ATMANIRBHAR BHARAT Swayampurna goa

Goa University

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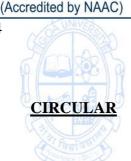
GU/Acad -PG/BoS -NEP/2024/484

गोंय विद्यापीठ

फोन : +९१-८६६९६०९०४८

ताळगांव पठार,

गोंय -४०३ २०६



Ref. No.: GU/Acad -PG/BoS -NEP/2023/102/44 dated 04.07.2023

In supersession to the above referred Circular, the Syllabus of Semester III to VIII Syllabus of the **Bachelor of Science in International Hospitality Management** Programme approved by the Standing Committee of the Academic Council in its meeting held on 02nd July 2024is enclosed. The Syllabus of Semester I and II approved earlier is also attached.

The Dean/ Vice-Deans of the Goa Business School and Principals of affiliated Colleges offering the **Bachelor of Science in International Hospitality Management** Programme are requested to take note of the above and bring the contents of the Circular to the notice of all concerned.

(Ashwin V. Lawande) Deputy Registrar – Academic

To,

1. The Principals of Affiliated Colleges offering the Bachelor of Science in International Hospitality Management Programme.

Copy to,

- 1. The Director, Directorate of Higher Education, Govt. of India.
- 2. The Dean, Goa Business School, Goa University.
- 3. The Vice-Deans, Goa Business School, Goa University.
- 4. The Chairperson, BoS in Hospitality, Travel and Tourism Studies.
- 5. The Controller of Examinations, Goa University.
- 6. The Assistant Registrar, UG Examinations, Goa University.
- 7. Directorate of Internal Quality Assurance, Goa University for uploading the Syllabus on the University website.



Date: 02.09.2024

B.Sc. International Hospitality Management w.e.f academic year 2023-24

OBJECTIVES OF THE PROGRAMME:

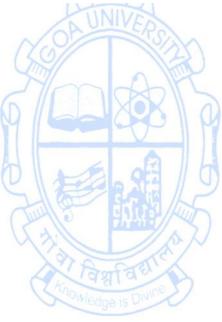
- 1. Prepare students to enter the world of hospitality as leaders and managers with a strategic approach to business.
- 2. Enhance students' knowledge and skills based on international standards;
- 3. Equip graduates with knowledge and skills with industry exposure in the field of hospitality.

PROGRAMME SPECIFIC OUTCOMES:

On successful completion of the B.Sc. International Hospitality Management program, the students will be able to:

- 1. Identify and apply business concepts and skills relevant to the operational areas of hospitality management.
- 2. Develop leadership skills, and design creative hospitality solutions.
- 3. Analyse information and make decisions using critical thinking and problemsolving skills.



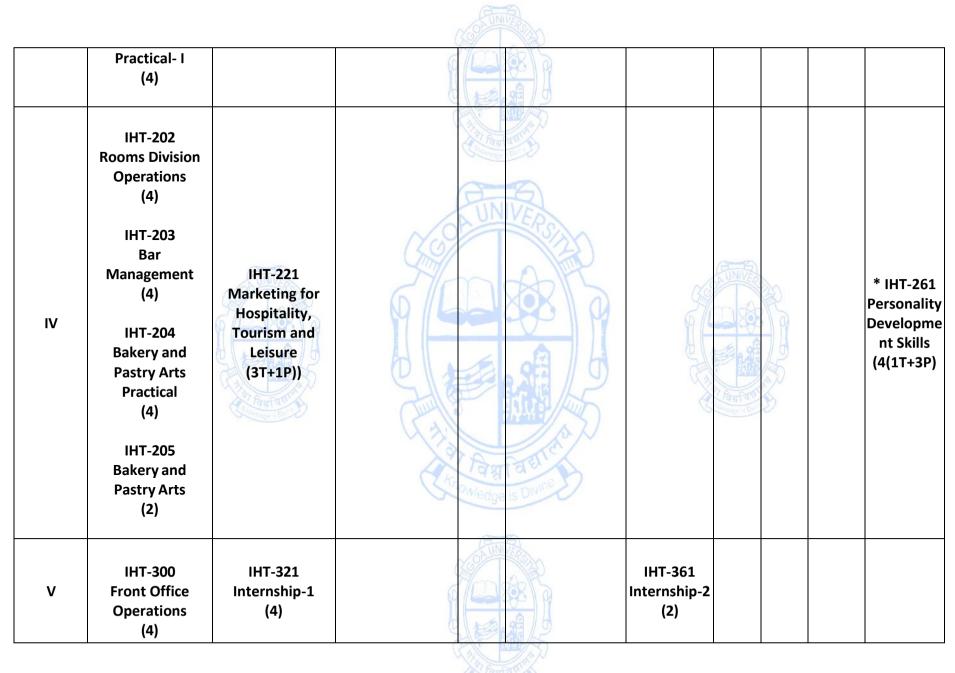


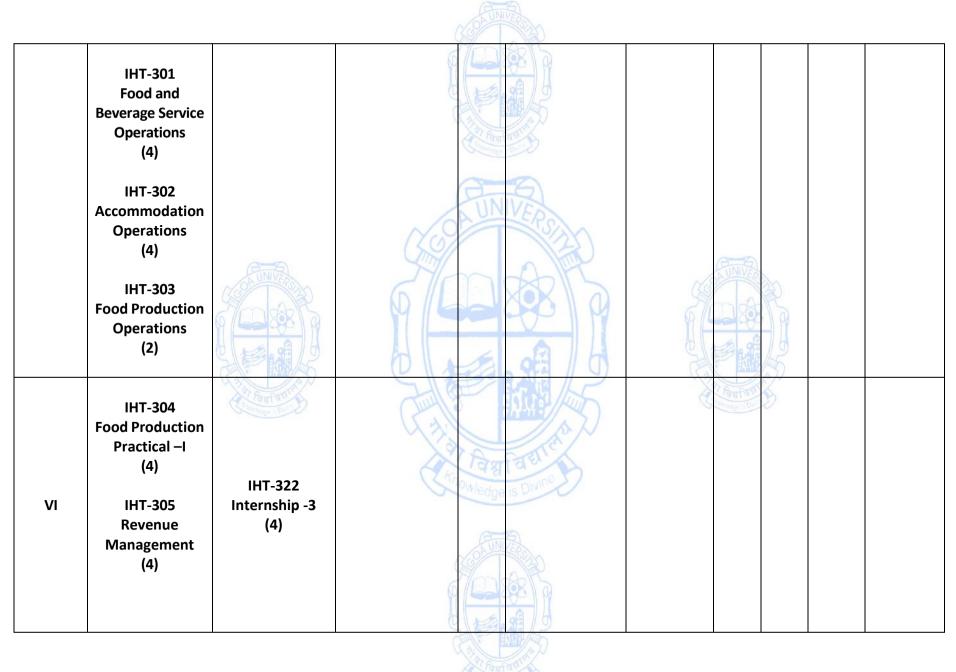


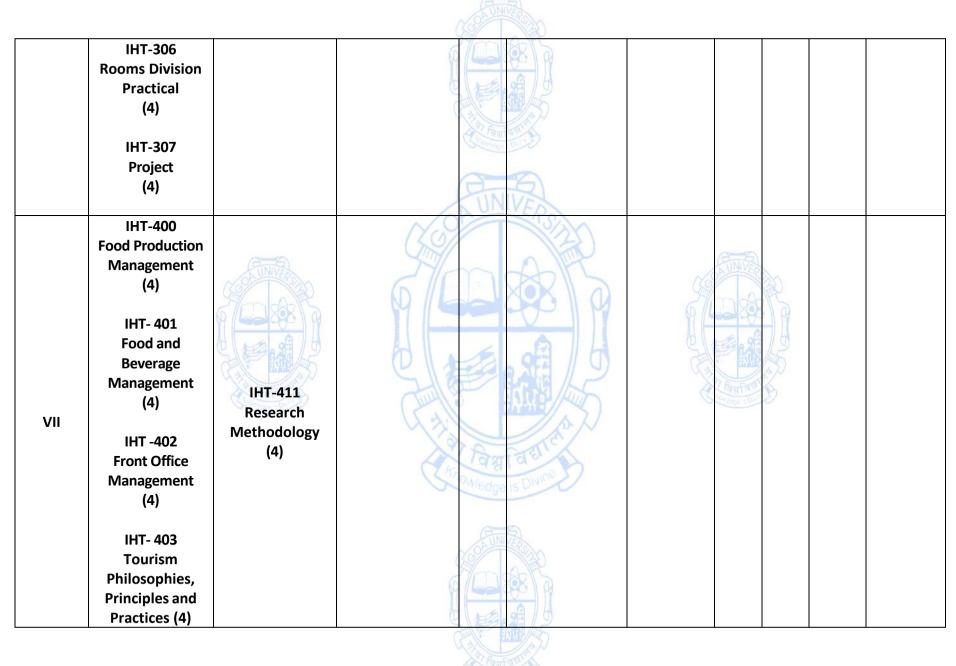


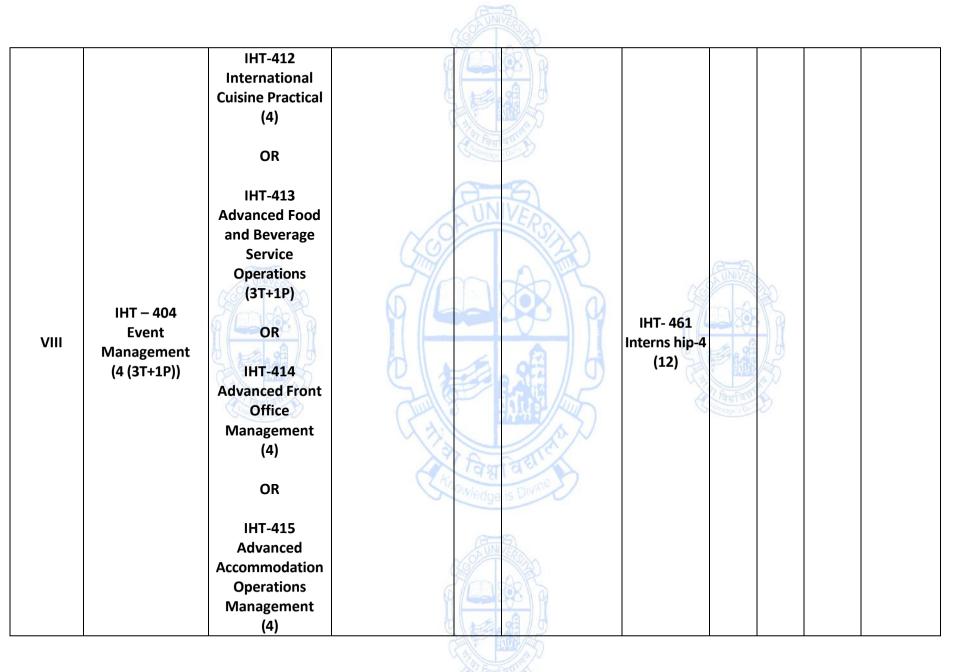


		B	.Sc. (International	Hospit	ality Management)				Total	
Sem	Major -Core	Minor	MC	AEC	SEC	I	D	VAC	Credits	Exit
I	IHT-100 Food and Beverage Operations (4)	MGT-100 Fundamentals of Tourism (4)	IHT-131 Introduction to Beverages (3)	A N	IHT-141 Hospitality French (1T+2P)					
11	COM-111 Principles and Practice of Management (4)	MGF-113 Fundamentals of Accounting (4)	IHT-132 Introduction to Wines (3)		CUL-142 Management Information System in Hospitality Practical (3)					* IHT-16 Office Receptio Skills (4(1T+3F
III	IHT-200 Food Production Practical -I (4) IHT-201 Food and Beverage Service	IHT-211 Human Resource Management (4)	IHT-231 Gastronomic Tourism (3)	owledge	IHT-241 Interview Facing Skills (1T+2P)					









Name of the Progr Course Code Title of the Course Number of Credits Effective from AY	: IHT-100 : Food and Beverage Operations	
Pre-requisites for the Course:	NIL	
Course	The aim is to introduce the students to the Food and Bev	erage
Objectives:	Production and Service sector, its organization, planning and exec	ution.
	UNIT I: Food and Beverage Service Organization and Equipment Departmental organization and staffing, duties and responsibilities, types of Food service areas and Food and Beverage outlets, and ancillary departments. Identification of various F and B equipment, classification, types of furniture, sizes, various kinds of linen and specification, types of cutleries, crockery, glassware, specialty equipment and their uses, purchase considerations, storage and maintenance.	15 hours
Content:	 UNIT II: Food and Beverage Service Operations Styles of Food Service: waiter service, self-service and assisted service, features of each group and methods, advantages and limitations of each service style. Menu knowledge and planning: origin, types of menus, French classical menu, a la carte sequence, cover and accompaniments for selected dishes. UNIT III: Introduction to the Food Industry And Kitchen Organization: Evolution of food and historical changes in the food industry, famous chefs in the evolution of gastronomy, hierarchy, kitchen equipment and tools, safety, health, hygiene and uniform, Ergonomics, Production systems in the kitchen, 	15 hours 15 hours
	UNIT IV: Preliminary Preparation Techniques Ingredient knowledge, cooking methods, vegetables (varieties, characteristics, pre-preparation and cooking), meats and poultry (varieties, characteristics, pre-preparation and cooking), fish and Shellfish (varieties, characteristics, pre-preparation and cooking), basics stocks, soups and their classifications cold sauces, hot sauces and mother sauces, preparation of salads, sandwiches and hors d'oeuvres. Culinary terminology.	15 hours
Pedagogy:	The sessions will be conducted using all or any of the method pedagogy, such as lectures, exercises, seminars, case studies, role and problem- solving, to enable the students to learn in an inter- mode.	plays,
References/ Readings:	 R. Singaravelavan, Food and Beverage Service. New Delhi: O. 2012 D. Lillicrap and J. Cousins, Food and Beverage Service. Book P 2014. S. Andrews, Food and Beverage Service Training Manual, 3rdec Delhi: Tata McGraw Hill Publishing Company Limited, 2017. 	ower,

	4. W. Gisslen, Professional Cooking, 8th ed.New Jersey: Wiley, 2015.
	5. T. E. Phillip, Modern Cookery, Volume 1, 6th Edition. Orient
	BlackSwanPtl, 2010.
	6. T. E. Phillip, Modern Cookery, Volume 2, 6th Edition. Orient
	BlackSwanPtl, 2010.
	7. H. Caldon et al, The Cooks Book of Ingredients. UK Edition, DK, 2010.
	8. Larousse Gastronomique, 10th Edition. Hachette, 2009.
	9. S. Meyer, E. Schmid, and C. Spiihler, Professional Table Service.
	USA: Wiley, 1987.
	At the end of the course, the students will be able to:
	1. Describe different types and sectors of the food and service industry,
Course	including personnel staff organization and identify various types of restaurants and their characteristics, equipment and organization.
Outcomes:	2. Identify the food and beverage auxiliary departments and
	familiarize with different types of preparation methods and service.
	3. Identify the changes in food products and their preparations.
	4. Apply culinary terminologies and compare the use of different
	equipment and tools according to the requirements.









Name of the Prog Course Code Title of the Cours No. of Credits Effective from AY	: MGT-100 e : Fundamentals of Tourism : 04	
Prerequisites	NIL	
for the course Course	At the end of the subject, the student will be able to deal with tou	rism as
Objectives	a system rather than as a set of separate entities or processes.	113111 03
	Unit I: Overview of Tourism Tourism: Definition, Concept of Tourists/ Visitors / Travelers /Excursionist, Forms and Types of Tourism: Inter- regional and intra – regional tourism, inbound and outbound tourism, domestic, international tourism. Components of Tourism and Tourism Management, Basic Approach to the Study of Tourism, Economic Importance, Benefits and Costs of Tourism. Tourism through the Ages: Early Beginnings, Early tourist attractions, The first travel agents, Historic Transportations and accommodations.	15 hours
Content:	Unit II: Organization of Tourism International Organizations (WTO, WTTC, IATA), Regional Organization (PATA). Passenger Transportation: Airline Industry, Rail Industry, Motor Coach Industry, Automobile, Cruise Industry, Other modes. Hospitality and Related Services: The Lodging Industry, The Food Service Industry, Meeting Planners, Organizations in the Distribution Process: Travel Agents, the Internet, Consolidators, The Tour Wholesaler, Specialty Channelers, Attractions, Entertainment, Recreation: Introduction Attractions, Gaming, Recreation, Entertainment, Festivals and Events, Shopping, Education, Publishing, Marketing and publicity organizations.	15 hours
	UNIT III: Tourism Supply and Demand Tourism Components and Supply: Supply Components, Natural Resources, Built Environment, Operating Sectors, Spirit of Hospitality and Cultural Resources, Matching Supply with Demand Measuring and Forecasting Demand: Why Demand Is Important, Demand to a Destination, Measuring Demand, Projection Methodology Tourism's Economic Impact, Optimization, Economic Multipliers.	15 hours
	UNIT IV: Understanding Travel Behavior and Tourism Policy, Planning and Development Cultural and International Tourism for Life's Enrichment: Developmental and Promotional Measures, Types of Destinations as Travel Experiences, Other Tourist Appeals, Travel experiences 15 hours Sociology of Tourism: Effects on the Individual, Effects on the Family, Effects on Society, Life Characteristics and Travel, Emergence of Group Travel Patterns,	15 hours

	Coold (Cubaidized) Tourism Cummers of the Dringing Costal
	Social (Subsidized) Tourism, Summary of the Principal Social
	Effects of Tourism, Barriers to Travel Tourism Policy: A Definition,
	The Focus of Tourism Policy: The Competitive/Sustainable
	Destination, The Major Parameters of Tourism Destination
	Management, Tourism Policy: Structure, Content, and Process,
	The Process of Tourism Policy Formulation Tourism Planning,
	Development, and Social Considerations: Planning for a
	Competitive/Sustainable Destination, The Nature of Tourism
	Planning, Relating Tourism Planning to Tourism Policy, Why
	Tourism Planning Is Necessary, The Planning Process, Goals of
	Tourism Development, Political Aspects of Tourism
	Development.
	Lectures/ tutorials/laboratory work/ field work/ outreach activities/
	project work/ vocational training/viva/ seminars/ term
Pedagogy	papers/assignments/ presentations/ self-study/ Case Studies etc. or a
	combination of some of these. Sessions shall be interactive in nature to
	enable peer group learning.
	1. C. R. Goeldner, J. B. Ritchie, Tourism principles, practices,
	philosophies, John Wiley and Sons, 2017.
6-6	2. B. I. Kastarlak, B. Barber, Fundamentals of planning and developing
Reference/	tourism, Pearson New International Edition, 2013.
Readings	3. C. Cooper, Essentials of Tourism, SAGE Publication, 2020
6 448	4. S. K. Swain, J. M. Mishra, Tourism: Principles and Practices, Oxford
ALLE B	University Press, 2011.
SER	5. P.N Acha-Anyi, Fundamentals of Tourism, Van Schaik Publishers, 2020
(3)	At the end of the course the student will be able to:
Faufat	1. Understand and identify evolution, importance of travel and tourism
A suppose a burn	for the economy.
	2. Analyze various sectors and its role in the growth of tourism industry.
Course	3. Identify the reasons for the growth of famous tourist attractions and
Outcome	analyze its impact on tourism industry.
	4. Analyze the importance of tourism planning, and tourism policy
	formulation for competitive and sustainable development of
	destinations.
	5. Evaluate the importance of tourism industry as a system.
L	



Name of the Progra Course Code Title of the Course Number of Credits Effective from AY	: IHT-131 : Introduction to Beverages : 03 : 2023-24	
Pre-requisites for the Course:	NIL	
Course Objectives:	The aim is to introduce the student to the different types of all and non- alcoholic beverages served in the Catering sector understand their production, types and brands.	
	UNIT I: Introduction and Classification of Beverages Classification of beverages, non-alcoholic beverages: differentiation between nourishing, stimulating and refreshing beverages, tea, coffee, cocoa and malted beverages: origin, production, types, brands and service, water, aerated beverages and juices. Introduction to alcoholic beverages: definition, production of alcohol, fermentation process, distillation process, classification with examples, cocktails and mixed drinks.	15 hours
Content:	UNIT II: Spirits Introduction and definition, production of spirit, pot-still method patent still method, production of whisky, rum, gin, brandy, vodka, tequila, classification and brand names of each type. different proof spirit: American proof, British proof (Sikes scale) Gay Lussac (OIML Scale).	15 hours
Taufattine	UNIT III: Other Alcoholic Beverages Beer: Introduction and definition, types of beer, production of beer, storage, brand names. Perry, Cider, Mead, Sake: introduction and definition, types of beer, production, storage, brand names and service. Aperitifs: introduction and definition, types of aperitifs, vermouth (definition, types and brand names), bitters (definition, Types and Brand names). Liqueurs: definition and history, production of liqueurs, broad categories of liqueurs (herb, citrus, fruit/egg, bean and kernel) popular liqueurs (name, colour, predominant flavour and country of origin).	15 hours
Pedagogy:	The sessions will be conducted using all or any of the meth pedagogy such as lectures, exercises, practicals, seminars, case s role plays, and problem- solving, to enable the students to lear interactive mode.	tudies,
References/ Readings:	 H. Johnson, The World Atlas of Wine, MitchellBeazley, 2013 A. Domine., H. F. Wine. Ullmann Publishing GmbH UK, 2017. R Cichy, Managing beverage operations. American Hotel And L Educational Institute, 2010. R. Singaravelavan, Food and Beverage Service. Oxford, 2012. D. Lillicrap and J. Cousins, Food and Beverage Service. Book 	odging

	2014.
	6. A. Domine, The world of spirits and cocktails: The ultimate bar
	book. H. F. Ullmann Publishing GmbH Germany, 2013
	At the end of the course, the students will be able to:
	1. Classify beverages and describe the types of teas, coffees, and other
	non- alcoholic beverages
	2. Classify wines and identify the principal wine regions, wine laws,
Course	and grape varieties; describe the production process and list brand
Outcomes:	names
	3. Differentiate between various spirits, describe the production
	process, and list the brand names of spirits.
	4. Identify fermented beverages, aperitifs, and liqueurs and their
	categories.









Name of the Progr Course Code Title of the Course Number of Credits Effective from AY	: IHT-141 : Hospitality French : 03 (1T+2P) : 2023-24
Pre-requisites	NIL
for the Course:	
Course Objectives:	The aim is to introduce the student to the basic vocabulary in French, used in the hospitality industry to communicate with guests.
Objectives.	UNIT I: Introduction to Hospitality French Communication The alphabets and accents. The numbers: cardinal, ordinal. Days and Seasons. Time (only 24 hrs. clock). Self-introduction and introducing others,greetings, regrets and making enquiries. Parts of the body, family, dining room and meals, weights and measures. Names of vegetables, fruits, meats, seafood, herbs and spices, Dairy products, culinary terms and classical garnishes, Hand tools and equipment terms, service related terminology.
Contents:	UNIT II: Hospitality Terminology Hand tools and equipment terms, service related terminology Beverage ingredients and preparations, restaurant brigade and hotplate language, courses of a French classical menu, Service equipment terminology, wine terminology, service styles. Vocabulary through the perspective of Hospitality industry.Practical/Demonstrations/Exercises UNIT III: Communication and Dialogues Common French terms related to the hotel industry, Basic communication related to attending to guests, Welcoming and receiving guests, order taking, simple conversations, feedback and farewell. Practical/Demonstrations/Exercises
Pedagogy:	The sessions will be conducted using methods such as lectures, exercises, practical, role plays and problem solving, to enable the students tolearn in an interactive mode.
References/ Readings:	 Cholvy, En cuisine!. Paris: CLÉ International, 2014. J. Venkatesh, S. Venkatesh, and S. Krishnan K.G, Bon Sejour1. Delhi: GoyalPublishers and Distributors Pvt. Ltd, 2018. S. Bhattacharya and U. S. Bhalerao, Eds., French for Hotel Management and Tourism Industry. New Delhi: Frank Brothers, 2009. R. Chandrasekar, R. Hangal, C. Krishnan, C. Ninan and A. Mokashi, A.Votreservice1. Delhi: Goyal Publishers Ltd, 2003. C. Miquel, Vocabulaire Progressif du Francais, 2nd ed. Paris: CLÉ International,2010.
Course Outcomes:	At the end of the course the students will be able to:1. Comprehend the importance of French in the hospitality operations2. Use correct pronunciation of French terminology.

3	3. P	ractice	standard	phrases	in	French	in	kitchen	and	restaura
		peration Perform	ns the four l	anguage	skill	s of liste	nin	g sneaki	ing r	eading ar
		vriting.		unguuge	31111	5 01 1150		ig, speak		









Name of the Progr		
Course Code	: COM-111	
Title of the Course		
Number of Credits		
Effective from AY	: 2023-24	
Prerequisites	NIL	
for the course		
Course Objective	 To enable the learners to describe the competitive landsca company using Porter's five force model. To acquaint the learners with skills to interpret the releve delegation and decentralization of authority in an organizat To acquaint the learners to recognize the various need individual using Maslow's Need-Hierarchy Theory. To elucidate the principles and major techniques of com- apply the principles and techniques of coordination. 	vance of ion. Is of an
Content:	 UNIT I: Introduction to Management Management: Concept and Need, Managerial Functions: An overview; Coordination: Essence of Management. Evolution of Management Thought, Classical Approach - Taylor, Fayol, NeoClassical and Human Relations Approaches - Mayo, Hawthorne Experiments, Behavioural Approach, Systems Approach, Contingency Approach, MBO, Hammer and Champy- Business Process Reengineering, Porter's Five-forces' Model. UNIT II: Planning and Organising Types of Plan; Strategic planning - Concept, process, Importance and limitations; Environmental Analysis and diagnosis (Internal and external environment) Definition, Importance and Techniques (SWOT/TOWS/WOTS-UP, BCG Matrix, and Competitor Analysis); Decision-making: Process and Techniques; Perfect rationality and bounded rationality. Concept and process of organizing - An overview, Span of management, Different types of authority (line, staff and functional), Decentralization, Delegation of authority; Formal and Informal Structure; Principles of Organizing; Network Organization Structure. Emerging types. 	15 hours 15 hours
	UNIT III: Staffing and Leading Staffing: Concept of staffing, staffing process. b. Motivation & Leadership: Concept, Importance, extrinsic and intrinsic motivation; Major Motivation theories - Maslow's NeedHierarchy Theory; Hertzberg's Two-factor Theory, Vroom's Expectancy Theory. Leadership: Concept and importance; Leadership styles. Communication: Concept, purpose, process; Oral and written communication; Formal and informal communication networks, Barriers to communication, Overcoming barriers to communication. Emerging trends in communication.	15 hours

	LINUT N/s Countries and Coonstituention			
	UNIT IV: Control and Coordination Concept, Process, Limitations, Principles of Effective Control, Major Techniques of control - Effective Control Systems. 1	15		
		nours		
	of Coordination, Concept of Managerial Effectiveness.			
	Emerging issues in Management.			
Pedagogy	Lectures, classroom discussions, and case study.			
	 Tripathi, P. C. & Reddy, P.N. (2010). Principles of Manage (Fourth ed.). Tata Mc Graw Hill Education Pvt. Ltd., New Delhi Chandan, J. S. (2004). Management, Theory & Practice (Secon Vikas Publishing House, New Delhi. Prasad, L. M. (2000). Principles and Practice of Management 	i id ed.).		
Reference/	ed.). Soultan Chand & Sons. 4. Jain, V. (2010). Management Theory & Practice (First ed.). International Book House, New Delhi.			
Readings	 Prasad, M. (2008). Management Concepts & Practices. (Fourt Himalaya Publishing House, Mumbai. Subba Rao, P., & Venkatram T. K. (2010). Management The Practice (First ed.). Himalaya Publishing House, Mumbai. 	-		
COATINVERSON	 Moshal, B. S. (2009). Principles of Mangement (First ed.). Ane Pvt. Ltd., New Delhi. 			
	 Barton, G., & Thakur, H. (1997). Management Today, Princ Practice (First ed.). Tata Mc Graw Hill Publishing Co. Ltd., New 			
SER	After completion of this course, the student will be able to: 1. Describe the competitive landscape of a company using Porter	r's five		
al faura and	force model. 2. Interpret the relevance of delegation and decentralizati	are		
Course	authority in an organization.			
Outcome	 Recognize the various needs of an individual using Maslow's Hierarchy Theory. 	Need-		
	 Elucidate the principles and major techniques of control and the principles and techniques of coordination. 	l apply		



Name of the Progr Course Code Title of the Course Number of Credits Effective from AY	: MGF-112 : Fundamentals of Accounting	
Prerequisites	NIL	
for the course Course	To enable students to understand and apply the principles and pr	actices
Objective	of accounting	actices
,	UNIT I: Introduction to Accounting System, Concepts and Conventions Basic terms of accounting, Accounting Principles, Concepts, Conventions, IND-AS, Accounting Equation, System of accounting: Cash system and mercantile system, Accounting as information system, Users of accounting information.	10 hours
Content:	UNIT II: Accounting Process and Procedure Transaction/Event, Voucher: Meaning, Types of Vouchers, Receipt (Credit Voucher), Payment (Debit Voucher), Journal (Accrual) Voucher, Journal, Cash Book (double and triple column, journal proper), Ledger, Trial Balance. Bank Reconciliation Statement Meaning and need; Causes of disagreement. Illustration.	25 hours
	UNIT III: Financial Statements Forms of financial statements, Preparation of Income statement and Balance sheet. Illustration. UNIT IV: Introduction To Computerized Accounting Features, benefits, integration, practical application of any one accounting software.	10 hours 15 hours
Pedagogy	The methodology used in the class will combine lectures, case s illustrations, group discussions and presentations.	tudies,
Reference/ Readings	 Gupta, R. L. (2015). Problems and Solutions in Advanced Accor (8th ed.). Sultan Chand. Hanif, M., and Mukherjee, A. (2013). Modern Accountancy (Vol I and II). (2nd ed.). Tata McGraw- Maheshwari, S. N. (2019). Advanced Accounting. (8th ed.) Publishing House. Shukla, M. C., Grewal, T. S., and Gupta, S. C. (2017). Adv Accounting. (17th ed.). S. Chand Publishing. R. K. Arora (2018), Financial Accounting: Fundamentals, Analy Reporting, 2 nd Ed., Wiley. 	olumes . Vikas vanced
Course Outcome	 On completion of the course, the students will be able to: 1. Describe accounting terminologies, nature and purpose of Accounting Standard. 2. Prepare accounting vouchers, cash book and ledgers. 3. Prepare financial statements of a firm. 4. Use the accounting software for Financial Statement Prepara 	

Name of the Progr	amme : B.Sc. (International Hospitality Management)		
Course Code	: IHT-132		
Title of the Course	e : Introduction to Wines		
Number of Credits	s : 03		
Effective from AY	: 2023-24		
Pre-requisites	NIL		
for the Course:			
Course	The aim is to introduce the students to the different types of v	vines	
Objectives:	and understand their production, types and brands.		
	UNIT I: Introduction History and evolution of wine, Classification of wines, Viticulture : Types of grapes, vine varieties, factors affecting the quality of wine. Training of vine – pruning (single guyot, cordon de royat, double guyot, guyot curtain and pergola), ploughing (ground work), budding, spraying, weeding. Pests and diseases. UNIT II: Viticulture and Vinification	15 hours	
Content:	Art of making still wine, sparkling wine and fortified wines. Cellar - storage, temperature and humidity level	15 hours	
	UNIT III: Wine regions of the world Major old and new wine producing regions, wine regulations and key aspects of wine label. Wine tasting: -Flavors and aroma characteristics (color, bouquet, body and taste). Serving temperatures of wines.	15 hours	
Pedagogy:	The sessions will be conducted using all or any of the method pedagogy such as lectures, exercises, seminars, case studies, plays, and problem-solving, to enable the students to learn interactive mode.	role	
References/ Readings:	 H. Johnson, The World Atlas of Wine, Mitchell Beazley, 2013 A. Domine., H. F. Wine. Ullmann Publishing GmbH UK, 2017. R Cichy, Managing beverage operations. American Hotel Lodging Educational Institute, 2010. R. Singaravelavan, Food and Beverage Service. Oxford, 2012. D. Lillicrap and J. Cousins, Food and Beverage Service. Book P 2014. A. Domine, The world of spirits and cocktails: the ultimate bar H. F. Ullmann Publishing GmbH Germany, 2013 	ower,	
Course Outcomes:	 At the end of the course, the students will be able to: Define viticulture and vinification process. Classify wines and identify the principal wine regions. Describe the production process and list brand names. Identify characteristics of wine tasting. 		

Name of the Progra Course Code Title of the Course Number of Credits Effective from AY	: CUL-142 : Management Information System in Hospitality Pract	ical
Pre-requisites for the Course:	NIL	
Course	The aim is to impart technical skills in Management Information	
Objectives:	systems.	
	UNIT I: Introduction to Management Information Systems MIS Concept and definitions of MIS, Role of MIS, Characteristics of MIS, Limitations of MIS, MIS and Computer, MIS and user distributed processing, differentiate between wired and wireless echnologies, Network topologies, Types of telecommunication Media, E-commerce.	30 hours
Content:	UNIT II: Property Management System Information systems for rooms division management, property management system, various modules related to reservations, registration, cashiering, telephones, guest history, housekeeping.	30 hours
	UNIT III: Computerized Reservation System Introduction to global distribution systems (GDS) and hotel distribution on GDS, management information systems (MIS) for key decisions, guests data base, keeping track of guests profile, needs, expectations, projection and monitoring of occupancy levels. Mobile / Wireless Computing in Tourism, Hospitality and Leisure Transaction Processing Systems for Tourism	30 hours
Pedagogy:	The sessions will be conducted using all or any of the methods of pedagogy such as lectures, seminars, case studies, role plays, and problem solving, to enable the students to learn in an interactive mode.	
References/ Readings:	 Jaiswal, Mahadeo and M. Mittal, Management Information Sys – Oxford Publication 2004. O'Connor Peter, Using Computers in Hospitality, Thomson Lea 2004 W.S Jawadekar, Management Information Systems, Tata McG Hill Publishing Company Limited, 2020 Leidner, Dorothy, and E. Mc Lean, and J.Wetherbe, Organisa inthe Digital Economy, John Wiley & Sons, 2008 K. Laudon, J. Laudon, Management Information Systems Man the Digital Firm, 2019. 	rning, Graw- ations
Course Outcomes:	 At the end of the course, the students will be able to: 1. Apply the concepts of Information system. 2. Differentiate between wired and wireless technologies. 3. Evaluate the role of information systems. 4. Manage Computerized Reservation system. 	

Name of the Prog		
Course Code	: IHT-161	
Title of the Course : Office Reception Skills Number of Gradita : 01 (17: 20)		
Number of Credits : 04 (1T+ 3P)		
Effective from AY	: 2023-24	
Pre-requisites	Completion of first year of International Hospitality Management	
for the Course:	The sim of the source is to familiarize the students with skill	c and
Course	The aim of the course is to familiarize the students with skill	
Objectives:	knowledge required to excel in the role of a professional reception UNIT I: Introduction to Reception Skills and Role of Receptionist	151.
	Greetings, importance of first impression, handling inquiries	
	efficiently, managing phone calls, scheduling appointments,	15
	handling correspondence, and maintaining records, ensuring a	Hours
	positive experience for all guests.	
	UNIT II: Communication Skills	
	Verbal communication: clarity, tone, and articulation,	
	Non-verbal communication: body language, eye contact, and	30
	facial expressions, Active listening and empathy in guest	hours
Content:	interactions, Role-play exercises for various guest scenarios	
00	UNIT III: Customer Service Excellence	
OFUNIVERS	Reception duties and responsibilities, mastering customer service	30
	excellence, enhance guest satisfaction, empathy, personalization	hours
	and attention to detail.	SIA
	UNIT IV: Multitasking and Problem Solving	
SIE	Coordination with other departments, maintaining organized	30
	records, generating report, conflict resolution, ensuring the safety	hours
Tagtat	of visitors and staff, assist in emergency situations.	S
	The sessions will be conducted using all or any of the metho	ds of
Dedegegy	pedagogy, such as lectures, exercises, practical, seminars, case stu	udies,
Pedagogy:	role plays, and problem- solving, to enable the students to learn	
	interactive mode.	
	1. J. Smith, The Receptionist: An Essential Guide to Professionalisi	n <i>,</i> 1st
	Edition, 2020	
	2. B. Pinder, Effective Communication for Receptionists	and
References/	Secretaries, 3rd Edition, 2018	
Readings:	3. J. Perrine, Reception Skills for Office Professionals, 1st Edition,	2017
Nedulings.	4. M. Davis, The Art of Professionalism in Receptionist Services	s, 2nd
	Edition, 2019	
	5. P. Robb, The Complete Receptionist: An Indispensable Gui	de to
	Professional Skills, 3rd Edition, 2021	
	At the end of the course, the students will be able to:	
Course Outcomes:	1. Demonstrate effective communication skills	
	2. Exhibit cultural sensitivity and adaptability with guests.	
	3. Maintain a professional image and uphold ethical standards	while
	interacting with guests.	
	4. Resolve guest issues and conflicts using appropriate strategie	
	problem-solving techniques. Perform the role of a receptionist	

Name of the Prog Course Code Title of the Cours Number of Credit Effective from AY	: IHT-200 e : Food Production Practical-I ts : 04	
Prerequisites for the course:	IHT-100	
Course Objectives:	The aim is to familiarize the students to basic kitchen operations a skills required to work in a professional kitchen.	ind
Content:	 UNIT I: Kitchen Equipment, Knife Skills, Stock, Soups and Mother Sauces Introduction to all types of machinery and kitchen tools, Uses, handling, safety, Safety and security regulations in the kitchen, Set up of work station and maintenance of clean and hygienic station. Types of knives, Basic vegetable cuts, Brunoise, julienne, paysanne, macedoine and chiffonade. Preparation of salads, sandwiches and hors d'oeuvres. Egg preparations for breakfast: Soft-boiled, hard-boiled, scrambled, fried, omelets and poached. Preparation of White stock, brown stock, fumet and veg stock. Preparation of Classical mother sauces as per Escoffier: Béchamel, Velouté, Espagnole, Hollandaise, Mayonnaise, Tomato and their derivatives. UNIT II: Basic Pre-Elaborations Vegetable preparation techniques, Cutting, turning, marinating, sautéing and quick pickling, Meats and poultry preparations: Different ways of deboning, portioning, preparing for stuffing, Fish and Shellfish preparations: Cleaning and preparing for whole fish, special cuts of fish like filleting, paupiettes, gujonettes, darne and troncon, Rice, starch and garnishes. UNIT III: Methods of Cooking 	10 hours 30 hours 20
	Moist heat methods (steaming, boiling, blanching and braising), Dry heat methods (frying, roasting and confit).	hours
	UNIT IV: Putting Into Practice Preparation of 10 menus with starter, main course and dessert, Preparation of banquet menu and showmanship.	60 hours
Pedagogy:	The sessions will be conducted using all or any of the meth pedagogy, such as lectures, exercises, practical, seminars, case s role plays, and problem-solving, to enable the students to learn interactive mode.	tudies,
References/Re adings	 David Foskett, Patricia Paskins, Neil Rippington, Steve T "Practical Cookery, 14th Edition, Hachette UK, 8 Jul 2019. Wayne Gisslen, Professional Cooking, Wiley, 2015. Thangam E. Phillip, Modern Cookery, Volume 1 and 2, BlackSwanPtl. January, 2010 Parvinder.SBali, Food Production Operation, Oxford. Univer 2014 	

	5. Parvinder. S. Bali, Food Production Operations and Indian Cuisine,
	Oxford University Press, 2011
Course Outcomes	At the end of the course, the student will be able to:
	1. Execute proper vegetable cuts.
	2. Apply different cooking methods.
	3. Prepare cold and hot sauces and their derivatives.
	4. Prepare stocks, soups, salads, sandwiches, hors d'oeuvres and egg
	dishes.
	5. Plan and execute proper menus and a banquet service.









Name of the Progr Course Code Title of the Course Number of Credits Effective from AY	: IHT-201 : Food & Beverage Service Practical - I		
Prerequisites for the course:	IHT – 100		
Course Objectives:	The aim is to introduce the students to Food and Beverage sector, its organization, planning and execution and an overview of trends and the link to cuisine.		
	UNIT I: Food Service Areas and Mise-En-Place Induction and profile of the areas. Appraising restaurant equipment, napkin folding, points to be observed while laying and relaying of table cloth. Activities involved in mise-en-place and mise-en-scene, setting up sideboard, Table decorations, Condiments, Handling of cutlery, crockery, glassware, service gears and trays.	30 hours	
Content:	UNIT II: Restaurant Service Handling restaurant reservations, greeting and seating the guest, Planning of a 4-5 course menu and preparing the table set up accordingly, service procedures of table d'hôte and al la carte orders. Order taking of food (appetizers, main course and desserts). Presenting and settling of bills and seeing off the guest. Rota service, Different styles of service and techniques Different types of meal service, working at the guest table- basic rules, carving, and flambéing. banquet table setup, Buffet organization.	60 hours	
	UNIT III: Introduction to Non- Alcoholic and Spirits Manufacture of tea, coffee, brandy, whisky, vodka, liqueurs, definition classification of alcoholic beverages fermentation process, distillation process, fermented beverages, distilled spirits, liqueurs.	20 hours	
	UNIT IV: Bar Operation Service of non-alcoholic beverages such as tea, coffee, water, aerated beverages, service procedures of beer, whisky, brandy, gin, vodka, rum, tequila with mixers and service of liqueurs. Order taking of alcoholic beverages and service on a table.	10 hours	
Pedagogy	The sessions will be conducted using all or any of the methods lectures, exercises, practical, seminars, case studies, role pla problem solving, to enable the students to learn in an interactive	iys and	
References/ Readings	 Dennis Lillicrap and John Cousins, Food and Beverage Serv Edition 2014 Hodder Publishing Sudhir Andrews, Food and Beverage Service Training M McGraw Hill Publishing Company Limited, 3rd edition 2013. Bobby George, Sandeep Chatterjee, Food and Beverage Serv Management, Jaico Publishing House, 2008 	/Janual,	

	 Vijay Dhawan, Food and Beverage Service, Frank Bros. and Co., 2013 Jack D. Ninemeier, Management of Food and Beverage Operation, 5th Edition, American Hotel and Lodging Educational Corp, 2010
Course Outcomes	 At the end of the course, the student will be able to: Present different table set-ups. Identify and demonstrate several service styles and beverage service in front of the guest. Execute proper service flow from receiving the guest, to order taking, drink and food serving, clearing and billing and warm farewell. Demonstrate good hygiene, etiquette and showmanship.









Name of the Progra Course Code	mme : B.Sc. (International Hospitality Management) : IHT-211		
Title of the Course	: Human Resource Management		
Number of Credits	: 04		
Effective from AY	: 2023-24		
Prerequisites for			
the course:	NIL		
Course Objective:	The aim is to introduce the students to the management of an organization's workforce through the design and implementation of effective human resources policies and procedures.		
	UNIT I: Introduction to Human Resource Management Introduction to Human Resource Management-Objectives, Functions, Organization of HR Department, Environment & Strategic Role of HRM, Manpower planning, Job Analysis & job Design, Succession Planning.	15 hours	
AND	UNIT II: Recruitment and Selection Definition, Sources of Recruitment, Process of Recruitment and Selection, Types of Selection Tests, Interviews, Technology in Recruitment and Selection, Evaluation, Employee Placement.	15 hours	
Content:	UNIT III: Training And Development and Performance Management Training Process, Training Need Analysis, Training Design, Types of Training, Methods of Training, Training Evaluation. Performance Management: Setting KRA's/KPA's, Appraisal Process, Methods and its applicability, Rewards.	15 hours	
	UNIT IV: Compensation, Employee Benefits and Industrial Relations Job Evaluation, Wage Mix, Compensation Structure, Performance Linked Pay, Employee Benefit programs, Introduction to Industrial Relations, Importance & Approaches, Trade Unions, Resolving Disputes.	15 hours	
Pedagogy:	The sessions will be conducted using all or any of the meth pedagogy, such as lectures, exercises, practical, seminars, case s role plays, and problem-solving, to enable the students to lear interactive mode	tudies,	
Reference/ Readings:	 K. Aswathappa, 'Human Resource Management', Tata McGr Education, 10th Edition. Snell, Bohlander, Vohra, 'Human Resource management Cengage learning. Gary Dessler, 'Human Resource Management', P publication, 2020 C B Gupta, Human Resource Management Text And Cases, Chand and Sons, 2018. Gary Dessler, Biju Varrkey, Human Resource Manage Fifteenth Edition, by Pearson Paperback – 26 December 2020 	ent', - earson Sultan ement,	

	At the end of the course, the students will be able to:		
	1. Define the concept of HR and its integration with busine		
	performance.		
Course	2. Derive a deep insight into Human Resource planning and its linkage		
Outcomes:	to an effective Recruitment process.		
	3. Describe training needs assessment and the training process.		
	4. Analyze a good Performance Management System.		
	5. Assess Industrial Disputes and methods of settlement of the same.		





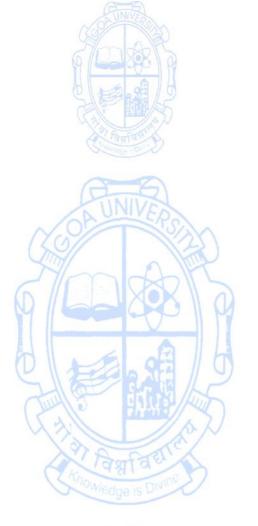




Name of the Progra Course Code Title of the Course Number of Credits Effective from AY	amme : B.Sc. (International Hospitality Management) : IHT-231 : Gastronomic Tourism : 03 : 2023-24		
Prerequisites for the course:	NIL		
Course Objective:	The aim is to introduce the student to the social, cultural and environmental gastronomic tourism in regards to people, places and celebrations		
	UNIT I: Gastronomic Tourism as a Contributor towards Regional Economic Development15Definition, different types of gastronomic tourism, historical understanding of gastronomic tourism, Identity of a destination as a gastronomic tourism destination.15The growth and development of gastronomic travel: Worldwide growth of gastronomic travel, Gastronomic tourism in India – Regions and food history.17		
Content:	UNIT II: Designing a Gastronomic TourismGastronomic tourism product strategy, resources and venues , Marketing and branding gastronomic tourism: Travel experience sharing (blogs/vlogs), Use of social media and other mass media platforms.15 hoursUNIT III: Global Gastronomic Tourism Trends Trends in global gastronomic tourism, the food trends, regional food trail- a practical experience, Gastronomic tourism festivals, events and markets: Festivals that celebrate food, fours15 hours		
	food festivals across the different regions. Beverage Tourism: Drinking to experience people and place Eco-tourism - visits to wineries, tasting wines. The sessions will be conducted using all or any of the methods of pedagogy, such as lectures, exercises, practicals, seminars, case studies,		
Pedagogy:	role plays, and problemsolving, to enable the students to learn in an interactive mode.		
References/ Readings:	 Frost, W., Laing, J., Best, G., Williams, K., Strickland, P., & Lade, C. Gastronomy, tourism and the media, Channel View Publications,2016. Park, E., Kim, S., & Yeoman, I., Food tourism in Asia. Singapore, Springer, 2019 Stanley, J., & Stanley, L., Food tourism: A practical marketing guide, Cabi, 2014 Hall, C.M., & Gössling, S., Food Tourism and Regional Development: Networks, products and trajectories, Routledge,2016 Robert J. Harrington, Food & wine pairing- A sensory experience Wiley publication, March 2007 		
Course	At the end of the course, the student will be able to:		

Outcomes		Understand the history and importance of gastronomic tourism. Identify new trends changing in the hotel industry and restaurants
	۷.	to promote and encourage gastronomic tourism.
	3.	Write blogs V/Logs as food critic.
	4.	Compare the gastronomy of various regions in India and overseas.









Name of the Programme	: B.Sc. (International Hospitality Management)
Course Code	: IHT-241
Title of the Course	: Interview Facing Skills
Number of Credits	: 03 (1T+2P)
Effective from AY	: 2023-24
Pre-requisites	

Pre-requisites for the Course:	NIL	
Course Objectives:	Ability to face entry level selection processes of organizations.	
Content:	UNIT I: Introduction to Interviews What is an interview, Importance and types of interviews, Grooming- Attire, Personal Image, Posture and Body Language. Pre- Interview Preparation- Research on company, job description, Analysis of self through SWOC. Facing Interviews- How to prepare for the day and make lasting impression and graceful exit. Resume- What is a resume, importance, types, parts, resume mistakes to avoid. Cover Letter- purpose, types, parts of a cover letter. Personal profiles on job portals, introduction to psychometric tests, post interview follow ups.	15 Hours
	UNIT II: Body Language and Grooming Workshop on Body Language, Grooming Workshop, SWOC Analysis, Resume and Cover Letter Drafting.	30 Hours
	UNIT III: Psychometric Tests Taking the psychometric tests, Follow up calls and emails, Creation and optimization of personal profiles on job portals.	30 Hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach act project work/ vocational training/viva/ seminars/ papers/assignments/ presentations/ self-study/ Case Studies et combination of some of these. Sessions shall be interactive in nat enable peer group learning.	term c. or a
References/ Readings:	 Ebook- Interview Skills-Rebecca Corfield (Kogam Page) 5th E 2009 Pamela Skillings, "Job Interviewing For Dummies", Wiley, O 2023 Ebook- Interview Skills guidebook, Mercy College-Caree Professional Development, 2019-2020. How to face an interview, Raghu Palat, Jain Book Agency, 2015. Job interview prep guide: how to make a great impression, S Cartee, 2021 	ectober er and 10.
Course Outcomes:	 At the end of the course the student will be able to: 1. Identify different interview styles. 2. List the essentials needed to enhance their confidence and p body language. 3. Match self -skills to the job description. 4. Define the process of interviews. 	ositive

Name of the Progr Course Code	amme : B.Sc. (International Hospitality Management) : IHT-202	
Title of the Course	•	
Number of Credits	-	
Effective from AY	: 2023-24	
Prerequisites for the course:	NIL	
Course Objective:	The aim is to introduce the fundamental concepts, princip techniques required at operational level in rooms divisio encouraging the students to develop a professional and caring towards customers.	n while
	UNIT I: Introduction to Rooms Division Types of hotel, internal departmental structure, internal communication, Types of rooms, inter- departmental coordination, organisation, structure.	15 hours
	UNIT II: Front Office Functions Selling from the front desk, reservation procedures, manual and computerized reservations, guest history and loyalty programmes. overbooking; blacklist, registration and room allocation: room assignment.	15 hours
Content:	UNIT III: Check In /Check Out Procedures Check-in procedures, key cards, guest accounting and cashiering, check-out, method of payment, safety deposit procedures, Site visit/guest lecture planning and organizing the front office department, Night Auditing, Future trends and developments in Rooms Division Review.	15 hours
Trantant,	UNIT IV: The Role of Housekeeping Organization chart of the housekeeping department, cleaning organization, cleaning agents, composition, care and cleaning of different surfaces, inter departmental relationship, use of computers in housekeeping department.	15 hours
Pedagogy:	The sessions will be conducted using all or any of the met pedagogy, such as lectures, exercises, practical, seminars, case role plays, and problem-solving, to enable the students to lea interactive mode	studies,
Reference/ Readings:	 Press, 2013. 2. Jatashankar R. Tewari, Hotel Front Office Operat Management, 1st ed. Oxford University Press, 2013. 	niversity ions & erations tel front

Course Outcome:	 At the end of the course the student will be able to: 1. Describe the important role the rooms division plays in all types of hospitality properties. 2. Identify customer expectations, requirements and implications of the room's division manager. 3. Perform basic tasks utilizing hospitality software applicable to rooms division. 4. Describe the functions, duties and tasks necessary to manage the
	room's division department on a day-to-day basis.









Name of the Progr Course Code Title of the Course Number of Credits Effective from AY	: IHT-203 : Bar Management	
Prerequisites for the course:	NIL	
Course Objective:	The aim is to familiarize the students with bar management ope	rations
Content:	UNIT I: Bar Layout Physical layout of bar, Bar stock – alcohol & non-alcoholic beverages, bar equipment, dispense bar – organizing mise-en- place, service of wines, spirits & beers, types & usage of equipment- furniture, chinaware, silverware & glassware, linen, disposables, special equipment, care & maintenance.	15 hours
	UNIT II: Role of the Bar Manager Managing customer expectations in the licensed industry, types of bar, types of equipment used, managing alcohol consumption through responsible service: alcohol in perspective, strengths, safe levels of consumption, your body and alcohol, identifying intoxication, better business practices, strategies to prevent intoxication, refusal of service. supervisory bar management, bar sales and training skills, managing drinks mixing: equipment use, consistency, knowledge of recipes, cleanness, preparation, margin setting, customer relations, communication, competitions benefits, styles of service.	15 hours
Transar	UNIT III: Security and Safety Measures Managing the prevention of conflict and violence in Bars, security in the bar: taking charge, monitoring and prevention, calming techniques, control procedures, closing time, areas to protect, and crime prevention guidelines.	15 hours
	UNIT IV: Managing Stress in the Licensed Industry Strategies for survival, risk assessment for stress factors, prevention techniques, identifying categories of stress, defining hazards, finding solutions to stress.	15 hours
Pedagogy:	The sessions will be conducted using all or any of the methods of pedagogy, such as lectures, exercises, seminars, case studies, rol plays, and problemsolving, to enable the students to learn in an interactive mode	
Reference/ Readings:	 Robert C. Mill; S. Kaushill; Krishank Kamra, Hospitality: Ope and Management, A H Wheeler Publishing Co Ltd, 2024 Introduction to Hospitality Operations, Jones, Peter, Con Cengage Learning EMEA; 2nd edition, 19 December 2002 Managing Bar Operations: Lendal Henry Kotschevar and M Tanke Educational Inst of the Amer Hotel ,1 October 1996, Ms. Sylvia Meyer et al, Professional Table Service Wiley Public 2002 	tinuum Aary L.

	5. Bar Management & Operations, Gajanan Shinkre, Leadstart
	Publishing, 2010
Course Outcomes:	At the end of the course the student will be able to:
	1. Identify different types of bar and equipment.
	2. Manage customer care in an effective and efficient manner.
	3. Control the performance of all product systems and stock control
	procedures in the bar.
	4. Implement systems and procedures for administering bar functions.
	5. Identify security and safety measures in relation to bar operations.









Name of the Progra Course Code Title of the Course Number of Credits Effective from AY	: IHT-204 : Bakery and Pastry Arts Practical	
Pre-requisites for the Course:	NIL	
Course	The aim is to introduce the student to various methods and tech	niques
Objectives:	used in the preparation of bakery, pastry and confectionary.	
	UNIT I: Lean and Rich Yeast Dough, Preparation of Cookies and Cakes Different bread formulas, bread rolls, pizza dough's, Sour dough with different flours, Pre- Ferments, percentage of water content and temperatures, Selection of Local and international Breads: Poies, Catrepao and Pao. Focaccia, Bagles and Brezeln. Sponges like brioche and Stollen, Laminated dough formulas. Cookies made from different preparation techniques like dressed, rolled and moulded, Cookies made from different ingredients like whole grain, spices and eggs, Variety of cakes, petit fours and the formulas.	30 hours
Content:	UNIT II: Preparation of Quick Breads, Doughnuts, Fritters, Pancakes, Waffles Mixing and production methods like creaming, stirring and shortening. Variation of formulas and ingredients. UNIT III: Pastry Basics and Special Pastries	30 hours
The second second	Custards, puddings, mousses and soufflés, pies, Pate brisée and short pastries, puff pastry and éclair pastry Tarts, tartlets and special pastries, assembling and decorating cakes, marzipan, pastillage, and nougatine.	20 hours
	UNIT IV: Desserts and Chocolate Minimum 6 individual practical to cover international desserts that should include: Frozen and fruit desserts, Basic syrups, creams and sauces, Sugar cooking, basic creams and desserts sauces, Simple decoration items for plated dessert and buffets, Buffet setup and planning. Tempering and handling methods, Preparation of chocolate decorations, Moulding and colouring of chocolate, Preparation of chocolate truffles	40 hours
Pedagogy:	The sessions will be conducted using all or any of the methods s lectures, exercises, practical, seminars, case studies, role pla problem solving, to enable the students to learn in an interactive	ys and

	4 We as Challes Defended Deltas Wile otherity 2004
	1. Wayne Gisslen, Professional Baking, Wiley, 8 th edition, 2021
	2. Parvinder S. Bali, Theory of Bakery And Patisserie, Oxford University
	Press, 2018
_	3. Cauvain, S. & Young, Technology of Bread making, Springer
References/	International publishing Switzerland, latest available Edition, 2007.
Readings:	
	4. Baking and Pastry Art, The Culinary Institute of America, 3 rd Edition,
	February, 2015
	5. Larousse Gastronomique, Hachette, reviewed Edition, 2009
	6. H. Caldon et al, The Cooks Book of Ingredients, DK, 2010.
	At the end of the course, the student will be able to:
	1. Apply preparation techniques and hydration percentages, kneading
	techniques and identify bread faults.
	2. Prepare different types of local, national and international breads,
	experiment with ingredients and flavours and observe their
Course	
Outcomes:	influence on the bread quality and experiment bread baking in
	firewood oven.
	3. Prepare different creams, custards, mousses, meringues, jams and
	fruit preparations, simple decoration items with chocolate, sugar
	and sauces and practice with various stabilizers and thickeners.
6-6	4. Execute dessert buffets and plated desserts.
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Name of the Progra Course Code Title of the Course Number of Credits Effective from AY	: IHT-205 : Bakery and Pastry Arts	
Pre-requisites	NIL	
for the Course: Course	The aim is to enhance the skills of the student to the methods an	d
Objectives:	techniques used in the preparation of pastry and confectionary.	u
Content:	 UNIT I: Introduction to Bakery Historical background, Careers in baking and pastry, hygiene and food safety in bakery, Baking and pastry equipment, Basic Baking Principles, Baking process, Post- baking process, Dough's, breads and more: Yeast dough: Understanding yeast dough, Lean yeast dough, rich yeast dough. Quick Breads: Mixing and production methods, recipe formulas Cookies: Cookie characteristics and their causes, Mixing methods, types and makeup methods, Panning, baking, and cooling. Cake mixing and baking: Mixing, scaling, panning, and baking. Doughnuts, fritters, pancakes and waffles: Formulas, toppings and accompaniments. Pastry Basics: Custards, puddings, mousses and soufflés, pies, pâte-brisée and short pastries, puff pastry and éclair pastry, strudel and phyllo, baked meringues. UNIT II: Tarts, Desserts and Chocolate Tarts and tartlets: Assembling and decorating cakes, lcings, assembling simple cakes, basic decorating techniques, Marzipan, pastillage, and nougatine. Frozen Desserts: Churnfrozen desserts and still – frozen desserts. Fruit Desserts: Handling fresh fruits and fruit desserts, Basic syrups, creams and sauces, Sugar cooking, basic creams and dessert sauces. Production of chocolate, moulding, decorations, chocolate truffles and confections. 	15 hours 15 hours
Pedagogy:	The sessions will be conducted using all or any of the methods such as lectures, exercises, practical, seminars, case studies, role plays and problem solving, to enable the students to learn in an interactive mode.	
References/ Readings:	 Wayne Gisslen, Professional Baking, Wiley, 8th edition, 2021 Parvinder S. Bali, Theory of Bakery And Patisserie, Oxford Unit Press, 2018 Cauvain, S. & Young, Technology of Bread making, Sp International publishing Switzerland, 2007. Baking and Pastry Art, The Culinary Institute of America, Feb 2015 Larousse Gastronomique, Hachette, reviewed Edition, 2009 H. Caldon et al, The Cooks Book of Ingredients, DK, 2010. 	oringer

4. Plan dessert buffets and confection plated desserts.	Course Outcomes:	 At the end of the course, the student will be able to: 1. Justify the raising agents and their properties and relate them to kneading of dough and resting periods, bread faults, different preparation techniques and hydration percentages. 2. Identify and prepare different types of local, national and international breads, recommend ingredients and flavours for bread making and explain their influence on the bread quality and nutrition. 3. Prepare creams, mousses, meringues, sauces, gelatines using different stabilizers and thickeners. 4. Plan dessert buffets and confection plated desserts
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Name of the Prog Course Code Title of the Cours Number of Credit Effective from AY	: IHT-221 Se : Marketing for Hospitality, Tourism and Leisure ts : 4 (3T+1P)	
Prerequisites for the course:	NIL	
Course	The aim is to provide students with a comprehensive and printing during the provide students with a comprehensive and principles.	ractical
Objectives:	 introduction to marketing concepts, theories and principles. UNIT I: Introduction to Marketing Nature and scope of marketing, Basics of Demand and Supply, Marketing mix (4 P's and 4 C's and 7P's & 7C's). UNIT II: Market Segmentation, Targeting and Positioning What is segmentation and why to segment, benefits of segmentation, target marketing, how to select target market , criteria for successful segmentation of business markets, profitability evaluation and selecting market segments for targeting, positioning strategy. 	15 hours 30 hours
	UNIT III: Marketing Environment Marketing Environment, Marketing Information, Marketing Planning, Understanding Marketing Environment. UNIT IV: Consumer Behaviour Buying motives, factors influencing consumer behaviour, basic model of consumer decision making, buying process, theories of buyer behaviour.	15 hours 15 hours
Pedagogy:	The following methods and forms of study are used in the course Lectures, Case Studies and Self-study (doing home assignments based on reading of research papers on various aspects of marketing) Self-study on reading research papers in marketing management area to understand the importance of marketing concepts, especially on understanding consumer behaviour, measuring consumer satisfaction and recent developments in marketing.	
Reference/ Readings:	 Kotler, P T; Armstrong G and Agnihotri P; Principles of Marketing: Basic Concepts of Marketing, Pearson, 2018. Saxena, R; Marketing Management, McGraw Hill, 2017. Karunakaran, K, Marketing Management, Text and Cases in Indian Context, Himalaya Publishing House, 2017. Sherlekar S A and Krishnamoorthy R, Marketing Management: Concepts and Cases, Himalaya Publishing House, 2017. Gopal, R and Manjrekar, P, Marketing Strategies and Applications, Himalaya Publishing House, 2017 	
Course Outcomes:	 At the end of the course, the student will be able to: 1. Demonstrate the significance of the marketing mix, asses segmentation, targeting and positioning is done. 2. Identify the ways of influencing consumer behavior and learn the latest developments in the field of marketing. 	

3.	Explain the significance of Marketing Mix.
4.	Assess market segmentation, targeting and positioning based on
	consumer profiling.
5.	Assess the recent developments in the marketing area.









Name of the Programme	: B.Sc. (International Hospitality Management)
Course Code	: IHT -261
Title of the Course	: Personality Development Skills
Number of Credits	: 04 (1T+ 3P)
Effective from AY	: 2023-24
Dro roquisitos	

Pre-requisites for the Course:	Completion of second year of International Hospitality Managemer	nt
Course	The aim of the course is to cultivate interpersonal skills for a suc	cessful
Objectives:	career.	eessiai
Content:	UNIT I: Introduction to Personality Development The concept of personality, dimensions of personality, significance of personality development. The concept of success and failure: hurdles in achieving success, overcoming hurdles, factors responsible for success, failures and causes, swot analysis.	15 hours
	UNIT II: Attitude & Motivation Concept, significance factors affecting attitudes, positive attitude, advantages and disadvantages, differences between personalities having positive and negative attitude. concept of motivation, significance, internal and external motives, importance of self- motivation, factors leading to de- motivation	30 hours
	UNIT III: Self-Esteem Definition and importance, do's and don'ts to develop positive self-esteem, low self-esteem, symptoms, positive and negative self-esteem. Inter-personal relationships, difference between aggressive, submissive and assertive behaviours.	30 hours
	UNIT IV: Other aspects of Personality Development Body language, problem-solving, conflict and stress management, decision-making skills, leadership and qualities of a successful leader, character building, team-work, time management, work ethics, good manners and etiquette.	30 hours
Pedagogy:	The sessions will be conducted using all or any of the methods of pedagogy, such as lectures, exercises, practical's, seminars, case studies, role plays, and problem- solving, to enable the students to learn in an interactive mode.	
References/ Readings:	 R. Heller, "Effective leadership, "Essential Manager series, Dk Publishing, 2002 T. Hindle, "Reducing Stress" Essential Manager series, Dk Publishing, 2003 L. Stephen, "Art of Public Speaking", New Delhi. Tata - Mc-Graw Hill. 2001 D. J. Mile, Power of positive thinking, Delhi. Rohan Book Company, 2004. P. Kumar, All about Self- Motivation, New Delhi. Goodwill Publishing House. 2005. B. Smith, "Body Language", Rohan Book Company, Delhi, 2004 	

	At the end of the course, the students will be able to:
	1. Analyse ones weakness and strengths.
Course	2. Think critically.
Outcomes:	3. Develop positive attitude.
	4. Demonstrate high self esteem
	5. Display leadership skills.









Name of the Progr Course Code Title of the Course Number of Credits Effective from AY	: IHT-300 : Front Office Operations	
Prerequisites for the course	NIL	
Course Objectives	The aim is to familiarize the student with the functions and Operations of the Front Office Department.	
Content:	UNIT I: Planning and Evaluating Front Office Operations Planning and evaluating front office operations, control of cash/credit, checkout procedures, forecast room availability, establishing room rates, budgeting of front office operations, yield management, checkout and settlement.	15 hours
	UNIT II: Front Office Accounting Accounts, guest account, non-guest account, types of folios, vouchers, point of sale, ledgers, accounting system, credit monitoring, front office accounting system formula, front office cash sheet, cash bank, internal control in the front office, audit control, settlement of accounts.	15 hours
	UNIT III: Hotel Brochures and Tariffs Different types of room rates (Rack, F.I.T., Crew, Group), Discount offered and packages, Basis of charging tariffs, Taxes levied (Sales tax, expenditure tax, luxury tax, and service charges) food plans, use of brochures and tariff cards, types of rates, establishing room rates or room tariff fixation.	15 hours
	UNIT IV: Hotel/ Resort Promotion and Marketing Front office and hotel promotion, hotel promotion with rooms, office services and hotel promotion, personal services and hotel promotion, hotel promotion through food and beverage department, hotel promotion in gift shop, emergency items, health facilities-swimming pool and hotel promotion, banquet service - lounge, room service and hotel promotion, hotel promotion in restaurants.	15 hours
Pedagogy	The sessions will be conducted using all or any of the methods of pedagogy, such as lectures, exercises, seminars, case studies, role plays, and problem solving, to enable the students to learn in an interactive mode	
Reference/ Readings	 Philip Kotler, J.T. Bowen, C. Makens, S. Baloglu, Market Hospitality and Tourism, 7th edition, Pearson; 2016 Jatashankar R. Tewari, Hotel Front Office Operation Management, Second Edition, Oxford University Press; 2016 Gajanan Shirke, Front Office Management, 2014 James A. Bardi, Hotel Front Office Management, 5th Edition India Pvt Ltd; 2012 Michael L. Kasavana, Richard M. Brooks, Managing Front Operations, 8th Edition, 2009 	ons & , Wiley









Name of the Progr Course Code Title of the Course Number of Credits Effective from AY	: IHT-301 : Food and Beverage Service Operations	
Prerequisites for the course:	Student must have completed IHT-100	
Course Objective:	The aim is to prepare students to meet the challenges associate the Food and Beverage Industry	d with
	UNIT I: Introduction to Wines Wine producing areas, manufacture of wines, quality control, Wines of France and other parts of world, manufacturing, quality control.	15 hours
Content:	UNIT II: Principles of Stocktaking and Control Rationale for stock control, methods of stock taking, control procedures, identifying loss making areas, maximizing yields, setting profit margins, duties of the stock controller, stock control documentation.	15 hours
Pedagogy:	 UNIT III: Menu Planning and Costing Menu management, Cycle of Control, labor cost control, standard product costs, pricing strategies, designing food and beverage control systems. UNIT IV: Food and Beverage Controls Financial Case study, revenue management, sustainability and legal requirement, case study menu development. The sessions will be conducted using all or any of the meth pedagogy, such as lectures, exercises, seminars, case studies, role and problem-solving, to enable the students to learn in an intermode 	e plays,
Reference/ Readings:	 Sudhir Andrews, Food and Beverage Service Training Manual, Tata McGraw Hill Publishing Company Limited, 2013. Bobby George, Sandeep Chatterjee, Food and Beverage Service and Management, Jaico Publishing House, 2008 Dennis Lillicrap, John Cousins, Food & Beverage Service, 8th Edition, Hodden Education, 2010. Vara Prasad, Gopi Krishna, Food & Beverage Simplified, 1ST Edition, Dorling Kindersley, Noida, UP, 2013. Ms. Sylvia Meyer et al, Professional Table Service Wiley Publications, 2002 	
Course Outcome:	 At the end of the course the student will be able to: 1. Identify different wines. 2. Prepare menus with accompanying wines. 3. Demonstrate knowledge of all the menu items, alcoholic and non-alcoholic beverages. 4. Perform the correct service requirements of all food and beverage items. 	

Name of the Progr Course Code Title of the Course Number of Credits Effective from AY	: IHT-302 : Accommodation Operations	
Prerequisites for the course:	NIL	
Course Objectives:	The aim is to familiarize the student with the functions and ope of Accommodation / Housekeeping Department	rations
Content:	UNIT I: Housekeeping Operations Planning Housekeeping Operations, Managing Housekeeping Personnel, Team work and Leadership, Managing Housekeeping Personnel, Calculate the staff request requirement, employee welfare and discipline, Documentation, Employee motivation and Appraisal, Performance and Productivity standards.	15 hours
	UNIT II: Housekeeping Inventory Control And Budgeting Standard operating manuals, work schedules, area inventory, calculating staff strength and planning duty roaster, stock record, linen control, calculating and record keeping of housekeeping inventories. Cleaning agents, other cleaning equipment and machines, linen, carpets, furniture, guest room fixtures and fittings, guest supplies and amenities.	15 hours
	UNIT III: Contracts And Green Housekeeping Energy and water conservations, Housekeeping Functions in other institutions and Green Housekeeping, Standard operating manuals, Contract services, Pest Control, Lighting, Interior decoration and Layouts, Ventilation.	15 Hours
	Unit IV: Linen and Laundry Operations Linen and Uniform room organization, Planning Layout of linen and laundry room, selection and Design of linen, Storage of linen and uniform, Linen exchange, Par Stock, Linen control, Sewing area and equipment, Room and restaurant linen storage and exchange.	15 Hours
Pedagogy:	The sessions will be conducted using all or any of the methods of pedagogy, such as lectures, exercises, seminars, case studies, role plays, and problem solving, to enable the students to learn in an interactive mode	
Reference/ Readings:	 Press, 2013. 2. Jatashankar R. Tewari, Hotel Front Office Operatic Management, 1st ed. Oxford University Press, 2013. 	iversity ons & rations

	5. Arvind Gautam, Accommodation Operation Management: A	
	Complete Book On Housekeeping, Axis Publications, January, 2010.	
	At the end of the course, the student will be able to:	
	1. Plan and organize the Housekeeping department.	
Course	2. Organize the laundry and linen room.	
Outcomes:	3. Plan the duty roster.	
	4. Demonstrate energy and water conservation, contract services,	
	lighting, interior decoration, ventilation and Layout, Pest control.	









Name of the Prog		
Course Code	: IHT-303	
Title of the Cours	•	
Number of Credit		
Effective from AY	: 2023-24	
Prerequisites for the course:	Student must have completed IHT-100	
Course	The aim is to equip the student with knowledge and skills to opera	ate and
Objective:	manage a quantity kitchen.	
	UNIT I: Quantity Food Production	
	Identifying and use of appropriate equipment, menu planning,	10
	principles of indenting for volume cooking, principles of planning	hours
	for quantity food production, volume feeding.	
	UNIT II: Traditional Indian Cooking Methods	4.0
	Regional Indian cuisine, traditional cookware indigenous and	10
	tribal cuisine, Types of fuel used in cooking , Food rituals.	hours
Content:	UNIT III: Cuisine of Indian Communities (North, East, West and	
	South)	
	Characteristics of the community, Tradition and culture relating	
6-6	to food habits, Food and festivals, Cuisines of Awadh, Bengal,	10
OBUNIVERS	Goa, Gujarat, Hyderabad, Kashmiri, Maharastra, Punjabi,	hours
	Rajasthan & South India (Tamil Nadu, Karnataka, Kerala) and the	SPR
6 (2388)	practicals will involve quantity cooking.	A / B
	The sessions will be conducted using all or any of the meth	ods of
SIERAL	pedagogy, such as lectures, exercises, seminars, case studies, role	
Pedagogy:	and problem solving, to enable the students to learn in an inte	ILA TI
भा निमा विषा	mode.	and the second
State of the State	1. Parvinder S Bali, Quantity food production Operations, Oxford	Higher
	education, 2015	
	 Thangam E. Philip, Modern cookery, Orient Blackswan Private L 	imited
	4 th Edition, 2013	
Reference/	3. Gilslin, G. Professional Cooking Wiley, 1995, 2 nd Edition	
Readings:	4. Ceserani V. and R. Kinton Theory of Catering, Hodder & Stou	ighton
	UK, 9 th Edition, 2003	·Bircon,
	5. Atul Kochhar, Benares- Michelin Starred Cooking, Absolute	Press
	2015	11035,
	At the end of the course, the student will be able to:	
	1. Plan for quantity food production with regard to Space allo	cation
Course Outcomes:	equipment selection and staffing.	cation,
	 Select equipment required for mass/volume cooking. Blap the many for various volume feeding outlets such as Ind 	uctrial
	3. Plan the menu for various volume feeding outlets such as Ind	ustriai,
	Institutional, Mobile Catering Units.	
	4. Prepare Indian food in line with Indian culture and traditions.	

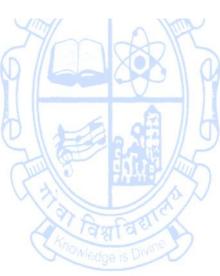
Name of the Programme : B.Sc. (International Hospitality Management) Course Code: IHT-304 Title of the Course: Food Production Practical - I No. of Credits: 04 Effective from AY: 2023-24

Prerequisites	NIL	
for the course:		
Course	The course aims to provide skills in preparation of Indian re	egional
Objective:	cuisines.	
	UNIT I: Ingredient Knowledge Product knowledge of typical Indian ingredients, gravies and their preparations, conservation of products and preparation of dairy derivatives.	10 hours
	UNIT II: Specialty Cuisine	30
	Traditional wood fire cooking, tandoor, street food in India.	hours
Content:	UNIT III: Cooking for Volumes Introduction to large scale / quantity food production, industrial, commercial and institutional (hospitals / schools), Indian gravies. Minimum 9 individual practical to prepare menus from most important regions of India: Goan, Hyderabadi, Kashmiri, Kerala, Maharashtrian, Parsi, Punjabi, Rajasthani, Awadhi and Mughalai Popular breakfast preparations across India, prepare Indian sweets and savouries, prepare regional varieties of breads	60 hours
	UNIT IV: Planning and Executing a Theme Dinner Planning a theme based menu, organizing a theme dinner considering planning, indenting, costing, procurement, preparation, service and clearance	30 hours
Pedagogy:	The sessions will be conducted using all or any of the methods of pedagogy, such as lectures, exercises, practical, seminars, case st role plays, and problem solving, to enable the students to learn i interactive mode	udies,
Reference/ Readings:	 Parvinder S Bali, Quantity food production Operations, Higher education, 2015 K. T. Achaya, A Historical Dictionary of Indian Food, Oxford Un Press, 2002 K. T. Achaya, Indian food Historical Companion, Oxford Un Press, 1998 Thangam E. Philip, Modern Cookery For teaching and the Orient BlackSwan, volume I and Volume II, 2013 J Inder Singh Kalra, Prashad Cooking with Indian Masters, Publishers Pvt Itd, 2013 	iversity iversity trade,
Course Outcomes:	 At the end of the course the student will be able to: 1. Plan and prepare regional menus. 2. Discuss regional differences of food culture. 3. Plan and prepare food in bulk quantities. 4. Display plate presentations. 	

Name of the Prog Course Code Title of the Course Number of Credit Effective from AV Prerequisites for the course:	: IHT- 305 e : Revenue Management ts : 04 (: 2023-24 NIL The aim of this course is to provide an understanding of the concepts and terms of Revenue Management and that can be use	ed as a
Objectives:	baseline for the implementation of revenue management hospitality industry. UNIT I: Introduction to Revenue Management Introduction of concept, purpose and components of revenue management, Revenue Management Process Calculation of Return on Investment. Revenue Management Team: Role of revenue manager in the hospitality industry, revenue manager position, legal aspects and ethical aspects of revenue management, functions of the revenue management team, revenue management culture.	15 hours
	UNIT II: Pricing in Revenue Management Market segmentation and targeting, introduction to revenue management metrics, various pricing strategies, calculation of room rate by using Hubbart's room rate formula, calculation of break-even revenue, differential pricing and factors affecting differential pricing, hotel distribution channels, differentiate between revenue management and revenue optimization.	15 hours
Content:	UNIT III: Application of Revenue Management to Lodging Demand forecasting and data required for demand forecasting, evaluation of hotels occupancy, use the Hubbart's formula for calculating potential average room rate, inventory management and overbooking scenarios, calculation of available rooms, ADR, RevPAR, GOPPAR, demand forecasting average	15 hours
	UNIT IV: Application of Revenue Management to Food and Beverage outlets and Travel Industry Terms related to revenue management in restaurants: revenue per available seat hour, food cost, check average turn table, calculation of revenue per available seat hour, food cost, check average turn table, break-even revenue, strategies followed in different business segments within the travel industry and cruise lines.	15 hours
Pedagogy:	The sessions will be conducted using all or any of the meth pedagogy, such as lectures, exercises, seminars, case studies, role and problem-solving, to enable the students to learn in an inte mode	e plays,

	1. Stanislav Ivanov, Hotel revenue management from theory to
	practice. Elsevier Publisher, 2014.
	2. Hayes, David K and Allisha A. Miller, Revenue Management for
	hospitality Industry, 1st ed. Willey Publisher, 2010.
Reference/	3. Talluri. K, and G. Van Ryzin, The Theory and Practice of Revenue
Readings:	Management. Kluwer Academic Publishers, 2005.
	4. David, Joshua & Peggy, Revenue Management for the Hospitality
	Industry. Wiley Publication, 2022.
	5. Ronald Huefner, Revenue Management, Business Expert Press, May
	2015
	At the end of the course, the student will be able to:
	1. Describe the concepts and importance of revenue management.
	2. Outline a revenue management implementation process and revenue
Course	culture.
Outcomes:	3. Compare revenue management strategies and tactics that can be
	implemented to manage demand.
	4. Apply revenue management concepts to room division, restaurant.
	conference, and banquets departments, travel and cruise lines.









Name of the Prog Course Code Title of the Cours Number of Credit Effective from AY	: IHT- 306 e : Rooms Division Practical ts : 04			
Prerequisites for the course:	NIL			
Course Objective	The aim is to familiarize students with functions and Operations of department of Rooms Division.	of the		
	UNIT I: Property Management System Introduction to PMS – OPERA, Create and Cancel reservations, Manage Rooms on PMS, Conduct the end of the day, Handle groups and blocks on Opera, Change and View Guest Room Status, Post Charges to Guest Accounts, Handle Arrivals and Check Ins.	30 hours		
Content:	UNIT II: Front office Operations and Tasks Filling up of various Front OfficeOffice Performa, Welcoming of guest, Telephone handling, Reservations, Arrivals and checkouts, Situation Handling.	30 hours		
	UNIT III: Housekeeping Operations and Tasks Cleaning Guestrooms, Public areas, Procedure of bed making, Turndown service, Towel Art, Maintaining the public areas, Flower ho Arrangement			
	UNIT IV: Linen and Laundry Operations Identifying linen and knowledge of laundry operations, Linen exchange procedure, Stain removal, Dry-cleaning, Handling guest laundry process.	30 hours		
Pedagogy	The sessions will be conducted using all or any of the methor pedagogy, such as lectures, exercises, practicals, seminars, case st role plays, and problem solving, to enable the students to learn interactive mode	udies,		
Reference/Re adings	 G. Raghubalan and Smritee Raghubalan, Hotel Houseke Operations and Management, 2nd ed .Oxford University Press, Jatashankar R. Tewari, Hotel Front Office Operation Management, 1st ed. Oxford University Press, 2013. S.k Kaushal & S.N.Gautam, Accommodation Operations Manage Frank Bros. & co. 2010 Sue Baker, Pam Bradley & Jeremy Huyton, Principles of hotel office operations, 2nd ed. Cassell, 2001. S.K.Bhatnagar, Front Office Management. Frank Bros & Co., 200 	2013. s & ment. front		
Course Outcomes	 At the end of the course, the student will be able to: Determine Rooms Division operations and functions. Illustrate cleaning of guest rooms and guest areas. Demonstrate functions of Property Management system/ Fidelio/IDS/ Shawman. Design room concepts in relation to Interior Decoration and Col schemes. 			

Name of the Progr Course Code Title of the Course Number of Credits Effective from AY	: IHT-400 : Food Production Management	
Pre-requisites for the Course:	NIL	
Course Objectives:	The aim is to familiarise students with essential topics in food proc management with principles and practices required for suc management of a functional kitchen.	
	UNIT I: Introduction of Food Production Management Overview of food production management roles and responsibilities Historical development of culinary management Importance of food production management in the hospitality industry.	15 hours
Content:	UNIT II: Human Resource Management in Food Operations Recruitment and selection processes in food production teams Training and development of culinary staff Performance evaluation and motivation techniques Sustainability and Ethics in Culinary Management Sustainable practices in culinary operations Ethical considerations in food sourcing and production Corporate social responsibility in the food industry.	15 hours
	UNIT III: Financial Management in Food Production Operations Budgeting and financial planning for culinary businesses Revenue management techniques Financial analysis and decision-making.	15 hours
Sugariance - Dariel	UNIT IV: International FOSTAC Training FOSTAC certification by FSSAI, Innovation and Trends in Culinary Management Emerging trends in culinary arts and gastronomy Technology in culinary management Innovation and creativity in menu design and presentation.	15 hours
Pedagogy:	The sessions will be conducted using all or any of the methods solution exercises, seminars, case studies, role plays and pushing, to enable the students to learn in an interactive mode.	
References/ Readings:	 Charles Fellows, The Culinary Handbook: The Most Comple Reference Book to Things Culinary Ever Published (Classic R Forgotten Serviceable books, May 2018 Vikas Kumar, Food Production Management, Aman Public 2006 Parvinder S.Bali, International Cuisine and Food Prod Management, Edition 14th May, 2012 Gilslin, G. Professional Cooking Wiley, 1995, 2nd Edition Chef Vinod Singh Negi, Professional Kitchen Management, Press 1st edition January 2019 	eprint) cations duction

	At the end of the course, the student will be able to:
	1. Apply leadership theories and techniques to effectively manage
	culinary teams and operations.
	2. Demonstrate an understanding of financial management principles,
Course	including budgeting, cost control, and pricing strategies.
Outcomes:	3. Develop operational plans for culinary establishments, considering
	factors such as menu design, staffing, and resource allocation.
	4. Evaluate ethical and sustainable practices in culinary management
	and propose strategies for their implementation.
	5. Become a certified Food Safety supervisor.
	5. Become a certified Food Safety supervisor.





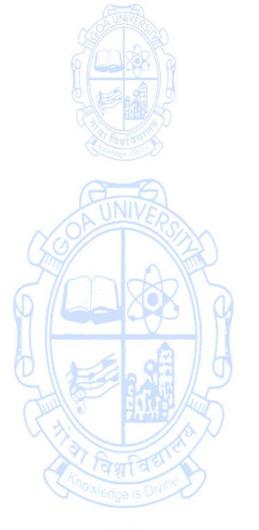




Name of the Progr					
Course Code	: IHT-401				
Title of the Course	5 6				
Number of Credits					
Effective from AY	: 2023-24				
Pre-requisites	NIL				
for the Course:	CINE 2				
Course	The course enables the students to analyze and apply the controls	5			
Objectives:	needed to manage a successful food and beverages operation				
	UNIT I: Planning for Food and Beverage Management	15			
	Determining food and beverage standards, Operations budgeting	hours			
	and cost-volume-profit analysis.				
	UNIT II: Cycle of Control and Cost Control				
	Various costs associated within Food and Beverage operations,				
	Food, Labor, overheads, identifying different steps involved in	15			
	cycle of control . Product Costs and Pricing Strategies - Pricing	hours			
Content	Menu Items, Break Even Analysis, Stock Control Methods,				
	Controlling Margins / Profitability.				
	UNIT III: Event Management				
SINVE	Different factors required to conduct an event, prepare event	15			
	reports, different types of marketing methods used to promote	hours			
STORAS	Food and Beverage events, pre event and post event budgets.	312			
M COO M	UNIT IV: Emerging Trends in Food & Beverage Industry	15			
0100000	Sustainable practices, fast food concerns, human resource work	hours			
	force issues, diversity and dietary concerns, case studies. The sessions will be conducted using all or any of the metho	dc of			
Faufatt	pedagogy, such as lectures, exercises, seminars, case studies, role				
Pedagogy:	and problem- solving, to enable the students to learn in an inter-				
	mode.	active			
	1. Jack D.Ninemeier ,Management of Food and Beverage Opera	ations			
	Fifth Edition AHLA,2010	itions.			
	2. Davis, B., Lockwood, Andrew., Alcott, P. and Pantelidis, L.,Foo	d and			
	Beverage Management .Routledge, 5th Ed, 2012	a ana			
References/	3. Dittmer, P. R. and Keefe, Principles of Food, Beverage and Labou	ır cost			
Readings:	control. D. Wiley, 9th Ed, 2009				
	4. Ninemeier, J. D., Planning and Control for Food and Bev	/erage			
	Operations. AHLA, 8th Ed, 2013				
	 Swain, Sampad Kumar, Mishra J.Mohan, and Tourism: Principles and 				
	Practices, New Delhi: Oxford University Press, 2012.				
	At the end of the course, the students will be able to:				
	1. Describe the business life cycle, including menu planning, purc	hasing,			
Course	cost control, and staffing.	J,			
Outcomes:	2. Plan and execute an event.				
	3. Evaluate current trends and developments in the food and be	verage			
	industry, including sustainability practices, dietary preferences	-			

4	4.	Assess	fina	ncial	manag	ement	tech	niqu	Jes,	inclu	ıding	budge	ting,
		forecas	ting,	and	pricing	strateg	gies, t	o r	maxir	nize	profit	tability	and
		minimiz	e co	sts.									









Name of the Programme	: B.Sc. (International Hospitality Management)
Course Code	: IHT- 402
Title of the Course	: Front Office Management
Number of Credits	: 04
Effective from AY	: 2023-24

Pre-requisites					
for the Course:	NIL				
Course	The aim is to provide in-depth understanding of functions	and			
Objectives:	Operations of Front Office Department within the hospitality indus				
-	UNIT I: Reservation Management				
	Types of reservations: individual, group, corporate, OTA (Online	15			
	Travel Agency), Managing overbooking situations, Forecasting	hours			
	demand and optimizing inventory.				
	UNIT II: Guest Experience Enhancement				
	Personalization techniques in guest services, Customer	15			
	Relationship Management, Managing complaints and resolving	hours			
Content:	conflicts, Upselling and cross-selling strategies.				
content.	UNIT III: Communication and Problem Solving				
AND	Inter-departmental communication, Interpersonal	15			
12 SPACE REAL	communication skills, Cultural sensitivity and diversity training,	hours			
Smark	Decision-making and problem-solving exercises.	015			
9 600 9	UNIT IV: Ethics and Sustainability				
0 0000000000000000000000000000000000000	Ethical considerations in front office operations, Sustainable	15			
30	practices in hospitality management, Community engagement	hours			
	and corporate social responsibility.				
Chantage - Dr	The sessions will be conducted using all or any of the methods of	D			
Pedagogy:	pedagogy, such as lectures, exercises, eminars, case studies, role plays,				
	and problem solving, to enable the students to learn in an interac	tive			
	mode				
	1. Jatashankar R. Tewari, Hotel Front Office Operation	ns &			
	Management, Second Edition, Oxford University Press; 2016				
	 James A. Bardi, Hotel Front Office Management, 5th Edition, India Pvt Ltd; 2012 	wney			
References/	3. Michael L. Kasavana, Richard M. Brooks, Managing Front (Offico			
Readings:	Operations, 8 th Edition, 2009	JIICE			
Reduings.	4. Sudhir Andrews, Hotel Front Office: a training manual, McGra	w Hill			
	Education (India) 3rd edition,2017	•• • • • • •			
	5. K. Philip, B. John, M. James. Marketing for Hospitality and Tou	ırism			
	7 th edition, Pearson Education; 2017	, insin,			
	At the end of the course, the students will be able to:				
Course	1. Analyze and evaluate front office Reservation manage	ment			
	strategies.				
	2. Communicate effectively with guests, staff, and management	t in a			
Outcomes:	multicultural environment & Collaborate with other department				
	ensure seamless guest experiences.				
	 Develop strategies for enhancing guest experiences and satisfa 	ction.			

4. Apply ethical and sustainable practices in front office operations.









Name of the Prog Course Code Title of the Cours Number of Credit Effective from AY	: IHT- 403 E : Tourism Philosophies, Principles and Practices ts : 04		
Prerequisites for the course:	NIL		
Course Objectives:	The aim is to familiarize students with different perspectives of To	urism	
	UNIT I: Introduction to Tourism Defining tourism, concepts, typologies, and evolution, historical perspectives on travel and exploration. Philosophies of tourism: utilitarianism, sustainability, and authenticity. Tourism and development: economic, social, and environmental impacts.	15 hours	
	UNIT II: Principles of Sustainable Tourism The UNWTO's global code of ethics for tourism, carrying capacity and resource management in tourism destinations, community engagement and stakeholder participation in tourism planning, cultural preservation and responsible tourism practices.	15 hours	
Content:	UNIT III: Contemporary Issues and Trends in Tourism Globalization and mass tourism: Opportunities and challenges technology and innovation in the tourism industry, responsible travel and alternative tourism models, climate change and the future of sustainable tourism.	15 hours	
	UNIT IV: Tourism in Practice Case studies: Analyzing successful and challenging tourism initiatives. Guest lecture by a local tourism expert (Goa example: Beach shack owner, sustainable tourism project manager). Group project: Develop a responsible tourism plan for a specific destination. Presentations and final assessment.	15 hours	
Pedagogy:	Lectures/ tutorials/ field work/ outreach activities/ project work seminars/ term papers/assignments/ presentations/ self-study Studies. Sessions shall be interactive in nature to enable peer learning.	/ Case	
Reference/ Readings:	 C. R. Goeldner, J. B. Ritchie, Tourism principles, prac philosophies, JohnWiley and Sons, 2017. Rob Harris, Tony Griffin and Peter Williams, Sustainable Tou a global perspective Routledge Taylor & Francis Group Edition, C. Cooper, Essentials of Tourism, SAGE Publication, 2020 S. K. Swain, J. M. Mishra, Tourism: Principles and Practices, C UniversityPress, 2011. P.N Acha-Anyi, Fundamentals of Tourism, Van Schaik Publishers UNWTO (2015). Global Code of Ethics for Tourism. World To Organization. 	2012. Dxford s, 2020	
Course Outcomes:	At the end of the course the student will be able to:1. Discuss the historical and philosophical foundations of tourism.2. Describe the core principles underpinning sustainable and responsible		

	tourism practices.
3.	Evaluate the economic, social, and environmental impacts of tourism
	development.
4.	Examine contemporary issues and trends in the tourism industry.
5.	Apply theoretical knowledge to real-world case studies and practical
	scenarios.
6.	Develop effective communication and critical thinking skills relevant
	to the tourism sector.





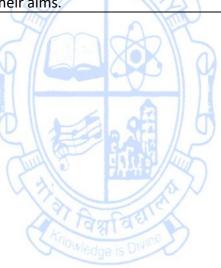




Name of the Progr Course Code Title of the Course Number of Credits Effective from AY	: IHT-411 : Research Methodology	
Pre-requisites for the Course:	NIL	
Course Objectives:	The aim of this course is to familiarize the students with the chall associated with choosing a research problem and to analysi resources and methodologies required to complete a research p successfully.	e the
	UNIT I: Introduction to Research The concept of research, characteristics of good research, application of research, meaning and sources of research problem, characteristics of good research problem, research process, outcomes, application of research, meaning and types of research hypothesis, importance of review of literature, organizing the review of literature.	15 hours
	UNIT II: Types of Research Types of research, pure (basic, fundamental) and applied research, qualitative and quantitative. Research Design: meaning, need, types of research design, exploratory, descriptive, casual research design, components of research design, and features of good research design. Experiments, surveys and case study research design.	15 hours
Content:	UNIT III: Sampling, Data Collection and Analysis Types and sources of data: Primary and secondary, methods of collecting data, concept of sampling and sampling methods, sampling frame, sample, characteristics of good sample, simple random sampling, purposive sampling, convenience sampling, snowball sampling, classification and tabulation of data, graphical representation of data, graphs and charts – histograms, frequency polygon and frequency curves, bell shaped curve and its properties. Statistical Methods for Data Analysis: Applications of Statistics in Research, measures of central tendency and dispersion.	15 hours
	UNIT IV: Research Report Research report and its structure, journal articles – Components of journal article. Explanation of various components. Structure of an abstract and keywords. Thesis and dissertations. Components of thesis and dissertations. Referencing styles and bibliography.	15 hours
Pedagogy:	The sessions will be conducted using all or any of the method pedagogy, such as lectures, exercises, seminars, case studies, role and problem- solving, to enable the students to learn in an inter- mode.	plays,

	4 Course D. D. C. C. Hardler, D. D. C. Course and an alternative de Name
	1. Cooper, D. R., & Schindler, P. <i>Business research methods</i> . Mcgraw-
	hill, 2014.
	2. Kothari, C. R. Research methodology: theory and techniques. New
	Age,2013.
References/	3. Sekaran, U., & Bougie, R. Research methods for business. Seventh
Readings:	edition,2016.
	4. Kumar, R. Research Methodology, a Step-by-Step Guide for
	Beginners.3rd edition. New Delhi: Sage Publishers Ltd.,2011
	5. Malhotra, N.K., Nunan, D. & Bricks, D. Marketing Research An
	Applied Approach. 5th edition, Pearson Prentice Hall.,2017
	At the end of the course, the students will be able to:
	1. Apply the fundamental principles of research methodology and
	effectively use them in research/ project work.
	2. Choose a suitable research design and implement a research
Course	project/ study.
Outcomes:	3. Develop skills in qualitative and quantitative data analysis and
	presentation.
	4. Exhibit proficiency in selecting research methodologies that align
	with their aims.
	with their anns.









Name of the Progra Course Code Title of the Course Number of Credits Effective from AY	: IHT-404 : Event Management : 04 (3T+1P) : 2023-24	
Pre-requisites	NIL	
for the Course:	Con Con	
Course	This course will enable the students to organize events mee	etings,
Objectives:	conventions and exhibitions in a professional manner.	
	UNIT I: Event Planning and Conceptualization Introduction, nature, scope, significance, types of events, responsibility and qualities of an event planner, identifying suitable venue, layout, role and responsibilities of event planner, event planning tools, statutory permissions from government agencies, managing business events, budgeting and financial management for events. Sustainable event management practices.	15 hours
Content:	 UNIT II: Venue Selection and Logistics Site selection, planning and development, infrastructure management, logistics, crowd management, attendee care and comfort, control, participants, and risk management and contingency planning. UNIT III: Event Marketing and Promotion Importance, marketing mix, the five "W"s of event marketing, sponsorship, promotion: image branding, advertising, publicity, public relations and technology and innovation. UNIT IV: MICE Organizational structure of Meetings Incentives, Conferencing Exhibitions (MICE), Planning and execution of MICE, sponsorship, promotion, technology integration in MICE events, risk 	15 hours 15 hours 30 hours
Pedagogy:	management and crisis communication, ethical issues, emerging trends and innovation. Planning and execution of an Event. The sessions will be conducted using all or any of the metho pedagogy such as: lectures, exercises, practical, seminars, case st role plays, and problem solving, to enable the students to learn interactive mode.	udies,
References/ Readings:	 G. G. Fenich, Meetings, Expositions, Events and Convention Introduction to the industry. Pearson Education, 2018. J. Allen, Event management. Wiley, 2021. J. Allen, R. Harris, L. Jago, A. Tantrai, P. Jonson, and E. D. Festival and special event management. John Wiley and Sons, R. Dowson and D. Bassett, Event planning and manage Principles, planning and practice. Kogan Page Publishers, 201 C. Preston, Event marketing: how to successfully promote en festivals, conventions, and expositions. Wiley, 2012. L. Van der Wagen, Event management. Pearson Higher Education 	'Arcy, 2022. ment: 8. vents,

	AU, 2010.
	At the end of the course the students will be able to:
	1. Develop skills in planning, organizing and executing various types of
6	events.
Course	2. Apply budgeting and financial management techniques specific to
Outcomes:	event planning and execution.
	 Demonstrate proficiency in event marketing, promotion and audience engagement strategies
	4. Organize Meetings Incentives, Conferences and Exhibitions









Name of the Progr Course Code Title of the Course Number of Credits Effective from AY	: IHT-412 : International Cuisine Practical	
Pre-requisites	NIL	
for the Course:	(ANNO)	
Course	The aim is to impart skills in the preparation of International cuisin	
Objectives:	varied traditions and products of different countries around the w	orld.
	UNIT I: International Cooking Techniques Cooking methods and traditions from different countries of the world. Experiment with products of different Denomination of Origins. Fusion cooking. Practice different ways of cooking like stone cooking, sand cooking, bamboo cooking and charcoal cooking.	30 hours
Content:	UNIT II: European Cuisine European cuisine, ingredient knowledge, similarities and contrasts, cooking methods and trends. Preparation of 5 European menus.	30 hours
content:	UNIT III: Asian Cuisine Asian Cuisine including Oceania and Middle East, ingredient knowledge, similarities and contrasts, cooking methods and trends. Preparation of 5 Asian menus.	30 hours
	UNIT IV: American and African Cuisine Americas and Africa Cuisine, ingredient knowledge, similarities and contrasts, cooking methods and trends. Preparation of 2 African and 3 American menus	30 hours
Pedagogy:	The sessions will be conducted using all or any of the methods s lectures, exercises, practical, seminars, case studies, role play problem solving, to enable the students to learn in an interactive	/s and
References/ Readings	 Parvinder Bali, International Cuisine and Food production management, oxford, May 2012 Nik Sharma, The Flavor Equation, Harper Collins, 2020 David Inglis and Debra Gimlin, The Globalization of Food, Bloomsbury Publishing, 1st edition, April 2023 Linda Civitello, Cuisine and Culture: A History of Food and People, John wiley and sons, Inc, 2nd Edition, 2008 Patricia A. Hayman., International Cooking – A Culinary Journey, Pearson, 3rd Edition 2017 Hamlyn, New Larousse Gastronomique, Hamlyn, October 2009 	
Course Outcomes:	 At the end of the course, the student will be able to: Create menus and conduct events based on International cuisi Experiment with fusion cooking using a combination of ingree different cooking methods in relation to the origin of recipes. Practice different ways of cooking like stone cooking, sand co bamboo cooking and charcoal cooking. 	ine. dients,

4. Plan international menus
5. Recommend ingredients and substitutes









Name of the Progr Course Code Title of the Course Number of Credits Effective from AY	: IHT-413 : Advanced Food and Beverage Service Operations	
Pre-requisites for the Course:	NIL	
Course Objectives:	This course aims in developing skills in service techniques, interaction, menu knowledge, and management of food and bev operations.	-
	UNIT I: Food Service Outlet Planning, Design and Planning of Concept Design and layout, scope, objectives, facilitating production, materials handling, Planning the Outlet ambience : colour scheme, lighting, acoustics, music, climate control, furnishings, exterior design, advertising and public relations. Equipment requirements, space requirements, developing preliminary plans, preparation of final plans.	15 hours
Content:	 UNIT II: Menu Planning and Food Pairing Advanced menu terminology and descriptions, principles of food and wine pairing, pairing cocktails and spirits with dishes. Wine pairing session. UNIT III: Accounts Management Operating cash register, Billing manually, computerized, daily cash report, inventory procedure, costing procedure of food and beverage covers, method of pricing ,factors responsible for losses / profit, preparation of cost statement, , ascertaining a profitable price level. 	15 hours 15 hours
	UNIT IV: Restaurant Operation Operating and managing actual restaurant for guests. Field visits to restaurants, cafes, Food and Beverage outlets.	30 hours
Pedagogy:	The sessions will be conducted using all or any of the methods of pedagogy, such as lectures, exercises, practicals, seminars, case studies, role plays, and problem- solving, to enable the students to learn in an interactive mode.	
References/ Readings:	 R.Singaravelavan, Food and Beverage Service. New Delhi: O 2012 D.R. Lillicrap, John A. Cousins, and Suzanne Weekes, Food Beverage Service for Levels 1 and 2. Hodder Publisher, 2014 Sudhir Andrews, Food & Beverage Service A Training Manual Mc Graw Hill Education, Noida, UP, 3rd Edition 2017 Sylvia Meyer, Edy Schmid, Christel Sp Professional Table Service. John Wiley & sons, First edition, 19 Harrington, Robert J., Food and Wine Pairing: Sensory exper Wiley Publisher, 2008 	d and I, Tata uhler, 990

	 Ninemeier, J.D., Management of Food and Beverage Operations. The Educational Institute of the American Hotel and Motel Association. 6th edition 2015.
Course Outcomes:	 At the end of the course, the students will be able to: 1. Develop a thorough understanding of menu planning, design, and execution, including advanced knowledge of ingredients, flavours, and food pairings to create memorable dining experiences. 2. Demonstrate service techniques such as fine dining service, banquet service, and specialized service for various cuisines, preparing them for diverse roles within the industry. 3. Handle cash registers for a food and beverage outlet. 4. Demonstrate the skills by running an actual restaurant for guests.









Name of the Progra Course Code Title of the Course Number of Credits Effective from AY	: IHT- 414 : Advanced Front Office Management	
Pre-requisites for the Course:	NIL	
Course Objectives:	This course emphasizes on skills needed in managing activity services in Hotel Operations, including revenue management, relations, technology integration, and leadership skills.	
	UNIT I: Introduction to Advanced Front Office Management Overview of advanced front office operations, Importance of revenue management in hospitality, Introduction to guest relations strategies, Pricing strategies and rate management, forecasting and demand management, distribution channels and channel management.	15 hours
Content:	UNIT II: Technology Integration in Front Office Property Management Systems (PMS), guest relationship management (CRM) software, emerging technologies and trends in front office operations.	15 hours
	UNIT III: Leadership Management Leadership styles and theories, team building and motivation, conflict resolution and decision-making, customer service excellence, handling guest complaints and feedback, building guest loyalty programs.	15 hours
Tayfatt	UNIT IV: Case Studies and Project Work Analysis of real-world front office management cases, group projects on developing a comprehensive front office management plan, presentation of projects and peer feedback.	15 hours
Pedagogy:	The sessions will be conducted using all or any of the methods of pedagogy, such as lectures, exercises, seminars, case studies, role plays, and problem solving, to enable the students to learn in an interactive mode.	
References/ Readings:	 Jatashankar R. Tewari, Hotel Front Office Operations & Management, Second Edition, Oxford University Press; 2016 James A. Bardi, Hotel Front Office Management, 5th Edition, Wiley India Pvt Ltd; 2012 Sudhir Andrews, Hotel Front Office: a training manual, 3rd edition, McGraw Hill Education (India) 1 July 2017. Michael L. Kasavana, Richard M. Brooks, Managing Front Office Operations, 8th Edition, 2009 O. Fevzi, A. Levent, P. Chathoth & K.A. Mehmet, Strategic Management for Hospitality and Tourism, 2nd Edition, Routledge; 2019 	
Course Outcomes:	At the end of the course, the students will be able to:1. Demonstrate advanced guest service techniques to enhance satisfaction and loyalty.	guest

2.	Evaluate and recommend technology solutions for front office operations, including property management systems (PMS) and guest relationship management (CRM) software.
3.	Apply leadership and managerial principles to effectively lead front office teams and handle complex operational challenges.
4.	Develop and present a comprehensive front office management plan integrating revenue management, guest relations, technology, and leadership strategies.









Name of the Progr Course Code Title of the Course Number of Credits Effective from AY Pre-requisites	: IHT- 415 : Advanced Accommodation Operations Management	
for the Course:	NIL	
Course Objectives:	The aim is to familiarize the student to the functions and Operation Front Office Department	ons of
Objectives:	UNIT I: Housekeeping Budgeting Budgeting housekeeping, budgeting of guestroom accessories and amenities, carpet, painting, fixtures, furniture, housekeeping standard operating manuals, work schedules, area inventory, calculating staff strength and planning duty roaster, stock record, linen control, procedure, calculating and record keeping of housekeeping inventories.	15 hours
	UNIT II: Inventory Control Meaning and definition of inventory, management of inventories, objectives of inventory management, problems faced by management, inventory control, inventory control techniques, and factory influences the level of each component of inventor, meaning and definition of inventory, finished goods. UNIT III: Interior Design and Decoration of Hotel Guest Rooms Importance of interior design, objectives of interior design and decoration, basic types of interior design and decoration, elements of design, units of design, guestroom interior design and decor include furniture, fixture and fittings, guestroom accessories, components of guest room interior design, lighting, window, and flooring.	15 hours 15 hours
	UNIT IV: Pre-Opening of New Hotel Properties Construction phase, crucial steps to begin the pre-opening phase, requirements and preparation, execution steps in pre-opening phase, countdown to opening new property, checklist to manage all the moving pieces, leverage modern hotel optimization technology, set a realistic opening date.	15 hours
Pedagogy:	The sessions will be conducted using all or any of the methods of pedagogy, such as lectures, exercises, seminars, case studies, role plays and problem solving, to enable the students to learn in an interactive mode.	
References/ Readings:	 G. Raghubalan and Smritee Ragubalan, Hotel Houseke Operations and Management, Oxford University Press, India, 2 S.k Kaushal, S.N.Gautam, Accommodation Opera Management, Frank Bros. & co, 2008 O. Fevzi, A. Levent, P. Chathoth & K.A. Mehmet, Str Management for Hospitality and Tourism, 2nd Edition, Routh 2019. 	2015 ations ategic

	 Ankit Tiwari ,Department Setup during Pre-opening of new hotel : How to set the department during an Pre-opening phase of the hotel, 2022 Richard Penner, Lawrence Adams, Stephani K. A. Robson,Hotel Design, Planning, and Development, Second edition, 2012
Course Outcomes:	 At the end of the course, the students will be able to: 1. Demonstrate Management of housekeeping Inventories and control. 2. Illustrate budgeting, budgetary control of housekeeping department. 3. Evaluate pre-opening strategies so as to set the stage for a successful launch and ongoing operations. 4. Understand the effects of different components of guest room interior design and decoration on customer experience.









<u>Internship</u>

Course Code: IHT -321 (04 Credits)- Internship-1 IHT-361 (02 Credits)- Internship-2 IHT-322 (04 Credits)- Internship-3 IHT-461 (12Credits)- Internship-4

Title of the Course: Internship Number of Credits: 04 or 02 or 12 as the case may be. Effective from AY: 2023-24

Course Objectives:	This internship course is designed to provide students with hands-on experience in the hospitality, tourism or any other allied industry. Through a combination of practical training and reflective learning, students will gain insights into various aspects of hospitality management, customer service, and operational dynamics within the industry.
Evaluation pattern:	 There shall be an ISA component of 20% marks and SEA component of 80% marks. SEA marks shall be based on Internship Report and Presentation, and shall be decided by the department/discipline faculty members. The internship report shall be prepared in line with the dissertation report for the purpose of evaluation. The faculty mentoring the students shall assign ISA marks based on the feedback obtained from the company/organization and the domain knowledge, skill set (log book), best practices learned by the student (viva voce) at the company/organization and such others. Internship report will be governed by the guidelines issued by the Goa University via the following link: <u>https://www.unigoa.ac.in/uploads/confg_docs/20231229.044857~For mat_Dissert_Intern_Field_Work.pdf</u>

