



# IMB School of Hospitality

Master in Hotel Management (MHM)

# SYLLABUS

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SL. NO	PAPER CODE	PAPER NAME	FINAL EXAMINATION MARKS			
			THEORY (EXTERNAL)	INTERNAL	PRACTICAL	TOTAL
1	MHM101	Food Production-1	50		50	100
2	MHM102	F&B Service-1	50		50	100
3	MHM103	Front Office-1	50		50	100
4	MHM104	Accommodation operation-1	50		50	100
5	MHM105	Hospitality Management	70	30	50	100
6	MHM106	MCOB	70	30		100
7	MHM107	Wellness Tourism	70	30		100

MHM-101

FOOD PRODUCTION 1

**Unit -1**

Introduction to cookery and evolution. Aims and objectives of cooking Food. Qualities of Kitchen staff. Kitchen Staff organization- liaison of kitchen with other departments. Duties and attributes of kitchen staff.

**Unit-2**

Handling kitchen accidents e.g. burns cuts, fractures and Heart attack.

Fire: Introduction, Types and how to extinguish different types of fire. Various types of fuels used in kitchen. Kitchen equipment- types and selection. Basic food nutrients, their importance and effect of heat on these.

**Unit-3**

Ingredients used in cooking-I: Cereals and Grains, Fruits and Vegetables, and Sweeteners, Egg, Milk and Milk Products, Salt and Oil & Fat - Types, Purchasing and Storing considerations. Pre-preparation techniques of ingredients.

**Unit-4**

Cooking methods- Introduction and types.

**PRACTICAL:**

- I hygiene. Persona
- dge of cooking ingredients. Knowle
- dge of basic first aid Knowle
- dge of equipments. Knowle
- dge of Fuels. Knowle

*Penstary*

- dge of pre-preparation techniques.
- dge of various cooking methods.
- dge of preparation techniques of Cakes.
- dge of preparation techniques of pastries.
- g Kitchen for various types of hotels.
- ng HACCP documents.
- ng Food and Beverage Cost Controlling forms.

**SUGGESTED READINGS:**

1. of Cookery by Krishna Arora
2. Cookery (Vol. I) by Philip E. Thangam
3. e Gastronomique by Paul Hamlyn
4. Book of Ingredients by Jane Grigson
5. professional Chef by Le Rol A. Polson
6. onal Cooking by Wayne Gisslen
7. complete guide to the art of modern cookery by Escoffier
8. onal cooking by Wayne Glasslen
9. anding Cookeional Baking ry by Lundberg Donald E. & Kotsehevar

FOOD & BEVERAGE SERVICES -1

**UNIT-1**

F&B Services: –Introduction, Importance, Function, Sections

Classification of catering establishment- commercial and non commercial

Departmental Organization & Staffing – Organization Structure of F&B Services in different types of Hotels. Job Descriptions and Job specifications of different F&B service positions, attributes of F&B personnel

**UNIT-2**

Food & Beverage Service equipments: Introduction, Classification and features. Types of food Service Methods: Table Service- Silver/English, Family, American, Butler/French, Russian, Self Service-Buffer & Cafeteria, Specialized Service-Guerdon, Tray, Trolley, Lounge, Room, etc., Single Point Service-Take Away, Vending Zones, Kiosks, Food Courts & Bars (Brief Overview), Restaurant –Introduction, types, functioning, order taking and serving food, controlling

**UNIT-3**

Menu: Introduction, Types-Ala Carte & Table D'hôte, Menu Planning, considerations and constraints, Menu Terms, Menu Design, Classical French Menu, Table Cheeses: Introduction, Types, Service, Storage

**UNIT-4**

Room Service: Introduction, Cycle of Service, Forms & formats, order taking, breakfast cards, order taking to clearance, Billing Methods , KOTs & BOT's,

**PRACTICAL:**

- |   |   |    |
|---|---|----|
| ➤ |   | En |
| ➤ | English/ Silver Service.                        | Pr |
| ➤ | Re-plated service                               | Ta |
| ➤ | Re-taking the order                             | Ta |
| ➤ | Re-taking restaurant reservations/ Bookings     | Re |
| ➤ | Receiving & Seating guests.                     | Se |
| ➤ | Re-taking Room Service tray for different meals | La |
| ➤ | Re-taking the table covers.                     | Na |
| ➤ | Re-taking napkin folding (10 folds)             |    |

**MHM103**  
**FRONT OFFICE MANAGEMENT-1**

**UNIT-1: Introduction to Front Office**

Layout of the front office, Different section of the front office and their Importance, Qualities of Front Office staff.

Organizational set-up of Front office Department in small, medium and large hotels.

Job description and Job specification of different front office personnel.

**UNIT-2: Basic Information for Front Desk Agents**

Different types of rooms. Numbering of rooms and food plan, Basis of charging a guest.

Tariff and tariff fixation, Terms used at Front Desk.

**UNIT-3: Reservation**

Sources & Modes of Reservation, Types of Reservation, Systems of Reservation

Amendments and cancellations procedures, Group reservation, overbooking.

Modes of Payments- Advantages and Disadvantages

**UNIT-4: Registration**

Pre-registration activities, Methods of registration, Room & rates assignment, Handling registration of Foreigners, Room change procedure.

Telephonic etiquettes/ manners, the need for developing the telephone skills

**PRACTICAL**

Appraisal of Front Office Equipments and Furniture (Rack, counter, Bell Desk)

Filling up of Various Performa

Welcoming of Guests

Telephone Handling

Role play:

- Reservations
- Arrivals & Departure
- Luggage handling
- Message and Mail Handling
- Paging
- HMS Training

## **MHM104**

### **ACCOMMODATION OPERATION-1**

#### **UNIT-1**

**Introduction:** Meaning and definition. Importance of Housekeeping, Responsibility of the Housekeeping department, a career in the Housekeeping department.. **Housekeeping Department:** Organizational framework of the Department (Large/Medium/Small Hotel), Role' of Key Personnel in Housekeeping, Job Description and Job Specification of staff in the department, **Attributes and Qualities of the Housekeeping staff - skills of a good Housekeeper,** **Inter departmental Coordination with more emphasis on Front office and the Maintenance department.**

#### **UNIT-2**

**Cleaning Science:** Characteristics of a good cleaning agent, PH scale and cleaning agent with their application, Types of cleaning agent, cleaning products (Domestic and Industrial)., **Cleaning Equipment:** Types of Equipment, Operating Principles of Equipment, Characteristics of Good equipment (Mechanical/Manual), Storage, Upkeep, and Maintenance of equipment. **Care and Cleaning of Different Surfaces:** Metal, Glass, Leather, Rexene, Ceramic, Wood, Wall and floor covering, Stain Removal.

#### **UNIT-3**

**Cleaning of Public Areas:** Cleaning process, Cleaning and upkeep of Public areas, (Lobby, Cloak rooms/ Restaurant/bar/banquet Halls/Administration offices/Lifts and Elevators/Staircase/back areas/Front areas/ Corridor), **Pest Control:** Types of pests, Control Procedures, Safeguarding **Assets:** Concerns for safety and security in Housekeeping operations, Concept of Safeguarding assets.

#### UNIT-4

Cleaning of Guest Rooms: Dally cleaning of (Occupied/Departure vacant Under repair VIP rooms, Weekly cleaning/spring cleaning, Evening service, Systems & procedures Involved, Forms and Formats, Guest room cleaning - Replenishment of Guest supplies and amenities

#### PRACTICAL

- Rooms layout and standard supplies. (Amenities)
- Identification of cleaning equipments both manual and Mechanical. Use of different Brushes, brooms, mops, identification of cleaning agents.
- Maids Trolley: Set Up, Stocking and usage.
- Bed making:
  - Identifying of linen.
  - Step by step procedure for making bed/ Turn down service.
- Cleaning guestrooms (Vacant occupied, departure), placing/ replacing guest supplies and soiled linen.
- Cleaning of different surfaces e.g. windows, tabletops, picture frames under beds, on carpet, metal surfaces, tiles, marble and granite tops.

#### SUGGESTED READINGS:

1. Hotel and Catering Studies – Ursula Jones
2. Hotel Hostel and Hospital Housekeeping – Joan C Branson & Margaret Lennox (ELBS).
3. Hotel House Keeping – Sudhir Andrews Publisher: Tata McGraw Hill.
4. Hotel Housekeeping Operations & Management – Raghubalan, Oxford University Press.
5. House Craft – Valerie Paul
6. House Keeping Management - Matt A. Casado; Wiley Publications
7. Housekeeping and Front Office – Jones
8. Housekeeping Management – Margaret M. Leappa & Aleta Nitschke
9. In House Management by A.K. Bhatiya.
10. Key of House Keeping by Dr. Ial
11. Commercial Housekeeping & Maintenance – Stanley Thornes
12. Management of Hotel & Motel Security (Occupational Safety and Health) By H. Burstein, Publisher :CRC
13. Managing Housekeeping Custodial Operation – Edwin B. Feldman
14. Managing Housekeeping Operations – Margaret Kappa & Aleta Nitschke
15. Professional Management of Housekeeping Operations (II Edn.)- Robert J.
16. Martin & Thomas J.A. Jones, Wiley Publications

17. Safety and Security for Woman Who Travel By Sheila Swan & Peter Laufer Publisher: Traveler's Tales
18. Security Operations By Robert Mc Crie, Publisher: Butterworth- Heinemann
19. The Professional Housekeeper – Tucker Schneider, ; Wiley Publications

**PAPER -V**  
**HOSPITALITY MANAGEMENT**

**UNIT-I**

Concept, origin and growth of hospitality industry. Role of hospitality industry, development and promotion of tourism industry. Hospitality industry: Typology based on location and price, size and scope, nature of business. heritage hotels ,other supplementary accommodations in the national and international context.

**UNIT-II**

The Hotel Industry: Organization of Hotels, ownership structure: (Sole Proprietorship, partnership, Franchisees, Management Contract) concept, their advantages and disadvantages. Overview of major Hotel Departments, Classification of hotels, star ranking in India. Time share.

**UNIT-III**

Service: Service quality concept, service attributes, criteria of goods perceived service quality, service gap model, organization culture in service

**UNIT-IV**

Food service industry: Catering and Drinking places, food service for conference and conventions, transport, leisure services, retail food services, healthcare food service, club food services, fast food. Food safety, fssi.

**UNIT-V**

Indian Hotel Scenario: Public and private sector, case study of ITDC, Oberoi, ITC, OTDC, Taj etc. Future trends in lodging and food services industry in India.

**Reference Books**

- |                      |                            |
|----------------------|----------------------------|
| 1. Negi J.M.S        | Tourism and Hoteliering    |
| 2. Medic.S           | The business of Hotels     |
| 3. Zulfiker Mohammed | Tourism and Hotel Industry |



4. Jones Peter/Pizam Abraham International Hospitality Industry
5. Chakravarty, Dr. Barun Kumar Hotel Operallon

## PAPER-VI

### MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR

#### UNIT-I

Meaning, nature and scope of management, Schools of Management through scientific management, management objectives, management exceptions, TQM as a concept, social responsibility of organization, Entrepreneurship & small business.

#### UNIT-II

Business organization, Nature, scope, organization structure, types, function, Delegation and decentralization of authority and responsibility, span of control, organizational effectiveness, job evaluation and performance appraisal.

#### UNIT-III

Nature, scope and importance of OB. Foundation of individual behavior, perception and organization, attitude, formation of attitude, change attitude, personality- factors responsible for development of personality, learning concept, learning and Individual behavior, work study and quality control.

#### UNIT-IV

Nature of motivation in an organization, theories of motivation, need theories- equity theories, X and Y theory, job enlargement, enrichment, leadership, function, style theories. Role of money and non financial incentives in motivation.

#### UNIT-V

Transactional analysis, group dynamics, management of change, management of conflict, organizational development and culture, need for human resources development, propose and beneficial of training.

#### Suggested Books:

1. *Essentials of Management - Harold Koontz and Heinz Weihrich (KW)*
2. *Management - Stoner, Freeman and Gilbert (SFG)*
3. *Management Concepts and Practices - Tim Hannagan (TH)*
4. *Principles & Practice of Management - L.M. Prasad (LMP)*
5. *Organizational Behaviour - Fred Luthans*
6. *Organizational Behaviour- Stephen P. Robbins*
7. *Organizational Behaviour- L.M. Prasad.*

## SECOND SEMESTER

MHM201

### FOOD PRODUCTION - II

2 credit theory - 30 hrs class room sat.  
2 credit practical - 60 hrs in the lab

#### UNIT-1

##### Simple Salads:

- Cole slaw,
- Potato salad,
- Beet root salad,
- Green salad,
- Fruit salad

##### Stocks - Types of stocks (White and Brown stock)

- ii) Fish stock
- iii) Emergency stock
- iv) Fungi stock

#### SOUPS

##### A. Basic recipes other than consommé with menu examples

- Broths
- Bouillon
- Puree
- Cream
- Veloute
- Chowder
- Bisque etc

##### B. Garnishes and accompaniments

##### C. International soups

#### SAUCES & GRAVIES

- A. Difference between sauce and gravy
- B. Derivatives of mother sauces
- C. Contemporary & Proprietary

##### Basic mother sauces

- Béchamel
- Espagnole
- Veloute
- Hollandaise
- Mayonnaise
- Tomato

#### UNIT-2

##### MEAT COOKERY

##### A. Introduction to meat cookery

##### B. Cuts of beef/veal

##### C. Cuts of lamb/mutton

##### D. Cuts of pork

##### E. Variety meats (offal's)

(With menu examples of each)

#### POULTRY

##### A. Definition

##### B. Types (chicken, duck, turkey, geese)

##### C. Cuts of poultry



- D. Health and diseases
- E. Menu examples.

### UNIT-3

#### FISH COOKERY

- A. Introduction to fish cookery
- B. Classification of fish with examples
- C. Cuts of fish with menu examples
- D. Selection of fish and shell fish
- E. Cooking of fish (effects of heat)

#### EGG COOKERY

- A. Introduction to egg cookery
- B. Structure of an egg
- C. Selection of egg
- D. Uses of egg in cookery

### UNIT-4

#### Bakery

##### Equipments

- Identification
- Uses and handling
- □ Demonstration & Preparation of Simple and enriched bread recipes
  - Bread Loaf (White and Brown)
  - Bread Rolls (Various shapes)
  - French Bread
  - Brioche

##### SIMPLE CAKES

- Demonstration & Preparation of Simple and enriched Cakes, recipes
- Sponge, Genoise, Fatless, Swiss roll
- Fruit Cake
- Rich Cakes
- Dundee
- Madeira

##### SIMPLE COOKIES

- Demonstration and Preparation of simple cookies like
- Nan Khatai
- Golden Goodies
- Melting moments
- Swiss tart
- Tri colour biscuits
- Chocolate chip
- Cookies
- Chocolate Cream Fingers
- Bachelor Buttons
- **HOT / COLD DESSERTS**
  - Caramel Custard,
  - Bread and Butter Pudding
  - Queen of Pudding
  - Soufflé – Lemon / Pineapple
  - Mousse (Chocolate Coffee)



**SUGGESTED READING:**

1. Theory of Cookery by Krishna Arora
2. Modern Cookery (Vol. I) by Philip E. Thangam
3. Larose Gastronomique by Paul Hamlyn
4. The Book of Ingredients by Jane Grigson
5. The professional Chef by Le Rol A. Polson
6. Professional Cooking by Wayne Gisslen
7. The complete guide to the art of modern cookery by Escoffier
8. Understanding Cooking Baking by Lundberg Donald E. & Kotschevar

**MHM202**

**F&B SERVICE - II**

*2 credit hours - 30 hrs class room work  
2 credit hours - 60 hrs in the lab*

**UNIT-1**

**Bar:**

- Introduction,
- Types,
- Layout,
- Equipments Used,
- Control Methods & Licenses,
- Manpower for Bar,
- Bar Menus.

**UNIT-2**

**DISPENSE BAR**

- Introduction and definition
- Bar layout – physical layout of bar
- Bar stock – alcohol & non alcoholic beverages
- Bar equipments
- Different types of glasses.
- Techniques of Mixology,
- Garnish preparation

Classic and Contemporary Cocktails

**UNIT-3**

**Non Alcoholic Beverages:** Introduction, Types and classification, Tea, Coffee, Others

**Alcoholic Beverages:**

**Beers:** Introduction, Production, Types and Popular Brands, Indian and International.

**Popular Brands:** Indian and International Service, Other Fermented & Brewed Beverages: Sake, Cider, Perry, Alcohol Free Wines.

**Spirits:** Introduction to Spirits (Whisky, Brandy, Rum, Vodka, Gin & Tequila), Spirits-Types, Brands Indian and International & Service, Liqueurs: Types, Brands & Service

**UNIT-4**



- Bavaoise
- Diplomat Pudding
- Apricot Pudding
- Steamed Pudding - Albert Pudding, Cabinet Pudding
- Cake and Pastry faults.

#### UNIT-5

#### BASIC COMMODITIES:

##### i) Milk

- Introduction
- Processing of Milk
- Pasteurization – Homogenization
- Types of Milk – Skimmed and Condensed
- Nutritive Value

##### ii) Cream

- Introduction
- Processing of Cream
- Types of Cream

##### iii) Cheese

- Introduction
- Processing of Cheese
- Types of Cheese
- Classification of Cheese
- Curing of Cheese
- Uses of Cheese

##### iv) Butter

- Introduction
- Processing of Butter
- Types of Butter

#### PRACTICAL:

- Meat – Identification of various cuts, Carcass Demonstration
- Preparation of basic cuts-Lamb and Pork Chops, Tornado, Fillet, Steaks and Escalope
- Fish-Identification & Classification
- Cuts and Folds of fish

#### **Identification, Selection and processing of Meat, Fish and poultry.**

- Slaughtering and dressing

#### Preparation of menu

#### **Salads & soups-** waldrof salad, Fruit salad, Russian

Salad, salade nicoise,

Cream (Spinach, Vegetable and Tomato),

Puree (Lentil, Peas Carrot)

International soups ( Gazpacho,consomme,crab bisque)

#### **Chicken, Mutton and Fish Preparations-**

Fish orly, a la anglaise, colbert, meuniere, poached, Baked

Entrée-Lamb stew, hot pot, shepherd's pie, grilled

Steaks & lamb/Pork chops, Roast chicken, grilled

Chicken, Leg of Lamb, Beef

#### **Simple potato preparations-**

Basic potato dishes (baked potato, chips and dips, Hash brown potatoes, potato salad)

#### **Vegetable preparations-**

Basic vegetable dishes (Boiled, glazed, fried, stewed)



**MHM203**  
**FRONT OFFICE MANAGEMENT -- //**

**UNIT-1: Guest Accounting**

Types of accounts maintained at the front office, Front office Cashiering.  
Guest check out procedures, Preparation of bills- manual, mechanical & fully automated system, Express check out (ECO), Presentation & settlement – Cash & credit note, handling foreign exchange.

**UNIT-2: Night Auditing, Control of cash & credit**

Concept of Night Auditing, Purpose of night audit function, Night auditor's Job  
Night audit process/ procedures, preparing the night auditor reports  
Concept of cash & credit control, Objectives of credit control measures, Credit control- before arrival, during stay & after departure

**UNIT-3: Yield management**

Concept of yield management, Measuring yield, Objectives & benefits of yield management, Tools & strategies of yield management.

**UNIT-4: Role of Front office in hotel security**

Security Programme- Concept, developing a programme. Key control. Handling emergency situations.

**UNIT-5: Front Office as Sales Department**

- Coordination of FrontOffice with sales department
- Importance of Front office as sales point
- Sales promotion technique used by front Office Qualities of
- Front Office Staff to act as sales agent

**PRACTICAL**

- Billing Functions: Manual and Computerized
- Skill to handle guest departure
- Handling emergency situations
- Handling foreign exchange
- Property Management System

**SUGGESTED READING:**

1. Professional Front Office, Sue Baker, Pearson publications
2. Hotel Front Office, Tewari, Oxford Publications
3. Front office : procedures, social skills, yield and management, Abbott, Peter and Lewry, Sue, New Delhi: Butterworth-Heinemann.
4. Bhatnagar S, K., Front Office Management, Frank Brothers & Co.
5. Bardi James, Front Office Operations
6. Front office, Elsevier publications
7. Principles of hotel front office operations, Baker Sue, Huyton



## WINES

- A. Definition & History (A brief overview),
- B. Classification with examples
  - Table/Still/Natural
  - Sparkling
  - Fortified
  - Aromatized
- C. Service and storage
- D. Food & Wine Harmony
- E. Wine terminology (English & French)

## UNIT-5

### Banquet Operations:

- Introduction,
- Organizational Structure,

### Buffet:

- Introduction,
- Types,
- Equipments Used,
- Menu planning.

Booking Procedure,

Seating Types of Function,

Arrangements

### PRACTICAL

- Service of Alcoholic Beverages: - Wines, Spirits.
- Opening & closing of wines corks (Champagne, Red & White wines )
- Service of Spirits & Liqueurs
- Bar setup and operations
- Cocktail and Mocktail Preparation, presentation and service
- Conducting Briefing/De-Briefing for F & B outlets
- Service of Beer, Sake and Other Fermented & Brewed Beverages.
- Service of Sparkling, Aromatized, Fortified, Still Wines.
- Set up a table with Prepared Menu with wines

### SUGGESTED READING:

1. Food & Beverage Service - Dennis R.Lillicrap. & John .A. Cousins. Publisher:ELBS
2. Food & Beverage Service Management- Brian Varghese
3. Food & Beverage Service Training Manual - Sudhir Andrews, Tata McGraw Hill.
4. Food & Beverage Service Lillicrap & Cousins, ELBS
5. Introduction F& B Service- Brown, Heppner & Deegan
6. Menu Planning- Jaks Kivela, Hospitality Press
7. Modern Restaurant Service – John Fuller, Hutchinson
8. Professional Food & Beverage Service Management -Brian Varghese
9. The Restaurant ( From Concept to Operation)
10. The Waiter Handbook By Grahm Brown, Publisher: Global Books & Subscription Services New Delhi



MHM204  
ACCOMMODATION OPERATION - 11

**UNIT-1**

**Housekeeping Supervision:** Importance of inspection, Check-list for inspection, typical areas usually neglected where special attention is required, Self-supervision techniques for cleaning staff, Degree of discretion / delegation to cleaning staff.

**UNIT-2**

**Linen/Uniform Tailor Room:** Layout, Types of Linen, sizes and Linen exchange procedure, Selection of linen, Storage Facilities and conditions, Par stock: Factors affecting par stock, calculation of par stock, Discard Management, Linen Inventory system, Uniform designing: Importance, types, characteristics, selection, par stock

**UNIT-3**

**Interior Decoration-:** Importance, Definition & Types, and Classification, Principles of Design: Harmony, Rhythm, Balance, Proportion, Emphasis, Elements of Design: Line, Form, Colors, Texture.  
**Colors:** Color Wheel, Importance & Characteristics, Classification of colors, Color Schemes. **Floor Coverings & Finishing, Ceilings & their Maintenance, Wall Coverings, Windows, Lighting:** Classification, Types & Importance, and Applications. **Furniture Arrangements:** Principles, Types of joints, Selection.

**UNIT-4**

**Laundry Management:** In-house Laundry vis contract Laundry: merits & demerits, Layout, Laundry Flow process, Equipment (Washing machine, Hydro extractor, Tumbler, Calendar/Flat work Iron, Hot head/Steam press, Cooler press, Pressing tables), Stains and Stain removal, Laundry detergents

**UNIT-5**

**Conservation of Recourses**

- Conservation of water
- Conservation of electrical energy
- Conservation of manpower
- House keeper's role Environmental Management Case Study

**PRACTICAL :**

1. Laundry equipment handling
2. Laundry operations
3. Handling different types of fabrics in manual & mechanical laundry
4. Special decorations
5. Stain Removal: Different types of stains to be removed by hand using different chemicals
6. Flower Arrangements

**SUGGESTED READINGS:**

1. Accommodation & Cleaning Services, Vol. I & II, David, Allen, Hutchinson
2. Hotel Hostel and Hospital Housekeeping – Joan C Branson & Margaret Lennox (ELBS).
3. Hotel House Keeping – Sudhir Andrews Publisher: Tata McGraw Hill.
4. House Keeping Management by Dr. D.K. Agarwal
5. House Keeping Management for Hotels, Rosemary Hurst, Heinemann
6. Housekeeping Management – Margaret M. Leappa & Aleta Nitschke
7. Key of House Keeping by Dr. Lal Commercial
8. Housekeeping & Maintenance – Stanley Thornes
9. Hotel Housekeeping Operations & Management – Raghubalan, Oxford University Press.
10. Management of Hotel & Motel Security (Occupational Safety and Health) By H. Burstein, Publisher :CRC
11. Managing Housekeeping Operations – Margaret Kappa & Aleta Nitschke
12. Professional Management of Housekeeping Operations (II Edn.)- Robert J.Martin & Thomas J.A. Jones



MHM205

FOUNDATION OF TOURISM BUSINESS

UNIT-I

Tourism, tourists, visitors, excursionists, travelers, resources, attractive, product Market concept. Tourism: Meaning, nature and scope, Tourism: Types, elements and components, Historical development of tourism, Travel motivators & determinant.

UNIT – II

Domestic tourism- features, pattern of growth, profile- International tourism; Generating and Destination regions- Pattern of growth and Profile. Analysis of pattern of growth and profile of famous Domestic tourism in the states of Himachal Pradesh, Madhya Pradesh, Rajasthan, Gujarat, Goa & Kerala and analysis of International destinations of USA,UK, France, China & Malaysia

UNIT- III

Economic impacts of Tourism, Socio-cultural Impacts of Tourism, Environmental Impacts of Tourism, Emerging concepts: Eco / rural/farm/ green/ wildness/sustainable/special interest tourism

UNIT- IV

Transportation: Air, Rail, Road, Ship; Types and relevance in tourism Travel Agencies and Tour-Operators: Overview and relevance in tourism Concept of Tourism Chain; Vertical and Horizontal integration in tourism chain

UNIT- 5

*Background & Process of tourism Planning. Techniques of Plan Formulation. Planning for Tourism Destinations - Objectives, methods and factors influencing planning. Destination life cycle concept.*

An overview of hospitality & tourism Education with special reference to India

**SUGGESTED READING:**

1. Anand, M.M., Tourism and hotel Industry in India, Prentice Hall, New Delhi, 1976
2. Bhatia, A. K., International Tourism, Sterling Publishers, New Delhi
3. Bhatia, A. K., Tourism development: Principles, Practices and Philosophies, Sterling Publishers, New Delhi
4. McIntosh, Robert, W. Goldner, Charles, Tourism: Principles, Practices and Philosophies, John Wiley and Sons Inc. New York, 1990 (9th edition)
5. Mill, Robert Christie and Alastair M. Morrison, The Tourism System, Englewood Cliffs, N.J., Prentice Hall, 1985
6. Negi, J.M.S., Tourism and Travel- Concepts and principles, Gitanjali Publishing House, New Delhi, 1990
7. Robinson, H.A., Geography of Tourism, Me Donald and Evans, London, 1976
8. Sevlam, M., Tourism Industry in India, Himalaya Publishing House, Bombay, 1989



9. Seth, P.N., Successful Tourism Planning and Management, Cross Section Publications

MIIM206  
*Fundamental*  
FOUNDATION OF COMPUTER & MIS

**UNIT-1**

Introduction to Computers

Introduction to Computer: Classification, Generations, Organization, Capabilities

Characteristics & Limitations, Application of Computer in Hotel.

**UNIT -2**

Introduction to Computer Hardware

Components of Computers-Hardware: Hardware elements - input, storage, processing & output devices. Block diagram of computer

**UNIT -3**

Introduction to Computer Software's & MIS

Types of Software, System Software, Application Software, Utility Software's, Use of MS-Office: Basics of MS-Word, MS-Excel and MS-Power Point, Concept and definitions of MIS, Role of MIS, Characteristics of MIS, Limitations of MIS.

**UNIT -4**

Introduction to Internet & E-Commerce

Introduction to Internet: Definition of networks, concepts of web page, website and web searching (browsing). Benefits, Hardware and Software requirements, Web Browser, Search Engines, E-Commerce, Concept, framework, advantages, applications, basic infrastructure requirement, E-commerce categories.

**UNIT-5**

Computerization in hospitality problems and Prospects - IT for achieving competitive edge in hospitality Industry - Skills up gradation and re-deployment of staff as result of computerization - IT outsourcing - Cyber crimes - Cyber laws - Computer Viruses - Digital Signatures - Cryptography.



Practical: in ref to Theory Syllabus

**SUGGESTED READINGS:**

1. Leon & Leon, Introduction to Computers, Vikas Publishing House, New Delhi.
2. June Jamrich Parsons, Computer Concepts 7th Edition, Thomson Learning, Bombay.
3. White, Data Communications & Computer Network, Thomson Learning, Bombay.
4. Hanson & Kalyanam, Internet Marketing & e-commerce, Thomson Learning, Bombay
5. Bharat Bhasker, Electronic Commerce, TMH, N Delhi

MHM207

**EVENT MANAGEMENT**

**Unit – I**

**Event Management –**

Concept & Definition, Event Managers and their Qualities, Resources & Logistics Required for Conducting Events, Individual Events & Corporate Events, Conference & Convention Centers, Types of Venues for Conducting Events, Selection, Location, Theme, Layout of Events, Application of Management Principles in Event Management, Steps Required to Conduct An a Successful Event, Event Budget, Legal Issues Related With Events

**Unit – II**

**Event as a Hospitality Product,**

Relationship between Events & hospitality Industry, Relevance & Applications Of Event Technology – Video Conferencing, Tele Conferencing, LCD Projectors, internet, Fax, E-Mail.

**Unit – III**

**Introduction to Business Tourism**

Classification & Significance, Nature Of Business Tourism & Types, Structure Of Business Tourism, Incentive Travel, Demand & Supply Of Business Tourism,

**Unit – IV**

**Players In Event Business** – ICBP, ICCA. Historical & Heritage Sites, Classification Of Events, Hospitality Event, Tourism Events & Events Characteristics, Impacts & Limitations Of Events.

**U Nit – V**

**Risk & Security Management**

Security Issues, Crowd Management, Major Risk, Emergency Planning, Incident Reporting & Emergency Procedures.

**REFERENCE BOOKS:**

1. Coleman, Lee & Frankle (1991), Powerhouse Conferences. Educational Institute of AH & MA.
2. Hoyle, Dorf & Jones (1995), Meaning conventions & Group business. Educational institute of AH & MA.
3. Montgomery, R.J. 1994, "Meeting, Conventions and Expositions : VNR, New York
4. Hoyle, L.H., TJA Jones (1995) "Managing Conventions and Group Business", Educational Institute of AM & MA
5. Lynn Van Der Wagen, Carlos (2011), Event Management, Pearson, New Delhi.
6. Tony Roggers – 2008, Conferences and Conventions – A global industry, Butter Worth Heinman
7. Avrieh Barry (1994), Event and Entertainment Marketing, Vikas Publications
8. Deobrah Ross, Exposition and trade shows, John Wiley & sons International

**SEMESTER -III**  
**PAPER- 301**  
**ACCOUNTING**

- Unit 1: Nature and purpose of accounting. Account concept, journal, ledger & Trial balance. Bank reconciliation statement.
- Unit 2 : Profit & Loss account & Balance Sheet. Definition & objective of internal control, Characteristics of Internal control, implementation & review of Internal control
- Unit 3 : Basic cost concept : cost classification , cost centers , & cost analysis , Direct Material , Labour & Overhead. Cost determination system : job costing , contract costing & operating costing. Cost-volume profit analysis.
- Unit 4 : Financial management: The basic concepts , major decisions, tools of financial management. The sources of finance: term sources of finance & short –term of finance.
- Unit- 5 : Hotel Accounting- Meaning ,Functions & Significance, Revenue and Non revenue producing departments, Preparations of Hotel ledger – Visitor ledger, City ledger, Sales Ledger and purchase ledger, Preparation of hotel financial statements

**SEMESTER -III**  
**PAPER CODE – 302**  
**Business Communication**

- Unit I** Basic communication skills-, elocution, etc.; persuasive communication, Business Communication Process & Communication Channels Barriers to Communication Verbal & non-verbal communication, Elements of Good Oral Communication Speaking and Listening Skills, Professional use of the telephone, Effective presentation skills
- Unit – II** **Written communication:**  
Business Letters – layout and types Preparing resume, Business Email, Project / Assignment preparation, PPT preparation,. Report writing and presentation Application letters. Memo, Proposals Legal aspects
- Unit III** Presentation skills and techniques; Personal grooming and business etiquettes-corporate etiquette, social etiquette and telephone etiquette, role play and body language, impression management
- Unit – IV** **Customer care:**  
Effective customer care, Managing customer complaints & negotiating with the customer Handling Interpersonal Conflict Counseling skills
- Unit V** Leadership and communication activities- Motivation activities, leadership activities, team building activities, assertiveness activities, time management techniques, Stress management techniques, creativity and ideation.

**SEMESTER -III**  
**PAPER CODE -303**  
**Human Resources Management**

- Unit-I** Introduction to HRM: Meaning and Scope - Organization and Functions of HR and Personnel department - HR structure and Strategy in a hotel, - HR policies - HR objectives and Functions in a Hotel- Role of HR Managers in hotel industry
- Unit-II:** Human resources planning, Definition and Meaning ,Importance, Need for Human Resource Planning, HR Planning System, Components and Process of HR Planning, Evaluation. Job Analysis, Job Description, Job Specification, Job Evaluation, Job Evaluation Method, Job Design.
- Unit-III** Human Resource Development: Training and Development in Tourism - Methods, Design and Evaluation of T&D Programs - Performance and Potential appraisal - Career Development in Hotel- Incentives, Promotions and Transfers in Tourism - Personnel Empowerment in Tourism
- Unit-IV** Compensation: Compensation Issues and their management in Tourism - Productivity and Employee morale in Tourism - Stress Management and Quality Work Life in Tourism.  
Building Relationships: Trade Unions and Cooperative Societies in Tourism – Conflicts - Disciplinary procedures - Collective Bargaining - Role of Host Communities.
- Unit-V** Legislative Framework: Trade Unions Act,1926 - Salient features of Industrial Disputes Act, 1947 - Payment of Wages Act, 1936 - Employees Provident Fund (Miscellaneous and Provisions) Act, 1952 - Payment of Bonus Act,1965 - Payment of Gratuity Act,1972.

**SEMESTER -III**  
**PAPER code- 304**  
**Hospitality Marketing**

- Unit – I : Hospitality Marketing: Concepts, Nature and Scope Marketing: Marketing Management Philosophies, Strategic Planning and Marketing Process. Marketing Environment.
- Unit – II Uniqueness of hospitality Marketing, Market Segmentation and Hotel consumer Market. Selecting Target Market. Identifying & developing market activities, Marketing mix
- UNIT III Managing the Product / Service, Product Decisions-Product Line, Product Mix, Product Life Cycle, New Product Development, Branding and Packaging Decisions for hospitality product.
- Unit – IV Services Marketing: Concepts, Definition, Characteristics, Services Marketing Mix. Service Quality and Service Gap Analysis Model. Marketing of Hospitality – Related Activities : Trends in Hospitality Marketing – Marketing of Airlines, Hotels , Resorts, and Other Sub – Sectors and Products.
- Unit – V Pricing Hospitality Products: Pricing Considerations and Approaches, Pricing Strategies and Methods. Marketing of Small Business. Distribution Channel in Hospitality, conflict Management, Promotion Decision – Promotion Mix: Advertising, Sales Promotion, Personal Selling, and Publicity.

# UTKAL UNIVERSITY OF CULTURE, ODISHA

## (Master in Hotel Management )

SL. NO	PAPER NAME	FINAL EXAMINATION MARKS			
		THEORY /EXTERNAL	PRACTICAL/ INTERNAL	CREDIT	TOTAL
MHM401	Hotel Law	80	20	4	100
MHM402	Room Division Management	80	20	4	100
MHM403	Food & Beverage management	80	20	4	100
MHM404 (GE)	Entrepreneurship Development OR Foreign Language (French	80	20	4	100
MHM405 (DSE)	Research Methodology OR Sales Distribution Management	80	20	4	100
MHM406	Dissertation	70(PROJECT)	30(VIVA-VOCE)	6	100
	TOTAL			26	600

## MHM 401- HOTEL LAW

### UNIT - 1

#### GENERAL LAWS REGARDING FOOD

State and Local Laws Regarding Food. General Liability for Unwholesome Food Warranties  
Truth in Menu Laws and Labeling Laws. Patent Laws and Trade Marks  
Prevention of Food Adulteration Act.

### UNIT - II

#### STATE LAWS RELATING TO ALCOHOLIC BEVERAGES

General Nature of Control by State. Application for an Issuance of Licenses  
General Restrictions on Licenses  
Common Law Liability for Serving Alcoholic Beverages to Intoxicated persons  
Hours and Premises of Sales  
Books and Records. Important Warning. Important Points for Management

### UNIT - III

#### CONSUMER PROTECTION LAWS AFFECTING HOTELS

Credit Card Laws. Catering Contracts. No Smoking Laws  
Restriction in playing recorded music in guestrooms/ public areas.

### UNIT - IV

#### PUBLIC HEALTH AND SAFETY REQUIREMENTS

Building Codes. Water Supplies, Sewage System and Drainage  
Contagious Diseases. Swimming Pool, Guest elevators.

### UNIT - V

#### FIRE SAFETY LAWS

State and Local Fire Legislation

### REFERENCES

- 1) Legal Aspect of Hospitality Management Second Edition, By John E.H. Sherry, Publisher  
Wiley & sons
- 2) Principles of Business Law- Aswathappa. K.
- 3) Shops and Establishment Act
- 4) Bare Acts of Respective Legislation

## MHM402-ROOM DIVISION MANAGEMENT

### **UNIT-1: Front Office as Sales Department**

Coordination of Front Office with sales department, Importance of Front office as sales point, Sales promotion technique used by front Office Qualities of Front Office Staff to act as sales agent

### **UNIT-2: Safety & Security In Rooms Division**

Work environment safety Job Safety Analysis, Safety Awareness & Accident Prevention Case Studies

### **UNIT-3: Quality Management**

Various meaning of TQM, Guest perception of quality Management, Total Quality Management (T & M) Pillars of TQM Practices in Hotel quality Manager, Japanese 5-S Practices Benefits of TQM Case studies

### **UNIT-4: Customer Relationship Management (CRM)**

Understanding the Guest and Guest satisfaction Type of Consumer, Consumer behavior, defining personality psychological approach. Body Language

### **UNIT-5: INTRODUCTION TO MIS**

Introduction to MIS - Infrastructural Resources required for MIS - Impact of internet revolution on Hospitality Business - Information Systems for Rooms Division Management - Property Management System - Introduction to GDS & Hotel Distribution on GDS - MIS for key Decisions - Guests data base - Keeping track of guests profile, needs, expectations etc; - Projection and Monitoring of Occupancy levels - Information System for Accounting - Night Audit - Reports generation and analysis. Modern trends in hospitality – technology trends that are changing hospitality –Impact of globalization – ranking – impact of social media –hi tech meeting spaces – boutique hotels – unusual hotels - mega hotels – intelligent hotels.

### **SUGGESTED READING:**

1. Black Sam, Practical Public Relation, Sir Issar Pitman and Sons Ltd. London 1970.
2. Dukes Peter, Hotel Front Office Management and operation, 3rd edition Jowa Prown, 1970.
3. Robert C. Fisher FODOR, India and Nepal, Hodder and stroughton London1987.
4. Rawat G.S. Elements of Hotel Accountancy Rawat Publication, New Delhi1972.
5. Hotel Front office operation and Management, Jatashankar R. Tiwari, Oxford Publication U.K
6. Andrews S., Hotel Front Office Training Manual, Tata Publishing companylimited 1982.
7. Hotel Organization & The Front Office Management – A.P. Rastogi – First Edition
8. Front Office Operations & Management – Ahmed Ismail – First Edition
9. Front Office Management – S.K. Bhatnagar – Second Edition
10. Hotel Front Office Management – James Bardi – Fourth Edition
11. Sustainability in the Hospitality Industry - Philip Sloan, Willy Legrand, Joseph S. Chen , Butterworth Heinemann



## MHM 403- FOOD & BEVERAGE MANAGEMENT

### UNIT-1

Food & Beverage Control – Concept, Operations; Food cost control and portion control  
Beverage cost control.

### UNIT-2

Banquet Operations: Introduction, Organizational Structure, Buffet: Introduction, Types, Equipments Used, menu planning. Types of Function, Booking Procedure, Seating Arrangements.

### UNIT-3

Food Production and food Safety: An introduction to food production practices governed by changing federal and state regulations. Prevention of food-borne illness through proper handling of Potentially hazardous food, HACCP Procedures, Safe food preparation, storing and reheating Kitchen safety, facility sanitation

### UNIT-4

Menu Design: An analysis of menu development for food service establishments by production department, Menu development, descriptions, layout, design and pricing, sales mix.

### UNIT-5

Planning & operation of various layouts: Physical layout of functional and ancillary areas, objectives of a good layout, steps in planning, factors to be considered while planning, calculating space requirement, planning staff requirement, selection of equipments, suppliers & manufacturers.

### SUGGESTED READING:

1. Food Hygiene and Sanitation, S. Roday, Tata Mc Graw-Hill
2. Managing with the HACCP System, Ronald Cichy
3. Supervising Food Safety, Richard Sprenger, Published by Highfield, Co. UK. Limited.
4. Food Service and Catering management by R.K. Arora
5. Food Science and Technology Volume-II by S.N. Mahindru
6. Food Hazard & Food Hygiene, Seema Yadav.
7. Food & beverage Service, R. Singaravelavan, Oxford University Press.
8. Arora K. 1977: Theory of cooking, Frank Bros. & Co. Delhi

## MHM404-FOREIGN LANGUAGE –FRENCH (GE)

### UNIT-1

Vocabulary & written expression: Pronunciation, Salutation, Les jours de la semaine, Les mois de l'année, Les nombres cardinaux.

Grammar : L'article défini et indéfini, Les pronoms sujets

Oral / Situation: to be given by concerned teacher

### UNIT-2

Vocabulary & written expression : Se Présenter, Présenter quel qu'un, Les expressions de politesse, L'Heure

Grammar : Les verbes être, avoir et du première groupe

Oral / Situation: Présentez-vous, Présentez votre ami(e) / voisin(e), conversation utilisant les expressions de temps.

### UNIT-3

Vocabulary & written expression: Les vins de France, Les fromages de France, Le matériel de cuisine, le menu français et remplir la fiche pour le client.

Grammar: Les verbes du deuxième groupe, Les verbes: savoir, vouloir, faire, aller, venir, pouvoir, partir et prendre en présent, la négation et l'interrogation

Oral / Situation: Décrivant la cuisine et les français, conversation utilisant les informations culturelles

### UNIT-4

Vocabulary & written expression: Les expressions décrivant votre famille, votre ville, Se renseigner: Réserver- Confirmer une réservation- Annuler une réservation, Préparer un itinéraire, Préparer une publicité pour visiter quelque place.

Oral / Situation: to be given by concerned teacher

### UNIT-5

Grammar: Les adjectifs de lieu, de couleur et qualité et les adjectifs démonstratifs, Les prépositions avec les pays, Passé récent et future proche.

Oral / Situation:

1. Annuler et refaire une réservation au téléphone

2. Décrire un lieu, une ville, une région, un pays et les loisirs qu'ils offrent

### SUGGESTED READING:

1. Larousse compact Dictionary: French-English/ English-French
2. Conjugaison - Le Robert & Nathan
3. Larousse French Grammar
4. Vasanti Gupta, Malini Gupta, Usha Ramachandran, Bon Voyage, w.r goyal Publishers and distributors, New Delhi
5. French for Hotel and Tourism Industry by S. Bhattacharya

## **MHM 404- ENTREPRENEURSHIP DEVELOPMENT(GE)**

### **Unit I: Nature of Entrepreneurship and Small Business:**

The emergence of Small Business, Seeking Entrepreneurial Opportunities, Start-up and Buy-out Opportunities, Franchising Opportunities, Family Business Opportunities.

### **Unit II: Developing the New Venture Business Plan**

The role of Business Plan for a New Venture, Creating a Competitive Advantage, Market Analysis and Formulating Marketing Plans, Selecting Management Team and Form of Organization, Location and Physical facilities, Accounting Statements and Financial Requirement, Sources of Finance.

### **Unit III: Small Business Marketing**

Consumer Behaviour and Product Strategy, Pricing and Credit Strategies Promotion, Personal Selling, Advertising and Sales Promotion, Distribution Channels and Global Markets.

### **Unit IV: Managing Small Business Operation**

Professional Management in Growing Firm, Managing Human Resource, Quality Management and the Operation Process, Purchasing and Computer-based Inventory Management.

### **Unit V; Management Functions**

Financial Management, Operations Management, Marketing Management , Information Technology and Management

### **SUGGESTED READINGS:**

1. Siropolis, N.C., Entrepreneurship and Small Business Management, 1998.
2. Saini, J.S., Entrepreneurship Development: Programmes, and Practices, 1998.
3. Singh, Daleep, Effective Managerial Leadership, 1995.
4. Chawala, A.S., Uppal, K.K., Studies in Business Management, 1998.
5. Diwan, P., Environment Management Law and Administration, 1998.

## MHM 405- SALES AND DISTRIBUTION MANAGEMENT (DSE)

### **Unit – I**

Evolution of Sales Management, Types of Personal Selling, Nature and Scope of Sales Managements; Setting and Formulating Personal Selling Objectives; Selling Skills and Selling Strategies, The selling process.

### **Unit – II**

Recruiting and Selecting Sales Personnel; Developing and Conducting Sales Training Programmes; Designing and Administering Compensation Plans, Supervision of Salesmen;

### **Unit – III**

Sales Force Motivation; Sales Meetings and Sales Contests; Designing Territories and Allocating Sales Efforts; Objectives and Quotas for Sales Personnel; Evaluation of Sales Force; Performance Appraisal Process.

### **Unit – IV**

Overview of Marketing Channels, their Structure, Functions and Relationships, Designing Customer Oriented Marketing Channels, Logistics Planning, Inventory Management, Organizational Patterns in Marketing Channels, Managing Marketing Channels and Channel Member Behaviour;

### **Unit – V**

Information System and Channel Management; Assessing Performance of Marketing Channels; International Channels of Distribution.

### **Suggested Readings**

6. Anderson, R, Professional Sales Management : Englewood Cliffs, New Jersey, Prentice Hall Inc. 1992.
7. Anderson, R, Professional Personal Selling. Englewood Cliffs, New Jersey, Prentice Hall Inc 1991.
8. Buskirk R.H. and Stanton. W.J. Management of Sales Force, Homewood Illinois, Richard D. Irwin 1983.

## MHM 405 - RESEARCH METHODOLOGY(DSE)

### UNIT-1

Research: meaning, characteristics, types and relevance of research; trend and challenges with special reference to tourism and hotel business. Research process. Identification and formulation of research problem. Research methodology: meaning and procedural guidelines. Literature review – Meaning, Importance and sources of literature

### UNIT-2

Research design- Meaning of research design; need for research design; features of a good Research design; different research designs. Sampling design: the concept of sampling; Aims of sampling, census versus sample survey; steps in sampling design; characteristics of a good sample design; criteria for selecting a sampling procedure; sampling techniques/methods: probability sampling and non-probability sampling.

### UNIT-3

Measurement and scaling techniques- Measurement in research; sources of Error in measurement; test of sound measurement; technique of developing measurement tools; measurement scales; meaning of scaling; bases of scales- classification, importance; scaling techniques-rating and ranking; types of scales.

### UNIT-4

Collection of Data-secondary data, primary data; nature, sources of data; methods of data collection, tools of data collection, designing of instruments.

### UNIT -5

Processing of data: Classification and Tabulation, Interpretation of data Report writing-meaning functions; types of research report; significance of report writing report.

### SUGGESTED READING:

1. Research Methodology (Pearson Publication) by Ranjit Kumar
2. Management Research Methodology (Pearson Publication) by Krishnaswamy, Sivakumar & Mathirajan
3. Business Research Methods (Tata McGraw Hill Publication) by Cooper & Schindler
4. Research Methodology (New Age Publishers) by C.R. Kothari
5. Methods in Social Research (Surjeet Publications) by William J. Goode & Paul K. Hatt

## DESSERTATION

Intended to develop the ability of students to analyze the multidisciplinary nature, concepts of tourism and hospitality industry., The documentation and presentation should be conducted before the panel of examiners (one external and one internal) during Term End Examination. The Evaluation shall be done for Project Report, Presentation & Viva-voce by the panel of examiners.

The project may be prepared from the following area.

- a) Comprehensive case study
- b) Interdepartmental study
- c) Field study

Synopsis of the project should be prepared in consultation with faculty and submitted in the department. The synopsis should clearly state the objectives and research methodology.

The project report should be prepared on the following guidelines.

<b>Content for the Project Work</b>	
1) Cover Page	2) Title Page
3) Certificate	4) Acknowledgment
5) Index / Content Page No	6) Introduction (Aims & Objectives, History, Primary Data, Explanation of Terms)
7) Research Methodology (Methods adopted for collecting Data) Questionnaire, Interview, Mails etc.	8) Data Analysis & Data Interpretation (Data is depicted with the help of Bar Chart, pie Chart, Graphs, Statistical formulae and interpreted)
9) Conclusions	10) Suggestions / Amendments
11) Annexure	12) Bibliography (List of Reference Books)
13) Questionnaire (Blank Format)	