

Tribhuvan University  
**Faculty of Management**  
**Office of the Dean**



Course detail of  
**BHM (Bachelor of Hotel Management) 8<sup>th</sup> Semester**

**Semester outline**

BHM 328 legal Environment for Hospitality	3 Cr. hrs
BHM 329 Entrepreneurship for Hospitality	3 Cr. hrs
MGT 312 Strategic Management	3 Cr. hrs
MGT 313 Organization Behavior	3 Cr. hrs
SOC 202 Nepalese Society and Politics	3 Cr. hrs
Elective Course (Any One)	3 Cr. hrs
BHM 450 Cultural Resources of Tourism in Nepal	
BHM 451 Quality Management	

**4-Year Syllabus**

# **BHM 328: legal Environment for Hospitality**

*Credits: 3*

*Lecture hours: 48*

## **Course objectives**

This course aims to make students understand both the theoretical knowledge and practical skill of legal provisions and practices in the hospitality business industry. The course also imparts the legal knowledge required for hospitality sector in Nepal.

## **Course Description**

This course presents a through and systematic coverage of theoretical and practical knowledge of overview of legal provision in regarding to hospitality business and its influences, general knowledge of law, business forms in hospitality, legal provision and impact in employment relation in hospitality industry, legal dealing with guest and host, national and international legal organizational provisions in the hospitality industry. This course will also focus on practical knowledge of legal aspects of food and beverage and its regulatory national mechanism.

## **Course Details**

### **Unit 1: Introduction to Law**

**LH 8**

Meaning, definition and nature of law, sources of law, kinds of law, national and international law public and private law , civil and criminal law, substantive and procedural law

### **Unit 2: Legal environment of Hospitality**

**LH 5**

Introduction, factors affect the legal environment of hospitality sector, introduction of hospitality law, principles of hospitality law, general introduction to professional organizations in hospitality sector: basic rules regarding land area building construction, environment conservation in hospitality industry.

### **Unit 3: Business Forms in Hospitality in Nepal**

**LH 5**

Sole trade business, partnership business, company business, incorporation and management of home stay in Nepal

### **Unit 4: Law of Contract**

**LH 7**

Meaning and definition, essential elements of valid contract, kinds of contract, special forms of contracts in hospitality, performance of contract, termination of contract, breach of contract and remedies in breach of contract

### **Unit 5: Law of food and beverage**

**LH 5**

Requirement of license, kinds of food stuffs and beverage, food inspectors, introduction, right, duty and function, notification of food poisoning and penalties, person, hours and premises to sale of alcoholic beverage

### **Unit 6: Hotel's Liability towards the Guest**

**LH 7**

Guest reservation, guest protection in hotel, minimum facilities required in a tourist standard hotel, lodge and restaurant and bar, hotel's liability towards the guest property, legal right to evict a guest, defrauding a hotel and legal consequences, towards the deceased guest

## **Unit 7: Employment Relation**

**LH 8**

Introduction of employment relation in hospitality industry, intake process of permanent workers and employees in hospitality industry, reward and incentives as prescribed for workers and employees working condition and discrimination in jobs, misconduct and punishment, Gender Discrimination in hospitality business and its remedies. Settlement of labor disputes, special provision for women and children

## **Unit 8: Safety and Security**

**LH 3**

Concept, importance, legal provisions regarding safety and security, safety and security provisions in hotel, safety and security provisions in catering, safety and security provisions in swimming pool, safety and security provisions in home stay, Possibility and challenges of Home Stay in Nepal and legal provision regarding it.

## **Reference Books**

Atherton, T. & Atherton, T. Tourism Travel and Hospitality Law, Australia: Law Book Company

Barth, S. Hospitality Law, New Jersey: John Wiley & Sons Inc

Government of Nepal (2011) *hotel management and alcohol sale distribution(control)act 2023*, Kathmandu: Law Book Management Committee

Government of Nepal (2011), *Company Act 2063*, Kathmandu: Law Book

Government of Nepal (2011), *Contract Act 2056*, Kathmandu: Law Book Management Committee

Government of Nepal (2011), *Labor Act 2048*, Kathmandu: Law Book Management Committee

Government of Nepal (2011) *Labor Regulation 2050*, Kathmandu: Law Book Management Committee

Kalika, S. N. Principles of Business Law, Kathmandu: Buddha Publishers & Distributors

Sukla, M. C. Mercantile Law, New Delhi: S. Chanda & Company

# **BHM 329: Entrepreneurship for Hospitality**

*Credits: 3*  
*Lecture Hours: 48*

## **Objective**

This course aims to enable students to learn the process of starting and building successful hospitality enterprises/ businesses. Students will explore array of issues pertaining to hospitality entrepreneurship – attributes, attitudes and behavior of an entrepreneur, idea generation to idea conceptualizations, and finally develop a plan.

## **Course Description**

This course deals with the introduction, developing business ideas, growth of hospitality firm, feasibility analysis, writing business plan, industry and competitive analysis, legal and ethical dimensions and start-up new business venture and marketing issues.

## **Course Details**

### **Unit 1: Introduction**

**LH 6**

Concept, becoming an entrepreneur, key elements of entrepreneurship, characteristics of successful entrepreneurs, entrepreneurship in hospitality business, types of start-up firms, Importance of entrepreneurship- entrepreneurial firms, society and larger firms, The process of new hospitality venture creation, Entrepreneurship development in Nepal.

### **Unit 2: Developing Business Ideas**

**LH 4**

Identifying and recognizing opportunities- observing trends and solving problems, personal characteristics of the entrepreneur, techniques for generating ideas, encouraging and protecting new ideas; definition of creativity, innate or learned creativity, idea generation, approaches and Techniques, Research and Exercises, linking creativity, innovation and entrepreneurship, developing business ideas for hospitality business.

### **Unit: 3 Growth of Hospitality Firm**

**LH 8**

Nature of business growth, planning for growth, reasons for growth and managing growth, knowing and managing the stages of growth, managing capacity, day-to-day challenges of growing a firm, introduction to organic and inorganic growth of hospitality firms, Grainer's growth model, growth challenges for entrepreneurs, formula for successful growth, barriers to growth.

### **Unit 4: Feasibility Analysis**

**LH 5**

Concept, product/service feasibility, industry/target market feasibility analysis, organizational feasibility analysis and financial feasibility analysis for hospitality business.

### **Unit 5: Writing a Business Plan Financing Hospitality Firms**

**LH 5**

Concept, reasons for writing for a business plan, Guidelines for writing a business plan, section of the plan, presentation of business plan; introduction to financial characteristics of hospitality entrepreneurial business, sources of start-up funding, Sources of Financial, Financial Management in Hospitality Entrepreneur Businesses.

**Unit 6: Industry and Competitor Analysis****LH 6**

Industry trends analysis, Five competitive forces model, the value of the five forces model, industry types and the opportunities, identifying competitors, sources of competitive intelligence, completing a competitive analysis grid.

**Unit 7: Legal and Ethical Dimensions of Entrepreneurship in Hospitality Firms****LH 6**

Establishing a strong ethical culture, business licenses and business permits, sole proprietorship and partnership, Provisions of establishing entrepreneurs' business in Nepal, legal and ethical issues facing entrepreneurs' business in Nepal.

**Unit 8: Start-up New Business Venture and Marketing Issues****LH 8**

Recruiting and selecting key employees, lenders and investors, funding requirements, sources of personal financing, venture capital, commercial banks, sources of debt financing; selecting a market and establishing a position, key market issues for new ventures, the 4 Ps of marketing for new ventures.

***Reference Books***

Hallak, R., *Tourism and Hospitality Entrepreneurship: Examining the actors that Influence the Performance of Small and Medium Enterprises*. Saarbrücken, Germany: LAP Lambert Academic Publishing.

Morrison, A., & Rimmington, M., *Entrepreneurship in the Hospitality, Tourism and Leisure Industries*. United Kingdom: Oxford, Butterworth-Heinemann.

Ross, D., & Lashley, C., *Entrepreneurship and Small Business Management in the Hospitality Industry*. Amsterdam: Butterworth-Heinemann.

Sheppardson, C., & Gibson, H. *Leadership and Entrepreneurship in the Hospitality Industry*. United Kingdom: Oxford, Goodfellow.

Sheppardson, C., & Gibson, H. *Leadership and Entrepreneurship in the Hospitality Industry*. United Kingdom: Oxford, Goodfellow.

# MGT 312: Strategic Management

*Credits: 3  
Lecture Hours: 48*

## **Course Objectives**

This course aims to familiarize students with the basic concepts of strategic management and enable them to formulate, implement, and evaluate strategies for businesses. The course also aims to develop comprehensive and integrated view of business. The ultimate objective is to develop skill of practical and integrated application of different fields of management in order to make strategic decisions.

## **Course Description**

Starting from the establishment of a company's direction by preparing mission statement and vision, this course will proceed to the identification of opportunities and threats emerging from the external environment and assessment of strengths and weaknesses arising from the internal environmental forces. Development of tools needed to match opportunities and threats with strengths and weaknesses will be the next step. Concepts of removing possible hurdles in the implementation of strategy will be followed by the discussion on the implementation of strategy. Finally, issues related to strategic evaluation and control will be discussed.

## **Course Outcomes**

Upon completion of this course, students should be able to:

- Establish and evaluate mission statement, long term objective, vision, and short term plan for the business;
- Analyze the external and internal environment and identify opportunities, threats, strengths, and weaknesses of the firm and thereby formulate appropriate strategies for business;
- Plan pre-implementation and implementation phase; and
- Monitor and evaluate implemented strategies.

## **Course Details**

### **Unit 1: Introduction**

**LH 4**

Meaning of strategy and strategic management; Strategic Management Model; Characteristics of strategic management; Formality in strategic management.

### **Unit 2: Company Direction**

**LH 3**

Mission and mission statement; Vision; Strategic intent; Strategic objective vs. Financial objective; Policies; Long term and short term objectives.

### **Unit 3: External Environment Analysis**

**LH 10**

PEST analysis - political, legal, economic, socio-cultural, technological, ecological, and international environment analysis framework (individualism vs. collectivism, totalitarian system vs. democracy, common law vs. civil law system; Determinants of culture; State of technological stage; Impact of ecological and international factors); Industry and competitive analysis - Porter's five force model; Monitoring competition.

### **Unit 4: Internal Analysis**

**LH 5**

Resource to competitive advantage pyramid; internal analysis approaches - value chain; functional approach; and Resource based view (RBV); Benchmarking.

**Unit 5: Strategic Options and Choice Techniques****LH 10**

Porter's five generic strategies, Grand Strategies (concentration, market development, product development, innovation, vertical and horizontal integration, concentric and conglomerate diversification, retrenchment/turnaround, divestiture, liquidation, bankruptcy, joint venture, and strategic alliance); Corporate level analytical tools - BCG and GE nine cell matrices; Business level analytical tools - grand strategy selection matrix and grand strategy cluster.

**Unit 6: Post-formulation and Pre-implementation Phase****LH 6**

Matching existing organizational structure, leadership, and organizational culture with newly chosen strategy.

**Unit 7: Implementation Phase****LH 5**

Functional plan - finance, Marketing, HR, R & D, Production operations, MIS, and general management work plan.

**Unit 8: Strategic Evaluation and Control****LH 5**

Difference between strategic and operational control; Strategic control tools - premise control, strategic surveillance, Implementation control, and special alert.

**References**

Adhikari, D.R., Strategic Management, Kathmandu: Buddha Publication

Dess, G. G., Lumpkin. G. T. & Eisner, A. B. *Strategic Management: Text and Cases*. New Delhi: Tata McGraw Hill,

Hitt, M. A., Ireland, R. D., Hoskisson, R. E. & Manikutty, S., *Strategic Management: A South-Asian Perspective* New Delhi: Cengage Learning.

Pearce, J. A., Robinson, R. B. & Mital, A, *Strategic Management: Formulation, Implementation, and Control*, New Delhi: Tata McGraw Hill,

Thomson, A., & Strickland, A. J. *Strategic Management*, New Delhi: Tata McGraw Hill

# MGT 313: Organizational Behavior

*Credits: 3*

*Lecture Hours: 48*

## **Course Objectives**

This course aims to familiarize the students with the fundamentals of organizational behavior in the hospitality industry. It also enables the students to function more effectively in their present and future roles as managers in Hospitality industries.

## **Course Description**

Introduction, Organizational Behaviour: Meaning and Definition of OB, Importance, Emerging trend of OB, Basic Disciplines contributing to the field of OB. Concept of UIB, process of human thinking, attitudes and its components. Perception, factors influencing perception, learning, selected theories, learning principles, personality, personality traits and attributes influencing OB, Motivation, Theories of motivation, concept and determinants of Job satisfaction. Group concept, Leadership styles and theories, communication, communication process, communication channels and barriers, Conflict: Nature and sources

## **Course Details**

### **Unit 1: Introduction**

**LH 7**

Introduction, Concept and meaning of Organizational Behaviour, Importance of Organizational Behaviour, Disciplines contributing to the field of OB , Anthropology, Psychology, Social Psychology, Sociology, Levels/Scope of OB, Critical Behavioral issues confronting the managers, Emerging issues of OB in managing Hospitality Industry.

### **Unit 2: Understanding Individual Behaviour**

**LH 4**

Introduction, Concept of understanding individual Behaviour, Behaviour as an Input-output system, A simple mental process (steps in the process of Human thinking), Attitudes: Concept and Components

### **Unit 3: Perception and Learning**

**LH 7**

Introduction, Concept of perception, Factors influencing perception, Learning: Concept and Significance, Selected theories of Learning (Classical, Operant and cognitive), Principles of Learning, Factors influencing Learning

### **Unit 4: Personality**

**LH 4**

Introduction, Concept/Meaning of Personality, Personality traits and characteristic, Personality and Behaviour, Major personality attributes influencing OB, Personality traits contributing to the managers of Hospitality industry

**Unit 5: Motivation and Job Satisfaction****LH 7**

Introduction, Concept/Characteristics of Motivation, Theories of Motivation, Maslow's, Herzberg's, Alderfer's and McClelland's theory, Techniques of motivation/motivation in action, Concept/ Determinants of Job Satisfaction

**Unit 6: Groups and Leadership****LH 8**

Introduction, Concept/features/importance of Group, Types of Group, Concept of Leadership, Leadership Style, Theories of Leadership, Trait theories, Behavioural theories, Leadership in Hospitality industry

**Unit 7: Communication and Conflict****LH7**

Introduction, Meaning of Communication, Types of organizational communication, Communication Process, Barriers of Communication, Communication Channels/Networks, Concept/ meaning of Conflict, Nature and types of Conflict, Sources of Conflict

**Unit 8: Organizational Change and Development****LH4**

Introduction, Concept / Meaning of Change, Forces of Change, Resistance to Change, Managing resistance to change, Concept/ characteristics of Organization Development, Steps in Organization Development

***Reference Books***

Acharya, B.S. (2015), *A frame for Organizational Behaviour*. Kathmandu: Asmita Books Publishers & Distributors, P. Ltd.

Adhikari, D. R, (2014) *Organizational Behaviour*. Kathmandu: Buddha Publication

Bhattacharyya, D. K. (2014), *Organizational Behaviour*, New Delhi: Oxford University Press

Dwivedi, R. S, (2009), *Organizational Behaviour*, India: Macmillan

Luthans, F. (2011), *Organizational Behaviour*, Singapore: Mc Graw Hill Publications

Robbins, S.P, (2014), *Organizational Behaviour*, New Delhi: Pearson Education Publication

# SOC 312: Nepalese Society and Politics

*Credit Hours: 3*  
*Lecture Hours: 48*

## **Course Objectives**

The objective of this course provides general introduction of Nepal, its geography, natural resources, history, society, cultures, economy, politics and the governance of Nepal.

## **Course Description**

After the completion of course the students will be able to understand Nepalese geography – climate and vegetation, understand history – society, religion and cultures, able to understand Nepalese economy and the problem of development, understand the political system – its development, and the governance system.

## **Course Details**

### **Unit 1: Introduction**

**LH 10**

- Origin of Nepal – Nepal as a sovereign country
- Geography – location
- Political history – Ancient period, Medieval period, Shah period Rana period
- Modern Nepal

### **Unit 2: People, Society and Culture in Nepal**

**LH 10**

- Demography – demographic composition of people
- Religion – Hinduism, Buddhism, Islam, Kirat, and Christianity, and Religious harmony
- Festivals of Nepal
- Cultural heritage of Nepal
- Languages and literatures of Nepal
- Migration – types, trend, opportunities and challenges
- Implications on Business, economy and work culture

### **Unit 3: Nepalese Economy**

**LH 10**

- Economy of Nepal – Planned economy and Mixed Economy, Nepal's status in HDI, World Development, and Poverty status
- Agricultural development – status, its contribution in national economy, challenges
- Secondary and tertiary sector development – status, its contribution to national economy, challenges
- Tourism in Nepal – scope and challenges
- Labour – employment status, domestic and foreign employment, challenges

### **Unit 4: Resources in Nepal**

**LH 8**

- Natural resources – Land of Nepal, Rivers and Lakes of Nepal
- Water resources and Bio-diversity
- Climate and vegetation of Nepal
- Human resources

- Democracy
- Constitution and its development in Nepal
- Political parties and their roles
- Administrative division – central, sub-national and local administration
- Local self government – roles and functions of District Development Committee; Village Development Committee, Municipalities
- Nepal and international / regional organizations
- NGOs and INGOs in Nepal
- Implications in economy and Business

***References***

Flippo, Edwin B. 1980. *Personnel Management*. London: Oxford Press.

Gyanwali, Ram Prasad, 2012. *Know Nepal*. Kathmandu: Bhundipuram Prakashan.

Hamilton, Francis B. 1971. *An Account of the Kingdom of Nepal*. New Delhi: Manjushri Publishing House.

Hassold Davies. 1943. *Nepal Land of Mystery*. Londong: Scarcrow Publications.

Joshi, Bhuvan Lal and Leo E. Rose. 1966. *Democratic Innovation in Nepal*. Burkeley: University of California Press.

Regmi, D.R. 1975. *Modern Nepal Vol., I*, Calcutta: K.L. Mukhopadhyay.

Regmi, Dilli Raman. 1975. *Medieval Nepal Part II*. Calcutta: K.L. Mukhopadhyay.

Shah, Rishikesh. 1990. *Modern Nepal: A Political History 1769-1955. Vol I 1769-1885*. New Delhi: Manohar Publications.

Sharan, P. *Government and Politics of Nepal*, New Delhi: Metropolitan Publications, 1983.

Sharma, Bal Chandra. 2022BS. *Nepal ko Aitihasi Ruprekha*. Varanasi: Krishna Kumari Devi.

Sharma, Devi Prasad. 2047BS. *Adhunik Nepalko Itihas*. Kathmandu, Ratna Pustak

# **BHM 450: Cultural Resources of Tourism in Nepal**

*Credits: 3*

*Lecture Hours: 48*

## **Course Objectives**

This course is designed to make student familiar with the various cultural resources of tourism in Nepal and make them able to understand the nature, importance and dimension of cultural heritages of Nepal and its touristic values.

## **Course Description**

The course consists of tourism perspective, introduction to the Nepalese society and culture, concept of heritage and cultural tourism, and cultural resources of Nepal.

## **Course Details**

### **Unit 1: Tourism Perspective**

**LH 10**

Tourism and Tourist- concept and classification, Benefits and costs of tourism, Tourist Motivation and Decision making, Components of Tourism- '4As' components, Tourist profile- socio-economic and behavioral characteristics of tourist.

### **Unit 2: Introduction to the society and culture of Nepal**

**LH 8**

Nepalese Society and social structure, Concept and characteristics of society and Culture, Ethnic and Socio-cultural diversity in Nepal.

### **Unit 3: Concept of heritage and Cultural Tourism**

**LH 10**

Meaning and concept of heritage, definition of cultural heritage by World Heritage Convention, meaning and definition of heritage tourism & tourist, The benefits of heritage and cultural tourism, Planning for Heritage and Cultural Tourism, Heritage Tourism & Tourists (Motives and Typology), Tourism and authenticity.

### **Unit 4: Cultural Resources of Nepal**

**LH 10**

Historical and Cultural resources of Nepal, UNESCO cultural World heritage sites of Nepal, Glory of cultural heritages, Tourism development and cultural resources conservation, Cultural resources of Nepal- Art and Architectures, Monuments and Buildings, Pilgrimage sites, Museums of Nepal, Future of Cultural tourism in Nepal.

### **Unit 5: Cultural Tourism Resources of Nepal**

**LH 10**

General overview of tourism geography of Nepal, Mountain Region: People and Culture: Societies and Ethnicity, Music, Festivals, Food Habits and Culture, Dances, Folklores.

Hill Region and Kathmandu Valley: People and Culture: Societies and Ethnicity, Music, Festivals, Food Habits and Culture, Dances, Folklores.

Tarai Region: People and Culture: Societies and Ethnicity, Music, Festivals, Food Habits and Culture, Dances, Folklores.

## Reference Books

- Alistair, M., *Tourism: Economic, Physical, and Social Impacts*, Minnesota: Longman
- Amatya, S. *Cultural Tourism of Nepal*, Kathmandu: Ministry of Culture, Tourism and Civil Aviation.
- Amatya, S., *Archeological and Cultural Heritages of Kathmandu Valley*, Kathmandu: Ratna Pustak Bhandar.
- Anderson, M. M. ,*The Festivals of Nepal*. New Delhi: Rupa & Co.
- Dahal, D., '*Social Composition of the Population Caste/Ethnicity and Religion in Nepal, in Population Monograph*, Kathmandu: Central Bureau of Statistics, Kathmandu: 2012
- Diwas, T, Bandhu, C. M. & Nepal, B, *The Intangible Cultural Heritage of Nepal: Future Directions*, 2007, UNESCO office Kathmandu.
- Kunwar, R.R. *Tourists and Tourism, Science and Industry Interface*, Kathmandu: Ganga Sen (Kunwar ). Modern Printing Press
- NTB/Nepal, Tourism Products of Nepal.
- Satyam, Y.R., *Nepal, An Exotic Tourist Destination*, New Delhi: Adroit Publisher.
- Satyam, Y.R., *Pilgrimage Tourism in Nepal*, New Delhi: Adroit Publisher.
- Vaidya, T.R., Manandhar, T.R, & Joshi, S. L. *Social History of Nepal*, New Delhi: Anmol Publications
- Woodward, D. & et.al., *Tourism Handbook*, Richmond: Virginia Department of Historic Resources

# BHM 451: Quality Management

Credits: 3

Lecture Hours: 48

## Course objective

This course aims to impart the students with knowledge and practical applications of quality control and management system. It will also provide students an understanding of the fundamental principles and high-performance management practices. Concepts, principles and practices have been covered by developing the subject from 'Quality' to 'Total Quality' for providing total picture of TQM.

## Course Description

This course contains introduction to quality and quality management, philosophies and frameworks of total quality management, focusing on customers, quality control process and tools, costs of quality, quality circle.

## Course Details

### Unit 1: Introduction to Quality and Quality Management

LH 8

Quality and Quality Management: Meaning and Concept, Eight dimensions of Quality, Customer - Driven Quality, Service Quality vs. Product Quality, Concept and importance of Quality Management in Hospitality industry, Product and Service Quality Relationship in Hospitality industry

### Unit 2: Philosophies and Frameworks of Total Quality Management

LH 10

The Deming Philosophies and its foundations, Deming's 14 points for achieving quality excellence, The Juran Philosophy, Total Quality Management (TQM): Overview, Emergence and Implementation, Benefits and reasons for failure of TQM , Concept of ISO 9000:2000 family of standards, its structures and factors leading to ISO 9000:2000, Implementation, registration and benefits of ISO 9000:2000 series, Six Sigma: Concept, Evolution and implementing Six Sigma

### Unit 3: Focusing on Customers

LH 6

Concept of internal and external customer, The Importance of Customer Satisfaction and Loyalty in Hospitality industry, Customer satisfaction process, Leading Customer-Oriented Practices, Identifying and Understanding Customer Needs, Gathering and Analyzing Customer Information, Measuring Customer Satisfaction in Hospitality industry

### Unit 4: Quality Control Process and Tools

LH 16

Quality Control: Meaning, Objectives and Importance, Quality Assurance: Meaning, Evolution and Organization, Process Management: Concept and Scope, Designing process for Quality, Special considerations in Service Process Design, Process Control: Meaning, Concept and Importance , Process Control in Services, Process Improvement: Meaning and Concept , Methodologies for Process Improvement - DMAIC and Deming's PDCA cycle, Basic Tools for Process Improvement:

1. Flowcharts
2. Ishikawa's fish bone diagram (Cause-and-Effect diagram)
3. Checklists
4. Pareto Charts
5. Histogram
6. Scatter Diagram
7. Run Charts and Control Charts

Statistical Process Control: Meaning and Concept, Construction of X-bar and R Control Charts for statistical control, Interpreting patterns in Control Charts, Acceptance Sampling: Meaning, Importance and Types

**Unit 5: Costs of Quality**

**LH 4**

Costs of Quality: Meaning and Concept, Prevention Costs, Appraisal Costs, Internal Failure Costs, External Failure Costs, Costs of Quality in Hospitality Industry

**Unit 6: Quality Circle**

**LH 4**

Quality Circle: Meaning, Concept and Objectives, Structure of Quality Circles, Steps in formation of Quality Circles, Roles and responsibilities of Quality Circle Members, Implementation of Quality Circles, Problem Solving techniques in Quality Circles - Brainstorming, Data Collection, Cause-and-effect Diagram, and Line Graphs

**References**

Bagade, S.D., *Total Quality Management*, Published by Himalaya Publishing House, 2009 or recent edition.

Bedi, K., *Quality Management*, New Delhi: Oxford University Press

Gerald Glover W., *Managing Quality In the Hospitality Industry*, , Published in Hospitality Review: Vol. 6: Issue. 1, Article 1, Available at: <http://digitalcommons.fiu.edu/hospitalityreview/vol6/iss1/1>

James R. E. & William M. L. *The Management and Control of Quality*, New Delhi: South Western

Janakiraman, B. & R.K. Gopal *Total Quality Management, Text and Cases*, New Delhi: PHI Learning Private Limited

Mandal, S.K., *Total Quality Management, Principles and Practice*, Published by Vikas Publishing House Pvt. Ltd.

Soultana (Tania) Kapiki, *Quality Management in Tourism and Hospitality: an Exploratory Study among Tourism Stakeholders*, Published in International Journal of Economic Practices and Theories, Vol. 2, No. 2, 2012 (April).