perceptual selectivity – perceptual organization – social perception – impression management – personality and attitudes, The meaning of personality – The Development of personality – nature of attitudes and organizational commitment, Motivation: needs, content, and processes, decision-making, organization theory and design, organizational culture, horizons for organization behavior, organizational change and development

Total Hrs.30

TEXT BOOKS:

1. Khanka. S.S. - Organizational Behaviour – 6th Edition, S. Chandan & Co., 2010.
2. Stephen P – et., al.; Organizational Behaviour – 5th Edition, Peerson Printice Hall, 2007.

REFERENCE BOOKS:

1. Angelo Kinkki, Organizational Behaviour – 4th Edition, Tata Mcgra Hill, 2006,
2. Suja R Nair, Organizational Behaviour – Himalaya (Meera Pande) 2011

15MHM102 COMMUNICATION AND REPORTS 4 0 0 4

COURSE OBJECTIVE:

This subject is essential in terms of making the students to gain more knowledge of the communication related to work setup and have an idea with regard to the importance of communication in hotels.

COURSE OUTCOME:

On successful completion of this course learners will be able to

1. Describe the types of communication essential in an organization and its role
2. Discuss the principles of clear business writing and its need.
3. Identify the problems and importance steps followed in writing a report
4. Summarize the technology and its impact in business communication.

UNIT – I INTRODUCTION **06**
Communication and its present scenario – the importance and need for communication in organization as well as hotel industry - a model of the communication process.

UNIT – II IMPORTANCE OF COMMUNICATION **06**

Types of communication essential in organization and its role - the barrier of communication advantages and disadvantages its necessity in business organization and its impact.

UNIT – III BUSINESS WRITING **06**

Principles of clear business writing its need - and qualities to be practiced in terms of effective correspondence the role of importance effective correspondence needed in organization to avoid conflux and maintain it on a proper basis.

UNIT – IV REPORT WRITING: **06**

Problems and importance steps followed in writing report - Technique of writing and interpretation that is adopted in organization - and determination of report setup.

UNIT – V IMPORTANCE OF TECHNOLOGY **06**

Technology and its impact - adopted in Business Communication the use of technology in terms of limiting the labour and enhancing the usages types and its role in different industries.

Total Hrs.30

TEXT BOOKS:

1. Hema Srinivasan - Communication Skill Practice and Approach, Published by Frank Brothers – 2009.
2. Krishna Mohan – Communication Skill- Pushlished by Rajiv Beri – 2007.

REFERENCE BOOKS :

1. Dr. V. Balu - Communication Skill- Published by : Sri Venkateshwara Publishers – 2006.
2. Courtland, L. Bovee, John Thrill, Business Communication Today, Pushlished by Frank Bros. – 2010.

15MHM151

FACILITY MANAGEMENT

4 0 0 4

COURSE OBJECTIVE:

The facility management is adopted in hotels in order to facilitate the customers and satisfy them which ultimately make the student to gain exposure with regard to the renovation and the design to be opted at any events conduct.

COURSE OUTCOME:

On successful completion of this course learners will be able to

1. List the selection factors affecting the initiating of a hospitality establishment.
2. Summarize the procedure for determining space relationship
3. Design the different types of hotels, restaurants and function areas,
4. State the reasons to renovate.

UNIT- I INTRODUCTION	06
General Procedure of location - Factors affecting location- Location analysis- cost analysis- Space determination- Work place design- Layout techniques- Types of layout- Cost comparison.	
UNIT- II FACILITIES PLANNING	06
The systematic layout- Planning pattern planning consideration- Flow process and flow diagram Procedure for determining space relationship- Architectural consideration- Difference between carpet area and plinth area- Approximate cost of construction estimation- Approximate operation areas in budget types/5 star types hotel- Approximate other operating areas per guest room- Approximate water/electrical load requirement-estimation	
UNIT- III FACILITY DESIGN	06
Planning and designing in Lodging industry- Site Design- Hotel design- Guest rooms suites- The Lobby – Food Beverage outlets – Function areas – Administrative office Food Production Areas – Other Back of the House Areas- Designing with environment commitment- Solid waste-management- Water conservation and preservation.	
UNIT- IV DESIGNING OF FUNCTION AREAS	06
Receiving Area- Storage Area- The Kitchen- Dining Room- Office Space- Staircase.	
UNIT- V RENOVATION	06
Reasons to renovate- The life cycle of a hotel- Types of Renovation- The Renovation Process- Other Renewal Issues- Renovation budget.	
	Total Hrs.30

TEXT BOOKS:

1. Tarun Bansal, Hotel Facility Planning, Oxford University Press, 2010
2. David M.Stipnauk, Hospitality Facility Management Design, AH&LA , 2006

REFERENCE BOOKS:

1. Stephen P. Robbins Mary Cutter, Management, Pearson Education, INC, 2002.
2. Joseph Ransley Hadyn Ingram, Developing Hospitality Properties & Facilities, Butterworth Heinemann, 2000.

**I YEAR – I SEMESTER
PRACTICAL**

15MHM003

Advanced Food Production - Practical

0 0 4 2

COURSE OBJECTIVE:

To gain practical exposure with regard to cooking of different country cuisines and to adopt in practice.

COURSE OUTCOME:

On successful completion of this course learners will be able to

1. Prepare the foods of select international cuisines.
2. Plan and prepare the menu for the restaurant.
3. Demonstrate cold cuts, carve vegetable fruit and ice.

Menu – I

American Cuisine

Tomato Juice Cocktail- Okra Soup- Fried Chicken- Boston Baked Beans- Carrot Pudding.

Menu – II

German Cuisine

Cauliflower Salad- Cream of Potato Soup- Fish Balls in Spinach- Stunen Kuechen- Orange Cake.

Menu – III

French Cuisine

Oeuf Diable- Consomme Ambassadrice- Sole bonne femme- Supreme de volaille- ala kiev- Pommes de terre anna- Bavarois aux fruits.

Menu – IV

Italian Cuisine

Zuppa Papvese-Spaghetti with meat balls- Potato Croquettes- Amaretti.

Menu – V

Greek Cuisine

Greek Salad- Cacik- Acgolmenono- Meat Balls in tomato sauce- Circassian-chicken- Polpettes- Hummus bi tahina- Fresh Figs with wine and honey.

Menu – VI

Chinese Cuisine

Chicken Wonton Soup-Spring rolls with sweet chilli- Fish with cashew ginger-marinate- Oriental Fried rice- Deep fried banana.

Menu – VII

Spanish Cuisine

Escudella Catalina- Tortillas- Pelota- Spanish Rice Omelette- Paella De Valencia- Churros.

Menu – VIII

Cold cuts

Galatine- Paté- Terrine- Ballontione.

Menu – IX Sandwiches and Canapés.

Menu – X Center Pieces in Banquets

Vegetable and Fruit Carvings- Ice Carving- Margarine Sculpture- Fancy Bread- Display.

15MHM004 ADVANCED FOOD AND BEVERAGE SERVICE PRACTICALS 0 0 4 2

COURSE OBJECTIVE:

To create knowledge in the minds of students to know about the different services offered to the customers and how to promote sales.

COURSE OUTCOME:

On successful completion of this course learners will be able to

1. Prepare cocktails in accordance with international and national standards
 2. Serve international cuisine foods.
 3. Exercise yield management in the service department's outlets of the hotel industry.
 4. Deal with case studies relating to the food and beverage outlets
- I. Menu Engineering- Art of Cocktail Mixing- International Specialty Food services-
- II. Yield Management of food & beverage- Case Study.

15MHM005 I YEAR - II SEMESTER ACCOMMODATION OPERATION 2 0 0 2

COURSE OBJECTIVE:

The purpose is to make the students to have adequate knowledge and practical experience in housekeeping department, since it plays vital role to attract the customers and feel at home away from home.

COURSE OUTCOME:

On successful completion of this course learners will be able to

1. Summarize personal Qualities of Housekeeping Personnel
2. Describe the planning and organizing housekeeping in Hospitals- Airlines- Cruise lines- Guest house- Contract services- Multinational companies.
3. Explain the measures to reduce the consumption of non bio degradable products.
4. Plan the manpower requirements.

UNIT – I INTRODUCTION AND ROLE

06

Personal Qualities of Housekeeping Personnel- Variable of commencing a housekeeping department in the project stage hotel and functioning hotel.

UNIT– II PLANNING AND ORGANIZING A HOUSEKEEPING DEPARTMENT 06

Hospitals- Airlines- Cruise lines- Guest house- Contract services- Multinational companies.

UNIT–III ECO FRIENDLY CONCEPT IN HOUSEKEEPING DEPARTMENT 06

Measures to reduces the consumption- Refuse of non bio degradable products- Reuse methods- Recycle.

UNIT – IV HUMAN RESOURCES MANAGEMENT IN HOUSEKEEPING 06

Man Power Planning, Sources- Recruiting- sources of recruiting- selection- orientation- to employees in hotels and Allocation of work and duty rota.

UNIT – V TRAINING AND DEVELOPMENT 06

Need for training- types of training- importance of training- Time, motion study- evaluation & performance- Appraisal.

Total Hrs.30

TEXT BOOKS:

1. G.Raghubalan, Smrita Raghubalan, Hotel Housekeeping Operation & Management, 2nd Edition, Oxford University Press, 2009.
2. Sudhir Andrews, Hotel Housekeeping Management and Operation, Tata Mcgraw Hill, 2008.

REFERENCE BOOKS:

1. S. K. Kaushal, S.N. Gautam, Accommodation Operation Management, Frankbros and co. ltd. 2009.
2. Rocco, M. Angelo, Andrews N. Vladimir, Hospitality Today and Introduction, AH&LA, 2004

15MHM006 TOURISM MARKETING MANAGEMENT 4 0 0 4

COURSE OBJECTIVE:

To make the students to gain adequate knowledge with regard to tourism marketing which will help them in the future for the development?

COURSE OUTCOME:

On successful completion of this course learners will be able to

1. List the five ‘A’s of tourism and its significances.
2. Discuss the essential services, for promoting tourism
3. Evaluate the Functions of a Travel Agency and Tour operator.
4. Explain the immigration procedures.

UNIT –I INTRODUCTION TO TRAVEL AND TOURISM 06

Tourism- meaning and definition, Significance of tourism, Tourism Industry-constituents, five ‘A’ of tourism, forms and types, purpose of tourism and travel motivators Definition-Accommodation, food and beverage, Attractions.

UNIT –II MEDIA AND OTHER SERVICE IN TOURISM MARKETING : 06

Telecommunications, Essential services, Transport –air-road-rail- water, air transport in India, Security of aircraft and passengers, International Air Travel Classes, Transport as a attraction

UNIT-III MARKETING MIX IN TERMS OF TOURISM: 06
Introduction – Meaning of Marketing Mix – Significance of Marketing Mix in terms of Tourism
Promotion – The linkage with regard to International Organizations – Government Organization in India – Private Organization and Non governmental organization.

UNIT – IV THE TRAVEL AGENTS AND TOURIST OPERATORS 06
The Travel Agent, Travel Agencies-Types-Functions-source of income, Setting -up a Travel Agency. The Tour operator-Types, Package Tours-Types Guides and Escorts Tourist Organization-Need for Tourism Organizations.

UNIT – V TOURISM-REGULATIONS AND IMPACT OF TOURISM 06
Passport, VISA, Health Regulations for International Travel, Special Permits for Restricted Areas Customs Regulations, Emigrations and Immigrations, Taxes Paid by Travelers, Travel Insurances. Economic Impacts, the Multiplier Effect, Environmental Impact, Socio-cultural Impact, Demonstration Effect, Political Impact of tourism.

Total Hrs.30

TEXT BOOKS :

1. S. M. Jha, Tourism Marketing, 1st Edition , Mrs. Meena Pandey, Himalaya Publishing House , 1995.
2. Sumira Reddy, et.,al., Tourism Operation Management, 2nd Edition , Oxford University Press, 2009.

REFERENCE BOOKS:

1. Alstair M Morrison, Hospitality and Travel Marketing, 3rd Edition, Nelson Education Ltd., 2002.
2. Devashish Das Gupta, Tourism Marketing, 2nd Edition, Darling Kindersley, 2008.

15MHM103

HUMAN RESOURCES MANAGEMENT

4 0 0 4

COURSE OBJECTIVE:

Human resource development is playing a key role in all organizations to create a conducive atmosphere and to develop the creativity of employees which ultimately leads to better working conditions and respect.

COURSE OUTCOME:

On successful completion of this course learners will be able to

1. Explain the Human resource management strategies.
2. Appraise and manage performance.
3. Summarize the training and development programs.
4. Deal with discrimination and partiality.

UNIT- I INTRODUCTION TO HUMAN RESOURCE MANAGEMENT 06

Human resource management -Strategies management approach to human resource management- Equal employment opportunity: Legal aspects of human resource management -Global human resource management.

UNIT -II ACQUIRING HUMAN RESOURCES **06**
Human resource planning and alignment- Job analysis and design- Recruitment – Selection.

UNIT- III REWARDING HUMAN RESOURCES **06**
Appraising and managing performance- Compensation: An interview- Compensation: Issue and policies- Administering benefits and services.

UNIT- IV DEVELOPING HUMAN RESOURCES **06**
Training and development -Career planning and development -Labor management relation -Labor relations and collective bargaining - Employee rights and justice.

UNIT- V PROTECTING HUMAN RESOURCES **06**
Promoting safety and health - Financial services- Social and recreation programs -Discrimination and partiality - Human Resource Development.

Total Hrs.30

TEXT BOOKS :

1. Prasad Elam, Human Resources Management, Sultan Chand & Sons. – 2005.
2. Aswathappa Human Resource Management. Tata Mc Gry Hill, 5th Edition , 2008

REFERENCE BOOKS:

1. Gary Dessler, Human Resource Management, 13th Edition Prentice Hall Inc., 2012
2. Mamoria Gankar, S.V. Personnel Management & Industrial relation , 29th edition, Himalaya Publishing House, 2009.

15MHM104

HOTEL FINANCIAL MANAGEMENT

4 0 0 4

COURSE OBJECTIVE:

The main objective of the subject is that the students should be aware of finance and gain practical knowledge of the departmental activities which is carried down in the organization in order to aim for profit.

COURSE OUTCOME:

On successful completion of this course learners will be able to

1. Explain the introduction, Framework of financial statement, and accounting approaches.
2. Discuss the debit credit rule.
3. Prepare financial statements.
4. Calculate the accounting for investments.

UNIT-I FINANCIAL ACCOUNTING FRAMEWORK **04**
Introduction -Framework of financial statement -Definition of assets, liabilities, income and expenses -Qualitative characteristics of financial statement- Accounting approaches.

UNIT-II STRUCTURE OF FINANCIAL STATEMENTS **04**
Introduction- The Accounting Equation -Classification Of Assets-Classification Of Liabilities - Presentation Of A Balance Sheet -Presentation Of Profit And Loss Account -Analysis Of Transactions.

UNIT-III THE ACCOUNTING CYCLE: JOURNALS, CASHBOOK, GENERAL LEDGER AND TRIAL BALANCE 03

Introduction -The debit credit rule -The accounting cycle -Journalization -Petty cash book-General ledger -Trial balance.

UNIT -IV BASIC ACCOUNTING CONCEPTS: THE INCOME STATEMENT 04

The nature of income -Basic concepts -Recognition of expenses-Gain and losses-The income statement -Other concepts of income -Accounting and changing prices.

UNIT- V SOURCES OF CAPITAL: Debt 04

Nature of liabilities -Debt capital -Accounting for bonds -Leased assets-Other liabilities -Analysis of capital –structure.

UNIT- VI SOURCES OF CAPITAL: OWNERS EQUITY 04

Forms of business organization -Accounting for proprietor's and partner's equity-Ownership in a -corporation-Earning per share -The line between debt and equity -Equity in nonprofit organization.

UNIT-VII ACQUISITION AND CONSOLIDATED STATEMENTS 03

Accounting for investments- Business combination -Consolidated statement .

UNIT-VIII FINANCIAL STATEMENT ANALYSIS 04

Business objectives -Overall measures-Profitability ratios -Investments utilization ratio-Financial conditions ratios -Dividend policy -Growth measures -Making comparisons.

Total Hrs.30

TEXT BOOKS

1. Dr. Maheswari.S.N, Management Accounting, 5th Edition, Sultan Chand & Sons,2007.
2. Khan.M.Y. and Jain.P.K, Management Accounting, 4th Edition,Tata McGraw Hill, 2006.

REFERENCE BOOKS:

1. Pandey.I.M., Management Accounting, 3rd Edition, Vikas Publications, 2009.
2. Reddy.T.S. & Hari Prasad Reddy, Financial and Management Accounting, 3rd Edition, Margham Publication, 2003

COURSE OBJECTIVE:

The aim is to create awareness among students with regard to marketing not only in terms of general organization but also with regard to hotel industry. To promote sales and use find ways of improve it.

COURSE OUTCOME:

On successful completion of this course learners will be able to

1. Explain the marketing concept, marketing memo, company orientations toward the market place- marketing insight.
2. Summarize the marketing research as an aid to marketing.
3. Budget for marketing.

UNIT – I UNDERSTANDING MARKETING MANAGEMENT**06**

Defining Marketing for the 21st Century-Marketing Insight- Marketing Memo- Company Orientations toward the market place- Marketing Insight- Fundamental Marketing Concepts-trends and tasks.

UNIT – II STRATEGIC PLANNING**06**

Marketing management process – analysis marketing opportunities- selecting target consumers- and developing marketing mix- Analysis of macro and micro environment.

UNIT -III MARKETING RESEARCH**06**

Marketing research as an aid to marketing- Marketing research process – sales forecasting – techniques- Buyer behaviour- influence factors on consumer behaviour –buying situations – buying decision process – industrial buyer behavior- Marketing segmentation - targeting and positioning- competitive marketing strategies.

UNIT – IV MARKETING MIX:**06**

Product policies – consumer and industrial product decisions- branding- packing and labeling – new product development and product life cycle strategies- Pricing – pricing strategies and approaches- Distribution – nature of channels – channel – decisions retailing and wholesaling- Promotion – advertising scope- designing copy. Media selection- sales promotions strategies.

UNIT – V SALES FORECASTING**06**

Budgeting - Sales force decisions- selection- training- compensation and control. Consumer protection – awareness of consumer rights in the market place.

Total Hrs.30**TEXT BOOKS:**

1. Ramaswamy & Namkumari, Marketing Management, 3rd Edition, McMillan Publications, 2009.
2. Rajan Saxena, Marketing Management, 3rd Edition, Tata McGraw Hill, 2008.

REFERENCE BOOKS :

1. Philip Kotler, Principles of Marketing Management, 12th Edition, Pearson Publications, 2009.
2. William J Stanton, Fundamentals of Marketing Management, 10th Edition, Tata McGraw Hill, 2004.

**I YEAR – II SEMESTER
PRACTICAL****15MHM007****ACCOMMODATION OPERATION - PRACTICAL****0 0 4 2****COURSE OBJECTIVE:**

To make the students to understand the different operations system followed in House keeping department with regard to hotel industry.

COURSE OUTCOME:

On successful completion of this course learners will be able to

1. Demonstrate the operations executed in the laundry.
2. Plan & organize the laundry.
3. Treat stains and demonstrate the removal of stains.
4. Calculate the cost estimation in the laundry linen budget and renovation.
5. Develop a training module for all the staff in the department
6. Plan and organize the renovation projects in the hotels.

I. Laundry Operation

II. Stains & Stain Removal Methods

III. Cost estimation

IV. Housekeeping plans into action

V. Training & evaluating supervisors and managers

VI. Guest room designing (Model Presentation)

II YEAR – III SEMESTER

15MHM008

FRONT OFFICE OPERATION

4 0 0 4

COURSE OBJECTIVE:

Front Office is an important department in hotels to promote sales in terms of profit. This subject provides a guidelines for the students to know the different function been carried out in front office.

COURSE OUTCOME:

On successful completion of this course learners will be able to

1. Evaluate the procedures in handling the guest management
2. List out the types of clubs its organization and operational procedures
3. State and list the need, importance and limitations of franchising
4. Explain the existence and evolution of management companies

UNIT - I FOCUS OF HOSPITALITY MARKET

5

Individual guest behavior

Model of guest behavior - Purchase stimuli - The guest search problems - Purchase decision

Purchase output - External free

UNIT - II CLUB MANAGEMENT

4

Background of club - Types of club - Club ownership - Club organization - Club operation

UNIT – III AN INTRODUCTION TO THE MEETING INDUSTRY

4

Types of meeting - Role of civil and government organization - Where meeting are held - Meeting planning process - Meeting industry career

UNIT- IV FLOATING RESORTS: CRUISE LINE BUSINESS

4

Early cruise - The birth of modern cruise - Cruise ship organization - Seaboards: a case study quality management

UNIT – V GAMING & CASINO HOTELS

4

The story of gaming - Casino hotels

UNIT – VI HOTEL MANAGEMENT COMPANIES

4

Why management companies exist - The evolution of management companies - Management contracts

UNIT – VII FRANCHISING BUSINESS

5

What is franchising? - History of franchising - Product or trade – Name franchising - Business format franchising - How franchising works - Initial investment – franchise regulation -Owning a franchise - Advantage – disadvantage - Advantage & disadvantage for franchise - Franchising issues

Total Hrs.30

TEXT BOOKS

1. Michael I. Kasavana, Richard M. Brooks, Managing Front Office Operations, AH&LA, 2005.
2. Angelo, Rocco M, Vladimir, Andrew, Hospitality Today: an Introduction

REFERENCE BOOKS :

1. Joe perdue, Jason Koenigsfeld, Contemporary Club Management, AH&LA, 2013
2. Milton T. Astroff, James R. Abbey, Convention Sales and Services, AH&LA, 8th Edition, 2011.

15MHM009**INTERNATIONAL MARKETING
HOSPITALITY INDUSTRY****4 0 0 4****COURSE OBJECTIVE:**

Marketing is very important in any organization but present scenario in International marketing is gaining more confidence in terms of trading import and export and other NRI industries. This gives an exposure for the students to know about the overall challenges faced in international marketing.

COURSE OUTCOME:

On successful completion of this course learners will be able to

1. Assess the global marketing concepts and opportunities.
2. State global marketing management concepts and procedures.
3. Evaluate the concepts and procedures involved in international hotels sales and marketing.

UNIT- I INTRODUCTION**06**

The scope and challenge of international marketing - The dynamic environment of international leader - Cultural environment of global markets - History & geography: the foundations of cultural understanding - Cultural dynamics in assessing global marketing. The international legal environment playing by the rules.

UNIT -II ASSESING GLOBAL MARKET OPPURTUNITIES**06**

The political environment: A critical concern - Developing a global vision through marketing research - Emerging markets - Multinational market regions & market groups.

UNIT-III DEVELOPING GLOBAL MARKETING STRATEGIES**06**

Global marketing management: planning & organization - Products & services for consumers. Products & service for businesses - International marketing channels - Exporting & logistics: special issues for business - Integrated marketing communications & international advertising. Personal selling & sales management - Pricing for international markets.

UNIT IV IMPLEMENTING GLOBAL MARKETING STRATEGIES**06**

Negotiating with international customers, partners and regulators - Internationalizing the hotel. Market research (Guest analysis - Competing analysis - Forecasting demand -Research sources)

UNIT– V INTERNATIONAL HOTEL SALES & MARKETING

06

Developing an international marketing strategy- Corporate marketing & sales efforts - Accounting for cultural differences - Marketing US hotels to foreign visitors - Understanding various travel distribution systems - Automated global distribution - Travel agents & the hotel booking process - Working with travel agents - Common hotel – travel agency relationship problems - Resolving relationship problems - Segmentation - Ways to segment - Branding - Product positioning - Promotional tools & techniques - Advertising - Collateral materials - Sales promotions - Cooperative marketing - Public relations - Frequent – guest programs. - Personal selling- Travel trade shows - travel missions - familiarization tours.

Total Hrs.30

TEXT BOOKS :

1. Dr. Varshiney R.L. & Bhattacharya B. International Marketing- 22nd Edition, Sulthan Chand & Sons. 2009.
2. Chandran R, International Business, 2nd Edition, Jai Co Publishers, 2009.

REFERENCE BOOKS :

1. Francis Cherunilam, International Business Environment, 3rd Edition, Himalaya Publication, 2010.
2. Warren J. Keegan, Global Marketing Management, 7th Edition, Pearson Education, 2009.

15MHM105

MATERIALS MANAGEMENT AND

4 0 0 4

PURCHASE SYSTEM

COURSE OBJECTIVE:

Main objective of the subject is to know what the purchase system is and how to manage the materials and ingredients that are provided in hotels and to cope up with the latest trends.

COURSE OUTCOME:

On successful completion of this course learners will be able to

1. Discuss the right quality right quantity of supplies at the right time at the right place for the right cost.
2. State the basic principles of material management.
3. List out the pints involved in making material plan
4. Describe the quality control
5. State the importance and steps in international purchasing

UNIT- I INTRODUCTION

03

Dynamics of material management- Materials management at micro and macro level-inventories of material, need and importance of materials management and types of inventories.

UNIT- II SYSTEMS APPROACH TO MATERIALS MANAGEMENT

04

System approach –the process of management and the material function –the material function interfaces – an overview of the system concepts –benefits of the integrated system approach

UNIT- III FORECASTING OBJECTIVES AND THE MATERIAL ORGANIZATION 06

System design – integral control of the flow of material –forecasting and planning – forecasting methods – objectives of material management – environmental changes – the development of a function organization – a question of structuring – leadership style

UNIT- IV MATERIAL PLANNING AND PURCHASING 07

Making the material plan work – the material cycle and flow control system – material budget Price determination – price forecasting –price cost analysis – the learning curve – negotiation – reciprocity – cost plus contract – hedging - forward buying – buying ethics – principles and standards of purchasing – make or buy – information documentation and purchasing library – legal aspects of purchasing – law of agency – law of contract – legal aspects of purchasing – law of contract - legal status of the buyer – warranties and conditions – right of inspections –right of rejection – vendor vendee relation – vendor development

UNIT- V QUALITY ASSURANCE AND CONTROL 05

Quality awareness – determinants of quality - commercial standard – blue prints – significance of inspection – meteorology or engineering measurement – purchase inspection – sampling inspection – sampling techniques- different types of population – different types of samplings – practical methods of sampling – types of sampling plan – choosing a sampling plan – lot-by- lot sampling inspection by attributes – dodge-rooming tables –0 risks of sampling.

UNIT- VI INTERNATIONAL BUYING AND IMPORTANT PURCHASING 05

Industrial needs – import procedure and document – classification of stores – categories of importers – import application – basis of licensing – import purchasing procedure – letter of credit – income tax clearance – customs tariff – registration of licenses at port.

Total Hrs.30

TEXT BOOKS

1. Goel B.S, Production and Operations Management, 2nd Edition, Pramod Prakashan Publication,2006.
2. Panneer Selvam, Production and Operations Management, 2nd Edition, Prentice Hall Inc, 2010

REFERENCE BOOKS:

1. Chary. S, Production and Operations Management, 4th Edition, Tata McGraw Hill, 2009.
2. Aswathappa K and Shridhar Bhat K, Production and Operations Management, 2nd Edition, Himalaya Publishing House, 2010

COURSE OBJECTIVE:

The main objective is to gain knowledge in terms of computer and to manage the different systems which is operated in hotels and to know the importance of technology.

COURSE OUTCOME:

On successful completion of this course learners will be able to

1. List out the components of a computer. Evaluate the information systems
2. Plan and implement PMS for organizations
3. Explain the usage of Languages
4. Demonstrate the appropriate productivity tools for data analysis and presentation

UNIT – I INFORMATION FOR DECISION MAKING**06**

Decision Making, Conceptual Foundation of Information System, Information Resource Management

UNIT – II SYSTEM DEVELOPMENT**06**

Overview of system Analysis and Design, System Development Life Cycle, Designing on Line & Distributed Environment-Design Consideration, Implementation and control of projects

UNIT – III COMPUTER NETWORKS AND DATA COMMUNICATIONS**06**

Trends in Information Technology-Hardware, Software, Data Communication Concepts - Computer Networks

UNIT – IV MANAGING CORPORATE DATA RESOURCES**06**

Organizing Data, Relational Data Base Management System, Query Language Including DSS Application Illustrations

UNIT – V SOCIO-LEGAL ASPECTS OF COMPUTERISATION**06**

Social Dimensions of Computerization, Computer Viruses, Legal Dimensions of Computerization

Total Hrs.30**TEXT BOOKS**

1. Rajaraman.V – Computer programming in C – Prentice Hall of India, 2008.
2. Taxali.R.K. – PC software – Tata McGraw Hill, 2001.

REFERENCE BOOKS:

1. Alexis Leon – ORACLE The Application Development Handbook – Comdex computer publishing, 1996.

COURSE OBJECTIVE:

The sales management is introduced in order to create an awareness in the minds of the students to gain knowledge with regard to development of selling scales and to know about the functions of sales

COURSE OUTCOME:

On successful completion of this course learners will be able to

1. State the importance of the sales management
2. List out the types of distribution channels and their functions
3. Discuss the importance of sales planning and forecasting
4. Do a job analysis.

UNIT – I SALES MANAGEMENT FUNCTION**06**

Introduction to Sales Management - Personal Selling - Sales Process - Computer Application in Sales Management

UNIT– II SELLING SKILLS**06**

Communication Skills - Sales Presentation - Negotiation Skills -Retail Communication : Sales Display

UNIT –III CHANNEL OF DISTRIBUTION**06**

Sales force – Types - Channel of distribution - Function of distribution - Channel intermediaries

UNIT – IV SALES FORCE MANAGEMENT**06**

Job Analysis, Recruitment and Selection - Training the Sales Force - Compensation and Motivation of Sales Force - Monitoring and Performance Evaluation

UNIT –V PLANNING AND CONTROL OF THE SALE EFFORT**06**

Sales Planning - Sales Organization - Sales Forecasting and Sales Quotas - Sales Budgeting and Control

Total Hrs.30**TEXT BOOKS:**

1. Moorthy Y.L.R, Brand Management The Indian Context, 2nd Edition, Vikas Publications, 2009.
2. Pati, Debashis, Branding- Concepts And Cases, 2nd Edition, Macmillan Business Books, 2003.

REFERENCE BOOKS :

1. David Aaker, Brand Management, 1st Edition, Tata McGraw Hill, 1987.
2. Gilbert, Retail Marketing Management, 2nd Edition, Pearson Education, 2009.
3. Levy&Weitz, Retail Management, 6th Edition, Tata McGraw Hill, 2009.

**II YEAR – III SEMESTER
PRACTICAL**

15MHM010

FRONT OFFICE OPERATIONS

0 0 4 2

COURSE OBJECTIVE:

The students should become competent in handling PMS and compiling bills and handling check in and check out and gain knowledge with regard to operation of Front Office.

COURSE OUTCOME:

On successful completion of this course learners will be able to

1. Use the PMS for the various procedure in the FO operations
2. Prepare the billing during the check outs
3. Deal with the guest tactfully during guest complains
4. Prepare the maintenance report, actively participate in group discussions and rle play model and tour itinerary packages,

PMS, Fidalio system of computer packages - Practice on bills compilation, presentation & settlement procedures - Credit card handling procedures - Dealing with guest complaints

Maintenance of reports and registers - Viva-voce - Group discussions - Role play Tour itinerary – package tours, group tours - Inbound and outbound tourism.

15MHM011

**II YEAR – IV SEMESTER
RESEARCH METHODOLOGY**

4 0 0 4

COURSE OBJECTIVE:

The objective of this paper is to develop research and inculcate the systematic approach amongst students. This paper will equip the students with the fundamental knowledge of research methodology so as to make them familiar with the process, tools, techniques and methods for conducting research in a scientific manner.

COURSE OUTCOME:

On successful completion of this course learners will be able to

1. State the importance of research and data collection
2. Enumerate the data processing and statistical analyses
3. List out the importance of research analysis and bibliography
4. Explain the scope of report writing

UNIT – I INTRODUCTION TO RESEARCH METHODOLOGY 06

Importance of research decision making - Defining research problem and formulation of hypothesis - Experimental designs.

UNIT II - DATA COLLECTION AND MEASUREMENT 06

Methods and techniques of data collection - Sampling and sampling designs - Attitude measurement and scales.

UNIT –III DATA PRESENTATION AND ANALYSIS 06

Data processing - Statistical analysis and interpretation of data – non parametric tests
Multivariate analysis of data - Model building and decision making

UNIT–IV RESULTS AND ANALYSIS 06

Analysis for research - Importance of bibliography - Fact findings

UNIT –V REPORT WRITING AND PRESENTATION 06

Substance of reports - Report writing and presentation - Presentation of a report

Total Hrs.30

TEXT BOOKS:

1. C.R. Kothari, Research Methodology – Himayala Publication, 2009.
2. Uma Sekaran, Research Methodology, John Willey, 2012.
3. Donald R. Cooper and Pamela S. Schindler, business Research Methods, 9TH edition, Tata Mcgraw Hill, 2006.

REFERENCE BOOKS :

1. William G.Zikmund, Business Research Methods, 7th Edition, Tata Mc Graw Hill, 2009.
2. Dr.Tripathi, P.C, Research Methodology, 1st Edition, Prentice Hall Inc., 2009. Garg, B.L.Karadia, R.Agarwal, & F.Agarwal, U.K 2002. An introduction to research methodology, RBSA Publishers
3. Kothari, K.C., Research Methodology, 2nd Edition, New Age Publication, 2009.

COURSE OBJECTIVE:

Service Marketing is an important one hospitality industries. In the presence scenario, the service marketing in terms of hospitality and tourism is gaining recognition and it also enables the students to face the reality.

COURSE OUTCOME:

On successful completion of this course learners will be able to

1. Enumerate the customers orientation towards hospitality marketing
2. List out the importance of marketing
3. Demonstrate the characteristic of the hospitality marketing
4. Compare the concepts of hospitality marketing with other marketing concepts.

UNIT - I INTRODUCTION**06****Marketing for hospitality and tourism.**

Customer orientation - Hospitality and travel marketing

Marketing in the hospitality industry.

Importance of marketing - Tourism marketing -Marketing future - Great leaders in the hospitality industry

UNIT – II THE SERVICE CULTURE**06**

Characteristics of service marketing - Intangibility - Inseparability - Variability - Perish ability.

UNIT – III MANAGEMENT STRATEGIES FOR SERVICE**06**

Tangibility the product - Physical surroundings - Stress advantage of no ownership -Greening of hospitality industry.

UNIT – IV STRATEGY FOR EMPLOYEES**06**

Managing employees - Managing capacity & demand - Managing consistency - The marketing environment.

UNIT – V MARKETING RESEARCH & INFORMATION SYSTEMS.**06**

Consumer markets & consumer buying behavior. - Market segmentation, targeting & positioning. Designing & managing products -]Distribution channels - Marketing mix.

Total Hrs.30**TEXT BOOKS:**

1. Bhattacharya – Service Marketing, 11th Edition, Excel Books, 2006
2. Jha. S.M – Service Marketing, 4th Edition, Himalaya Publishing House, 2010

REFERENCE BOOKS :

1. Hellen Woodruffle, Service Marketing, 1st Edition, Peerson Education, 1998
2. Christopher love look, Service Marketing, 5th Edition, Peerson Education, 2009.

COURSE OBJECTIVE:

Marketing communication is different from other communication since this deals with the various strategies to be adopted in terms of promotion of different types. So this provides the basis to know in detail regarding the marketing communications.

COURSE OUTCOME:

On successful completion of this course learners will be able to

- Define the terms and concepts in advertising.
- Describe the planning and creativity role in advertising
- List about forms in marketing communication.
- Explain the strategies of advertising agencies.
- State the concepts and characteristics involved in media planning

UNIT – I MARKETING COMMUNICATION AND TERMS OF ADVERTISING-BASIC CONCEPTS 06

Marketing Communication in Marketing - Communication-key Concept - Indian Media Scene.

UNIT – II ADVERTISING CAMPAIGN PLANNING AND EXECUTION 06

Planning Communication Strategy - Advertising Campaign Planning-Strategic Consideration, Creative Consideration - Advertising Research-Role and Trends - Measuring Ad Effectiveness-Definition and Techniques.

UNIT -III MEDIA PLANNING CONCEPTS 06

Media Concepts, Characteristics and Issues in Media Planning - Media Selection, Planning and Scheduling - Internet as an Emerging Advertising Media.

UNIT – IV MARKETING COMMUNICATION FORM 06

Managing Sales Promotion - Direct Marketing - Publicity and Public Relation - Social Marketing Communication.

UNIT – V STRATEGIES FOR ADVERTISING AGENCY 06

Functions and Structure of Ad Agencies - Managing Client Agency Relationship - Strategies for Account Management - Legal and Ethical Issues in Advertising.

Total Hrs.30

TEXT BOOKS:

1. Chunnawalla Kumar, Sethia, Subramanian, Suchak, Advertising Management, 5th Edition, Himalaya Publishing House, 2007.
2. Rathor.B.S, Advertising & Personal Selling, 1st Edition, Himalaya Publishing House, 2008

REFERENCE BOOKS :

1. Belch, Advertising Excellence, 7th Edition, Tata McGraw Hill Inc, 2009
2. Advertising & Sales Promotion : Satish K. Batra
3. Advertising Management : Rathor
4. Sales Promotion and Advertising Management : M.N.Mishra