

**FACULTY  
OF  
HOTEL & TOURISM MANAGEMENT**

**Curriculum and Syllabus  
for  
Master of Hotel Management  
(MHM)  
2021**



## SEMESTER – I

### **Application of Food and Beverage Service**

*Classification of Beverages*-Non-alcoholic-Alcoholic; *Tea*-Origin-Manufacture-Types-Brands; *Coffee*-Origin Manufacture-Types-Brands; *Cocoa and malted products*-Manufacture-Types; *Cheese*-Types-Names-Service of cheese; *Gueridon service*-History-General consideration-Advantages-Dis-advantages-Types of trolleys-Gueridon equipments; *Dishes of gueridon service*-Crepe suzette-Banana au rum-Cyclic *Function Catering/Banquet*-Types-Banquet sales-Booking procedure-Banquet protocol; *Space area requirements*-Calculating space-Making duty roaster-Calculation for staff requirement-*Buffet*-Factors to plan buffet-Sequence of menu-Types of buffet;

*Practical*-Different types of beverages-Service of non alcoholic beverages-Service of tea-Service of coffee-Making and service of malted beverages-Making menu course wise-Different banquets setups-Calculation of space-Set up of different styles of buffet-Procedure of sales department-Service of cheese-Live gueridon trolley service-Making dishes on gueridon

**SUGGESTED BOOKS:** Food & Beverage service – Denis Lillicrap, Larousse Gastronomy

### **Application of Front Office**

Introduction to tariff structure-Definition of room tariff-Types of tariff : Rack rate, BAR, Membership rate, Crib rate, Crew rate-Package rate, Volume rate; Basis of charging: 12 noon, 24 hours, day use-Plans : EP, CP, BP, MAP, AP; Bell desk activities-Luggage handling: Upbell and downbell, Left luggage-Mail handling Message handling Wakeup call Room change-Front office coordination with other departments-HK, HR, F&B, Maintenance-Guest services-Guest complaint handling-Guest history-Introduction to CRM-Computer application-IDS, Opera

**SUGGESTED BOOKS:** Front Desk Representation, Check in Check Out Garry K Vallen

### **Application of Accommodation**

Supervision in the housekeeping department-Role of a supervisor in various areas of housekeeping department-Prime responsibilities of a supervisor-Guest Room Inspection; Detailed Guest Room Inspection-Guest room inspection-Inspection Checklists maintained-Inspection of VIP rooms and amenities-Special attention to neglected areas-Guest floor rules and reportable; Guest Complaints-How to deal with guest complaints and extra ordinary situation-Types of Guest complaints and their effects on our direct customers-How to record and do the documentation of guest complaints to avoid repetition in future-Role of a manager in handling guest complaints; Interdepartmental Relationships-Records and formats shared with Front Office department on a daily basis-Hk serves as ears and eyes for maintenance department-Coordination with security department in terms of lost and found, security night report follow up's, façade glass cleaning-Indenting and Requisitions with the help of stores and purchase department-Coordination to be maintained for approvals of yearly budgets and purchasing of new assets-How to conduct recruitment process in the department; - Cleaning of Guest Rooms-Cleaning Equipment-Manual and Automated-Types of Vacuum Cleaners-Purpose of general equipment like caddy kit's, mop's and dusters-Cleaning Agents-Diversey chemicals used in hotels (R Series)-How to start routine tasks on a guest floor-How to write logbook handovers at the end of a shift; Cleaning of Public Areas in the hotel-Parts of a public area-coffee shop, lobby, gym, bar, poolside etc and sequence of cleaning as per the time limit-Frequency of Cleaning-Design features that simplify cleaning-Maintenance job orders in public area-Briefings and reports to be generated for public area handlers-Spring Cleaning Tasks-High level area cleaning and precautionary measures to be taken; -Key Control-Types of keys-Procedure to change keys and locks-Electronic Locks and smart card-Contract Services in a hotel; Meaning of

contract services in a hotel-Types of contract services-Advantages and Disadvantages of contract staff members-Well known outsourced companies involved in operational departments of the hotel: laundry, flower room, kitchen stewarding, maintenance etc; Turndown Service-Procedures of turndown service in a 5 star hotel-Essentials required for undertaking turndown service in guest rooms-Standard phrases to be used for turndown service in guest rooms-Turndown Desserts-Importance of giving turndown service-Records and checklists to be maintained by evening shift employees and their supervisor's; Types of Beds-Classification of Beds-Special beds used by hotels-Cleaning of beds on a regular basis-Bed Comforter or Mattress topper; Mattresses-Costs involved-Classification of mattresses-Brands of mattresses used by well known chains of hotel; Minibar Management-Parts of a minibar-Minibar handling procedures-Opening and closing stock sheets to be maintained-Inventory and Stocktaking procedures-Role of a minibar in charge-How to convey minibar consumptions at the time of guest departure-Pilferages and mishandlings of minibar-stoc-12.8 Refilling of minibar in presence of the guest.

**SUGGESTED BOOKS:** Hotel Housekeeping – G. Raghubalan, Smritee Raghubalan, H H A Branson and lennox

Sem/Year	MHM 1 <sup>ST</sup> SEMESTER	
Subject	FRENCH – I	
Course Objective	The student will learn –	
UNIT	TOPICS TO BE COVERED	HOURS ALLOTTED
1	Pronunciation - The Alphabet - The Accents; ‘Formules de politesse’; The numbers: Cardinal –Ordinal; Time (only 24 hr clock); Weights & Measures; The subjective pronouns; Auxiliary verbs : etre and avoir Self introduction; presenting and introducing other person; Name of vegetables and fruits; Conjugation of first group of verbs; Days of the week; Months of the year; Date; The definite and indefinite articles	06
2	Name of the Countries and their Nationalities; Conjugation of second group of verbs;  Vocabulary describing family; Describe your family; Name of dairy products and Cereals; Negation; Conjugation of irregular verbs : venir, aller; Demonstrative Adjectives	04
3	Adjectives of place ,preposition of place, Describing a place(your city/tourist place)	10
4	<b>Vocabulary</b> , Describing family; Describe your family, Name of dairy products and cereals; Negation; Conjugation of irregular verbs; venir, aller, Demonstrative Adjectives.	10
	<b><u>SUGGESTED BOOKS FOR READING:</u></b> <ul style="list-style-type: none"> <li>• Larousse compact Dictionary: French-English/ English-French</li> <li>• Conjugaison – Le Robert &amp; Nathan</li> <li>• Larousse French Grammar</li> <li>• Grammaire Collection “Le Nouvel Entraînez vous” level debutant</li> <li>• Parlez à l’hotel by A. Talukdar</li> <li>• A Votre Service 1</li> <li>• French for Hotel and Tourism Industry by S.Bhattacharya</li> <li>• Jumelage 1 by Manjiri Khandekar and Roopa Luktuke</li> <li>• Basic French Course for The Hotel Industry by Catherine Lobo &amp; Sonali Jadhav</li> </ul>	

# Professional Ethics & Human Value

## Unit-1

### Human rights and values

Autonomy: consent process: write to withdraw: confidentiality

Difference between empathy and sympathy: Empathetic behavior: Empathy in Hospitality

Empathy in workplace: Meaning and value of empathy

## Unit-2

### Applied ethics

Introduction: Define ethics: ethics after World War 2: ethics related to religion and culture

Importance of Respect for others in Hospitality: Respect for employees in Hotel

Equality and justice: Behavior with concerned, respect, compassionate and kindness.

Treat others with dignity and respect.

## Unit-3

### Process for value education

Need, Guidelines, Content and Process for value educator.

Happiness and prosperity: understanding and living in harmony.

Importance of kindness in hospitality: Effective Guest Communication

Dealing with vendors and other staff members in hotel. : Values in human relationship

Adjusting and compromising with colleagues

## Unit-4

### Environment ethics

Conversation ethics: libertarian ethics: Disaster ethics: animal ethics.

Safeguard the natural environment: Achieving sound, continuous and sustainable economic in hospitality:

Safeguard present and future generations: Understanding harmony of nature in hospitality.

Recyclability and self-regulation in nature.

## SEMESTER – II

### **Beverage and Bar Operation**

ALCOHOLIC BEVERAGES-Introduction to alcoholic beverages-Classification of alcoholic beverages-Methods of preparing alcoholic beverages; Beer-Introduction to beer; Still methods-pot still-patent still-Proofing methods-Gaylussac-English-American-Whisky-Introduction to whisky; Rum-Introduction to rum- Making process of rum-Different types of rum-Brand names of rum; Gin-Introduction to Gin-Manufacturing process of gin-Different types of gin i.e. London dry, sloe, dutch gin-Brand names of gin according to country of origin-Vodka-Introduction to Vodka-Manufacturing process of vodka-Variants in vodka-Brand names of vodka according to country of origin; Tequila-Introduction to Tequila-Manufacturing process of Tequila-Types of tequila-Brand names of Tequila according to country of origin; Brandy-Introduction to Brandy-Manufacturing process of Brandy-Cognac and Armagnac Manufacturing process-Differences between cognac and Armagnac-Brand names-Wine-Introduction, definition, history to Wine-Factors effecting the quality of wine; Grape varieties with their pronunciation and characteristics; Wine classification; Wine producing countries: France-Regions of france; Germany-Regions of Germany; Italy-Regions of Italy; Wines from portugal, Spain-Introduction to Portugal wine-Different types of port-Introduction to Madeira-Different styles of Madeira-Spanish wines-Brand names-Introduction to new world wines-Argentina, Australia, Austria, California, Chile-Food and wine harmony-Menu planning with wine suggestion-Introduction to bar

Practical-Order taking for beverages-Service of beverages to customer according to type-Taking order of beer-Presenting beer to customer-Service style of beer-Service of whisky-Service of rum-Service of gin-Service of vodka-Service of Taquila-Service of Brandy-Ppt on wine-Ppt on grape varities-Presenting wine-Cork opening-Preparing menus-Planning wines with food-Planning the bar operations.

**BOOKS RECOMMENDED:** Food & Beverage service-Denis Lillicrap, Food & Beverage Service-Vijay Dhawan, Food & beverage Service-S.N Bagchi, Food & Beverage Service-Sudhir Andrews

### **Operations in Front Office & Accommodation**

Front office accounting-Accounts-Guest account, non guest account-Folios: Guest, master, semi-permanent, employee folio-Vouchers-POS-Ledger: guest, city-Charge privilege-Credit monitoring-Tracking transactions: cash payment, charge purchase, account correction, allowance transfer advance-Internal control-Check out procedures-Check out process-Express check out-Self check out-Late check out-Guest history maintenance; Cash Handling-Methods of account settlement-Credit/Debit card-Direct billing-Cash-Account collection-Account Ageing-Steps to handle foreign currencies; Night Auditing-Role of auditor-Cross referencing-Account integrity-Credit monitoring-Front office audit process-Complete outstanding posting-Reconcile room status discrepancies-Verify room rates-Balance all departmental accounts-Verify no show reservations-Post room rates and taxes-Prepare reports-Prepare cash receipts for deposits-Clear or backup the system-Distribute reports; Guest safety and Security-developing security program-Basic emergency procedure: Theft, Death, Fire, accident, sickness, bomb threat, vandalism etc.

Laundry Operations-Meaning of Laundry-Types of Laundry-On Premises and Outsourced-Flow Process of Laundry-On Premises Laundry-Wash Cycle-Stages-Laundry Equipments and Machinery: As per the size of the laundry, Major brands supplying laundry equipments, Costs involved Energy consumption per day and laundry cost control-Layout of the Laundry-Laundry Agents and Chemicals used: Care and composition of the chemicals-dilution ratios, MSDS-Importance and Records, Laundry Revenues and Budgeting-Laundry billing and postings-Dry Cleaning-Chemicals used-Service-Guest Laundry Procedures-Records maintained; Pest Control-Meaning of Pest Control-Significance in hotels-Types of Pest and favorable conditions for their breeding-Common Pests and their controlling measures-MSDS of spraying chemicals-Pest Control Checklists, records and trend analysis reports-How to address pest complaints directly from guests; Flower Management and Indoor Plants-Styles of flower arrangements-Principles of design applied

to flower arrangement-Flowers used in hotel industry: Availability as per seasons, Exotic Flowers, Flowers with religious aspect-for e.g.: Carnations are considered as funeral flowers. Foliage and Fillers used in flower set up's. How a flower team operates in the hotel-Indoor and Outdoor plants used in hotels-Equipments and tools-Cost Management (Derivation of cost from other depts.) and Annual Budgets-flowers and plants-Major Outsourced companies catering to hotel industry-Latest Trends in the hospitality industry.eg: miniature plants-WOW factor created for guests with flowers; Stain Removal. Procedures and Uniform Room-Stain removal techniques followed in laundry-MSDS for all the agents-PPE (Personal Protective Equipments to be used)-Budgets and costs involved in the uniform rooms as per size of hotel-Advantage of providing staff uniforms. Established designers for leading hospitality brands-Care and Maintenance of uniforms-Criterion for selection of materials and designs. Issuing procedures for new uniforms-Records and Formats. Uniform Tagging and Arrangements; PAR STOCKS-Introduction and planning of a uniform room-Layout and Activities-Activities of Tailor room-repair and maintenance bins-Linen and Linen Room-Meaning and Introduction-Linen items used in hotels-bed sheets, duvet covers towels, bathrobes, pillow protectors, mattress protectors, Fib linen, SPA and POOL Linen, Cloth liners-Par Stock levels to maintain as per the size, location and clientele of the hotel. (CALCULATION WITH FORMULA)-World renowned luxury brands of linen and napery-How to check whiteness of the linen-measuring units-Tensile strength of linen and no. of washes (LINEN LIFE SPAN)-Selection criterion for linen and fabrics-Discard Management and recycling-necessary approvals to be taken, stamping of linen-Linen Inventory-Formats and Closing Balances per month. (BUDGET), Linen Exchange Procedures. PPE-Layout of linen room-Planning a linen room-Storage of linen and uniforms-Linen Records; Care, Composition and Cleaning of different surfaces-Marbles: Types and different colors available. Cleaning Procedures and chemicals used. Gloss meter and its standards for luxury hotels, Origins-Metals-Protective finishes on metals, commonly used metals and alloys-Floor Finishes: Classification of glasses, Cleaning Procedures-flat glass, hollow glass articles, and chandeliers. Polishing Procedures for glassware-Leather-Wood: Classification of Woods, Protective Treatments for Wood, Maintenance of Wood-Wall Finishes: Ceramics, Common Types and Cleaning Procedures-Service standards for cleaning a guest room-Entering Procedures in a guest room-SOFT SKILLS and ETIQUETTES-Cleaning of Occupied Rooms—a chance to dazzle and delight the guests-Cleaning of Departure room-Servicing of a Vacant Clean Room-Chemicals used for cleaning the rooms-Cleaning Equipment-Manual and Automated-Cleaning Agents: Characteristics of good cleaning agents, Application of Cleaning Agents. Types of Agents-Use, Care and storage; Supervising a Guest Room-Meaning of supervising a Guest Room-Procedure of checking a Departure, Vacant, Arrival, Single Lady, Long Slayer's Room-Importance of a supervisor-Role and Responsibilities of a supervisor-Inspection of VIP Rooms and Amenities-Special Attention to neglected areas-Standard Levels of Lighting and Temperature in guest rooms-Guest Floor Rules and Reportable-Guest Complaints: Types of Guest Complaints, How to Deal with Guest Complaint, Service Recovery methods-Difference between guest supplies and amenities with elaborate examples-Laundry Operations-Pest Control-Flower Management and Indoor Plants-Stain Removal Procedures and Uniform Room-Linen and Linen Room-Care, Composition and Cleaning of different surfaces-Functioning of Housekeeping Control Desk-Guest Floor Operations-Service standards for cleaning a guest room-Supervising a Guest Room-Classification of Guest Rooms and Principles of Design-Contract Services in a hotel and Key Control Duration

**SUGGESTED BOOKS RECOMMENDED:** Hotel Housekeeping-G. Raghubalan, Smritee Raghubalan

Sem/Year	2nd Semester	
Subject	OPERATIONS IN FOOD PRODUCTION	
Course Objective	To make students understand professional kitchen, hierarchy, kitchen department layout, duties & responsibilities of kitchen staff members while understanding kitchen basic operations such as cuts of vegetables, methods of cooking etc and be able to perform tasks of stock, soup and sauce preparations. Learn the basics of Bakery, its equipment, ingredients and making of basic breads and cakes.	
UNIT	TOPICS TO BE COVERED	HOURS ALLOTTED
1	<b>PROFESSIONAL KITCHEN &amp; COOKING:</b> <ul style="list-style-type: none"> <li>• Introduction, Definition, and its importance</li> <li>• Hierarchy of Kitchen Department, Classical Kitchen Brigade, Duties &amp; Responsibilities of various positions</li> <li>• Personal Hygiene, Uniform &amp; Protective clothing.</li> <li>• Kitchen Equipment, Classification, Description, Handling &amp; Upkeep. Kitchen Tools, Knives, Their Usage, Care &amp; Maintenance, Workstations, Safety Procedures.</li> <li>• Kitchen Layouts (Basic, Bulk, Larder and Show Kitchens)</li> </ul>	15
2	<b>STOCKS, SAUCES, SOUPS &amp; CUTS OF VEGETABLE</b> <ul style="list-style-type: none"> <li>• Cuts of Vegetables, Effect of Heat on vegetables, Pigment and Colour Changes, nutritional and hygiene aspects, Herbs &amp; Spices, Cereals and Pulses.</li> <li>• Sauces: Introduction, Classification, Usage, Thickening Agents, Preparation of Mother Sauces, Understanding their derivatives, propriety sauces, texture of good sauce, emerging trends,</li> <li>• Soups: Introduction, Classification, Preparation, Care and precautions, trends in soup presentation.</li> <li>• Stocks: Introduction, Classification, Usage, Preparation &amp; Storage.</li> </ul>	15
3	<b>MASALAS, PASTES AND GRAVIES IN INDIAN COOKING</b> <ul style="list-style-type: none"> <li>• Introduction of spices blends, Concept of Dry and Wet Masalas, Pastes used in Indian Cooking, Basic Indian Gravies &amp; Curries</li> <li>• Commodities and their usage in Indian Kitchens, Souring, Colouring, Thickening, Tenderizer, Flavouring and Aromatic Agents used in Indian Kitchens.</li> <li>• Indian Breads, Rice Preparation &amp; Snacks</li> <li>• Indians Sweets, Introduction, Geographical Perspectives, Historical Background, Key Ingredients, Seasonal Sweets, Special Equipments, Specialities during Festivals.</li> </ul>	15
4	<b>INDIAN COMMUNITIES</b> <ul style="list-style-type: none"> <li>• Community Foods of the following states: Cuisines of Kashmir, Himachal, Uttarakhand, Punjab, Haryana, Delhi, Rajasthan, Maharashtra &amp; Gujarat, Andhra Pradesh, Karnataka, Tamil Nadu, Goa &amp; Kerala, Madhya Pradesh, Lucknow, Bengal &amp; Odisha</li> <li>• Food of India &amp; Indian Communities: Jain Food, Bohri, Parsi Food, Chettinad, Malabari Christian, Home Style Cooking: Tandoori Foods, Dum Style Cooking, North Eastern Indian Foods,</li> </ul>	15

	<p><b><u>PRACTICAL: FOOD PRODUCTION</u></b></p> <ul style="list-style-type: none"> <li>• Understanding Personal Hygiene &amp; Kitchen Hygiene</li> <li>• Grooming for Professional Kitchen – Do’s &amp; Don’ts</li> <li>• Understanding kitchen Layouts.</li> <li>• Familiarization with kitchen equipment and tools</li> <li>• Identification of larder equipment. Larder hygiene standards</li> <li>• Familiarization, identification of commonly used ingredients in kitchen.</li> <li>• Preparation of Menu <ul style="list-style-type: none"> <li>• Egg preparation- minimum 5 preparation</li> <li>• Vegetables-classification, cuts</li> <li>• Basic stock preparation.</li> <li>• Basic mother sauces preparations</li> <li>• Simple salad and soup preparation- Min 5 each</li> <li>• Simple potato preparations-Min 5 types</li> <li>• Continental Vegetable Preparation- Min 5 types</li> <li>• Simple Main Course vegetarian or non-vegetarian-min 5 types</li> </ul> </li> <li>• Understanding Indian Cooking and Preparation of simple popular foods of India (At least one simple three course menu from each region of India , North, East, South, east and Central India its salient features and cooking).</li> </ul> <p>Understanding Preparations of Masalas, Pastes and Gravies in Indian Kitchen.</p> <ul style="list-style-type: none"> <li>• Basic Bread preparation- Min 5 types</li> <li>• Basic Cake sponges &amp; variations of cake preparation –Min 5 types</li> <li>• Basic desserts preparation- Min 5 types (cold sweet, hot sweet)</li> </ul>	<p style="text-align: right;">40</p> <p style="text-align: right;">20</p>
	<p><b><u>SUGGESTED BOOKS FOR READING:</u></b></p> <ul style="list-style-type: none"> <li>• Food Production Operations: Parvinder S Bali, Oxford University Press</li> <li>• Larder Chef By M J Leto &amp; W K H Bode Publisher: Butterworth-Heinemann</li> <li>• Modern Cookery (Vol- I) By Philip E. Thangam, Publisher: Orient Longman</li> <li>• Practical Cookery By Kinton &amp; Cessarani</li> <li>• Practical Professional Cookery By Kauffman &amp; Cracknel</li> <li>• Professional Cooking by Wayne Gislen, Publisher Le Cordon Bleu</li> <li>• Purchasing Selection and Procurement for the Hospitality Industry By Andrew Hale Feinstein and John M. Stefanelli</li> <li>• The Professional Chef: Le Rol A. Pilsom</li> <li>• Theory of Catering By Kinton &amp; Cessarani</li> <li>• Theory of Cookery By K Arora, Publisher: Frank Brothers</li> </ul>	

## **Hospitality Marketing**

Introduction to Marketing, Needs, Wants and Demands; Products and Services; Markets; Marketing; The Production Concept, The Product Concept, The Selling Concept, The Marketing Concept, The Societal Marketing Concept; The Marketing Process, Service Characteristic of Hospitality and Tourism Business.

Marketing Environment, Consumer Markets and Consumer Buyer Behavior. Micro and Macro Environment, Characteristics, Factors Affecting Consumer Behaviour, Buying Decision Behaviour, The Buyer Decision Process.

Distribution Channels, Product Pricing and Services Strategy, Nature and Importance of Distribution System, Marketing Intermediaries, What is Product, Product Classification, Individual Product Decisions, Product Life Cycle, Approaches to hospitality service pricing.

Public Relations, Sales Promotions and Integrated Marketing Communication, The Marketing Communications Mix, The Changing Face of Marketing Communications, Integrated Marketing Communications, Socially Responsible Marketing Communication, Advertising, Sales Promotion, Public Relations, The Public Relation Process, Personnel Selling, Direct Marketing, Technology and its applications in Marketing.

## **RESEARCH METHODOLOGY**

### **UNIT- I**

Business Research–Meaning, types, managerial value of business research; theory and research–components, concept, constructs, definition variables, proposition and hypothesis, deductive and inductive theory; nature and process and importance of problem definition, purpose and types of research proposal, ingredients of research proposal

### **UNIT-II**

Research Design–Meaning, classification and elements of research design, methods and categories of exploratory research, basic issues in experimental design, classification of experimental design; concept and their measurement, measurement scales

### **UNIT-III**

Sample design and sampling procedure, determination of sample size, research methods of collecting primary data, issues in construction of questionnaire

### **UNIT-IV**

Stages of data analysis, nature and types of descriptive analysis, univariate and bivariate tests of statistical significance, meaning and types of research report, ingredients of research report

## **SUGGESTED READINGS:**

1. Shekharan Uma, Business Research Methods, John Wiley Publications
2. Zikmund, Business Research Methods, Cengage Publications
3. Cooper, Business Research Methods, Tata McGraw Hill

## SEMESTER – III

### Management in Food and Beverage

Theory-Purchasing Management-S.P.S-Selection of supplier-Methods of purchasing-Flow chart of purchasing system-Receiving Management-Receiving department job-Documentation and formats-Points to kept in mind while receiving food and beverages-Documents by supplier; Storing Management-Layout of store-Methods of storing-F.I.F.O method-Bin card-Meat tag; Issuing Management-Methods of issuing-Specific timings for departments store-Entries in system; Inventory Management-Purpose of inventory-Types of inventory-Formats; Costing-Different cost applicable-Calculation of food cost-Calculation of other cost applicable-Deciding the selling point; Menu merchandising-Menu structure-Pricing menu-Menu control; Menu engineering-Objectives-Method-Matrix system; Cocktails-Types of cocktail-Recipes; Break even analysis-Break even chart-P.V Ratio-Contribution-Marginal cost-Graphs-Practical

CASE STUDIES OF DIFFERENT HOTELS IN TERMS OF REVENUE, MANAGEMENT STYLE, CONTROLS, AND SALES

### Management in Front Office

Establishing room rates-Market conditioning approach-Hubbart's formula-Rule of thumb approach; Forecasting room availability-Forecasting data-Forecast formula-Sample forecast forms; Evaluating front office operations-Occupancy percentage-Multiple occupancy percentage-ADR-RevPAR-RevPAC-ARG-Yield; Revenue management-Concept-Measuring yield: Potential average single rate, potential average double rate, rate spread, potential average rate, room rate achievement factor, Equivalent occupancy-Elements of revenue management: Group room sales, Transient room sales, food and beverage activities, local and area wide activities, special events, fair market share forecasting-Usage: potential high and low demand tactics, implementing revenue strategies.

### Management in Accommodation

Concept of design in a hotel-Types of colors and its usage-How to use colors in mood setting-Usage of various colors during different time of the day-Types of color schemes-Meaning of Hue and art of mixing colors-Designing for the physically challenged room-Planning trends in the hotels; Windows and Window Treatments-Types and designs of windows-Types of window treatments used-Stiff and Soft window treatments-Curtain accessories and headings; Lighting and lighting fixtures-Characteristics of good light, Methods of lighting, Types of lighting fixtures-Lighting plans-Lighting in restaurant and public areas-Lighting in guest rooms and corridors-Considerations for a good lighting system; Floor Finishes-Selection criterion for floor finishes and coverings-Sub Floors-Types, Characteristics and cleaning of floor coverings-Hard Floorings/Finishes, Semi hard floorings, Soft Floorings; Carpets-Significance of carpets in hotels-Different types of piles-Important terminologies used for carpets, Classification, Prices and areas to be covered-Selection and purpose of carpets-Construction of carpets-pile density and weight-Pile fiber, height and style. Resilience and dyeing-Aesthetics-backings underlay/padding-Installation of carpets-Care and maintenance of carpets; Furniture and fittings used in the guest rooms-Styles of furniture used in the hotels-Care and maintenance of furniture-Costs and budgets involved in furniture-Budget and purchasing systems-Meaning of Budget-Parts of Budget-Budget and Budgetary controls-Planning a capital Budget-Planning an operation budget-Controlling expenses in hotel-Income statements; Purchasing Systems-Identification of the materials to be purchased-Reviewing of a quotation-Selecting the best available price-Stock Records-issuing and control-Controlling expenses in housekeeping department; Energy saving and Water Conservation in the hotels-Significance of water and energy conservation in a hotel-Methods of energy saving in a hotel-Concept of green hotels-Rain water harvesting-Sewage treatment plants-E.A.R.T.H-I T Savvy Housekeeping-Eco Friendly Amenities-Products and procedures; Planning and organizing in housekeeping-Time and Motion study-Eagle eye tests-Area inventory-Frequency schedules-Performance and productivity standards-Standard operating manuals-Job Procedures-Linen Inventory-Work Schedules-Calculating strengths of staff-Planning Duty Roasters; Team Work and leadership skills-Importance of staff motivation-How to

create interest of staff members for consistent performance-Reward programmes run by different hotels-Qualities of a good leader; Training programmes for housekeeping staff, Safety and Security in housekeeping department-Different types of training classes conducted in a hotel-On the job and off the job training-Evaluation of training-Training methods-Areas of improvement in staff members-Fire Fighting and precautions-Safety awareness-Accident Prevention-Crime Prevention-Importance of maps and fire exits in a hotel; First Aid-How to make a first aid box-Components of a first aid box-Location of a first aid box-Considerations while making a first aid box; Revision of room cleaning-Servicing of a guest room in hotel-How to place guest supplies-How to maintain the surfaces and furnishings in a guest room; Layouts for interior designs and color schemes-Principles of design-Layout of the guest rooms as per the different categories-Color Schemes and their significance in hotel industry

**Suggested Books:** Hotel Housekeeping–G. Raghubalan, SmriteeRaghubalan

Sem/Year	3rd Semester	
Subject	MANAGEMENT IN FOOD PRODUCTION	
<b>Course Objective</b>	<p>To make students understand international cuisines and their staple food specialties and importance in large kitchen and its standard operation procedures.</p> <p>Be able to prepare various international dishes along with their accompaniments</p>	
UNIT	TOPICS TO BE COVERED	HOURS ALLOTTED
1	<p><b>INTERNATIONAL CUISINE</b></p> <ul style="list-style-type: none"> <li>Geographic location, Historical background, Staple food with regional Influences, Specialties, Recipes, Equipment in relation to: Great Britain, France, Italy, Spain &amp; Portugal, Scandinavia, Germany, Middle East, Oriental, Mexican, Arabic</li> </ul>	15
2	<ul style="list-style-type: none"> <li><b>CHAUD FROID:</b> Meaning of Chaud froid, Making of chaud froid &amp; Precautions, Types of chaud froid, Uses of chaud froid</li> <li><b>ASPIC &amp; GELEE:</b> Definition of Aspic and Gelee, Difference between making of Aspic and Gelee, Uses of Aspic and Gelee</li> <li><b>QUENELLES, PARFAITS, ROULADES:</b> Preparation of Quenelles, Preparation of Parfaits, Preparation of Roulades</li> </ul>	15
3	<ul style="list-style-type: none"> <li><b>BRINES, CURES &amp; MARINADES:</b> Types of Brines, Preparation of Brines, Methods of Curing, Types of Marinades, Uses of Marinades, Difference between Brines, Cures &amp; Marinades</li> <li><b>HAM, BACON &amp; GAMMON:</b> Cuts of Ham, Bacon &amp; Gammon, Differences between Ham, Bacon &amp; Gammon, Processing of Ham &amp; Bacon, Green Bacon, Uses of different cuts</li> <li><b>GALANTINES:</b> Making of galantines, Types of Galantine, Ballotines</li> <li><b>PATES MOUSE:</b> Types of Pate, Pate de foie gras, Making of Pate, Commerical pate and Pate Maison, Truffle – sources, Cultivation and uses and Types of truffle.</li> <li><b>MOUSE &amp; MOUSSELINE:</b> Types of mousse, Preparation of mousse, Preparation of mousseline, Difference between mousse and mousseline</li> </ul>	15
4	<p><b>BAKERY</b></p> <ul style="list-style-type: none"> <li>Definition, equipment used in bakery and handling</li> <li>Principles of baking, Formulas &amp; measuring units, Baking temperatures and its importance.</li> <li>Characteristics &amp; Functions of various ingredients: Shortening (Fats &amp; Oils), Raising Agents, Thickening Agents, types and cooking of Sugar, cream.</li> <li>Bread making: - Raw Material, Processing, Bread Making Methods, How to judge quality of bread, Bread Faults, Bread Diseases, Staleness in Bread, Bread Improvers.</li> <li>Cake Making: Basic methods of cake making, tools &amp; equipment for cake making and its uses</li> </ul>	15

**Practical: Food Production**

60

- Pate, galantines, Ballontines, Roulades Preparation of Menu
- Preparation of different Non-vegetarian with using different marinade.
- International Cuisines-Min 8 Menu-two or three course dishes
- Preparation of continental buffet dishes-Min 2 Buffet

**PRACTICAL: BAKERY**

- Basic Bread preparation- Min 5 types
- Basic Cake sponges & variations of cake preparation –Min 5 types
- Basic desserts preparation- Min 5 types (cold sweet, hot sweet)

**SUGGESTED BOOKS FOR READING:**

- Accompaniments & Garnishes from waiter; Communicate: Fuller J. Barrie & Jenkins
- Cooking Essentials for the New Professional Chef
- Food Production Operations: Parvinder S Bali, Oxford University Press
- Larder Chef By M J Leto & W K H Bode Publisher: Butterworth-Heinemann
- Practical Professional Cookery By Kauffman & Cracknell
- Professional Cooking by Wayne Gislen, Publisher Le Cordon Bleu
- Nita Mehta – Italian Vegetarian Cookery, Snab Publishers
- Ken Hom – Chinese Cookery, BBC Books
- E N Anderson – The Food of China, Yale University Press
- Practical Baking, 5th Edition by William J. Sultan Wiley Publications
- Baking and Pastry: Mastering the Art by The Culinary Institute of America, Wiley Publications

## Event Management

**Unit – 1: Events**-The Concept, Nature, Definition and scope, C's of Events, advantage and Disadvantage of Events, Categories and Typologies, Skills required to be a good Event Planners.

**Unit – 2: Organising & Designing of Events**, key elements of Events, Event Infrastructure, core concept, core people, core talent, core structure, Setting Objectives for the Event, Negotiating Contracts with event Organizers, Venue, Media.

**Unit – 3: Marketing & Promotion of Events:** Nature of Event Marketing, Process of Event Marketing, The Marketing Mix, Sponsorship. Promotion: Image/ Branding, Advertising, Publicity and Public Relation.

**Unit – 4: Managing Events:** Financial Management of Events, Staffing, Leadership. Safety and Security: Occupational Safety and Health, Incident Reporting, Crowd Management and Evacuation.

Note: An Event such as Conference/ Seminar may be planned and organised to supplement learning of students.

### Suggested Readings:

- A.K. Bhatia, 'Event Management', Sterling Publishers Pvt. Ltd. Delhi.
- Anton Shone & Bryn Parry, 'Successful Event ;2Management
- Coleman, Lee & Frankle, Powerhouse Conferences. Educational Institute of AHMA
- Hoyle, Dorf & Jones, Meaning conventions & Group business. Educational institute of AH & MA.
- Joe Jeff Goldblatt, "Special Events: Best Practices in Modern Event Management (Hospitality, Travel & Tourism)", John Willy and Sons, New York
- Leonard H. Hoyle, Jr, 'Event Marketing', John Willy and Sons, New York
- Lynn Van Der Wagen, Carlos, Event Management, Pearson, New Delhi.
- Sanjay Singh Gaur, Sanjay V Saggere, Event Marketing Management, Vikas Publication, New Delhi
- John Beech, Sebastian Kaiser, Robert Kaspar-The Business of Events Management; Pearson Publications

## Human Recourse Management

Introduction to Human Resource Management: Introduction, Definition & Concept, Growth Drivers in India, Importance of HRM, Hospitality Industry Characteristics, Human Resource Roles, HR Challenges. Manpower Planning, Process, Managing Workers, Recruitments, Learning & Development, Performance Appraisal: Recruitments, Introduction, Concept, Sources, What to look for in prospective candidates, Recruitments Policy and Techniques. Learning & Development, Introduction, Concept, Functions, Training Cycle, Evaluation, Methods, Organisational Culture & Training. Performance Appraisal-Introduction, Purpose, Process, Challenges, Underlying Theories, Balance Score Card, The 360 Degree Feedback System, Managing Employee Performance.

Employee Motivation, Compensation & Benefit Management: Employee Motivation, Concept, Various Motivation Theories (Maslow's Theory, Herzberg's Theory, Adam's Equity Theory, B.F Skinners Reinforcement Theory), Motivating Employees & Measurement.

Compensation & Benefits: Policy, Components, Determinants, Theories, Employee Compensation Practices in India.

Job Satisfaction, Organisational Culture, Disciplinary Action: Introduction, Theories of Motivation, Correlates of Job Satisfaction, Importance of Job Satisfaction, Measuring Job Satisfaction. Organisational Culture: Introduction, Observational Aspects, Functions, Cultural Models, Positive or Negative Organisational Cultures, Managing and Changing Organisational Cultures. Disciplinary Action: Introduction, Principles of Natural Justice, Counselling, Disciplinary Guidelines, Disciplinary Process, Charge Sheet.

## SEMESTER – IV

### Industrial Training (20 Weeks)

1) Exposure to Industrial Training is an integral part of the 2nd year curriculum. The 20 weeks industrial training would be divided into four/five weeks each in the four key areas of Food Production, Food & Beverage Service, and Accommodation Operations & Front Office Operations.

2) Attendance in the 2nd year would be calculated separately for the two components of in-institute training and industrial training FHTM as per rules. Industrial Training will require an input of 120 working days i.e. (20 weeks x 06 days = 120 days). A student can avail leave to a maximum of 15% (15 days) only with prior permission of the hotel authorities. Similarly, the institute Principal can condone an additional 10% (10 days) on production of a medical certificate.

3) For award of marks, 20% marks of IT would be on the basis of feed-back from the industry in a prescribed Performance Appraisal Form (PAF). It will be the students' responsibility to get this feed-back/assessment form completed from all the four departments of the hotel for submission to the institute at the end of Industrial Training. For the remaining 80% marks, students would be assessed on the basis of seminar/presentation before a select panel. The presentation would be limited to only one key area of the student's interest. A hard copy of the report will also have to be submitted to the panel.

4) Responsibilities of institute, hotel and the student/trainee with aims & objectives have been prescribed for adherence.

Subject Code	Subject	Module Duration in Weeks	Total Contact Hours	Credits
	Industrial Training with Project report, Viva & PPT Reports & Records	20	400	20

This semester will be an extension of Industrial Training with emphasis on development of advanced skills in the area of elective choice of the trainee. Careers within the hospitality industry include jobs in hotels, casinos, restaurants, resorts and any other service position role within the tourism industry. Students working towards achieving a qualification in the hospitality field such as Hospitality Management or Food and Beverage Management are often required to gain practical experience by completing an internship. Hospitality Internships are supervised programs of work and study that allow a student to apply the knowledge and skills that he/she has learned in real-life situations.

Academic credit will be awarded for a successful internship. The employers give the trainees chance to make more informed decisions about the career path, a trainee chooses after graduation. This hand-on experience as well as the networking opportunities internships offer will make a trainee more attractive to future employers. Many companies offer their interns full-time employment on graduation as they have already proven their abilities and the learning curve is shorter.

#### GUIDELINES FOR TRAINING PROJECT:

1. Statement of purpose: tell the reader what you're going to say.
2. Main body of the paper: say it
3. Summary and conclusion: tell the reader what you've said.
4. Stick to the point, avoid digression. State each major idea quickly and then develop it through examples and explanations.

5. Include concrete examples, illustrations, and factual details to back up your generalizations.
6. Criticize, evaluate, illustrate, attack, or defend where appropriate to your topic. Show you've been thinking.
7. As you write, indicate your information source (by # of card or author's name) in the margin beside ideas. You can return later to complete the documenting of your references.
8. Unless your professor has specified otherwise, be sure to introduce quotations and show how they fit in with your position. Don't use them as filler.
9. Read it out loud to check for flow and awkward language. Read for clarity and logical progression and smooth transitions.
10. Find alternate words for ones you are using too often (check a Thesaurus).
11. Check for mechanical errors such as misspelled words, inaccurate punctuation, incorrect grammar, etc.
12. Watch carefully to prevent plagiarism. Be absolutely certain that your documentation gives full credit for all materials used not only in quotations but in paraphrased form.
13. Revise and polish your tentative draft for final project
14. Type the final version of your report. Double space and allow for proper margins.
15. Follow the exact format prescribed by your instructor for the title page, bibliography and documentation. This may vary from topic to topic, so be sure to check if you're in doubt.
16. Double check your documentation against your alphabetized bibliography. Make certain that all of your documentation is accurately tied to the references listed in your bibliography.
17. After typing, be sure to proof read for typos and other errors.
18. Hand your paper in!!

Remember the Project Report is expected to show originality as it provides significant contribution to enhancing knowledge. Do give reference of ideas, quotes etc. in your report from wherever it has been borrowed. The project report must be accompanied by a certificate to the effect that it is an original piece of work. If at any stage it is found that it has been copied, in part or full, it is likely to be cancelled and the student deemed to have failed in the subject.

### **Industrial Training**

Objective of industrial training is to provide to students the feel of the actual working environment and to gain practical knowledge and skills, which in turn will motivate, develop and build their confidence. The trainees will learn the interdepartmental co-ordination. Industrial training is also expected to provide the students the basis to identify their key operational area of interest.

#### **1. RESPONSIBILITIES OF THE TRAINEE**

- 
1. should be punctual.
  2. should maintain the training logbook up-to-date.
  3. should be attentive and careful while doing work.
  4. should be keen to learn and maintain high standards and quality of work.
  5. should interact positively with the hotel staff.
  6. should be honest and loyal to the hotel and towards their training.
  7. should get their appraisals signed regularly from the HOD's or training manager.
  8. gain maximum from the exposure given, to get maximum practical knowledge and skills.
  9. should attend the training review sessions / classes regularly.
  10. should be prepared for the arduous working condition and should face them positively.
  11. should adhere to the prescribed training schedule.
  12. should take the initiative to do the work as training is the only time where you can gain maximum exposure.
  13. should, on completion of Industrial Training, handover all the reports, appraisals, logbook and completion certificate to the institute.

#### **2. RESPONSIBILITIES OF THE INSTITUTE**

- 1 should give proper briefing to students prior to the industrial training
- 2 should make the students aware of the industry environment and expectations.
- 3 should notify the details of training schedule to all the students.
- 4 should coordinate regularly with the hotel especially with the training manager.
- 5 should visit the hotel, wherever possible, to check on the trainees.
- 6 should sort out any problem between the trainees and the hotel.
- 7 should take proper feedback from the students after the training.
- 8 should brief the students about the appraisals, attendance, marks, and logbook and training report.
- 9 should ensure that change of I.T. hotel is not permitted once the student has been interviewed, selected and has accepted the offer.
- 10 should ensure that change of I.T. batch is not permitted.
- 11 should ensure trainees procure training completion certificate from the hotel before joining institute.

#### **3. RESPONSIBILITIES OF THE HOTEL**

**First exposure:** A young trainee's first industry exposure is likely to be the most influential in that person's career. If the managers / supervisors are unable or unwilling to develop the skills young trainees need to perform effectively, the latter will set lower standards than they are capable of achieving, their self-images will be impaired, and they will develop negative attitudes towards training, industry, and – in all probability – their own careers in the industry. Since the chances of building successful careers in the industry will decline, the trainees will leave in hope of finding other opportunities. **If on the other hand, first managers/supervisors help trainees achieve maximum potential, they will build the foundations for a successful career.**

**INDUSTRIAL TRAINING  
PERFORMANCE APPRAISAL FORM (PAF)  
SGT UNIVERSITY**

<b>Name of Student:</b> _____	<b>Univ. Roll No:</b> _____
<b>Institute:</b> _____	<b>Duration: 4 weeks (24 working days)</b>
<b>Name of the Hotel:</b> _____	<b>From:</b> _____ <b>To:</b> _____

**Appearance**

Immaculate Appearance, Spotless Uniform, Well groomed hair, Clean nails & hands	5
Smart Appearance, Crisp uniform, Acceptable hair, Clean nails and hands	4
Well Presented, Clean Uniform, Acceptable hair, Clean nails and hands	3
Untidy hair, Creased ill kept uniform, Hands not clean at times	2
Dirty / disheveled, Long / unkempt hair, /Dirty hands & long nails	1

**Punctuality / Attendance ( \_\_\_\_\_ days present out of 30 days)**

On time, Well Prepared, Ready to commence task, Attendance Excellent	100%	5
On time, Lacks some preparation but copes well, Attendance Very good	90%	4
On time disorganized aspects – just copes, Attendance Regular	80%	3
Occasionally late, Disorganized approach, Attendance irregular	60%	2
Frequently late, Not prepared, Frequently absent without excuse	50%	1

**Ability to Communicate (Written / Oral)**

Very Confident, demonstrates outstanding confidence & ability both spoken / written	5
Confident, Delivers information	4
Communicates adequately, but lacks depth and confidence	3
Hesitant, lacks confidence in spoken / written communication	2
Very inanimate, unable to express in spoken or written work	1

**Attitude to Colleagues / Customers**

Wins / retains highest regard from colleagues has an outstanding rapport with clients	5
Polite, considerate and firm, well liked	4
Gets on well with most colleagues, Handles customers well.	3
Slow to mix, weak manners, is distant has insensitive approach to customers	2
Does not mix, relate well with colleagues & customers	1

**Attitude to Supervision**

Welcomes criticism, Acts on it, very co-operative	5
Readily accepts criticism and is noticeably willing to assist others.	4
Accepts criticism, but does not necessarily act on it.	3
Takes criticism very personally, broods on it	2
Persistently disregards criticism and goes own way	1

**Initiative / Motivation**

Very effective in analyzing situation and resourceful	Demonstrates ambition to achieve progressively.	5
Shows ready appreciation willingness to tackle	Positively seeks to improve knowledge and	4
Usually grasps points correctly	Shows interest in all work undertaken	3
Slow on the uptake	Is interested only in areas of work preferred	2
Rarely grasps points correctly	Lacks drive and commitment	1

**Reliability / Comprehension**

Is totally trust worthy in any working situation?	5
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Can be depended upon to identify work requirements and willing to complete them. Readily appreciates,	4
Gets on with the job in hand Comprehends, but doesn't fully understand work in hand	3
Cannot be relied upon to work without supervision Comprehends only after constant explanation	2
Requires constant supervision. Lacks any comprehension of the application	1

**Responsibility**

Actively seeks responsibility at all times.	5
Very willing to accept responsibility.	4
Accepts responsibility as it comes.	3
Inclined to refer matters upwards rather than make own decision.	2
Avoids taking responsibility	1

**Quality of Work**

Exceptionally accurate in work, very thorough usually unaided.	5
Maintains a high standard of quality	4
Generally good quality with some assistance	3
Performance is uneven.	2
Inaccurate and slow at work.	1

**Quantity of Work**

Outstanding in output of work	5
Gets through a great deal	4
Output satisfactory	3
Does rather less than expected	2
Output regularly insufficient	1

**Stipend Paid: Rs. \_\_\_\_\_ per month**

**Name of Appraiser: \_\_\_\_\_**

**Signature: \_\_\_\_\_**

**Designation of Appraiser: \_\_\_\_\_**

**Date: \_\_\_\_\_**

**Signature of Student: \_\_\_\_\_**

**Date: \_\_\_\_\_**