

## 5<sup>th</sup> SEMESTER TEACHING & EXAMINATION SCHEME (17 WEEKS)

### National Council Component

No.	Subject code	Subject	Hours per week		Term Marks*	
			Th.	Pr.	Th.	Pr.
1	BHM311	Advance Food Production Operations - I	02	08	100	100
2	BHM312	Advance Food & Beverage Operations – I	02	02	100	100
3	BHM313	Front Office Management - I	02	02	100	100
4	BHM314	Accommodation Management - I	02	02	100	100
5	BHM307	Financial Management	04	-	100	-
6	BHM308	Strategic Management	02	-	50	-
7	BHM309	Research Project	-	01	-	-
8	--	Special topics/Guest speakers	02	-	-	-
TOTAL:			16	15	550	400
GRAND TOTAL			31		950	

\* Term marks will comprise 30% In course & 70% Term end exam marks.



<p>F. Difference between Brines, Cures &amp; Marinades</p>	02	05%
<p><b>IV. HAM, BACON &amp; GAMMON</b></p>		
<p>A. Cuts of Ham, Bacon &amp; Gammon.  B. Differences between Ham, Bacon &amp; Gammon  C. Processing of Ham &amp; Bacon  D. Green Bacon  E. Uses of different cuts</p>		
<p><b>V. GALANTINES</b></p>	01	05%
<p>A. Making of galantines  B. Types of Galantine  C. <u>Ballotines</u></p>		
<p><b>VI. PATES</b></p>	01	05%
<p>A. Types of Pate  B. Pate de foie gras  C. Making of Pate  D. Commerical pate and Pate Maison  E. Truffle – sources, Cultivation and uses and Types of truffle.</p>		
<p><b>VII. MOUSE &amp; MOUSSELINE</b></p>	01	05%
<p>A. Types of mousse  B. Preparation of mousse  C. <u>Preparation of mousseline</u>  D. Difference between mousse and mousseline</p>		
<p><b>VIII. CHAUD FROID</b></p>	01	05%
<p>A. Meaning of Chaud froid  B. <u>Making of chaud frod &amp; Precautions</u>  C. Types of chaud froid  D. Uses of chaud froid</p>		
<p><b>IX. ASPIC &amp; GELEE</b></p>	01	05%
<p>A. Definition of Aspic and Gelee  B. Difference between the two  C. Making of Aspic and Gelee  D. Uses of Aspic and Gelee</p>		
<p><b>X. QUENELLES, PARFAITS, ROULADES</b></p>	01	05%
<p>Preparation of Quenelles, Parfaits and Roulades</p>		

	<b>XI. NON EDIBLE DISPLAYS</b>  A. Ice carvings B. Tallow sculpture C. Fruit & vegetable Displays D. Salt dough E. Pastillage F. Jelly Logo G. Thermancol work	03	10%
03	<b>APPETIZERS &amp; GARNISHES</b>  <b>A. <u>Classification of Appetizers</u></b> B. Examples of Appetizers C. Historic importance of culinary Garnishes D. Explanation of different Garnishes	02	05%
04	<b>SANDWICHES</b>  A. Parts of Sandwiches B. Types of Bread C. Types of filling – classification D. Spreads and Garnishes E. Types of Sandwiches F. Making of Sandwiches G. Storing of Sandwiches	02	05%
05	<b>USE OF WINE AND HERBS IN COOKING</b>  A. Ideal uses of wine in cooking B. Classification of herbs C. Ideal uses of herbs in cooking	01	05%
<b>TOTAL</b>		<b>30</b>	<b>100%</b>

**BHM311 - ADVANCE FOOD PRODUCTION OPERATIONS – I (PRACTICAL)****PART A - COOKERY****HOURS ALLOTTED: 60****MAXIMUM MARKS: 50**

Topic	Contact hours
<b><u>MENU 01</u></b> <ul style="list-style-type: none"><li>• Consommé Carmen</li><li>• Poulet Sauté Chasseur</li><li>• Pommes Loretta</li><li>• Haricots Verts</li></ul>	4
<b><u>MENU 02</u></b> <ul style="list-style-type: none"><li>• Bisque D'écrevisse</li><li>• Escalope De Veau viennoise</li><li>• Pommes Batailles</li><li>• Epinards au Gratin</li></ul>	4
<b><u>MENU 03</u></b> <ul style="list-style-type: none"><li>• Crème Du Barry</li><li>• Darne De Saumon Grille</li><li>• Sauce paloise</li><li>• Pommes Fondant</li><li>• Petits Pois A La Flamande</li></ul>	4
<b><u>MENU 04</u></b> <ul style="list-style-type: none"><li>• Veloute Dame Blanche</li><li>• Cote De Porc Charcuterie</li><li>• Pommes De Terre A La Crème</li><li>• Carottes Glace Au Gingembre</li></ul>	4
<b><u>MENU 05</u></b> <ul style="list-style-type: none"><li>• Cabbage Chowder</li><li>• Poulet A La Rex</li><li>• Pommes Marguises</li><li>• Ratatouille</li></ul>	4
<b><u>MENU 06</u></b> <ul style="list-style-type: none"><li>• Barquettes Assortis</li><li>• Stroganoff De Boeuf</li><li>• Pommes Persilles</li><li>• Riz Pilaf</li></ul>	4
<b><u>MENU 07</u></b> <ul style="list-style-type: none"><li>• Duchesse Nantua</li><li>• Poulet Maryland</li><li>• Croquette Potatoes</li><li>• Banana fritters</li><li>• Corn gallets</li></ul>	4

<b><u>MENU 08</u></b> <ul style="list-style-type: none"> <li>• Kromeskies</li> <li>• Filet De Sols Walweska</li> <li>• Pommes Lyonnaise</li> <li>• Funghi Marirati</li> </ul>	4
<b><u>MENU 09</u></b> <ul style="list-style-type: none"> <li>• Vol-Au-Vent De Volaille Et Jambon</li> <li>• Poulet a la kiev</li> <li>• Creamy Mashed Potatoes</li> <li>• Butter tossed green peas</li> </ul>	4
<b><u>MENU 10</u></b> <ul style="list-style-type: none"> <li>• Quiche Lorraine</li> <li>• Roast Lamb</li> <li>• Mint sauce</li> <li>• Pommes Parisienne</li> </ul>	4
<b>Plus 5 Buffets</b> <ul style="list-style-type: none"> <li>• Cold Buffet</li> <li>• Hot Continental</li> <li>• Hot Indian</li> <li>• Buffet Desserts</li> <li>• Bread Displays</li> </ul>	20
<b>TOTAL</b>	60

**BHM311 - ADVANCE FOOD PRODUCTION OPERATIONS – I (PRACTICAL)**  
**PART B – BAKERY & PATISSERIE**  
**HOURS ALLOTTED: 60                      MAXIMUM MARKS: 50**

<b>S.No.</b>	<b>Topic</b>	<b>Contact hours</b>
1	Brioche Baba au Rhum	4
2	Soft Rolls Chocolate Parfait	4
3	French Bread Tarte Tartin	4
4	Garlic Rolls Crêpe Suzette	4
5	Harlequin Bread Chocolate Cream Puffs	4
6	Focaccia Crème Brûlée	4
7	Vienna Rolls Mousse Au Chocolat	4
8	Bread Sticks Souffle Milanaise	4
9	Brown Bread Pâte Des Pommes	4
10	Clover Leaf Rolls Savarin des fruits	4
11	Whole Wheat Bread Charlotte Royal	4
12	Herb & Potato Loaf Doughnuts	4
13	Milk Bread Gateaux des Peache	4
14	Ciabatta Chocolate Brownie	4
15	Buffet desserts Modern Plating Styles	4
<b>TOTAL</b>		<b>60</b>

## MARKING SCHEME FOR PRACTICAL EXAMINATION (SEM-V) BHM311

MAXIMUM MARKS	:	100
PASS MARKS	:	50
TOTAL TIME ALLOWED	:	06.00 HRS
TIME ALLOWED FOR INDENTING & PLAN OF WORK	:	30 MINUTES
SCULLERY & WINDING UP	:	30 MINUTES

All menu items to be made from the prescribed syllabus only

### Part – A (Cookery)

1. One starter OR soup	10
2. One main course (Fish/Chicken/Mutton/Beef/Pork)	15
3. Accompaniment - I	05
4. Accompaniment - II	05
5. Journal	05
	<b>40</b>

### Part – B (Bakery)

1. Bread	15
2. One cold dessert	10
3. One hot dessert	10
4. Journal	05
	<b>40</b>

### Part – C (General Assessment)

1. Uniform & Grooming	05
2. Indenting and plan of work	05
3. Scullery, equipment cleaning and Hygiene	05
4. Viva	05
	<b>20</b>

### PARAMETERS OF ASSESMENT OF EACH DISH

A) Temperature	20%
B) Texture / Consistency	20%
C) Aroma / Flavour	20%
D) Taste	20%
E) Presentation	<u>20%</u>
	<u>100%</u>

### NOTE:

1. Journal is not allowed during indenting or practical. It must be handed over to the examiner before commencement of examination.
2. Invigilation will be done by both internal and external persons.
3. Each student will cook 04 portions of each dish/item.
4. Extra ingredients may be made available in case of failure but of limited types and quantity (groceries and dairy products only). Only one extra attempt may be permitted.
5. Uniform and grooming must be checked by the examiners before commencement of examination.
6. Students are not allowed to take help from books, notes, journal or any other person.

**BHM312 - ADVANCE FOOD & BEVERAGE OPERATIONS – I (THEORY)**  
**HOURS ALLOTTED: 30                      MAXIMUM MARKS: 100**

S.No.	Topic	Hours	Weight age
01	<p><b>PLANNING &amp; OPERATING VARIOUS F&amp;B OUTLET</b></p> <p>A. Physical layout of functional and ancillary areas            B. Objective of a good layout            C. Steps in planning            D. Factors to be considered while planning            E. Calculating space requirement            F. Various set ups for seating            G. Planning staff requirement            H. Menu planning            I. Constraints of menu planning            J. Selecting and planning of heavy duty and light equipment            K. Requirement of quantities of equipment required like crockery, Glassware, Cutlery - steel or silver etc.            L. Suppliers &amp; manufacturers            M. Approximate cost            N. Planning Décor, furnishing fixture etc.</p>	08	25%
02	<p><b>FUNCTION CATERING</b></p> <p><b>BANQUETS</b></p> <p>A. History            B. Types            C. Organisation of Banquet department            D. Duties &amp; responsibilities            E. Sales            F. Booking procedure            G. Banquet menus</p> <p><b>BANQUET PROTOCOL</b></p> <ul style="list-style-type: none"> <li>• Space Area requirement</li> <li>• Table plans/arrangement</li> <li>• Misc-en-place</li> <li>• Service</li> <li>• Toast &amp; Toast procedures</li> </ul> <p><b>INFORMAL BANQUET</b></p> <ul style="list-style-type: none"> <li>• Réception</li> <li>• Cocktail parties</li> <li>• Convention</li> <li>• Seminar</li> <li>• Exhibition</li> <li>• Fashion shows</li> </ul>	08	25%

	<ul style="list-style-type: none"> <li>• Trade Fair</li> <li>• Wedding</li> <li>• Outdoor catering</li> </ul>		
03	<p><b>FUNCTION CATERING</b></p> <p><b>BUFFETS</b></p> <p>A. Introduction</p> <p>B. Factors to plan buffets</p> <p>C. Area requirement</p> <p>D. Planning and organisation</p> <p>E. Sequence of food</p> <p>F. Menu planning</p> <p>G. Types of Buffet</p> <p>H. Display</p> <p>I. Sit down</p> <p>J. Fork, Finger, Cold Buffet</p> <p>K. Breakfast Buffets</p> <p>L. Equipment</p> <p>M. Supplies</p> <p>N. Check list</p>	08	30%
04	<p><b>GUERIDON SERVICE</b></p> <p>A. History of gueridon</p> <p>B. Definition</p> <p>C. General consideration of operations</p> <p>D. Advantages &amp; Dis-advantages</p> <p>E. Types of trolleys</p> <p>F. Factor to create impulse, Buying – Trolley, open kitchen</p> <p>G. Gueridon equipment</p> <p>H. Gueridon ingredients</p>	04	15%
05	<p><b>KITCHEN STEWARDING</b></p> <p>A. Importance</p> <p>B. Opportunities in kitchen stewarding</p> <p>C. Record maintaining</p> <p>D. Machine used for cleaning and polishing</p> <p>E. Inventory</p>	02	05%
<b>TOTAL</b>		30	100%

**BHM312 - ADVANCE FOOD & BEVERAGE OPERATIONS – I (PRACTICAL)**  
**HOURS ALLOTTED: 30                      MAXIMUM MARKS: 100**

<b>S.No</b>	<b>Topic</b>	<b>Hours</b>
01	<b>Planning &amp; Operating Food &amp; Beverage Outlets</b> <u>Class room Exercise</u> <ul style="list-style-type: none"> <li>• Developing Hypothetical Business Model of Food &amp; Beverage Outlets</li> <li>• Case study of Food &amp; Beverage outlets - Hotels &amp; Restaurants</li> </ul>	08
02	<b>Function Catering – Banquets</b> <ul style="list-style-type: none"> <li>• Planning &amp; organizing Formal &amp; Informal Banquets</li> <li>• Planning &amp; organizing Outdoor caterings</li> </ul>	08
03	<b>Function Catering – Buffets</b> Planning & organizing various types of Buffet	04
04	<b>Gueridon Service</b> <ul style="list-style-type: none"> <li>• Organizing Mise-en-place for Gueridon Service</li> <li>• Dishes involving work on the Gueridon               <ul style="list-style-type: none"> <li>Task-01 Crepe suzette</li> <li>Task-02 Banana au Rhum</li> <li>Task-03 Peach Flambe</li> <li>Task-04 Rum Omelette</li> <li>Task-05 Steak Diane</li> <li>Task-06 Pepper Steak</li> </ul> </li> </ul>	08
05	<b>Kitchen Stewarding</b> <ul style="list-style-type: none"> <li>• Using &amp; operating Machines</li> <li>• Exercise – physical inventory</li> </ul>	02
<b>TOTAL</b>		<b>30</b>

## MARKING SCHEME FOR PRACTICAL EXAMINATION (SEM-V) BHM312

MAXIMUM MARKS	100	PASS MARKS	50
DURATION	03.00HRS		

### All Technical Skills to be tested as listed in the syllabus

		<b>MARKS</b>
1.	Uniform / Grooming	: 10
2.	Misc-en-place	: 10
3.	Gueridon Skill Service	: 30
4.	Food & Beverage Service	: 30
5.	Viva	: 10
6.	Journal	: 10
	<b>TOTAL</b>	<b>: 100</b>

### NOTE:

1. The examination should test skills and knowledge of the students by assigning sets of tasks as listed in the practical syllabus under each category.
2. Each should be responsible for laying of 4 covers. The student must also ensure that sideboard contains everything necessary for service.
3. During table service each guest should pose one question to the candidate on the item being served. The invigilators can brief guests prior to service.

**BHM313 - FRONT OFFICE MANAGEMENT – I (THEORY)**  
**HOURS ALLOTTED: 30                      MAXIMUM MARKS: 100**

<b>S.No.</b>	<b>Topic</b>	<b>Hours</b>	<b>Weight age</b>
01	<b>PLANNING &amp; EVALUATING FRONT OFFICE OPERATIONS</b>  A. Setting Room Rates (Details/Calculations thereof) - Hubbart Formula, market condition approach & Thumb Rule - Types of discounted rates – corporate, rack etc. B. Forecasting techniques C. Forecasting Room availability D. Useful forecasting data <ul style="list-style-type: none"> <li>• % of walking</li> <li>• % of overstaying</li> <li>• % of under stay</li> </ul> E. Forecast formula F. Types of forecast G. Sample forecast forms H. Factors for evaluating front office operations	12	40%
02	<b>BUDGETING</b>  A. Types of budget & budget cycle B. Making front office budget C. Factors affecting budget planning D. Capital & operations budget for front office E. Refining budgets, budgetary control F. Forecasting room revenue G. Advantages & Disadvantages of budgeting	12	40%
03	<b>PROPERTY MANAGEMENT SYSTEM</b>  A. Fidelio / IDS / Shawman B. Amadeus	06	20%
<b>TOTAL</b>		30	100%

**BHM313 - FRONT OFFICE MANAGEMENT – I (PRACTICAL)**  
**HOURS ALLOTTED: 30                      MAXIMUM MARKS: 100**

Hands on practice of computer applications on PMS front office procedures such as:

- Night audit,
- Income audit,
- Accounts
- Situation handling – handling guests & internal situations requiring management tactics/strategies

**SUGGESTIVE LIST OF TASKS FOR FRONT OFFICE OPERATION SYSTEM**

S.No.	Topic
01	HMS Training – Hot Function keys
02	How to put message
03	How to put a locator
04	How to check in a first time guest
05	How to check in an existing reservation
06	How to check in a day use
07	How to issue a new key
08	How to verify key
09	How to cancel a key
10	How to issue a duplicate key
11	How to extend a key
12	How to print and prepare registration cards for arrivals
13	How to programme keys continuously
14	How to programme one key for two rooms
15	How to re-programme a key
16	How to make a reservation
17	How to create and update guest profiles
18	How to update guest folio
19	How to print guest folio
20	How to make sharer reservation
21	How to feed remarks in guest history
22	How to add a sharer
23	How to make add on reservation
24	How to amend a reservation
25	How to cancel a reservation
26	How to make group reservation
27	How to make a room change on the system
28	How to log on cashier code
29	How to close a bank at the end of each shift
30	How to put a routing instruction
31	How to process charges
32	How to process a guest check out
33	How to check out a folio
34	How to process deposit for arriving guest
35	How to process deposit for in house guest
36	How to check room rate variance report

37	How to process part settlements
38	How to tally allowance for the day at night
39	How to tally paid outs for the day at night
40	How to tally forex for the day at night
41	How to pre-register a guest
42	How to handle extension of guest stay
43	Handle deposit and check ins with voucher
44	How to post payment
45	How to print checked out guest folio
46	Check out using foreign currency
47	Handle settlement of city ledger balance
48	Handle payment for room only to Travel Agents
49	Handle of banquet event deposits
50	How to prepare for sudden system shutdown
51	How to checkout standing batch totals
52	How to do a credit check report
53	How to process late charges on third party
54	How to process late charges to credit card
55	How to check out during system shut down
56	Handling part settlements for long staying guest
57	How to handle paymaster folios
58	How to handle bills on hold

### MARKING SCHEME FOR PRACTICAL EXAMINATION (SEM-V) BHM313

MAXIMUM MARKS	100	PASS MARKS	50
DURATION	03.00 HRS		

			MARKS
1.	Uniform & Grooming	:	10
2.	Guest handling situation	:	20
3.	Technical knowledge	:	20
4.	Four Practical Tasks on PMS (4x10=40)	:	40
5.	Journal	:	10
<b>TOTAL</b>			<b>100</b>

**NOTE:**

1. Speech, Communication, Courtesy and Manners should be observed throughout.
2. PMS tasks as per syllabus.
3. Guest Handling Situation as per syllabus.

**BHM314 - ACCOMMODATION MANAGEMENT – I (THEORY)**  
**HOURS ALLOTTED: 30                      MAXIMUM MARKS: 100**

<b>S.No.</b>	<b>Topic</b>	<b>Hours</b>	<b>Weight age</b>
01	<b>PLANNING AND ORGANISING THE HOUSE KEEPING DEPARTMENT</b> A. Area inventory list B. Frequency schedules C. Performance and Productivity standards D. Time and Motion study in House Keeping operations E. Standard Operating manuals – Job procedures F. Job allocation and work schedules G. Calculating staff strengths & Planning duty rosters, team work and leadership in House Keeping H. Training in HKD, devising training programmes for HK staff I. Inventory level for non recycled items J. Budget and budgetary controls K. The budget process L. Planning capital budget M. Planning operation budget N. Operating budget – controlling expenses – income statement O. Purchasing systems – methods of buying P. Stock records – issuing and control	15	50%
02	<b>HOUSEKEEPING IN INSTITUTIONS &amp; FACILITIES OTHER THAN HOTELS</b>	04	15%
03	<b>CONTRACT SERVICES</b> A. <u>Types of contract services</u> B. Guidelines for hiring contract services C. Advantages & disadvantages of contract services	04	15%
04	<b>ENERGY AND WATER CONSERVATION IN HOUSEKEEPING OPERATIONS</b>	05	15%
05	<b>FIRST AID</b>	02	05%
<b>TOTAL</b>		30	100%

**BHM314 - ACCOMMODATION MANAGEMENT – I (PRACTICAL)**  
**HOURS ALLOTTED: 30                      MAXIMUM MARKS: 100**

<b>S.No.</b>	<b>Topic</b>	<b>Hours</b>
1	<b>Team cleaning</b> <ul style="list-style-type: none"> <li>• Planning</li> <li>• Organizing</li> <li>• Executing</li> <li>• Evaluating</li> </ul>	4
2	<b>Inspection checklist</b>	2
3	<b>Time and motion study</b> <ul style="list-style-type: none"> <li>• Steps of bed making</li> <li>• Steps in servicing a guest room etc</li> </ul>	12
4	<b>Devising/ designing training module</b> <ul style="list-style-type: none"> <li>• Refresher training(5 days)</li> <li>• Induction training(2 days)</li> <li>• Remedial training(5 days)</li> </ul>	12
<b>TOTAL</b>		<b>30</b>

**MARKING SCHEME FOR PRACTICAL EXAMINATION (SEM-V) BHM314**

MAXIMUM MARKS                      100                                      PASS MARKS                      50  
DURATION                                      03.00HRS

	<b>MARKS</b>
1. Uniform & Grooming	: 10
2. Team Cleaning	: 20
3. Time & Motion Study Exercise	: 15
4. Devising / Designing Training Module	: 15
5. Inspection Checklist	: 10
6. Viva	: 20
7. Journal	: 10
<b>TOTAL</b>	<b>: 100</b>

**NOTE:**

1. Time limit of the examination should be strictly adhered to.
2. Tasks should be limited to the syllabus

**BHM307 - FINANCIAL MANAGEMENT**  
**HOURS ALLOTTED: 60                      MAXIMUM MARKS: 100**

S.No.	Topic	Hours	Weight age
01	<b>FINANCIAL MANAGEMENT MEANING &amp; SCOPE</b>  A. Meaning of business finance B. Meaning of financial management C. Objectives of financial management	02	05%
02	<b>FINANCIAL STATEMENT ANALYSIS AND INTERPRETATION</b>  A. Meaning and types of financial statements B. Techniques of financial analysis C. Limitations of financial analysis D. Practical problems	07	10%
03	<b>RATIO ANALYSIS</b>  A. Meaning of ratio B. Classification of ratios C. Profitability ratios D. Turnover ratios E. Financial ratios F. Du Pent Control Chart G. Practical Problems	12	20%
04	<b>FUNDS FLOW ANALYSIS</b>  A. Meaning of funds flow statement B. Uses of funds flow statement C. Preparation of funds flow statement D. Treatment of provision for taxation and proposed dividends (as non-current liabilities) E. Practical problems	10	15%
05	<b>CASH FLOW ANALYSIS</b>  A. Meaning of cash flow statement B. Preparation of cash flow statement C. Difference between cash flow and funds flow analysis D. Practical problems	10	15%
06	<b>FINANCIAL PLANNING MEANING &amp; SCOPE</b>  A. Meaning of Financial Planning B. Meaning of Financial Plan C. Capitalisation D. Practical problems	05	10%
07	<b>CAPITAL EXPENDITURE</b>	05	10%

	<ul style="list-style-type: none"> <li>A. Meaning of Capital Structure</li> <li>B. Factors determining capital structure</li> <li>C. Point of indifference</li> <li>D. Practical problems</li> </ul>		
08	<b>WORKING CAPITAL MANAGEMENT</b> <ul style="list-style-type: none"> <li>A. Concept of working capital</li> <li>B. Factors determining working capital needs</li> <li>C. Over trading and under trading</li> </ul>	02	05%
09	<b>BASICS OF CAPITAL BUDGETING</b> <ul style="list-style-type: none"> <li>A. Importance of Capital Budgeting</li> <li>B. Capital Budgeting appraising methods</li> <li>C. Payback period</li> <li>D. Average rate of return</li> <li>E. Net Present Value</li> <li>F. Profitability index</li> <li>G. Internal rate of return</li> <li>H. Practical problems</li> </ul>	07	10%
<b>TOTAL</b>		60	100%

**BHM308 - STRATEGIC MANAGEMENT**  
**HOURS ALLOTTED: 30                      MAXIMUM MARKS: 50**

S.No.	Topic	Hours	Weight age
01	<p><b>ORGANISATIONAL STRATEGY</b></p> <p>A. MISSION</p> <ul style="list-style-type: none"> <li>• Mission Statement Elements and its importance</li> </ul> <p>B. OBJECTIVES</p> <ul style="list-style-type: none"> <li>• Necessity of formal objectives</li> <li>• Objective Vs Goal</li> </ul> <p>C. STRATEGY</p> <ul style="list-style-type: none"> <li>• DEVELOPING STRATEGIES <ul style="list-style-type: none"> <li>- Adaptive Search</li> <li>- Intuition search</li> <li>- Strategic factors</li> <li>- Picking Niches</li> <li>- Entrepreneurial Approach</li> </ul> </li> </ul>	04	15%
02	<p><b>ENVIRONMENTAL AND INTERNAL RESOURCE ANALYSIS</b></p> <p>A. NEED FOR ENVIRONMENTAL ANALYSIS</p> <p>B. KEY ENVIRONMENTAL VARIABLE FACTORS</p> <p>C. OPPORTUNITIES AND THREATS</p> <ul style="list-style-type: none"> <li>• Internal resource analysis</li> </ul> <p>D. FUNCTIONAL AREAS RESOURCE DEVELOPMENT MATRIX</p> <p>E. STRENGTHS AND WEAKNESSES</p> <ul style="list-style-type: none"> <li>• Marketing</li> <li>• Finance</li> <li>• Production</li> <li>• Personnel</li> <li>• Organisation</li> </ul>	05	15%
03	<p><b>STRATEGY FORMULATION</b></p> <p>A. STRATEGY (GENERAL) ALTERNATIVES</p> <ul style="list-style-type: none"> <li>• Stability Strategies</li> <li>• Expansion Strategies</li> <li>• Retrench Strategies</li> <li>• Combination Strategies</li> </ul> <p>B. COMBINATION STRATEGIES</p> <ul style="list-style-type: none"> <li>• Forward integration</li> <li>• Backward integration</li> <li>• Horizontal integration</li> <li>• Market penetration</li> <li>• Market development</li> <li>• Product development</li> <li>• Concentric diversification</li> <li>• Conglomerate diversification</li> <li>• Horizontal diversification</li> <li>• Joint Venture</li> </ul>	08	25%

	<ul style="list-style-type: none"> <li>• Retrenchment</li> <li>• Divestiture</li> <li>• Liquidation</li> <li>• Combination</li> </ul>		
04	<p><b>STRATEGIC ANALYSIS AND CHOICE (ALLOCATION OF RESOURCES)</b></p> <p>A. FACTORS INFLUENCING CHOICE</p> <ul style="list-style-type: none"> <li>• Strategy formulation</li> </ul> <p>B. INPUT STAGE</p> <ul style="list-style-type: none"> <li>• Internal factor evaluation matrix</li> <li>• External factor evaluation matrix</li> <li>• Competitive profile matrix</li> </ul> <p>C. MATCHING STAGE</p> <ul style="list-style-type: none"> <li>• Threats opportunities – weaknesses – strengths matrix (TOWS)</li> <li>• Strategic position and action evaluation matrix (SPACE)</li> <li>• Boston consulting group matrix (BCGM)</li> <li>• Internal – External matrix</li> <li>• Grand Strategy matrix</li> </ul> <p>D. DECISION STAGE</p> <ul style="list-style-type: none"> <li>• Quantitative Strategic Planning matrix (QSPM)</li> </ul>	06	20%
05	<p><b>POLICIES IN FUNCTIONAL AREAS</b></p> <p>A. POLICY</p> <p>B. PRODUCT POLICIES</p> <p>C. PERSONNEL POLICIES</p> <p>D. FINANCIAL POLICIES</p> <p>E. MARKETING POLICIES</p> <p>F. PUBLIC RELATION POLICIES</p>	03	10%
06	<p><b>STRATEGIC IMPLEMENTATION REVIEW AND EVALUATION</b></p> <p>A. MCKINSEY 7-S FRAMEWORK</p> <p>B. LEADERSHIP AND MANAGEMENT STYLE</p> <p>C. STRATEGY REVIEW AND EVALUATION</p> <ul style="list-style-type: none"> <li>• Review underlying bases of Strategy</li> <li>• Measure Organisational Performance</li> <li>• Take corrective actions</li> </ul>	04	15%
<b>TOTAL</b>		30	100%

**RESEARCH PROJECT (BHM309)**  
**HOURS ALLOTTED 15**

The objective of research is to seek answers to problems through application of scientific methodology which guarantees that information collected is reliable and unbiased. This information is utilised to make conclusions and recommend solutions. The elements that are to be kept in mind while undertaking research is deciding a relevant topic, feasibility, coverage, accuracy and research, objectivity and ethics.

In the SEM V, students will work closely with their supervisor and develop mutually working relationship to initiate the research which would involve preparing an outline and preliminary collection of data. The supervisor will guide the student in framing and planning the research project and the methodology to be adopted in collection of data, through interviews, telephones, mailers etc. while the student on their part will expose themselves to research of the topic through meetings, interviews, internet search, library etc. The student should generally produce all material in word processed or typed format so that the presentation is neat and legible. Student must inform their supervisor or other people with whom their work is being discussed. The research should be planned to minimise time wastage and a clear time scale should be put in place. The research should really spell out the objective, its findings, the methodology adopted, its conclusions and recommendations. The student and supervisor will work together to prepare synopsis of the research.

One hour per week has been allocated for the purpose and students alongwith the supervisor must regularly interact during this period. The final preparation and presentation would be done during SEM VI before a panel of internal and external examiners through a report and viva voce.

**COVERAGE OF SPECIAL TOPICS  
USING EXTERNAL GUEST AND EXPERT SPEAKERS  
HOURS ALLOTTED: 30**

As per teaching scheme, two hours per week have been allocated for External Guests as Expert Speakers to create a good academic interface with the industry. This is an important activity to complement our existing faculty through inviting renowned industry experts to address specialised disciplines and investigate emerging business trends, techniques and innovative case-studies.

**GUIDELINES FOR USING EXTERNAL EXPERT SPEAKERS**

1. Before inviting the Speaker, make sure that they *really are* experts in the relevant subject.
2. Invite, if possible, Speakers who are not only experts in subjects but are also capable speakers.
3. If, although they are eminently suitable because of their expertise, they have poor presentation skills, offer them support.
4. Inform them in writing, and in clear unambiguous terms, of the aims and objectives of the session.
5. Discuss with them, then confirm in writing, specifically what you want them to cover: exactly how long they have to speak: and what questioning techniques will be employed – during and after the session.
6. Give them full information, in writing, about the starting time, the location, and the size and level of the participants.
7. Confirm whether they will use aids and, if so, of what type(s) and how many. Do they already have them, are they of acceptable quality: do they want any help in procuring them: do they want to use aids available with you.
8. Confirm whether they intend to use hand-outs: do they have them available: do they want any support in their production: when do they intend to use them.
9. Seek and confirm their views on the room layout – what type they would prefer or whether they have to accept the existing room layout.
10. Arrange a feed-back session with the participants – as you may want to use them again.

Maintain a record of the date, duration of the session and contact details of the Guest Speakers for future references which may be required by your institute and the NCHMCT.

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