



University of Engineering and Management
Institute of Engineering & Management, Salt Lake Campus
Institute of Engineering & Management, New Town Campus
University of Engineering & Management, Jaipur



Syllabus for BHHA

Subject Name: International Cuisine-II

Subject Code: BHHA601

Credit: 2

Lecture Hours: 24

Course Objectives

1. To introduce students to the historical, cultural, and geographical influences that have shaped major international cuisines (French, Italian, Spanish, and Mediterranean).
2. To develop practical knowledge of culinary tools, techniques, specialties, and popular dishes associated with international cuisines.
3. To provide students with a strong foundation in food production management, including kitchen organization, job allocation, production planning, forecasting, and budgeting.
4. To cultivate entrepreneurial thinking by exploring the fundamentals of gastronomic entrepreneurship, including competition analysis, innovation, culinary creativity, and business planning in gastronomy.

Course Outcomes (COs)

CO1: Understand the historical, cultural, and geographical influences on international cuisines (French, Italian, Spanish, and Mediterranean).

CO2: Identify and apply culinary tools, techniques, specialties, and popular dishes from different international cuisines.

CO3: Apply production management principles including kitchen organization, job allocation, and production planning, forecasting, and budgeting in food operations.

CO4: Analyse and evaluate the fundamentals of gastronomic entrepreneurship, including innovation, competition analysis, and business planning in gastronomy.

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Introduction to French cuisine International Cuisine & Food Production Management By Parvinder S. Bali (Oxford Publication) – Chapter – Chapter 10	Geographic location, Historical background Staple food with regional influences Tools/techniques/utensils used Specialties Cooking Chinese hot pot Popular dishes.	International Academia: NA NCHMCT model Syllabus https://ihmpusa.net/wp-content/uploads/2023/03/6th-Sem.pdf Industry Mapping: Vocational training with partner Hotels	4	Mentioned below in the practical syllabus
2	Introduction to Italian cuisine International Cuisine & Food Production Management By Parvinder S. Bali (Oxford Publication) – Chapter – Chapter 10	Geographic location, Historical background Staple food with regional influences Tools/techniques/utensils used Specialties Cooking Chinese hot pot Popular dishes.	International Academia: NA NCHMCT model Syllabus https://ihmpusa.net/wp-content/uploads/2023/03/6th-Sem.pdf Industry Mapping: Vocational training with partner Hotels	4	Mentioned below in the practical syllabus

3	Introduction to Spanish cuisine International Cuisine & Food Production Management By Parvinder S. Bali (Oxford Publication) – Chapter – Chapter 10	Geographic location, Historical background Staple food with regional influences Tools/techniques/utensils used Specialties Cooking Chinese hot pot Popular dishes.	International Academia: NA NCHMCT model Syllabus https://ihmpusa.net/wp-content/uploads/2023/03/6th-Sem.pdf Industry Mapping: Vocational training with partner Hotels	4	Mentioned below in the practical syllabus
4	Introduction to Mediterranean cuisine International Cuisine & Food Production Management By Parvinder S. Bali (Oxford Publication) – Chapter – Chapter 10	Geographic location, Historical background Staple food with regional influences Tools/techniques/utensils used Specialties Cooking Chinese hot pot Popular dishes.	International Academia: NA NCHMCT model Syllabus https://ihmpusa.net/wp-content/uploads/2023/03/6th-Sem.pdf Industry Mapping: Vocational training with partner Hotels	4	Mentioned below in the practical syllabus

5.	Production management International Cuisine & Food Production Management By Parvinder S. Bali (Oxford Publication) – Chapter – Chapter 17	Kitchen organization, allocation and job description, production planning, forecasting & budgeting			Mentioned below in the practical syllabus
6.	Introduction to Gastronomic Entrepreneurship	Gastronomic Entrepreneurship · Presentation and Welcome · The gastronomic entrepreneurship · Gastronomic entrepreneurship and what is different from other ventures Evolution of Peruvian gastronomy post- pandemic· Evolution of · Advantages of undertaking · Disadvantages of undertaking · Starting points and keys before starting a gastronomic venture · How do I start, if I want to start in gastronomy· Competition analysis· Orientation and definition of the gastronomic business· Innovation and culinary creativity · Implications of undertaking without order and bases			Mentioned below in the practical syllabus

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1: Understand influences on international cuisines	3	2	2	1	2	2	2	2	2	2	1	3
CO2: Apply culinary tools, techniques & specialties	3	3	3	2	2	2	2	2	3	3	2	2
CO3: Apply production management in food operations	3	3	3	2	3	2	2	2	3	3	3	2
CO4: Analyze & evaluate gastronomic entrepreneurship	3	3	3	2	2	3	2	2	3	3	3	3

Submitted by Prof. Chef. Soumik Bhattacharya & Prof. Chef. Supriya Mishra Dept. of BHM, UEM - IEM, Kolkata, Newtown Campus



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Syllabus for BHHA

Subject Name: Advanced Food Production Operations Lab -II

Subject Code: BHHA691

MENU 1

Scotch broth

Roast Chicken

Yorkshire pudding

Glazed Carrots & Turnips

Roast Potato

MENU 2

Gazpacho

Pollo En Pepitoria

Paella

Fritata De Patata

Pastel De Mazaana

MENU 3

Minestrone

Ravioli Arabeata

Fettocine Carbonara

Pollo Alla Cacciatore

Medanzane Parmigiane

MENU 4

Linsensuppe

Sauerbaaten

Spatzale

German Potato Salad

MENU 5

Tubule

Falafel

Pita bread

Humus

Baklava

MENU 6

Tacos

Fajita

Mexican Rice

Burritos

Quesadilla

CONFECTIONARY & BAKERY

Pizza

Focaccia

Croissant

Red Velvet Cake

Carrot Cake

Fudge Cake



University of Engineering and Management
Institute of Engineering & Management, New Town Campus



Syllabus for BSc in Hospitality & Tourism Administration (BHHA)
Subject Name: Advanced Food & Beverage Service Operations - II

Subject Code: BHHA602
Credit: 2

Lecture Hours: 2hours per week
Note Link:

Course Objectives (COB):

The course aims to:

1. Introduce the fundamentals of **cost concepts and cost control** in hospitality operations.
2. Develop understanding of **sales, advertising, PR, merchandising, and sales promotion** in F&B management.
3. Equip students with knowledge of **inventory and beverage control techniques** to minimize wastage and maximize profitability.
4. Train students in **sales control systems and performance analysis** for effective decision-making in F&B outlets.

Course Outcomes (COs):

After successful completion of this course, students will be able to:

CO1: Apply principles of **cost management and cost analysis** in hospitality operations.

CO2: Demonstrate skills in **sales and promotional techniques** including advertising, PR, merchandising, and upselling.

CO3: Implement **inventory and beverage control procedures** for efficient and profitable operations.

CO4: Use **sales control systems and operating yardsticks** to evaluate and improve F&B performance

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Cost Dynamics	• Introduction to Cost • Definition and importance of cost in hospitality	<i>International Standards :</i> N/A (NCHMCT MODEL SYLLABUS)		

		operations - Objectives of cost management • Types of Costs - Fixed Costs - Variable Costs - Semi-variable Costs - Total cost calculation • Elements of Cost - Direct Costs - Direct Material Cost - Direct Labour Cost - Direct Expenses - Indirect Costs (Overheads) - Manufacturing overheads - Administrative overheads - Selling overheads - Research & Development cost • Cost Analysis and Control - Prime cost and overhead allocation - Importance of cost monitoring in F&B operations	https://ihmctanghy.org.in/wp-content/uploads/2020/12/SYLLABUS-FOR-6th-SEMESTER.pdf Industry Mapping: Vocational training with partner hotels		
2	Sales Concepts	• Introduction to Sales Concepts in Hospitality	International Standards : N/A		

		• Role of sales in F&B management • Difference between sales and marketing • Advertising • Definition and objectives • Types of advertising (print, broadcasting, digital, etc.) • Budgeting and planning advertising campaigns • Case examples (fast food, hotels, restaurants) • Public Relations • Definition and importance • Internal & external communication • PR tools (press, community, broadcasting) • Role of PR in hotel and catering industry • Merchandising • Definition and scope in hospitality • Types of merchandising tools: ○ Floor stands & posters ○ Wall displays & tent cards ○ Clip-ons & children's menus ○ Visual, audial &	NCHMCT MODEL SYLLABUS - https://ihmctanghy.org.in/wp-content/uploads/2020/12/SYLLABUS-FOR-6th-SEMESTER.pdf Industry Mapping: Vocational training with partner hotels		
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		• other display tools • Role of merchandising in customer decision-making • Sales Promotion • Definition and objectives • Types of sales promotion: ◦ Customer-focused (discounts, coupons, offers) ◦ Distribution channel incentives ◦ Sales employee incentives (commissions, competitions) • Role of promotions in boosting revenue • Personal Selling • Importance of service staff as salespersons • Sales techniques in restaurants and hotels • Training and incentives for sales staff • Upselling & cross-selling strategies			
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3	Inventory Control	• Introduction to Inventory Control • Objectives: Operational and Financial • Importance in hospitality operations • Stock Level Determination • Usage, lead time, EOQ (Economic Order Quantity) • Minimum stock level • Maximum stock level • Reorder level • Danger level • Economic Order Quantity (EOQ) • Concept and formula • Factors affecting EOQ • Re-order quantity • Techniques of Inventory Control • ABC Analysis (Always Better Control) • VED (Vital, Essential, Desirable) Analysis • FSN (Fast, Slow, Non-moving) classification • Stock Taking Methods • Actual stock taking • Perpetual stock taking	International Standards : N/A NCHMCT MODEL SYLLABUS - https://ihmctanghy.org.in/wp-content/uploads/2020/12/SYLLABUS-FOR-6th-SEMESTER.pdf Industry Mapping: Vocational training with partner hotels		
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		• Stock turnover ratio			
4	Beverage Control	1. Introduction to Beverages ○ Definition and importance of beverage control ○ Role of beverages in profitability 2. Purchasing of Beverages ○ Objectives and importance ○ Sources of supply (wine shippers, wholesalers, manufacturers, etc.) ○ Purchase specifications for beverages 3. Receiving of Beverages ○ Checking quality, quantity, and price ○ Documentation and credit notes 4. Storage of Beverages ○ Cellar management	International Standards : N/A NCHMCT MODEL SYLLABUS - https://ihmctanghy.org.in/wp-content/uploads/2020/12/SYLLABUS-FOR-6th-SEMESTER.pdf Industry Mapping: Vocational training with partner hotels		

		- practices ○ Storage conditions for different beverages ○ Bin card system and records 5. Issuing of Beverages ○ Requisition procedures ○ Pricing of issues (cost price vs. selling price) 6. Beverage Production Methods ○ Raw beverages (tea, coffee, cocoa) ○ Semi-prepared beverages (cordials, cocktails) ○ Fully prepared beverages (wines, spirits, juices) 7. Beverage Control Systems ○ Bar cost system ○ Par stock/bottle control system ○ Potential sales value system ○ Inventory or “ounce” system ○ Banqueting & function bar system 8. Bar Frauds and Prevention ○ Common fraud practices by staff ○ Control measures			
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5.	Sales Control	1. Introduction to Sales Control - Importance in F&B operations - Factors influencing revenue (menu, beverage list, sales mix, covers, ASP, GP margins) 2. Methods of Sales Recording - Manual systems (sales checks, duplicate checks, problems) - Machine systems (pre-checking, electronic cash registers) - Point-of-sale (POS) systems (server terminals, handheld terminals) 3. Operating Yardsticks for Sales Control - Total food & beverage sales - Departmental profit - Average spending power (ASP) - Sales mix analysis - Payroll costs and headcount planning 4. Cash Handling & Security - Procedures for payment (cash, cards, cheques, vouchers)	International Standards : N/A NCHMCT MODEL SYLLABUS - https://ihmctanghy.org.in/wp-content/uploads/2020/12/SYLLABUS-FOR-6th-SEMESTER.pdf Industry Mapping: Vocational training with partner hotels		
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		○ Role of cashiers and staff training ○ Accountability in F&B sales			
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COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1: Understand principles of F&B cost & sales control	3	2	2	2	2	2	2	2	2	2	2	3
CO2: Apply cost, inventory & beverage control techniques	3	3	3	2	2	2	2	2	3	2	3	2
CO3: Analyse sales strategies & revenue control methods	3	3	3	2	2	3	2	2	2	3	3	2

CO4: Demonstrate problem- solving & teamwork in F&B control	2	3	3	2	2	2	2	3	3	3	3	3
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Submitted by Prof. Ujjwal Basu IEM, Kolkata, Newtown Campus



University of Engineering and Management
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Syllabus for BSc in Hospitality& Hotel Administration (BHHA)

Subject Name: Advance Food & Beverage Service Operations -II Lab

Subject Code: BHHA692

Credit: 1

Lecture Hours: 2hours per week

Gueridon Service

Organizing Mise-en-place for Gueridon Service

Dishes involving work on the Gueridon

Task-01 Crepe suzette

Task-02 Banana au Rhum

Task-03 Peach Flambe

Task-04 Rum Omelette

Task-05 Steak Diane

Task-06 Pepper Steak

Kitchen Stewarding

Using & operating Machines

Exercise – physical inventory

F&B Staff Organization

Class room Exercise (Case Study method)

Developing Organization Structure of various Food & Beverage Outlets

Determination of Staff requirements in all categories

Making Duty Roster

Preparing Job Description & Specification

Supervisory Skills

Conducting Briefing & Debriefing

- Restaurant, Bar, Banquets & Special events

Drafting Standard Operating Systems (SOPs) for various F & B Outlets

Supervising Food & Beverage operations

Preparing Restaurant Log

Bar Operations

Designing & Setting the bar

Preparation & Service of Cocktail & Mixed Drinks



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Syllabus for BHHA



Subject Name: Tourism Culture & Heritage

Subject Code: BHHA603

Lecture Hours: 24

Credit: 2

Note Link:

Course Objectives

- To introduce students to the concepts of tourism and heritage, with special emphasis on the Indian context.
- To understand the interrelationship between tourism, culture, and heritage management.
- To analyse the significance of heritage tourism for sustainable development.
- To prepare students for roles in hospitality and tourism sectors involving cultural and heritage destinations.

Course Outcomes (COs)

- CO1:** Explain the concepts of tourism and heritage and their interrelationship.
- CO2:** Identify and analyze various heritage resources and their significance in tourism.
- CO3:** Evaluate heritage conservation policies and practices in relation to tourism management.
- CO4:** Apply marketing and management strategies for the promotion of heritage-based tourism.

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Introduction to Tourism & Heritage	• Definition and scope of tourism and heritage • Tourism: Meaning, characteristics, and components • Heritage: Meaning, categories (tangible & intangible), cultural vs. natural heritage • Evolution of heritage tourism in India and worldwide • Importance of heritage in tourism development • UNESCO World Heritage Sites – concept and criteria	International Academia: NA NCHMCT model Syllabus https://dbrau.ac.in/wp-content/uploads/2023/09/TOURISM-AND-HERITAGE-MANAGEMENT.pdf?utm_source=chatgpt.com Industry Mapping:	6	

2	Heritage Resources and Tourism Products	• Types of heritage resources: cultural, historical, natural, architectural, living heritage • Heritage tourism products in India: monuments, forts, palaces, museums, pilgrimage sites, crafts, fairs & festivals • World Heritage Sites of India – case studies (e.g., Taj Mahal, Konark Temple, Ajanta–Ellora Caves, Jaipur City) • Role of hospitality sector in promoting heritage tourism • Linkage between tourism, heritage, and community development	International Academia: NA NCHMCT model Syllabus https://dbrau.ac.in/wp-content/uploads/2023/09/T-OURISM-AND-HERITAGE-MANAGEMENT.pdf?utm_source=chatgpt.com Industry Mapping:	6	
3	Heritage Management & Conservation	• Principles of heritage conservation and management • Role of Archaeological Survey of India (ASI), INTACH, UNESCO, and other organizations • Heritage legislation and policies in India • Issues and challenges in heritage tourism (over-tourism, commercialization, carrying	International Academia: NA NCHMCT model Syllabus https://dbrau.ac.in/wp-content/uploads/2023/09/T-OURISM-AND-HERITAGE-MANAGEMENT.pdf?utm_source=chatgpt.com Industry Mapping: Vocational training with partner Hotels	6	

		capacity) • Sustainable heritage tourism: eco-tourism, responsible tourism, community participation • Case studies of best practices in heritage management (Indian & international examples) • Case studies on yield application in hotels			
4	Marketing & Emerging Trends in Heritage Tourism	• Marketing of heritage sites and destinations • Interpretation and presentation of heritage resources (guided tours, museums, audio-visual aids, digital tourism) • Role of hotels and tour operators in heritage tourism promotion • Branding heritage cities and circuits (Golden Triangle, Buddhist Circuit, Desert Circuit, etc.) • Emerging trends: virtual heritage, digital storytelling,	International Academia: NA NCHMCT model Syllabus https://dbrau.ac.in/wp-content/uploads/2023/09/TOURISM-AND-HERITAGE-MANAGEMENT.pdf?utm_source=chatgpt.com Mapping: Vocational training with partner Hotels	6	

		experiential tourism • Careers and entrepreneurship opportunities in heritage & cultural tourism			
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COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1: Explain tourism–heritage concepts	3	2	2	1	1	2	2	2	2	2	1	3
CO2: Analyze heritage resources	3	3	2	2	2	3	2	2	2	2	1	3
CO3: Evaluate conservation policies & practices	3	3	3	2	2	3	3	2	2	3	2	2
CO4: Apply marketing & management in heritage tourism	3	3	3	2	2	2	2	2	3	3	3	2



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Syllabus for BHHA
Subject Name: CONSUMER BEHAVIOUR



Subject Code: BHHA604

Credit: 2

Lecture Hours: 24

Note Link:

Course Objectives

- To understand consumer behavior concepts and their relevance in hospitality & tourism.
- To analyze psychological, social, and cultural influences on consumer decision-making.
- To explore consumer behavior models and their application in hospitality services.
- To develop skills to design marketing strategies based on consumer insights.

Course Outcomes (COs)

- CO1:** Explain fundamental concepts of consumer behavior and its role in hospitality & tourism.
- CO2:** Analyze psychological and personal factors influencing consumer decision-making.
- CO3:** Evaluate the impact of social, cultural, and digital influences on consumer behavior.
- CO4:** Apply consumer behavior theories and models to hospitality marketing strategies.

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
Unit 1	Introduction to Consumer Behavior	• Definition, nature, and scope of consumer behavior • Importance in hospitality & tourism industry • Difference between goods buyer vs. service consumer • Consumer decision-making process (5-stage model) • Consumer behavior in the service context	International Academia: NA NCHMCT model Syllabus https://uou.ac.in/sites/default/files/syllabus/BHM-404T.pdf?utm_source=chatgpt.com Industry Mapping:	6	
Unit 2	Individual Determinants of Consumer Behavior	• Motivation, perception, learning, personality, and attitudes • Role of emotions in service consumption • Consumer involvement and service experiences • Consumer expectations & satisfaction in hotels and tourism	International Academia: NA Model Syllabus https://uou.ac.in/sites/default/files/syllabus/BHM-404T.pdf?utm_source=chatgpt.com Industry Mapping:	6	

Unit 3	Social & Cultural Influences	• Family, reference groups, opinion leaders • Social class and lifestyle influences • Culture and sub-culture in hospitality consumption • Role of digital media, online reviews, and e-WOM (Word of Mouth) • Changing trends in consumer behavior in the Indian context	International Academia: NA Model Syllabus https://uou.ac.in/sites/default/files/syllabus/BHM-404T.pdf?utm_source=chatgpt.com Industry Mapping:	6	
Unit 4	Applications in Hospitality & Tourism	• Consumer behavior models (Howard-Sheth, Engel-Kollat-Blackwell, Nicosia) • Guest behavior in hotels, restaurants, and travel services • Service recovery and consumer loyalty • Customer Relationship Management (CRM) • Case studies in hospitality: brand switching, loyalty	International Academia: NA Model Syllabus https://uou.ac.in/sites/default/files/syllabus/BHM-404T.pdf?utm_source=chatgpt.com Industry Mapping :	6	

		programs, consumer complaints			
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COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1: Explain consumer behavior concepts	3	2	2	1	2	2	2	2	2	3	1	3
CO2: Analyze psychological & personal factors	3	3	2	2	2	2	2	2	2	3	2	3
CO3: Evaluate social, cultural & digital influences	3	3	3	2	2	3	3	2	2	3	2	3
CO4: Apply consumer behavior models in hospitality	3	3	3	2	3	2	2	2	3	3	3	2



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Syllabus for BHHA

Subject Name: Financial Management

Subject Code: BHHA 605

Lecture Hours: 24

Credit: 2

Study Material:

Course Objectives (COs):

1. To provide students with an understanding of the concepts and principles of financial management in the hospitality sector.
2. To develop analytical skills for financial decision-making related to investment, financing, and working capital in hotels and restaurants.
3. To equip students with tools for budgeting, cost control, and performance evaluation in hospitality operations.
4. To enable students to apply financial strategies for profitability, sustainability, and growth in the hospitality industry

Course Outcomes (Learning Outcomes):

After completing this course, students will be able to:

- CO1: Demonstrate knowledge of financial management concepts and their relevance in the hospitality industry.
- CO2: Analyse financial statements of hotels and restaurants for decision-making.
- CO3: Apply techniques of capital budgeting, working capital management, and cost control in hospitality businesses.
- CO4: Evaluate investment, financing, and dividend decisions in the context of hospitality operations.

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Introduction to Financial Management in Hospitality	• Meaning, nature, and scope of financial management • Objectives of financial management in hotels & restaurants • Role of finance manager in the hospitality industry • Hospitality financial environment: Features, challenges, and importance	International Academia: NA ITTM model Syllabus https://old.mu.ac.in/wp-content/uploads/2016/06/MSC-Hospitality-Syllabus-Final-Document-Sem-3-and-4-9-2-18.pdf?utm_source=chatgpt.com Industry Mapping:	6	
2	Financial Statements & Analysis	• Understanding hotel financial statements: Income statement, balance sheet, cash flow statement • Uniform System of Accounts for the Lodging Industry (USALI) basics • Techniques of financial statement analysis: Ratio analysis, trend analysis, common-size statements • Application of financial	International Academia: NA ITTM model Syllabus https://old.mu.ac.in/wp-content/uploads/2016/06/MSC-Hospitality-Syllabus-Final-Document-Sem-3-and-4-9-2-18.pdf?utm_source=chatgpt.com Industry Mapping:	6	

		analysis for decision-making in hotels			
3	Capital Structure & Financing Decisions	• Sources of finance in the hospitality sector (equity, debt, lease financing, retained earnings) • Capital structure theories and relevance in hotels • Cost of capital and weighted average cost of capital (WACC) • Financing decisions in hotel projects and expansions	International Academia: NA ITTM model Syllabus https://old.mu.ac.in/wp-content/uploads/2016/06/MS-C-Hospitality-Syllabus-Final-Docum-Sem-3-and-4-9-2-18.pdf?utm_source=chatgpt.com Industry Mapping:	6	
4	Capital Budgeting & Investment Decisions	• Nature and importance of capital budgeting in hospitality • Methods of project evaluation: Payback period, Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index • Risk and uncertainty in capital budgeting for hotels • Case studies on hospitality	International Academia: NA ITTM model Syllabus https://old.mu.ac.in/wp-content/uploads/2016/06/MS-C-Hospitality-Syllabus-Final-Docum-Sem-3-and-4-9-2-18.pdf?utm_source=chatgpt.com	6	

		investment decisions	Industry Mapping :		
5.	Working Capital Management	• Concept and importance of working capital in hotels • Determinants of working capital in hospitality operations • Management of cash, receivables, and inventories in hotels and restaurants • Cash budgeting and credit policy in hospitality	International Academia: NA ITTM model Syllabus https://old.mu.ac.in/wp-content/uploads/2016/06/MSC-Hospitality-Syllabus-Final-Document-Sem-3-and-4-9-2-18.pdf?utm_source=chatgpt.com		

6.	Profit Planning, Cost Control & Budgeting	• Concept of cost control in hotels • Break-even analysis and operating leverage • Types of budgets: Operating budget, capital budget, flexible budget, zero-based budget • Profit planning techniques in the hospitality industry • Case studies on hotel budgeting and cost management	International Academia: NA ITTM model Syllabus https://old.mu.ac.in/wp-content/uploads/2016/06/MS-C-Hospitality-Syllabus-Final-Document-Sem-3-and-4-9-2-18.pdf?utm_source=chatgpt.com		
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CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1 – Demonstrate knowledge of FM concepts in hospitality	3	2	2	1	2	2	2	3	1	2	3	2
CO2 – Analyze financial statements for decision-making	3	3	2	3	3	2	2	2	2	2	3	2

CO3 – Apply budgeting, WCM & cost control techniques	3	3	3	2	3	2	3	2	2	2	3	3
CO4 – Evaluate investment & financing decisions	3	3	3	3	3	3	3	3	2	3	3	3

Submitted by Prof. Kaushik Chatterjee, Dept. of BHM, UEM - IEM, Kolkata, Newtown Campus