

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

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

**WEEKLY TEACHING SCHEME (17 WEEKS)**

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

**EXAMINATION SCHEME**

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

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

**MHA801-STRATEGIC MANAGEMENT****HOURS ALLOTTED: 60****MAXIMUM MARKS: 100****1. Preamble**

Course Title	<b>STRATEGIC MANAGEMENT</b>
Course Code	<b>MHA801</b>
Credits	04
Number of Hours	60

**2. Course Description**

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

**Learning Outcomes**

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

**Knowledge**

Enumerate on strategies most favourably in view of impact and competition.

Explain different stages of industry evolution

Discuss Internal & External environment

Appraise on Business strategy and analysis

Discuss Allocation of resources

Guide on Strategic implementation planning

Enumerate on Policies in functional areas

**MHA801—STRATEGIC MANAGEMENT****HOURS ALLOTTED: 30****MAXIMUM MARKS: 100**

**Unit 1:** Introduction to strategic management & business policy- a) Strategic management-An overview, Broad types of strategy (Corporate level, Business level & Functional level) b) Process of Strategic Management c) Role of a Strategist d) Business Policy (Evaluation, Nature, Importance, Purpose & Objectives) e) Mission f) Vision g) Goals and Objectives (Necessity of formal objectives, Goal Vs Objective)

**Unit 2 :** Environmental, external and internal resource analysis- a) Concept of Organizational environment: Internal & External Environment b) Need for environmental analysis (External Environment) c) External Factor Evaluation Matrix (EFEM) d) Process of SWOT analysis e) Opportunities & Threats f) Internal resource analysis g) Strengths & Weaknesses h) Marketing i) Finance j) Production k) HR l) Global Competitiveness m) Role of strategic management in the above mentioned areas n) Key environmental variable factors n) Strategic advantage profile (SAP) o) Organization structure and control p) Environmental scanning techniques (PESTEL, SWOT/TOWS), Boston Consulting Group Matrix (BCGM), Strategic Position and Action Evaluation Matrix (SPACE) q) Internal factor Evaluation Matrix (IFEM) r) Competitive Profile Matrix (CPM) s) Quantitative Strategic Planning matrix (QSPM) t) Porter's five forces analysis and Porter diamond model

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

**Unit 4:** Policies in functional areas- Policy, Product policies, Personnel policies, Functional policies, financial policies, marketing policies & Public relations policies

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

**MHA802- EMPLOYEE & MANAGEMENT RELATIONS****HOURS ALLOTTED: 60****MAXIMUM MARKS: 100****1. Preamble**

Course Title	<b>EMPLOYEE &amp; MANAGEMENT RELATIONS</b>
Course Code	MHA802
Credits	04

Number of Hours per Group	60
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**2. Course Description:** Students should be able to elaborate the concept of Industrial Relations. The students should be able to illustrate the role of trade union in the industrial setup. Students should be able to outline the important causes & impact of industrial disputes. Students should be able to elaborate Industrial Dispute settlement procedures.

### 3. Learning Outcome

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

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

## MHA802- EMPLOYEE & MANAGEMENT RELATIONS

**HOURS ALLOTTED: 60**

**MAXIMUM MARKS: 100**

**Unit 1: Conceptual framework-** a) Union Management Relations Perspective b) Public Policies and Union Management Relations c) Major Events and International Issues

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

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

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

**Unit 5: Workers' participation in management-** a) Evolution, Structure and Processes b) Design and Dynamics of Participative Forums c) Strategies and Planning for Implementing Participation. **Trends in union management relations-** a) Management Emerging Trends in Union Management Relations b) Cross, Cultural Aspects of Union Relations

## MHA803 – BUSINESS ETHICS

**HOURS ALLOTTED: 60**

**MAXIMUM MARKS: 50**

### 1. Preamble

Course Title	<b>Business Ethics</b>
Course Code	MHA803
Credits	04

Number of Hours per Group	60
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**2. Course Description:** Business Ethics” can be defined as the critical, structured examination of how people and institutions should behave in the world of commerce. In particular, it involves examining appropriate constraints on the pursuit of self-interest, or (for firms) profits, when the actions of individuals or firms affects others. Law often guides business ethics, while other times business ethics provide a basic framework that businesses may choose to follow to gain public acceptance.

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

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

### 3. Learning Outcomes:

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

#### Knowledge

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

#### Competencies

- Develop active listening skills
- Apply the concepts of ethics in business
- Evaluate the implication on ethics in business by possessing the art of assessing ethics as well as the business environment
- Relate to the principles associated with business ethics

#### Mindset

- Develop a mindset based on personal values, temperaments, culture and psychology
- Examine one’s own character and values for better decision making and management practices

Development of a true wellbeing with active thinking capabilities which leads to the search for human flourishing

### MHA803 – BUSINESS ETHICS

**HOURS ALLOTTED: 60**

**MAXIMUM MARKS: 100**

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

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

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

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

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

### MHA804- ORGANISATIONAL BEHAVIOUR & DEVELOPMENT

**HOURS ALLOTTED: 60**

**MAXIMUM MARKS: 100**

#### 1. Preamble

Course Title	<b>ORGANISATIONAL BEHAVIOUR &amp; DEVELOPMENT</b>
Course Code	MHA804
Credits	04
Number of Hours per Group	60

#### 2. Course Description:

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

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

### Learning Outcome

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

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

### MHA204- ORGANISATIONAL BEHAVIOUR & DEVELOPMENT

**HOURS ALLOTTED: 60**

**MAXIMUM MARKS: 100**

**Unit 1:** Introduction to Organizational Behaviour; Developing orientation, Why Study OB, Various Approaches & Current Challenges, Personality; Approaches to Personality, Assessment & Use, Emotions & Moods; Basic Emotions, Emotional Labor, Emotional Intelligence, Values, Attitudes & Job Satisfaction; Components of Attitude, Work Related Attitude, Evaluation & Management, Cross Culture Values, Perception & Individual Decision Making; Impression Management, Cases of Misrepresentation

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

**Unit 3:** Leading Hospitality Organizations: Theories & emergence of Leadership, Developing Leaders. Power & Politics: Sources of Power, Individual, Group & Organizational Powers, Symbols of Power; Organizational Politics, Neutralizing Politics. Emerging Areas in Hospitality Industry: Technology & Organizational Transformation; Outsourcing Downsizing

**Unit 4:** Introduction to Organizational Design & Development, Evolution, Organizational Change; Environmental Analysis, Process, Types, Approaches & Theories. Diagnosing Organizations; Practices, Processes, Policies, Groups, Jobs...Collecting & Analyzing Data

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

### MHA805- FINANCIAL REPORTING & ANALYSIS

**HOURS ALLOTTED: 60**

**MAXIMUM MARKS: 100**

#### 1. Preamble

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

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

#### 3. Learning Outcomes:

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

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



**MHA805- FINANCIAL REPORTING & ANALYSIS****HOURS ALLOTTED: 60****MAXIMUM MARKS: 100**

Unit1: **Introduction to Finance and Business Analytics** - Planning the profitable Restaurant- a) Overview and Scope of Financial Reporting and Business Analytics b) Users of Accounting Information c) Accounting Concepts and Conventions

Unit2: **Process of Preparation of Financial Statements-Book of Accounts** (Journal, Ledger, Cash Book)-House funds, Petty Cash, Purchases Journal, Guest Ledgers, Credit Card accounts, Cash Disbursements Journal, General Ledger, General Journal, Payroll Journal, Specialized Journals for Lodging Operations. **The Statement of Cash flows**- Purpose, Format and Uses, What information is reported in the Statement of Cash Flows, Three Categories of Cash flows, Non cash investing and Financing, Direct and Indirect Method, Using Cash Flow information to Forecast future Financial position.

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

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

Unit 5: **Understanding Annual Reports and Financial Statement Analysis**- a) Analysis of Financial Statements b) Horizontal Analysis, Vertical Analysis c) Trend Analysis, Ratio Analysis d) Ratio Standards e) Purposes of Ratio Analysis f) Average versus Ending Value

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

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

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

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