



**vedatya**  
INSTITUTE

# CREATING LEADERS FOR THE HOSPITALITY INDUSTRY

1YEAR POST GRADUATE PROGRAMME IN  
REVENUE MANAGEMENT (Online)

# Vedatya Institute

## Success Isn't Accidental.

It is ambitious, it is audacious, and it is bold. Yet, success will only remain a dream unless pursued with knowledge and purpose.

Vedatya, building upon its core values of research oriented faculty, world class curriculum, international placements and student orientation, is now crossing a milestone in its pursuit of knowledge with a brand new fully integrated campus. It is therefore an opportune moment for us to adopt an identity that reflects our pursuit.

Vedatya reflects its core value. *"Ved"* in Hindi means knowledge and *"Aditya"* means sun. *"Vedatya"*, therefore, is a coined term that means *"Source of Knowledge"*. We push boundaries for lifelong pursuit of knowledge. Be successful, not by accident, but through Vedatya.

**Vedatya. Educator for the service industry.**

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# From The Director's Desk

**Prof. Sandeep Munjal**

*Director*

Welcome to Vedatya Institute. I would like to congratulate you for choosing Vedatya as a higher education option.

The true strength of any academic institution comes from its faculty team in research and consulting brings value to the class room and ensures that they are current in their subject areas. The institute has a strong research-oriented faculty who author books and has published their research in journals worldwide. The faculty has also been trained and exposed to the latest pedagogical interventions, in higher education.

An international journal and an annual conference on services management are also testimony to the research commitment of the institute. Add to that, a strong industry interface that allows students to attend lectures from industry professionals, interact with them, get mentoring support and the result is employable talent that is well received by the industry. I am sure you will make the most of these opportunities to develop and enhance your skills and knowledge.

We are passionate about providing an outstanding student experience. Industry visits, international trips, cultural immersion and involvement with NGOs are all elements that contribute to it. Our state-of-the-art 'Green Campus' with academic, recreational and residential facilities for students.

All of the above contribute towards creating leaders, with a mind of their own. Leaders who are going to be ready to make decisions that will help businesses grow and succeed through their leadership.

Vedatya students have been placed in the best organisations over the last fifteen years. Their continued success is a testimony of institute's focus on creating leaders. The institute has also produced entrepreneurs who are successfully managing their businesses.

I wish you the very best and I am sure your stay at Vedatya Institute will be a transformational experience.

It is our primary aim to provide every students with an opportunity to fulfill his or her potential while studying for an internationally-benchmarked qualification.





# From The Head Of School's Desk

**Dr. Anjana Singh**

**Head of School**

*School of Hospitality and Tourism Management*

The world around us is changing faster than one had ever imagined it to. The process of evolution has been expedited by the advancement of technology and increasing knowledge base in all spheres of life. Manufacturing took over from most agricultural economies and the current era is seeing the ascendancy of services as the largest economic driving force. This has led not only to standardization and enhancement in quality of product but has also led to the increase in consumer choices. While dealing with the services sector one must bear in mind that majority of the success depends on the perception that exists about one's product and the experience that one is able to create for the guest and / or ultimate consumer. With the advancement in technology the product in itself can easily be replicated and thus it will be the experience that will provide the cutting edge to any business, including those that are manufacturing oriented or at least have been traditionally so. These changes thus will require a greater understanding of the human psyche and also service orientation like never before. Service orientation is a skill that requires understanding of basic concepts and their implementation in order to drive customer satisfaction.

This is what the School of Hospitality and Tourism Management is all about. It is about directing and channelizing the energies, thoughts and exposure to the various perspectives which will help you learn, and reach your own conclusions independently. It is about making the mistakes and learning from them only to ensure that the same mistakes are not repeated. It is about being a better individual in terms of understanding the importance of team work and the ability to learn from others. It is about creating your identity.

The Hospitality and Tourism sectors in the Indian context are poised for explosive growth to meet the growing demand that our vibrant economy is creating. This offers a tremendous self and society.

Having mentioned the activity and opportunities on the Indian landscape, it would be equally relevant to add that despite periods of economic uncertainty and flat growth in many parts of the world, Hospitality sector continues to show growth and offers global opportunities to trained and qualified professionals. It is our endeavor to train, develop and prepare our students for successful global Hospitality careers.





# About Vedatya Institute

Vedatya Institute is an initiative of IIT & the Wharton School alumni who wish to replicate their own quality educational experience for the benefit of students in India. It was established with the active support of corporations such as - The Carlson Group, USA and the Edwardian Group, UK. The institute is funded by the holding entity of Radisson Blu Plaza Delhi, Radisson Blu Varanasi and a restaurant chain called The Great Kebab Factory. The institute's campus, located on Gurugram-Sohna road, is fully integrated with academic, recreational and residential facilities for students.

The institute was established in the year 2000 as an institute of higher learning in India that offers internationally recognized, undergraduate and post graduate programmes of study in hospitality and business management.

The institute's record of academic excellence is demonstrated by its full time faculty, the journal called the Journal of Services Research (JSR) that has been in publication for 16 years and an international conference on services management hosted by Vedatya in India, and its global partners - Virginia Tech University in US, Oxford Brookes University in UK, and Institute of Tourism Studies in Macao.

# Schools At Vedatya

Vedatya consists of various schools focusing on individual disciplines but with a common thread running through them. The basic philosophy behind this is to leverage synergies that exist between various disciplines such that participants get professional training to fit in general management as well as process management cadres in designated industry sectors. Keeping this in consideration the institute has established the following four schools.

**School of Hospitality and Tourism Management (SHTM)**

**School of Culinary Excellence (SOCE)**

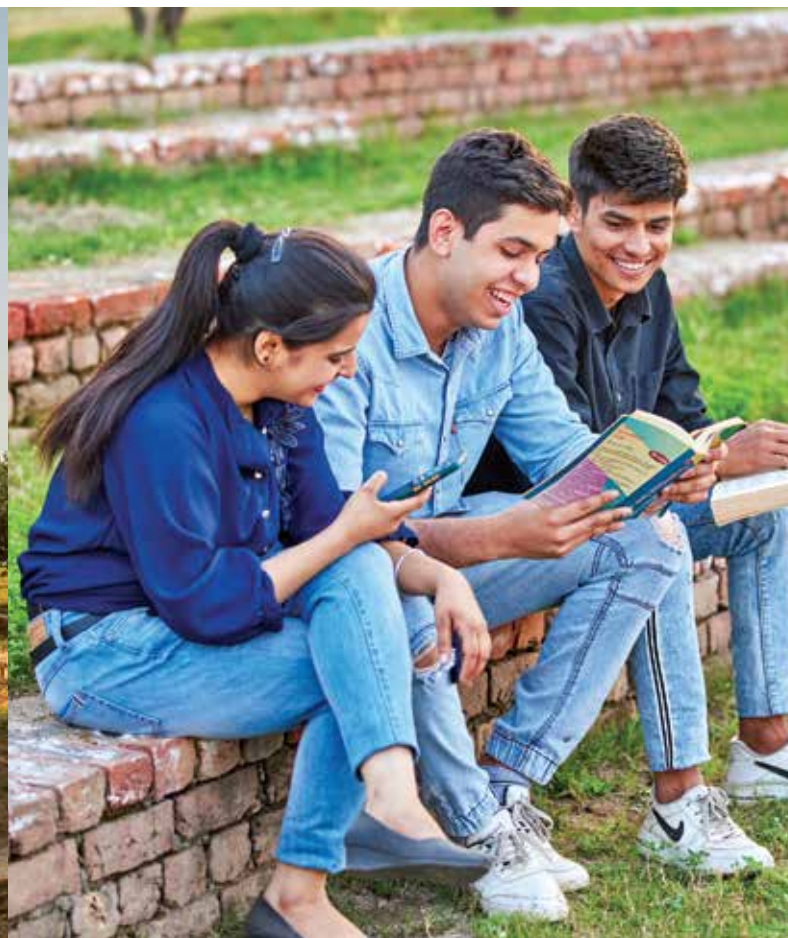
**School of Management and Entrepreneurship (SOME)**

**School of Design and Creative Arts (SDCA)**

These schools offer undergraduate and postgraduate programmes of study. Other than this each school promotes research, consulting and executive training in their chosen areas of excellence. Each school has its dedicated staff and other resources and is governed by Academic Councils to direct their academic pursuits.







## Why Vedatya

**Highly qualified faculty (85% of its faculty have a PhD or are pursuing a doctorate degree in their respective areas of expertise) who have published books and research publications**

» A self-sustainable "Green Campus" over 16 acres within 25 recreational and residential accommodation for students

» First institute in India that will have an on-campus training hotel

» Academic partnership with InterContinental Hotels Group, one of the world's largest hotel company, in the form of an IHG Academy to groom future leaders in the hospitality industry

» The latest episode of 'Escape from the boardroom' aired on BBC featured Jan Smith, CEO, AMEA of InterContinental Hotels Group interacting with Vedatya students. The episode also highlighted Vedatya's brand new sprawling campus on Gurugram Sohna Road

» Placement record of students across multiple continents and the most reputed companies in the respective industries

» A record of academic excellence of an international standard as demonstrated through multiple audits conducted by QAA, a UK government independent accreditation body

» An academic culture and corporate policy that promotes applied research and industry focused consultancy assignments for faculty

## Vedatya's Campus

The institute's state-of-the-art campus, amongst other facilities, has the following features:

» Within 25 minutes of the heart of Gurugram, a major suburb of the National Capital Region (NCR)

» Self-sustainable campus with academic, administrative, and residential accommodation for students

» Recreational facilities including football field, tennis courts, volley ball court, basketball court and an upcoming student centre

» An environmentally-conscious design that minimises the developmental footprint "Green" Campus as per LEED-INDIA

» Unconventional design of spaces

» Mazes & Puzzles to foster team work, sharpen minds & critical thinking

» Student designed and operated 'Food Truck' to foster applied learning and entrepreneurial thinking



## Governing Committee

### Prof. Abad Ahmad

Ex Pro-Vice Chancellor, Delhi University

### Mr. Ashwani Kakkar

CEO, Mercury Travels

### Mr. Atul Punj

Managing Director, Punj Lloyd

### Mr. B.K. Goswami

IAS, Ex Secretary, Govt. of India

### Dr. Vinnie Jauhari

Director, Education Advocacy, Microsoft

### Mr. Jasinder Singh

Chairman, Radisson Edwardian Hotels, U.K.

### Dr. Naresh Trehan

CEO, Medicity NCR Delhi

### Mr. Rajan Jetley

President, Radisson Hotels Asia Pte. Ltd.

### Mr. Ramesh Chandra

Chairman, Unitech Limited

### Mr. R.K. Puri

Secretary General, HAI

### Prof. S.S. Kushwaha

Ex Vice-Chancellor, Ranchi University and MGKV, Varanasi

### Prof. T.K.N. Unnithan

Former Vice Chancellor, Rajasthan University

## Executive Management Committee

Mr. Amit Kapur

Mr. K.B. Kachru

Dr. Ramesh Kapur

### EXECUTIVE CO-ORDINATORS

Mrs. Neelam Kachru

Mrs. Madhuri Kapur

### ACADEMIC COUNCIL

Prof. Abad Ahmad

Ex Pro-Vice Chancellor, Delhi University

Prof. Sandeep Munjal

Director, Vedatya Institute

Dr. Sudhanshu Bhushan

Prof. Vedatya Institute

Dr. Virender Kumar

Ex. Vice Principal, Kirori Mal College, Delhi University

### INDUSTRY ADVISORY COMMITTEE

Mr. Rohit Khattar

Managing Director, Old World Hospitality (India) Pvt. Ltd.

Mr. Sandeep Gupta

Executive Director, Choice Hospitality (India) Pvt. Ltd.

Senior Vice President Development, Asian Hotel Ltd.

Mr. Manav Thadani

Managing Director, HVS International

Ms. Deepika Arora

Founder, Rosakue Hospitality

Bakshish Dean

Co-Founder at Culinary Quotient

Praveen Roy

CEO, Tourism & Hospitality Skill Council

Major Rajesh Chauhan

Regional Director HR, IHG

Mr. Arul Mani

GM Training and Development, IHCL

Taj Group of Hotels



## IHG ACADEMY

InterContinental Hotels Group (IHG), one of the world's largest hotel company has a formal partnership with Vedatya which expands IHG's existing IHG Academy programme across India. India's workforce, those between 15 and 64, is expected to rise to 67 percent in 2020 and the challenge is to turn those people into an employable workforce. IHG wants to contribute to the education of the future generation in India through its IHG Academy programme.

Vedatya Institute benefits from the partnership through a range of initiatives including IGH guest lecturers and mentors on campus; work experience placements for its students at IHG hotels; sponsorship of campus facilities as well as the opportunity to connect students with a range of employment options when they are finishing their studies.

The IHG Academy was developed to attract and foster talent by providing real-life skills and enhancing employment opportunities. It is a global initiative by IHG and has more than 180 programmes running around the world.

IHG (InterContinental Hotels Group) is a global organisation with a broad portfolio of 10 hotel brands, including InterContinental® Hotels & Resorts, Hotel Indigo®, Kimpton Hotel & Restaurant®, Crowne Plaza® Hotels & Resorts, Staybridge Suites®, Candlewood Suites®, EVEN™ Hotels and HUALUXE® Hotels and Resorts. IHG manages IHG® Rewards Club, the world's first and largest hotel loyalty programme with nearly 99 million members worldwide.

IHG franchises, leases, manages or owns over 5,000 hotels and 7,54,000 guest rooms in nearly 100 countries and territories, with more than 1,460 hotels in its development pipeline. InterContinental Hotels Group PLC is the Group's holding company and is incorporated in Great Britain and registered in England and Wales.





# School of Hospitality and Tourism Management (SHTM)

## Mission Statement

Develop the next generation of hospitality leaders and entrepreneurs in Asia through quality international hospitality education, training, development and research, using state-of-the-art facilities, selflearning, qualified faculty, and global certification.

The School of Hospitality and Tourism Management (SHTM) was established in the year 2000 as the institute's first school. SHTM provides its students the knowledge, skills and competencies for a career in the international hospitality and tourism industry. Its programmes are designed to empower students with a complete range of managerial skills both at a conceptual and at an operational level, supported by practical training and a Supervised Work Experience (SWE). In its short existence, SHTM has achieved many milestones:

- » Ranked amongst the premier hotel management institutions of India by the Education Times, Times of India
- » Academic partnership with IHG, world's largest hotel company, in the form of an IHG Academy
- » Demonstrated record of placement at global hospitality chains like Accor, InterContinental Hotels Group, Starwood, Hyatt, Oberoi, J.W. Marriot, Taj Hotels & Resorts and Carlson
- » Record of merit based full year paid internships in England, Australia, Dubai, Malaysia, Singapore, Germany and India
- » Demonstrated record of over 18 years of excellence in academics and research
- » 100 percent placements at management trainee / management positions in leading organisations
- » Numerous 'Employee of the Month' and 'Gold Awards' won by the students during the Supervised Work Experience (SWE) training
- » Self-organised well received food festivals and events created and executed by students

» Many alumni have started successful entrepreneurial ventures

### TOURISM AND HOSPITALITY SKILL COUNCIL (THSC)

Tourism and Hospitality Skill Council (THSC) is a Not – for – Profit Organization, registered under the Societies Registration Act, 1860. The Tourism and Hospitality Skill Council (THSC) is promoted by the Confederation of Indian Industry (CII) with inclusive representation of the Government, Industry, Industry Associations and Training Institutes across India, with financial support by National Skill Development Corporation (NSDC).

Tourism and Hospitality Skill Council (THSC) which is formed by the Industry and for the Industry to tackle the skilling of large manpower to fulfill the industry requirement plays a crucial role in bridging this ever-growing gap. Vedatya Institute is a THSC affiliated training partner, delivering jointly certified short term skills based courses.



## Post Graduate Programme in Revenue Management (PGPRM)

### 1 year programme with 100% online learning

Vedatya has been a leader in research as well as an academic discourse in the area of revenue and profit management for over a decade. In fact, it continues to be one of the very few hospitality institutions in India to offer revenue management as a part of its curriculum for the undergraduate programmes of study.

The above mentioned one-year post-graduate programme in revenue management (PGPRM) is inspired by the feedback received from the industry and growing demand for trained and educated 'Revenue & Profit Managers' emanating from all segments of the hospitality industry in India. Over the years many hospitality firms have deployed internal training programmes, to bridge this gap in demand and supply, but lack of proper education, training and academic underpinnings, has prevented them from achieving the desired outcomes. In fact, while the hospitality industry in India struggles to put in place the trained manpower to ensure that their perishable product guestroom, restaurant cover and other facilities are sold to generate maximum profits. The sector in the developed world is moving in a direction where every employee is expected to act as a revenue and profit driver.

This specialized programme is customized for those intending to work in the sector and aspiring to boost their career in a new direction by moving into the domain of Revenue Management. The curriculum delivery pedagogy will ensure that sound conceptual clarity drawn from theoretical underpinnings forms the base on which candidates learn and develop their understanding of the subject area. An overall application focus of the programme delivery will ensure the employability of successful candidates.

The program is offered in a online learning mode specifically designed for working professionals. The participants enjoy the classroom learning experience while retaining their jobs.



The programme promises to offer skills and knowledge required to pursue a career in revenue management in hospitality sector.

## PROGRAMME STRUCTURE

SEMESTER 1			
Profit Management Basic Skills PGRM101	Revenue Management Basic Skills PGRM 102	Hospitality Sales and Marketing PGRM 103	Excel Skills (Optional Module)
SEMESTER 2			
Profit Management Advanced Skills PGRM 201	Revenue Management Advanced Skills PGRM202	E Hospitality Business PGRM 203	Self-Study: Management Research Report PGRM 204
SEMESTER 3			
Supervised Work Experience/Live Project PGRM 301			

# Module Description

### Profit Management (Basic Skills):

This module is included to develop the basic understanding of quantitative aspect of a business function. The module includes the History, Background and principles of Revenue Management along with the concepts of basic accounting record keeping and analysis issues. Profit is maximized by controlling different expense and maximizing & optimizing Revenue Resources. By end of this module, you will get quite familiar with the terminology and their relevance to understand and practice the advanced module in 2nd Semester.

### Revenue Management (Basic Skills):

Revenue management tactics will be explored students will appreciate the impact of opportunity cost, revenue dilution, distressed inventory, profit erosion and commoditisation on revenue management effectiveness. Forecast validation, optimal inventory control and smart approaches to pricing will be explored. Managerial aspects of revenue management decision making will stimulate strategic level thought and build awareness of the pitfalls to avoid when implementing or assessing the long term benefits of revenue management decisions.

### Hospitality Sales and Marketing

This module deals with the basic concepts and changing trends in the field of Marketing. When we talk of Revenue Maximization, a larger share of ownership comes to the department which creates awareness about the product and acts as the most used contact point to convert prospects into customers. An understanding of this area with regards to Marketing concepts, Consumer Behavior, Marketing Mix and basic Strategic Marketing will enable the students to reach out to customers and practice the revenue optimization concepts.

### Profit Management (Advanced Skills)

After getting familiar with basic accounting terms and records, this module involves understanding of financial reports and analysis related to them. Analysis of Cash, Funds and Capital is much needed to control and manage the operational cost and organize Revenue accordingly. Also, the relationship between different finance items assists managers to understand the financial health of the organization in short and long run.

### Revenue Management (Advanced Skills)

In this module, you will have practice of RM concepts in different context as Restaurant, Hotel, Spa, Airline etc. The purpose of this module is to develop a holistic approach towards RM application and enable you to reflect your learning in multiple dimensions to develop clarity. You will be allowed to apply the related formulas to different scenario and identify the revenue opportunities in the same.

### E-Hospitality Business

The role of electronic media is very crucial in identifying and optimizing different Revenue resources. In this module, you will develop understanding of different electronic channels, their internal operations, e vendor identification etc. It will also include work on some successful cases of E-Hospitality Business. It will enable you to survive in a dynamic market saturated with competitors and substitutes.



# Teaching Methodology

## CURRICULUM DELIVERY

At Vedatya, we focus on learning that is vibrant, engaging, supportive and rewarding. Students learn through critical enquiry with practical insight in preparation towards management careers. We have developed a wonderful blend of learning, which includes pedagogy where the teacher imparts his knowledge and experience, andragogy where the student is encouraged to learn by seeking information through research, and epistemology where the student applies one's learning to real life situations. We develop the habit towards continuous learning throughout one's life. Curriculum is delivered using the following methods:

## ASSIGNMENTS

As part of their course work and assessment of research, students are required to analyse and deliver solutions to professional issues.

## PRACTICAL TRAINING

Students work on the latest front-office software in the IT labs and get familiarized with e-formats of current day distribution systems.

## LECTURES

Lectures provide the necessary theoretical framework and concepts, and students are expected to read the prescribed topic area in advance.

## GUEST SPEAKERS

The Institute actively supports a variety of guest lecture programmes. Subject specialists from both hospitality and the wider business community lecture students on current topics, thereby ensuring exposure to the latest industry thinking and approaches.

## PSYCHOMETRIC TESTS / ASSESSMENT CENTRES

Students undergo various psychometric tests that help them understand their learning styles, term roles, strengths and areas of improvement. We also run Assessment Centers for students to assist them with interviewing skills and career planning aspects.

## INDUSTRIAL VISITS

These are seen as an essential component of the curriculum. These visits provide students with the opportunity to assess current operating systems, procedures and practices on a first hand basis.

## FEE STRUCTURE AND ELIGIBILITY Post Graduate Programme

### Post Graduate Programme in Revenue Management (PGPRM)

1 year programme including (6 months of classroom learning and 6 months of Supervised Work Experience/ Live Projects)

Installment 1 <i>On Joining</i>	Installment 2	Total Fee Online (INR)
60,000	60,000	1,20,000

**Note:** GST @18% and any other applicable taxes are additional. Taxes are subject to revision as per the statutory policy of the government of India.

## Terms and Conditions

- » A refundable programme security deposit of Rs. 15,000 is to be paid at the time of admission. This is fully refundable when the student completes the programme or for some reason when he/she leaves the programme.
- » Any taxes as applicable by law are not included in fees and will be charged additionally.
- » If a student leaves the program in the middle of an academic year, then he/she is liable to pay half the annual fee for the particular year.

## Fee Refund Policy

- » Fee once paid is not refundable except the security deposit.

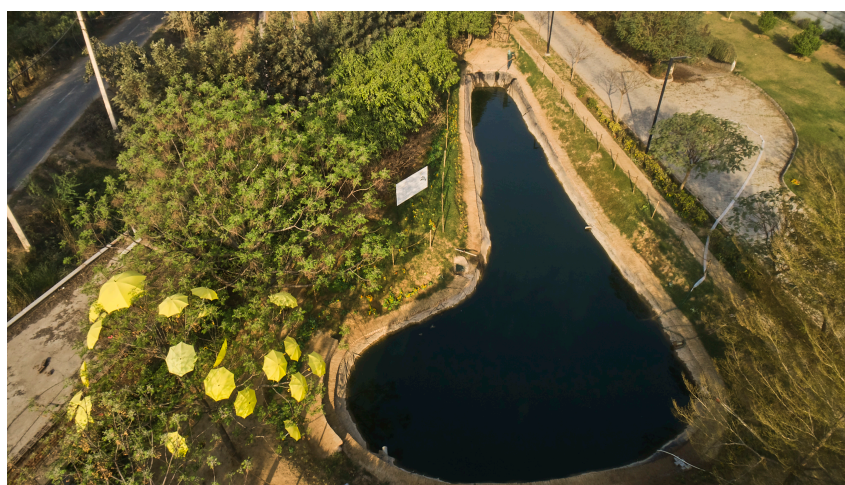
## Highlights

- » Dedicated industry interface through industry visits and guest lectures from senior executives.

## Eligibility and Admission Criteria

- » Graduate with 50% marks in any stream from an Indian or a foreign university.
- » Hotel Management candidates will be preferred.
- » Selection is based on personal interview and aptitude test.





# Academic Resources

## Vedatya Learning Resource Centre

The state-of-art library equipped with multimedia facilities is a student's delight. It uses LibSys software which is an integrated multi-user library management system that supports all the in-house operations of the library. It has a rich collection of book, video cassettes and CD-ROMs on Hospitality, Business Management and Information Technology and houses 175 national and international journals. The Resource Centre also has institutional membership of British Council Library and life membership of Indian Library Association (ILA) & Management Library Network (MANLIBNET).

### Proquest Abi/Inform Database [proquest.umi.com](http://proquest.umi.com)

One of the world's first electronic databases, PROQUEST-ABI/INFORM has been a premier source of business information for more than 30 years. The database contains full text, abstract/index of articles from 2500 journals that help researchers track business conditions, trends, management techniques, corporate strategies, and industry-specific topics worldwide.

### Indiastat [www.indiastat.com](http://www.indiastat.com)

Indiastat provides an oceanic depth of India-specific socio-economic statistical facts and figures culled from various secondary level authentic sources. Over half-a-million pages of statistical data have been qualitatively analysed, condensed and presented in a user-friendly format. This exhaustive and methodically compiled data can easily be accessed within three or four clicks.

### Capitaline Plus [www.plus.capitaline.com](http://www.plus.capitaline.com)

Capitaline plus is an offline/online corporate database of more than 10,000 Indian companies. It provides extensive financial (5 to 10 years) and non-financial information, share prices, charts and news; extensive data on every company; bio-data, collaborators, expansion plans, shareholding patterns, 10-year profits & loss, balance sheet, schedules & notes to account, fund flows, financial ratios full text of director's Reports, auditor's report and extensive news clippings.

### Books

Over 10,000 titles out of which majority are international texts. One of the largest collection of hospitality texts and journals in India.

### Computing Resource Centre

Vedatya has invested heavily in the latest information technology equipment so as to enable its students to use technology as a learning resource. Students have the facility to sit in a classroom environment with one to one computer-student ratio. This provides an opportunity for the students to fully understand the use of computers as an educational tool. Relevant details, of this facility are as follows -

- » **TEACHING LAB with networked computers**
- » **INTERNET LAB with networked computers**
- » **Broadband connectivity**





# Research at Vedatya

Vedatya is a research-oriented institute of higher learning. Our faculty authors books and publishes their research in some of the top tier publications and journals worldwide. Following education and research initiatives by the institute are a testimony to its research focus.

## JOURNAL OF SERVICES RESEARCH (JSR)

Vedatya's Journal of Services Research (JSR) is an effort in building and documenting a corpus of research and analytical work which can facilitate decision making in the most dominant sector of the Indian economy – the services sector. It is owned and authored by the institute for over a decade since the year 2000 and is an effort to promote global researchers who focus on issues related to services management. JSR is a well researched & tested benchmark for the industry and sets new directions for future trends in research. The key features of the journal are as follows -

- » Features in the international databases – EBSCO ([www.epnet.com](http://www.epnet.com)) and Proquest ([www.proquest.com](http://www.proquest.com)). These databases provide online access to over 2500 journals (full text) therefore providing global reach and circulation to JSR
- » Participation by global researchers from US, UK, France, Australia, Japan, China and other parts of Europe
- » The editorial board of JSR includes 25 national and international members and 30 global reviewers. Board members include eminent academicians from India and abroad.

## SERVICES CONFERENCE

The International Conference on Services Management (ICSM) was started by Vedatya in 2005 to explore the influence of technology on management of services across various segments such as information technology, healthcare, hospitality, telecom, education, infrastructure, retailing, and logistics. It also assesses how technology drives globalization and contributes to superior customer experience.

Since its inception, ICSM now has four additional international partners, Oxford Brookes University (OBU), UK, and The Pennsylvania State University (PSU), US, Virginia Tech University in US and Institute of Tourism Studies in Macao. As a result, ICSM is now a global conference held on a rotating basis in India, Europe, and US.





# Recent Books by Faculty

## THE INDIAN HOSPITALITY INDUSTRY: DYNAMICS AND FUTURE TRENDS

India has been in transition for the last two decades, moving from a mixed economy toward a market economy model, and the Indian hospitality industry is metamorphosing into a mature industry. It is time that the story of the Indian hospitality industry is told. The Indian Hospitality Industry: Dynamics and Future Trends tells that story, one defined by the industry's push for growth in revenues and the struggle to match the revenue growth with profitability.

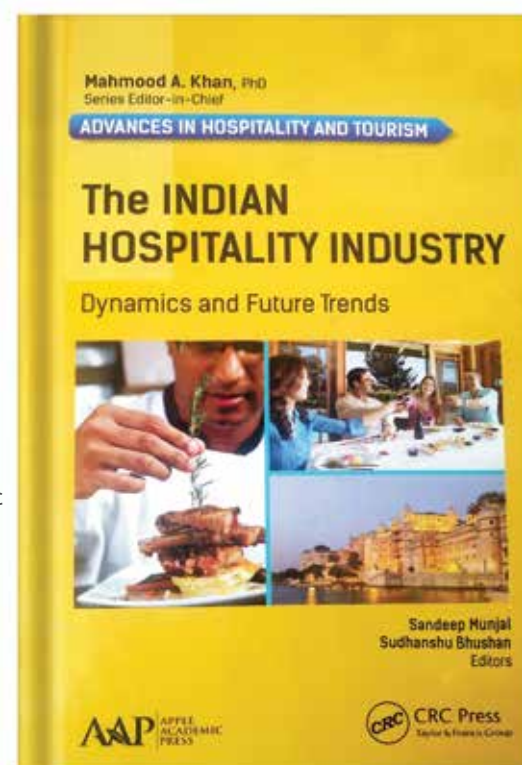
The volume includes a selection of insightful chapters that offer research into the multiple dimensions of the Indian hospitality industry. The book covers many segments of the hospitality sector, including hotels, events and catering businesses, and restaurants and coffee shops, both domestic and small mom-and-pop businesses as well as international chains. The opening chapters set the tone for providing an overarching perspective on the status of the industry in terms of the macroeconomic variables and how they may have impacted the health of hospitality businesses in India.

The book then goes on to explore a wide variety of issues. The editors and chapter authors are either practitioners themselves or researchers, looking at both domestic and international hospitality business in India and a wide variety of economic factors. The information divulged here will be important for stakeholders, which includes domestic and international hospitality professionals, business leaders, investors, and those in governmental positions, especially in the tourism ministry. The volume informs on the issues and challenges that the hospitality industry in India is up against. The book looks at the dilemma of an industry that responded to the demand growth promise by ramping up supply, only to find that the investments made were received by an actual growth that was way shy of forecasts and left investors with unexpected losses on their profit & loss statements and bloodied balance sheets.

### About the Author

Sandeep Munjal is a Director at the Vedatya Institute, Gurugram, in the National Capital Region (NCR Delhi).

Sudhanshu Bhushan is currently Professor at the Vedatya Institute, Gurugram, India.



## MANAGING SUSTAINABILITY IN THE HOSPITALITY AND TOURISM INDUSTRY

As the world's natural resource base is limited, the world is looking for solutions in the domains of energy, water, alternate building materials, resource redeployment, and sustainable livelihoods as well. This new book focuses on the important concern of sustainability in tourism and hospitality industry. The authors look at various aspects of the hospitality sector and analyze each of those from a sustainability standpoint. The book includes case studies that are global in nature and that show how sustainable applications can be used and how concerns can be addressed.

### Some Chapters authored by Vedatya faculty

- » Munjal, S and Munjal, P.G. (2014) Sustainable Tourism Destinations: Development and Creation', Jauhari, V.(eds) 'Managing Sustainability in the Hospitality and Tourism Industry', Apple Academic Press.
- » Bannerjee, R and Munjal, S. (2014) Sustainable Restaurants- Current status and future path', Jauhari, V.(eds), 'Managing Sustainability in the Hospitality and Tourism Industry', Apple Academic Press.
- » Tripathi, G and Munjal, S. (2014) Heritage Communication and Sustainable Tourism- Current status and future path', Jauhari, V.(eds), 'Managing Sustainability in the Hospitality and Tourism Industry', Apple Academic Press.
- » Anjana Singh and Bandana Rai (2014), Conception of Sustainable Accommodation Practices in Hotel for Tomorrow: in Jauhari, V. (2014) for the book 'Managing Sustainability in the Hospitality and Tourism Industry', Apple Academic Press.
- » Sharma, Sanjay (2014) Sustainable Culinary Practices', Jauhari, V. (eds), 'Managing Sustainability in the Hospitality and Tourism Industry', Apple Academic Press.



# INNOVATION MANAGEMENT

Innovation Management a comprehensive textbook designed to meet the needs of postgraduate management students was released in June 2014. The book aims to capture the essence of innovation in the dynamic environment of today.



The foundation of all successful companies has been the practice of innovation. This book is universal in its approach and integrates both macro and micro perspectives of innovation, especially from the context of emerging economies. It provides a unique treatment of continuity and change as a dynamic process of evolution in managing innovation. It also deploys a multidisciplinary approach combining knowledge and experience of the authors in the domains of knowledge management, technology management, strategy, and entrepreneurship.

Besides students, the book will also be a useful tool for practitioners, consultants, entrepreneurship, and policy makers.

- » Provides a holistic framework for innovation integrating contexts of developed and developing economies
- » Links the concepts of innovation to the socio-economic environment and demonstrates the paradigms across various geographical regions
- » Includes unique topics such as corporate entrepreneurship, open innovation approach, role of venture capital, and industry- academia partnership

» Discusses innovation practices of firms such as procter and gamble, Apple, Samsung, Nokia, ITC, Marriot, and Reliance

» Includes numerous cases of companies such as Google, Facebook, Hewlett-Packard Open Labs, and McDonald's

## About the Author

Vinnie Jauhari is Ex. Director, Vedatya Institute, Gurugram. She has over 14 years of academic and was earlier Regional Lead of HP Labs Open Innovation Office for India. Dr. Jauhari obtained her Phd in corporate entrepreneurship from IIT Delhi and is a post-doctoral fellow from United Nations University, Tokyo.

Sudhanshu Bhushan is currently Professor at the Vedatya Institute, Gurugram, India.



## The Food and Beverage Hospitality Industry in India- An Emergent Segment

This book, The Food and Beverage Hospitality Industry in India: An Emergent Segment, presents the story of growth and change of what is still a largely unorganized food and beverage service industry in India. With the authors' experience in both industry and academia, the volume provides a holistic perspective of the current performance and identifies the topical issues and the challenges faced by the Indian food and beverage industry. The authors offers an insightful discussion on where the industry is headed and how it can move from top-line driven growth to a bottom-line supported one.

## About the Author

**Sandeep Munjal** is a Director at the Vedatya Institute, Gurugram, in the National Capital Region (NCR Delhi).

**Sanjay Sharma** is currently Head of School, School of Culinary Excellence at the Vedatya Institute, Gurugram, India.



# LIFE AT VEDATYA

The students activities at Vedatya offer some of the most interesting, memorable and fun aspects of the student life. The co-curricular and extracurricular activities offer an opportunity for students to develop and augment their interests and passion. The institute believes that students learn much better through a multi-disciplinary approach and therefore learning can be imparted not merely through books but also through a host of extracurricular activities. Such activities provide a forum to discover and develop personal interests and are a core component of the student's life.

The diversity of activities at the institute is listed below.

## Student Activities

Student activities at Vedatya provide students an engaging and vibrant co-curricular experience. The activities provide students forums to discover and develop their talents. These activities are a part of the academic calendar at Vedatya. There are many ways for students to get involved at the campus and make a positive impact. The student activities offer opportunities for students to take the lead in organizing events and develop their leadership and teamwork skills. Some of these activities are as follows.

- » Cultural Festival
- » Chaupal- Conference with a difference
- » Orientation
- » Chaupal- Conference with a difference
- » Picnics
- » Rangoli / Flower Decoration / Sand Art / Wall Painting / Best out of waste/Website Designing Competition to name a few
- » Budding Chef Competition
- » Fresher's Party







## SPORTS

Sports serves as a medium for bringing students from all cohorts together and enjoy their favorite game. Sports competitions are an excellent way of preparing students for state or national level competition performance. The campus offers some of the best sports facilities with a full-fledged cricket pitch, football field, basket ball, lawn tennis and badminton courts. Some of the Indoor and outdoor sports competitions organised at the campus are as follows.

- » Vedatya Cricket Tournament
- » Korner Kick - Football Tournament
- » Chess Competition
- » Table Tennis Tournament
- » Lawn Tennis Tournament
- » Basketball Tournament
- » Badminton Tournament

## STUDENT CLUBS

At Vedatya we have a student council that manages all student related activities. There is a faculty member attached to the council to provide guidance and support. Students are encouraged to develop their leadership, interpersonal and networking skills through taking up management roles in various student led clubs. Following are some of the clubs that are being managed by the students and assisted by faculty.

- |                    |                       |
|--------------------|-----------------------|
| » Finance Club     | » Cultural Society    |
| » Marketing Club   | » Sports Society      |
| » HR Club          | » Hospitality Society |
| » Literary Society |                       |

## PROFESSIONAL COMPETITIONS

The different societies and clubs at Vedatya organise professional competitions for students to learn how to work as a team and develop leadership skills. The competitions help students apply what they learn in the classroom to challenging situations. Professional competitions are an innovative approach to education that combines excitement and fun to learning. Learning can therefore be imparted not merely through books but through a host of extracurricular activities that provide a forum to discover and develop talent. Some of the professional competitions organised at the campus are as follows.

- |                   |                   |
|-------------------|-------------------|
| » Ad-mad Show     | » I beg to differ |
| » Current Affairs | » Off the cuff    |
| » The InQuizitive | » Konquer         |



# ALUMNI SPEAK

These are the comments from the alumni of School of Hospitality and Tourism Management.

“The programme is designed and administered so seamlessly that I not only felt ‘the warm welcome’ but, my faculty and friends became a support system throughout my stay as well as a network for life. The programme offers a real platform for networking with existing Revenue Leaders in Indian market & OTA professionals, volunteering activities in HIFI & HICAP Conferences and also, about encouraging sustainable & responsible business. The practical skills backed by academic knowledge have given me the confidence to pursue a career in Revenue Management discipline. The programme has fulfilled all the requirements to become a successful Revenue Manager in dynamic & competitive market like India. PGPRM program was a truly stimulating experience, and a very worthwhile investment in terms of both personal and professional development”.

**Saurabh Jategaonkar (PGPRM, 2014)**

Assistant Revenue Manager Intercontinental Hotels Group

“It was a great experience studying at Vedatya Institute, Gurugram under the guidance of great faculty. PGPRM programme is a perfect mix of Revenue Management, E-Marketing, and Profit Management. The programme helped equipping me with the knowledge and skills required to excel in the revenue management, particularly analysis and research. Institute gave me the opportunity to attend events like Hotel Investment Forum and Revenue Management Roundtable Conference, where I got the opportunity meet Industry Leaders. The programme has helped me getting placed at one of the leading hotel chains of the world”.

**Arvind Kaushal, (PGPRM, 2014)**

Assistant Revenue Manager Intercontinental Hotels Group

I would like to express my immense gratitude towards the faculty at Vedatya who helped me stand out and meet the industry demand by applying logical thinking and beat my targets. It had been a great experience getting trained under such eminent professionals. Many thanks for providing your valuable time and knowledge which truly helped me embark on my journey in field of revenue management

**Kunal Jain (PGPRM, 2015)**

Associate Director of Revenue at InterContinental Hotels & Resorts

“Vedatya provided me the required knowledge and skills which helped me in refining myself and being eligible for this corporate world. Being associated with IHG it provides the best platform to groom oneself academically as well as personally. I owe my thanks to my teachers for bringing out the best in me”

**Jagdish Koti, (PGPRM, 2015)**

Revenue Manager, IHG



# INDUSTRY SPEAK

Vedatya - School of Hospitality and Tourism Management students have been well received by the industry. We see Vedatya as a very forward thinking, responsive & responsible partner. The commitment, dedication & enthusiasm displayed by the Vedatya Team is infectious. We at IHG look forward to continuing our great working relationship with them in the years ahead.

**Major Rajesh Chauhan**  
Director Human Resources, South West Asia IHG

We are extremely pleased with the quality of students at Vedatya. This is reflected in our very high selection rate of over 70% at your campus (i.e. 5 out of 7 students) vis- a-vis other Institutes where our ratio of selected students over applicants have varied between 8-15%. This speaks volumes about the education and exposure that Vedatya is providing to its students through the 4-year B.Sc. Hospitality programme. Looking forward to visiting your Institute again year after year!

**Zia Sheikh,**  
CEO, Svenska Design Hotels

It is indeed a pleasure to be associated with Vedatya as a mentor. Your Hospitality programme is really well structured to deliver quality managers to the industry.

**Kushagra Nagrath,**  
CEO, Alchemist Hotels & Resorts

The institute receives support from leading corporations in India and abroad such as Radisson Hotels and the Edwardian Group. In collaboration with these corporations, Vedatya is able to offer programmes of study which are vocationally relevant, academically challenging and prepare students for successful careers in industry. Strong emphasis is laid on overall personality development of the students by means of developing their language skills, business etiquettes, effective writing skills, and leadership ability. Vedatya has been able to provide internships to its Hospitality Management students with internationally reputed hotels.

**Arul Mani,**  
GM, Corporate Learning & Developement, IHCL

I am privileged to serve as a mentor to the students at Vedatya Institute. With thousands of multinational companies' right next door, Vedatya provides an ideal location for students of management and business. Students can take advantage of the intellectual depth of Vedatya's internationally educated faculty, experiential learning provided by industry internships, and develop leadership and social responsibility.

**Sanjeev Duggal**  
ITP Sales Director, GE

## INTERNSHIP & PLACEMENT HIGHLIGHTS

### Placement Highlights

We let our record of 10+ years speak for itself.

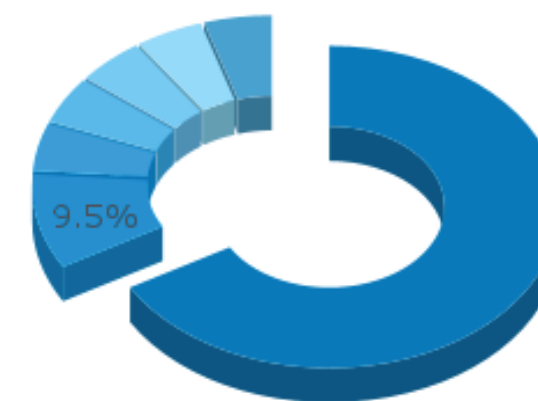
- » Placement across 6 leading brands including InterContinental Hotels Group (IHG), The Leela Hotels and Accor Hotels
- » 70% placement in InterContinental Hotels Group (IHG)
- » 90% of placements in revenue management roles
- » Placements across 13 different cities in India and abroad

Placements in 8 leading organizations including the Crowne Plaza, IHG, Holiday Inn, Leela Palaces and Accor Hotels



## Placement | Title Wise Record

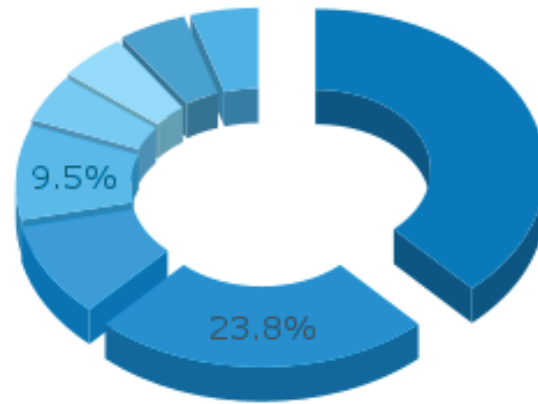
### Revenue Management



- Asst. Revenue Manager
- Revenue Analyst
- Corporate Revenue Executive
- Junior Business Analyst
- Cluster Revenue Executive
- Asst. Manager - Reservations
- Sales Manager

## Placement | Organization Wise Record

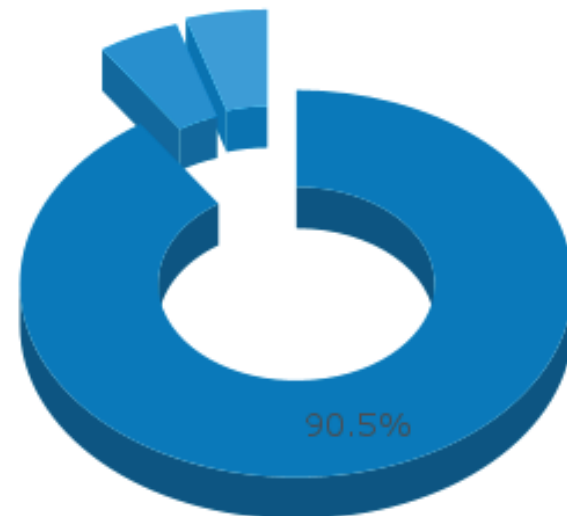
Revenue Management



- Crowne Plaza
- Holiday Inn
- InterContinental Hotels Group - Corporate Office
- 1589 Hotels & Resorts
- Vivid Horizon Hospitality
- Revnomix Solutions
- Leela Palaces, Hotels & Resorts
- Accor Hotels

## Placement | Department Wise Record

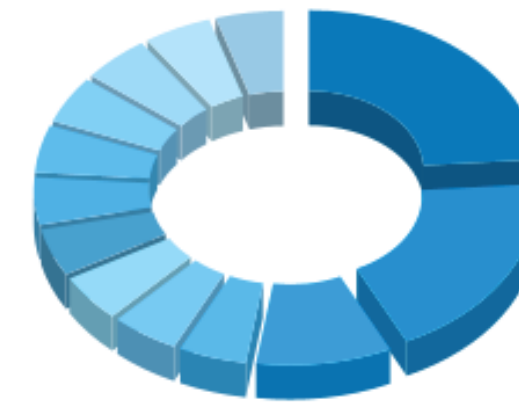
Revenue Management



- Revenue
- Sales & Marketing
- Front Office

## Placement | City Wise Record

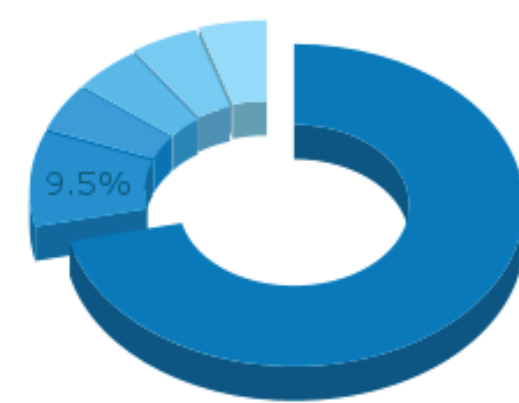
Revenue Management



- Gurugram
- New Delhi
- Jaipur
- Pune
- Mumbai
- Kolkata
- Kochi
- Greater Noida
- Dubai
- Chennai
- Bengaluru
- Amritsar
- Ahmedabad

## Placement | Brand Wise Record

Revenue Management



- InterContinental Hotels Group (IHG)
- 1589 Hotels & Resorts
- Vivid Horizon Hospitality
- Revnomix Solutions
- Leela Palaces, Hotels & Resorts
- Accor Hotels



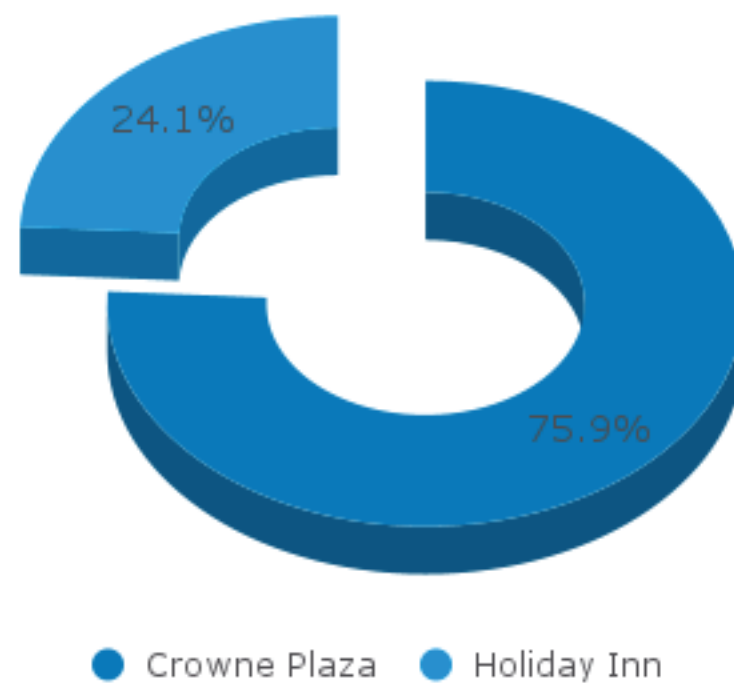
### Internship Highlights

We let our record of 10+ years speak for itself.

- » Over 75% of internships in the revenue department in a 5-star hotel, Crowne Plaza
- » Internship opportunities across 7 cities for the students

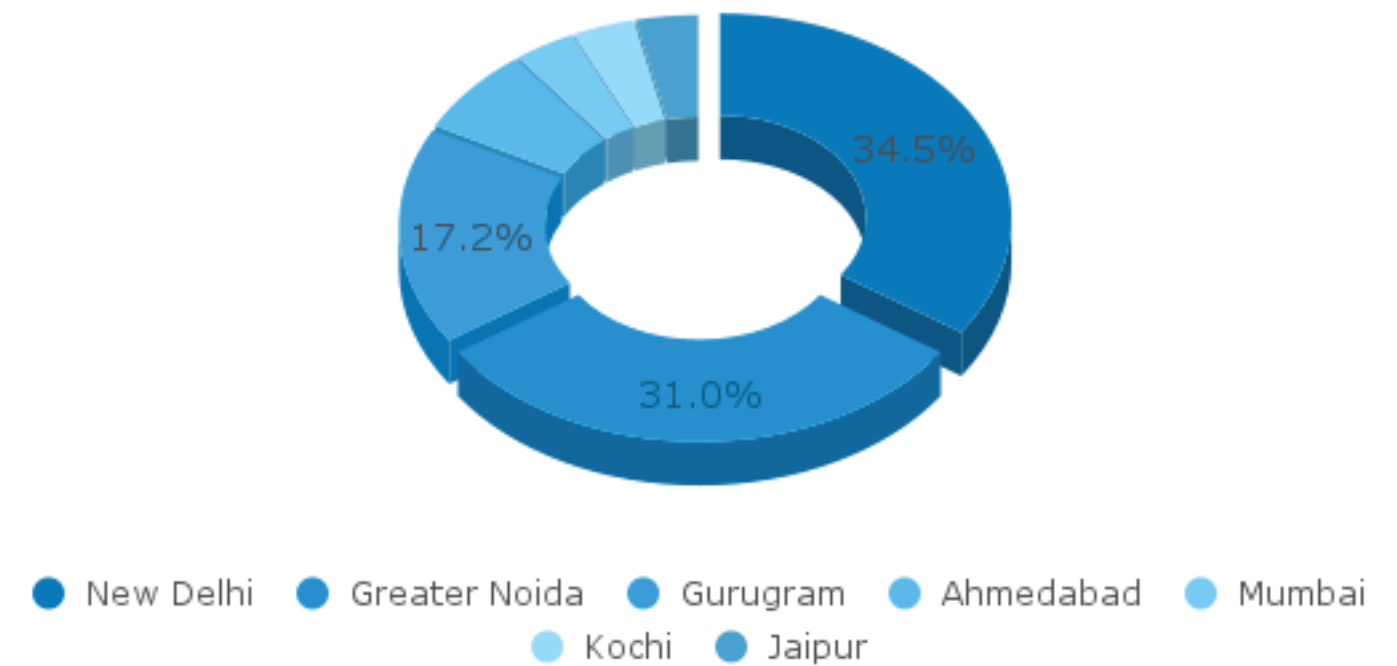
### Internship | Organization Wise Record

#### Revenue Management



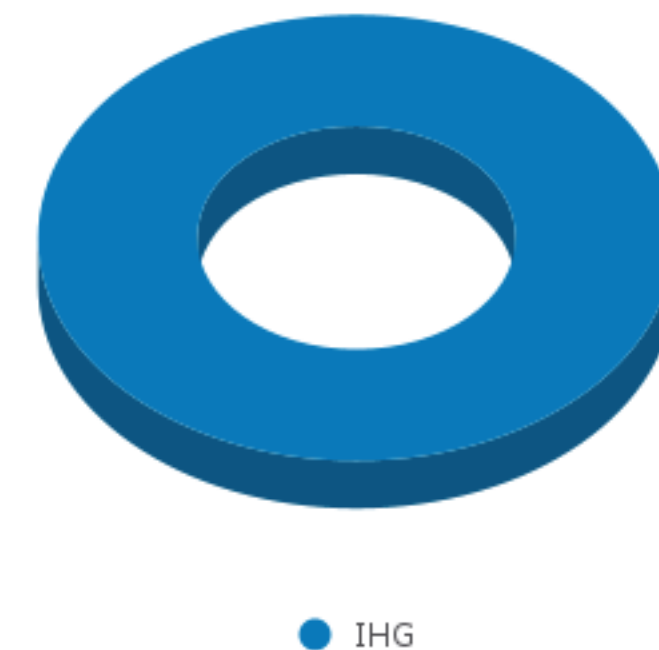
### Internship | City Wise Record

#### Revenue Management



### Internship | Brand Wise Record

#### Revenue Management



# FACULTY PROFILE

Vedatya has extremely talented pool of faculty members and it is one the strongest asset for the institute. They have brought rich experience of research, industry and teaching to offer these to our present and future students.

## MUNJAL, SANDEEP Director

*Masters in Business, Temple University, USA  
BSc(Hospitality), Widener University, USA  
Diploma (Hospitality) (Gold Medalist), IHM, Aurangabad  
Certificate of Teaching in Higher Education,  
Oxford Brookes University*



Professor Munjal brings in a diverse experience of over 23 years in both industry and academia. During his early career he worked in management positions in the hospitality and retail sectors both in India and internationally. Taj Group of Hotels, Aramark Corporation (USA) and Compass Group are some of the prominent companies he has worked for at various management positions. In academics, his strengths lie in the domain of 'Strategic Management', 'Operations Management' and 'Sustainable Tourism'. He is an active researcher who has published widely in international and domestic journals of repute in the areas aligned with his teaching interests. He has been associated with Vedatya Institute for over nine years and has provided leadership to its Hospitality School prior to being elevated to his current role.

## SINGH, ANJANA Head of School, School of Hospitality and Tourism Management (SHTM)

*Ph.D from IGNOU  
MSc (Hospitality Administration), IHM Pusa, Delhi  
Post Graduate Diploma in Training and Development, ISTD, New Delhi  
BA, Delhi University  
Diploma in Hotel Management, IHM, Mumbai*



Dr. Anjana Singh has over 15 years of cumulative experience in the hospitality industry and academia, with almost 12 years in academia and 3 years in hotel operations. She has co-authored more than 15 research papers that have been published in national and international journals and presented several papers in conferences including the ones at IIT-Delhi; IMT Gaziabad; Services Conference by the Pennsylvania State Univ and Virginia Tech University (USA). She has held various operations and decision making positions with some of the major players of the hospitality industry - Taj Groups of Hotels, Hyatt Regency, and The Imperial, New Delhi, India. She holds an All India First Position in Annual examination for M.Sc. Hospitality Administration and has also been awarded a Gold Medal and Certificate of Excellence from Ministry of Tourism.

## TIWARI, SHWETA Assistant Dean

*Ph.D from Mohanlal Sukhadia University, Udaipur,  
MBA from Bhilai Institute of Technology From Chhatisgarh  
B.Sc Mathematics from Pt. Ravi Shankar Shukla University, Raipur*



A passionate teacher to the core she has spent over 7 years in Management education. Dr. Tiwari's area of interest includes Human Resource Management, Organizational Behavior, Training and Organizational Development, Manpower Planning & Performance Appraisal etc. Her research area includes "Human Resource Planning at Dairy sector in Rajasthan".

## BHUSHAN, SUDHANSHU Professor

*Ph.D (Boston University, USA),  
Certificate of Teaching Higher Education (CTHE), (Oxford Brooks University, U.K.)*



Dr. Bhushan has extensive teaching and corporate experience in US, Europe and Asia. In India, he was an Economist with FICCI. Prior to joining Vedatya, Dr. Bhushan was Associate Dean at G.D. Goenka World Institute and facilitated collaboration between Lancaster University and GD Goenka. Prior to that, he was Founder Director of JK Padampat Singhania Institute of Management and Technology, Gurugram. A gold medalist in management education, he is a guest faculty at many International Business schools in US and Europe.

## JAYKUMAR, PRASHANTI Assistant Professor

*Diploma In Hotel Management from Institute of Hotel Management (IHM), Mumbai)*



Prashanti Jaykumar has over 6 years of experience working in 5 star hotels. She started her career as an Asst. Housekeeper in Hotel The Taj Mahal, Mumbai after passing out from Institute of Hotel Management (IHM). During her tenure with The Taj hotel, she was deputed as Housekeeper-in-charge of Hotel Taj, Aurangabad, where she was not only responsible for the Housekeeping Dept. of the hotel, she was also in charge of in-house training for the students of IHM, Aurangabad (The Taj Group of Hotels) - both theoretical as well as practical.

Prashanti has also worked in the capacity of Executive Housekeeper in Hotel Fortune Landmark, Indore. She was a member of the core team of the hotel which planned, worked towards and successfully attained 5 star classification for the above mentioned Hotel. It was under her leadership and guidance that the hotel started operating an in-house laundry.

Training her departmental staff as well as college student trainees was one of her core responsibilities. Prashanti also held the position of Reader and HOD, Housekeeping Dept. in Mashal College of Hotel Management, IPS Academy, Indore. Here she brought in the much required discipline and correct attitude towards service within the students.

She was responsible for Accommodation Operations, Accommodation Management (both Theory and Practicals) and Development of Soft Skills and Spoken English. Prashanti passed out as one of the toppers from IHM, Mumbai, coming 2nd in the college and 7th in All India Level.



**KAPOOR, RASHMEET**  
**Assistant Professor**

*Pursuing Masters in Travel & Tourism Management from IGNOU*  
*Post Graduation Diploma in Business Administration From*  
*Symbiosis University, Pune*  
*BA Honours, English from Delhi University*



Ms. Rashmeet Kapoor has over 9 Years of Experience working in Hospitality Industry with an expertise in Front Office Operations. She started her career with The Imperial, New Delhi and thereafter moved on to Taj Group of Hotels where she held various operational and decision making positions.

Her last tenure was with The Leela Group of Hotels as an Assistant Front Office Manager.

She has been responsible for training of new team members, continuous monitoring of budgets & projections, analysis of the guest complaints for improvement and strategically control of inventory and price to maximize Revenue per available room (REVPAR).

Rashmeet is also a Certified Trainer from the Tag & Leela group of hotels and certified in Situational Leadership from Blanchard International. She has been awarded as a Role Model for 2 Quarters in Taj Mahal Hotel, New Delhi and Shining Gem of the 1st Quarter, Executive Level (pre-opening team) at The Leela Kempinski Hotels & Residences, Gurgaon.

**LUTHRA, SUGANDHI**  
**Adjunct Professor**

*B.A Communication Design, Pearl Academy of Fashion validated*  
*by Nottingham Trent University*  
*B.A (Eng), Delhi University*

*Post Grad Diploma: Retail Management, Symbiosis University*  
*Digital Marketing Delhi School of Internet Marketing, (DSIM)*



A communication designer by profession, Sugandhi is a spiritual, keen learner with a zeal for remarkable design & philosophy. A passionate person, Sugandhi loves to put life to concepts with powerful communication, strategy, and detail. With 12 years of experience, Sugandhi's expertise includes

Brand communication, Client service & relationships, Leading Event & management, Social Media marketing, innovating new ways of creating worthwhile marketing tactics that can be useful and effective.

**DAS, NITIKA**  
**Visiting Faculty**

*MBA, IIM Kozhikode*  
*Diploma in Digital Marketing, NIIT*  
*B.Com, Delhi University*



Nitika has an overall experience of over 12 years in the industry with organizations like Barclays, HP, SP Jain and American Express. In her previous assignment with Barclays as Service Manager – Retail Liabilities, she headed the customer service and complaints for the Delhi

region and managed the prestige customer base for Barclays, Delhi. She has also worked with HP in Malaysia and SP Jain in Singapore as Account Manager and Business Development Manager respectively. She has been associated with the institute for the last 3 years, heading the marketing and communications function.

**KULAR, NAVDEEP KAUR**  
**Visiting Faculty**

*MBA, Punjab Agricultural University, Ludhiana (Gold Medalist)*  
*B.E. (Electrical), Panjab University, Chandigarh (Silver Medalist)*  
*UGC - NET qualified*  
*SLET Panjab University (Master's Level) (Accredited by UGC)*  
*qualified*



Navdeep Kaur Kular has an impeccable academic record. She started her career in a wealth management firm and moved to teaching after qualifying the UGC-NET exam. She has been associated with Vedatya since 2004 and has taught a vast array of subjects.

Her strong background in quantitative analysis and keen interest in current business developments round the globe brings in high quality insights to the classroom.

**KAPUR, AMIT**  
**Managing Promoter and Visiting Faculty**

*PMBA (Entrepreneurial Studies), Wharton School of Business, USA*  
*MS (Electronics Engg.), University of Southern California, USA*  
*BS (Electronics Engg.), Arizona State University, USA*



Amit Kapur has complemented his electronics engineering background with a business focused work experience. As a member of Intel's first 64-bit microprocessor team in California, Amit was part of a team that established Intel's next generation microprocessor architecture

as an industry standard. After this engineering experience, he transitioned to a marketing and business development role at another semiconductor company called Integrated Circuit Systems (ICS) in California, USA, where he increased the business unit's revenue from \$100,000/year to \$8 million/year.

Amit also worked at a venture capital firm based out of Philadelphia, USA, where he advised the principal investor on investment strategies for Information Technology start-ups.

Since moving back to India in late 2006, Amit is helping drive the business development activity of the Umak Group in the hospitality and education sectors. This includes formulation of a business growth strategy and implementation of this strategy through both Greenfield and Acquisition modes, driving fund raising activity in both debt and equity forms, and corporate restructuring of the holding company after factoring the growth plans, tax optimization goals, and statutory compliances.

Amit is very committed to the concept of providing not just good quality education, but relevant skills that are immensely helpful for success in the real world.







# vedatya INSTITUTE

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