

KUVEMPU



UNIVERSITY

**Department of Hospitality & Event Management**

**Syllabus of BBA-HEM**

**Bachelor of Business Administration (Hospitality & Event Management)**

Scheme of Teaching & Evaluation

As per State Education Policy (SEP)  
2026-27 Onwards

Under Faculty of Management  
Kuvempu University, Shankaraghatta-  
577451 Shimogga, Karnataka

**BBA (HEM) PROGRAM**

**Semester wise allocation of Credits and Marks**

Year	Semester	Credits	Marks
1	I	24	650
	II	22	650
2	III	22	650
	IV	23	650
3	V	24	600
	VI	21	500
<b>Total</b>		<b>136</b>	<b>3700</b>

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**Chairman**  
BOG in Tourism (PG)  
Kuvempu University  
Shankaraghatta.

SEMESTER III											
Sl. No	Course Code	Title of the Course	Category of Course	Credits	Teaching Hours per Week			Evaluation			Total Marks
					L	T	P	CIE		SEE	
								C1	C2	C3	
1	HEM3.1	Language I	Language-1	3	4	0	0	10	10	80	100
2	HEM3.2	Language 2	Language-2	3	4	0	0	10	10	80	100
3	HEM3.3	Hospitality Operations	DSC	4	4	0	0	10	10	80	100
4	HEM3.4	Food and Beverage Production - I	DSC	3	3	0	0	10	10	80	100
5	HEM3.5	Food and Beverage Service -I	DSC	3	3	0	0	10	10	80	100
6	HEM3.6P	Food and Beverage: Production and Service-I	DSC	2	0	0	4	5	5	40	50
7	HEM3.7	Guest Psychology	DSC	2	2	0	0	5	5	40	50
8	HEM3.8	Event Management	OEC-1	2	2	0	0	5	5	40	50
<b>TOTAL</b>				<b>22</b>	<b>22</b>	<b>0</b>	<b>4</b>	<b>130</b>	<b>520</b>	<b>650</b>	

SEMESTER IV											
Sl. No	Course Code	Title of the Course	Category of Course	Credits	Teaching Hours per Week			Evaluation			Total Marks
					L	T	P	CIE		SEE	
								C1	C2	C3	
1	HEM4.1	Language I	Language-1	3	4	0	0	10	10	80	100
2	HEM4.2	Language 2	Language-2	3	4	0	0	10	10	80	100
3	HEM4.3	Event Logistics	DSC	4	4	0	0	10	10	80	100
4	HEM4.4	Food and Beverage Production - II	DSC	3	3	0	0	10	10	80	100
5	HEM4.5	Food and Beverage Service -II	DSC	3	3	0	0	10	10	80	100
6	HEM4.6P	Food and Beverage: Production and Service-II	DSC	2	0	0	4	05	05	40	50
7	HEM4.7	Computer Applications in Hospitality	DSC	2	2	0	0	05	05	40	50
8	HEM4.8	Event Planning and Control	OEC-2	3	3	0	0	5	5	40	50
<b>TOTAL</b>				<b>23</b>	<b>23</b>	<b>0</b>	<b>4</b>	<b>130</b>	<b>520</b>	<b>650</b>	

Event management software and tools, Virtual/hybrid event platforms, Use of audio-visual technology, RFID, ticketing apps, Future of technology in events.	
<b>Module 5: Event Evaluation &amp; Sustainability</b>	<b>05</b>
Measuring event success (KPIs, ROI, feedback forms), post-event reports and client feedback, Eco-friendly and sustainable event practices, Event legacy and CSR.	
<b>Skill Development Activities</b>	
<ul style="list-style-type: none"> <li>• Role-play on planning, coordination, and execution of different types of events (corporate, social, sports).</li> <li>• Mock event budgeting, risk assessment, and permit filing exercises.</li> <li>• Hands-on use of event management software or virtual event platforms.</li> <li>• Case studies on event marketing strategies and post-event evaluation.</li> <li>• Group projects on sustainable event practices and CSR integration.</li> </ul>	
<b>Recommended Text Books:</b>	
Goldblatt, Joe – Special Events: A New Generation and the Next Frontier, Wiley.	
Bowdin, G. et al. – Events Management, Routledge.	
Allen, Judy et al. – Event Planning: The Ultimate Guide, Wiley.	
Raj, A. – Event Management, Oxford University Press.	
Shone, Anton & Parry, Bryn – Successful Event Management, Cengage Learning.	

#### IV Semester

Name of the Program: BBA (HEM)

Course Code: HEM 4.3

Name of the Course: Event Logistics

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs.	56 Hrs.
Pedagogy: Classroom lectures, Tutorials, Group discussions, Seminars, Case studies & Fieldwork.		
<b>Course Outcomes: On successful completion of the course the student will demonstrate</b>		
a) The ability to understand the importance and scope of event logistics in different types of events.		
b) Ability to plan and handle event logistics like transport, accommodation, catering and technical needs.		
c) The ability to manage venue operations, on-site arrangements, and vendor coordination efficiently.		
d) The ability to ensure compliance with legal and safety regulations in event planning and execution.		
e) The ability to apply technology and innovative solutions to streamline event logistics.		
<b>Syllabus</b>		<b>Hours</b>
<b>Module 1: Introduction to Event Logistics</b>		<b>11</b>
Overview of event types (conferences, festivals, corporate events, weddings, etc.), Importance of logistics in event planning, Key components of event logistics, Event planning cycle (Pre-event, during event, post-event), Elements of Event Logistics, Disaster Management Act, 2005; Public Liability Insurance Act, 1991.		
<b>Module 2: Planning of Logistics</b>		<b>11</b>
Introduction to logistics planning, Importance of logistics in event management, Logistics Plan, Elements of Event Logistics, Techniques of Logistics Management		
<b>Module 3: Venue Management &amp; Site Logistics</b>		<b>12</b>
Venue selection and negotiations, Site inspections and layout planning, Signage, decorations, and branding, Accessibility considerations, Transportation and accommodation logistics: guest arrivals, shuttles, parking, travel for international events, Transportation technology and tools Applicable Laws: Local Municipal Regulations (venue permits); Motor Vehicle Act.		
<b>Module 4: Catering and Food Service Logistics</b>		<b>11</b>
Catering options for different event types, Menu planning and dietary considerations, Managing food delivery and service at large events, Beverage and bar service logistics		



<b>Module 5: Technology and Audio-Visual Logistics</b>	<b>11</b>
Audio-visual equipment and setup (sound systems, projectors, lighting), Event apps and technology platforms, Wi-Fi and connectivity needs, Managing technical teams and equipment rental Copyright Act (for media & content use); IT Act; Safety and Electrical Compliance Laws.	
<b>Skill Development Activities</b>	
<ul style="list-style-type: none"> <li>• Draft a logistics plan for a simulated corporate or social event</li> <li>• Venue layout and seating arrangement exercises</li> <li>• Role-play for catering and beverage service logistics</li> <li>• Case studies on transportation, accommodation, and crowd management</li> <li>• Hands-on demonstration of AV equipment setup and event tech tools</li> </ul>	
<b>Recommended Text Books:</b>	
Goldblatt, Joe – Special Events: Creating and Sustaining a New World for Celebration, Wiley Shone, Anton & Parry, Bryn – Successful Event Management, Cengage Learning Allen, Judy – Event Planning: The Ultimate Guide to Successful Meetings, Corporate Events, Fundraising Galas, Conferences, Conventions, Incentives, and Other Special Events, Wiley Silvers, Julia – Professional Event Coordination, Wiley Fenich, Gary – Meetings, Expositions, Events, and Conventions, Pearson	

#### IV Semester

Name of the Program: BBA (HEM)

Course Code: HEM 4.4

Name of the Course: Food and Beverage Production-II

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3 Credits	3 Hrs.	45 Hrs.
Pedagogy: Classroom lectures, Tutorials, Group discussions, Seminars, Case studies & Fieldwork.		
<b>Course Outcomes: On successful completion of the course the student will demonstrate</b>		
a) The ability to plan and develop menus considering different food types, dietary needs, and nutritional balance.		
b) Ability to understand and handle different food items such as vegetables, fruits, cereals, dairy products, eggs, meat, poultry, and fish.		
c) Ability to prepare dishes from regional, international, and modern cuisines, including fusion foods.		
d) Ability to apply basic techniques in bakery and confectionery, and prepare appetizers, sandwiches, and charcuterie.		
e) The ability to ensure compliance with food safety, hygiene, and legal standards in food production.		
<b>Syllabus</b>		<b>Hours</b>
<b>Module 1: Menu Planning and Recipe Development</b>		<b>09</b>
Understanding menu types: À la carte, Table d'Hôte, Buffet, Writing and costing a menu, Planning and Indenting, Volume feeding and creating balanced menus, Understanding dietary needs: vegetarian, vegan, gluten-free, etc. Recipe standardization and portion control, Food Safety and Standards Act (FSSAI)		
<b>Module 2: Food Commodities</b>		<b>09</b>
Vegetables, fruits, cereals, pulses, nuts, and seeds. Milk and dairy products, Eggs: selection, storage, uses, and cookery: Meat, poultry, and fish cookery, Cold Chain and Storage Regulations.		
<b>Module 3: Introduction to Different Cuisines</b>		<b>09</b>
Overview of Regional Indian Cuisines and International Cuisines (French, Italian, Asian, Chinese, Mexican, etc.), Fusion and Modern Cuisines, Knowledge of Indian Food: Ingredients, Spices & Gravies, Accompaniments, Labelling & Packaging Standards; Allergen Disclosure Regulations.		
<b>Module 4: Bakery and Confectionery Basics</b>		<b>09</b>
Introduction to baking ingredients, Basic doughs and batters, Bread and simple pastry preparation Basics of sponges, cakes, and cookies. Desserts – Hot & Cold		

<b>Module 5: Appetizers, Sandwiches and Charcuterie</b>	<b>09</b>
Introduction and clarification of appetizers, Sandwich introduction, parts, and types of fillings, Charcuterie overview	
<b>Skill Development Activities</b>	
<ul style="list-style-type: none"> <li>• Menu planning exercises for various meal types</li> <li>• Recipe standardization and portion control practice</li> <li>• Preparation of regional and international dishes</li> <li>• Bakery and confectionery practical sessions</li> <li>• Sandwich and charcuterie preparation and presentation</li> <li>• Costing and inventory management exercises</li> </ul>	
<b>Recommended Text Books:</b>	
Foskett, David & Ceserani, Victor – <i>The Theory of Catering</i> , Hodder Education	
Roday, Sunetra, Roday, Y. & Jain, Seema – <i>Food Production Operations</i> , Tata McGraw-Hill	
Lillicrap, Dennis & Cousins, John – <i>Food and Beverage Production</i> , Hodder Education	
Andrews, Sudhir – <i>Food &amp; Beverage Service Training Manual</i> , Tata McGraw-Hill	
Parvinder S. Bali – <i>Food Production Management</i> , Oxford University Press	

#### IV Semester

Name of the Program: BBA (HEM)

Course Code: HEM 4.5

Name of the Course: Food and Beverage Service-II

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3 Credits	3 Hrs.	45 Hrs.
Pedagogy: Classroom lectures, Tutorials, Group discussions, Seminars, Case studies & Fieldwork.		
<b>Course Outcomes: On successful completion of the course the student will demonstrate</b>		
a) The ability to understand various meals and standard food and beverage service procedures.		
b) The ability to explain alcoholic beverages, cocktail preparation, and bar operations.		
c) The ability to apply banquet and event service techniques.		
d) The ability to identify and maintain food service equipment.		
e) The ability to follow billing, control systems, and legal compliance in F&B service operations.		
<b>Syllabus</b>		<b>Hours</b>
<b>Module 1: Meals and Ancillary Department</b>		<b>07</b>
Introduction, Types of Meals: Early Morning Tea, Breakfast (English, American, Continental, Indian), Brunch, Lunch, Afternoon/High Tea, Dinner and Supper.		
Ancillary Departments: Pantry, Still Room, Plate Room, Hot Plate, Wash Kitchen.		
<b>Module 2: Alcoholic Beverages, Cocktails and Bar Operations</b>		<b>11</b>
Classification of Alcoholic Beverages, Fermentation process, Distillation process, Fermented beverages, Overview of wine preparation, Distilled spirits, Liqueurs. Components of cocktails, Methods of making cocktails, Equipment and tools required for cocktails and mixed drinks, Introduction to bar operations, Types of bars (Pub, Lounge, Wine Bar, Cocktail Bar, Banquet Bar, Dispense Bar), Bar operations, Records and Licensing. Legal Metrology Act (measures and quantities)		
<b>Module 3: Banquet and Event Service</b>		<b>08</b>
Banquet setup and seating styles, Banquet menu and Banquet Event Order (BEO), Outdoor catering service, Buffet management.		
<b>Module 4: Food Service Equipment</b>		<b>09</b>
Introduction and objectives, Food service tools and equipment: Crockery, Glassware, Cutlery, Hollowware, Silverware, Disposables, Side station, Trolleys, Tools and furnishings, electronic chillers,		

Coffee plungers, Bar guns, Induction warmers, Special equipment, Mats and runners. Care and maintenance, Electrical Safety Regulations.	
<b>Module 5: Billing and Control Systems</b>	<b>10</b>
Methods of taking orders: KOT, BOT, Manual and electronic billing systems, Cash handling, Inventory control basics, GST Act (overview), Income Tax provisions (basic billing compliance).	
<b>Skill Development Activities</b>	
<ul style="list-style-type: none"> <li>• Table layout and napkin folding demonstrations</li> <li>• Cocktail and mocktail preparation practice</li> <li>• Banquet setup and BEO preparation exercise</li> <li>• Equipment identification and handling</li> <li>• Role-play on billing and guest service situations</li> </ul>	
<b>Recommended Text Books:</b>	
Lillicrap, Dennis & Cousins, John – <i>Food and Beverage Service</i> , Hodder Education	
Sudhir Andrews – <i>Food &amp; Beverage Service Training Manual</i> , Tata McGraw-Hill	
Sethi, Mohini – <i>Food &amp; Beverage Service</i> , Oxford University Press	
Davis, Lockwood & Pantelidis – <i>Food and Beverage Management</i> , Butterworth-Heinemann	
Arora & Arora – <i>Food and Beverage Service</i> , Frank Brothers	

#### IV Semester

Name of the Program: BBA (HEM)

Course Code: HEM 4.6P

Name of the Course: Food and Beverage: Production and Service-II

#### Scheme of Conducting Practical Classes & Examination

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
2 Credits	4 Hrs.	56 Hrs.
Pedagogy: Classroom lectures, Tutorials, Group discussions, Seminars, Case studies, Industry examples & Fieldwork.		
<b>Course Outcomes: On successful completion of the course the student will demonstrate</b>		
a) The ability to perform advanced food production techniques such as egg cookery, international cuisine preparation, and bakery/pastry items		
b) The understanding of specialized food production operations, including diverse culinary methods and ingredient applications.		
c) The ability to design menus and execute table service for various styles including A la Carte, Table d'hôte, and breakfast types.		
d) The understanding of beverage preparation, service protocols, and guest interaction in F&B operations.		
e) The ability to handle guest complaints, maintain service standards, and coordinate F&B operations professionally.		
<b>COURSE CONTENT</b>		<b>Hours</b>
<b>Food and Beverage: Production</b>		<b>28</b>
Egg Cookery- (Boiled, fried-sunny side up, double fried, Poaches, scrambled, omelette- Plain, Stuffed, En Cocotte (Egg Benedict). Various International Cuisines Recipes, Types of Sandwiches & Hors d'oeuvres, Pasta, Pizza Dough from Scratch with different Favor combinations, Preparation of -Breads, Sponges, Cookies, Dessert (Hot & Cold), Pastry and Creams.		
<b>Food and Beverage: Service</b>		<b>28</b>
Menu Design, Table Layout and Service (A La Carte, Tabled' hote, Breakfast-American, English, Continental, Indian), Service Sequence, Handling Guest Complaint, Preparation of different Mocktail/Cocktail, Service of different Alcoholic & Non-Alcoholic Beverages, Preparation of BOT		

### Scheme of Conducting Examination

**Practical classes for HEM4.6P- Food and Beverage: Production and Service-II**, will be conducted per week by the concerned faculty on the above topics. During the current semester, after gaining the required Practical knowledge student will go for internship for minimum 60 hours and submit a report to the department. The concerned faculty would be then required to evaluate the reports and conduct a seminar on the same. Basis of awarding the internal marks-C1=5 Marks for the report and C2= 5 marks for the presentation made.

**Note:** For semester End Exam of External Marks- 40, the concerned faculty will conduct the semester end practical in the campus in the following manner:

<b>Continuous Internal Exam (CIE)</b>		<b>Total: 10 Marks</b>
<b>Basis of Awarding Marks</b>	<b>Distribution of Marks</b>	
Report	05 Marks	
Presentation	05 Marks	
<b>TOTAL</b>	<b>10 Marks</b>	

<b>Semester End Exam (SEE)</b>		<b>Total- 40 Marks</b>
<b>Basis of Awarding Marks</b>	<b>Distribution of Marks</b>	
Practical Demonstration/Role Play by the student. (Any 3 Activities)	15 Marks	
Journal (Handwritten)	10 Marks	
Viva-Voce Exam	10 Marks	
Grooming & Communication	05 Marks	
<b>TOTAL</b>	<b>40 Marks</b>	

#### IV Semester

**Name of the Program: BBA (HEM)**

**Course Code: HEM 4.7**

**Name of the Course: Computer Applications in Hospitality**

<b>Course Credits</b>	<b>No. of Hours per Week</b>	<b>Total No. of Teaching Hours</b>
2 Credits	2 Hrs.	26 Hrs.

**Pedagogy:** Classroom lectures, Lab, Seminars, and Assignments.

**Course Outcomes:**

On successful completion of the course, the students will be able to understand with essential computer literacy and hands-on skills in office automation tools (MS Word, Excel, PowerPoint), enabling them to efficiently use digital tools in Hospitality environments.

<b>Syllabus</b>	<b>Hours</b>
<b>Module 1: Introduction to Computers and MS Word</b>	<b>08</b>

Characteristics of Computers, Classification of Computers: Word Processing: Introduction to word Processing, Word Processing concepts, Use of Templates, Working with word document: Editing text, Find and replace text, Formatting, spell check, Autocorrect, Auto text; Bullets and numbering, Tabs, Paragraph Formatting, Indent, Page Formatting, Header and footer, **Tables:** Inserting, filling and formatting a table; Inserting Pictures and Video; **Mail Merge:** including linking with Database; Printing documents

<b>Module 2: MS Excel</b>	<b>08</b>
<b>Concept of Spreadsheet:</b> Managing of Worksheets, Formatting, Entering Data, Printing worksheet, Worksheet Concepts, Methods of building a workbook, Important features of Excel, Saving Workbook, Editing in workbook, Entering data in a cell, Formula copying, Moving data from selected cells, Rearranging worksheet, Project evolving multiple spreadsheets.	
<b>Module 3: Power point Presentation</b>	<b>10</b>
<b>Preparing Presentations:</b> Basics of presentations- Slides, Fonts, Drawing, Editing; Inserting: Tables, Images, texts, Symbols, Media; Design; Transition; Animation; and Slideshow. Creating Business Presentations using above facilities.	
Skill Development Activities:	
<ol style="list-style-type: none"> <li>1. MS-Word: Letter writing and Bio-Data, Resume.</li> <li>2. MS_Excel: Creating Work-Sheet, data entry, use of Formulas, graph generations.</li> <li>3. Preparation of Mark Statement, Sales Report, Salary Statement.</li> <li>4. Write the steps for creating presentations having at least four slides related motivating the salesmen.</li> </ol>	

#### IV Semester

**Name of the Program:** BBA (HEM)

**Course Code:** HEM 4.8

**Name of the Course:** Event Planning and Control

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3 Credits	3 Hrs.	45 Hrs.
Pedagogy: Classroom lectures, Tutorials, Group discussions, Seminars, Case studies & Fieldwork.		
<b>Course Outcomes: On successful completion of the course the student will demonstrate</b>		
On successful completion of the course, the student will demonstrate:		
a) The ability to focus on the specific skills and knowledge required to plan, execute, and manage events within the hospitality industry.		
b) The ability to apply knowledge of food costing, inventory management, and menu planning.		
c) The ability to integrate aspects of hospitality services, customer service, venue management, and event logistics, with a focus on delivering exceptional guest experiences.		
<b>Syllabus</b>	<b>Hours</b>	
<b>Module 1: The Event Planning Process</b>	<b>08</b>	
Identifying the purpose, objectives, and requirements of the event. Setting event goals: Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) goals. Estimating costs, financial management, and contingency planning. Scheduling key tasks and deadlines leading up to the event. Criteria for selecting the right venue (size, location, amenities, accessibility).		
<b>Module 2: Event Design and Conceptualization</b>	<b>10</b>	
Event theme planning aligned with objectives. Managing aesthetics, guest flow, engagement, and atmosphere. Event agenda planning (speakers, entertainment, activities). Event branding and marketing. Logistics and operations: site layout, space use, furniture, and accessibility. Vendor management (catering, AV, décor, security). Transport, accommodation, and food & beverage arrangements. Health, safety, and security management. Use of event technology such as AV systems, apps, and live streaming.		
<b>Module 3: Event Control (Execution Phase)</b>	<b>08</b>	
On-the-day coordination: overseeing event setup, vendor coordination, and staff management. Managing the event flow and adherence to schedules. Problem-solving and troubleshooting during the event. Guest services management: handling attendee needs, special requests, and complaints. Crowd Management and Public Safety Regulations.		
<b>Module 4: Post-Event Evaluation and Reporting</b>	<b>08</b>	
Feedback collection methods from guests, staff, and stakeholders. Event evaluation based on		

Objectives, guest satisfaction, and budget adherence. Reporting: documenting lessons learned, successes, and improvement areas. Financial reconciliation: reviewing budgets, finalizing expenses, and assessing financial performance. Income Tax provisions related to event income and expenses, Record-keeping and audit requirements.

**Module 5: Event Management Software and Tools** **11**

Event management software for planning, registration, and scheduling (e.g., Eventbrite, Cvent). Project management tools such as Trello, Asana, and Monday.com. Data management and analytics for decision-making and measuring event success. Information Technology Act, Data Protection and Privacy principles.

**Recommended Text Books:**

- Shone, Anton & Parry, Bryn – *Successful Event Management*
- Van Der Wagen, Lynn & Carlos, Brenda R. – *Event Management*

**V Semester**

**Name of the Program: BBA (HEM)**

**Course Code: HEM 5.1**

**Name of the Course: Human Resource Management for Service Industry.**

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs.	56 Hrs.

Pedagogy: Classroom lectures, Tutorials, Group discussions, Seminars, Role plays, Case studies, Industry interaction & Fieldwork.

**Course Outcomes: On successful completion of the course the student will demonstrate**

- a) The ability to understand human resource functions specific to the service industry.
- b) The ability to develop knowledge of recruitment, training, and performance management in hospitality and events.
- c) The ability to apply HR practices for employee motivation, service excellence, and customer satisfaction.
- d) The ability to analyze HR challenges in service organizations and propose practical solutions.

Syllabus	Hours
<b>Module 1: Introduction to HRM in the Service Industry</b>	<b>11</b>

Meaning, nature and scope of Human Resource Management, Characteristics of the service industry, Role of HRM in hospitality, tourism, and event organizations, Differences between manufacturing HRM and service HRM, HR challenges in hospitality and event management, Strategic HRM and its importance in service excellence

<b>Module 2: Recruitment, Selection and Induction in Hospitality &amp; Events</b>	<b>11</b>
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Human resource planning in service organizations, Recruitment sources and methods in hospitality and event industry, Selection process: interviews, skill tests, and background verification, Induction and orientation programs, Employer branding and talent acquisition strategies, Managing contractual, seasonal, and part-time workforce

<b>Module 3: Training, Development and Performance Management</b>	<b>11</b>
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Importance of training in service quality delivery, Types of training: on-the-job, off-the-job, and behavioural training, Skill development for frontline service employees, Performance appraisal methods in hospitality and events, Key performance indicators (KPIs) for service employees, Feedback, coaching, and career development

<b>Module 4: Motivation, Leadership and Employee Relations</b>	<b>11</b>
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Motivation theories and their application in service organizations, Employee engagement and retention strategies, Leadership styles in hospitality and event management, Team building and interpersonal relations, Grievance handling and disciplinary procedures, Employee welfare, health, and safety practices