OPJS UNIVERSITY, CHURU (RAJASTHAN)

SYLLABUS

for

MBA IN HOTEL MANAGEMENT

(MBA-H.M.)

*

School of Hotel Management & Catering
OPJS UNIVERSITY, CHURU (RAJASTHAN)

2014-15

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### (MBA IN HOTEL MANAGEMENT)

#### FIRST SEMESTER

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Paper Code</th>
<th>Name of Papers</th>
<th>M.M.(T./S./P.)</th>
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<tbody>
<tr>
<td>1.</td>
<td>MBAHM-011</td>
<td>Principles &amp; Practices of Management</td>
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<tr>
<td>2.</td>
<td>MBAHM-012</td>
<td>Organizational Behaviour</td>
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<td>3.</td>
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<td>Accommodation Management-I</td>
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<td>4.</td>
<td>MBAHM-014</td>
<td>Food &amp; Beverage Management-I</td>
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<td>5.</td>
<td>MBAHM-015</td>
<td>Food Science, Nutrition &amp; Dietetics Management</td>
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<td>MBAHM-016</td>
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<td>7.</td>
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<td>MBAHM-021</td>
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<td>Marketing Management</td>
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<td>Fundamentals of Tourism &amp; Tourism Products</td>
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<td>MBAHM-042</td>
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<td>4.</td>
<td>MBAHM-044</td>
<td>Final Research Project &amp; Viva Voce</td>
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Details of Syllabus

FIRST SEMESTER

MBAHM-011- PRINCIPLES & PRACTICES OF MANAGEMENT

UNIT-I
.. Definition, nature, purpose and scope of management.
.. Functions of a manager, an overview of planning, organizing and controlling.
.. Ethics in managing and social responsibility of managers.

UNIT-II
.. Systems Approach: Key concepts in systems - Closed system versus open system, Subsystems, System Boundary.
.. McKinsey’s 7-S Approach.

UNIT-III
.. Planning: Types of plans, steps in planning, and process of planning. Nature of objectives, setting objectives.
.. Concept and process of Managing by Objectives.
.. Nature and purpose of strategies and policies.
.. Strategic planning process.
.. SWOT analysis, Portfolio matrix, premising and forecasting.

UNIT-IV
.. Decision-Making: Importance and steps in Decision Making; Traditional approaches to Decision making; Decision making under certainty - programmed decisions; Introduction to decision-making under uncertainty, non- programmed decisions; decision tree; group-aided decisions; Brain storming; Creativity - creative problem solving.
.. Organizing: Concept of organization, process of organizing, bases of departmentalization
.. Authority & power - concept & distinction
.. Line & Staff concept; problems of use of staff & ways to avoid line-staff conflict,
.. Delegation - concept of delegation; elements of delegation - authority, responsibility,
accountability. Reasons for failure of delegation & how to make delegation effective.
.. Decentralization - concept, reasons for decentralization and types (or methods) of
decentralization.
.. Span of Management – concept, early ideas on span of management, factors
determining effective span-situational approach.

UNIT-V
.. Coordination- Concept and importance of coordination; factors which make
coordination difficult; techniques or methods to ensure effective coordination.
.. Control: Concept, planning-control relationship, process of control -setting objectives,
establishing standards, measuring performance, correcting deviations.
.. Human response to control. Dimensions or Types of Control –
(a) Feed forward control (b)
.. Concurrent Control (Real Time Information & Control), (c) Feedback Control v)
Techniques of Control - Brief review of Traditional Techniques & Modern Techniques
of Control.
.. Comparative study: Comparative study of main features of Japanese Management and
Z-culture of American Companies.

Suggested Readings:
Principles and Practices of management - Shejwalkar
Essential of management - Koontz H and Weitrich
Principles and Practices of Management - T. N. Chabra

MBAHM-012- ORGANISATIONAL BEHAVIOUR

UNIT-I
.. Organizational Behavior - What managers do, definition of OB, contributing discipline
to OB, challenges and opportunities for OB.
.. Foundations of Individual behaviour - biographical characteristics, ability, and learning.
.. Values, Attitudes and Job satisfaction.
.. Personality and Emotions
.. Perception.

UNIT-II
.. Motivation - Concept, Theories of Maslow, Herzberg, McCelland, Porter & Lawler
Model, Application of Motivation concept.
.. Foundations of Group Behavior - Group formation, development and structure, group
.. processes, group decision – making techniques, work teams.
.. Interpersonal Skill - Transactional analysis, Life Positions, Johari Window.
.. Leadership: Concept, theories, Styles and their application.

UNIT-III
.. Power and politics in organization
.. Conflict Management, Stress Management, Crisis Management
.. Organisational Change & Development, innovation, creating learning organization
.. Organisational Culture
.. Organisational Effectiveness.

Suggested Readings:
Organisational Behavior - Stephen Robbins
Organisational Behaviour - Keith & Davis
Organisational Behaviour - Fred and Luthans
Organisational Behaviour - K. Ashwatthapa.

MBAHM-013- ACCOMMODATION MANAGEMENT-I

UNIT-I
Introduction to Hotel Industry
.. A brief history of hotels – India & Abroad
.. Classification & Categorization of hotels
.. Types & Organization Structure of a Hotels
.. Meaning, Definition & Importance of Rooms Division
.. Organizational Structure of Rooms Division
.. Job Description & Job Specifications of Rooms Division staff.
.. Inter departmental Communication.

UNIT-II
The Guestrooms & Facilities
.. Types of rooms
.. Room Status Terminology
.. Standard layout (single, double, twin, suite rooms)
.. Smoking, Non Smoking & Barrier free rooms
.. Furniture / Fixtures / Fittings / Soft Furnishing /Accessories / Guest Supplies /Amenities in a guestroom
.. Public Area Facilities.
UNIT-III

Front Office Procedures
.. Front Office Equipment
.. Telecommunication
.. Reservations – Types, Procedures, Rates, Plans.
.. Bell Desk Operations
.. Guest Registration
.. Front Office Accounting
.. Check Out & Settlement of Bills.

UNIT-IV

House Keeping Procedures
.. Control Desk.
.. Forms, Files, Formats & Registers.
.. The Linen Room & HK Stores procedures.
.. Supervision in House Keeping – Rules on a guest floor, TBBC Rule, Key Controls.
.. Guestroom Cleaning Services.
.. Cleaning the Public Areas.
.. Laundry Systems – In-house v/s Contract.

UNIT-IV

House Keeping Procedures
.. Briefing & Debriefing
.. Control desk
.. Duty Rota & work schedule
.. Files with format used in House keeping department.

UNIT-V

Cleaning Science
.. Characteristics of good cleaning agent
.. Application of cleaning agent
.. Types of cleaning agent
.. Cleaning products
.. Cleaning equipments
.. Classification and types of equipment with Diagrams.

UNIT-VII
Fabrics & Fibers
.. Fabric- basic types and types of weaves.
.. Characteristics and uses of usual fabrics.
.. Laundry services- dry cleaning and stain removal, records maintained in laundry, valet services.
.. Bed & bedding- size, care & cleaning of beds- bed linen, blankets, bed spreads, mattress covers & pillows.

UNIT-VIII
Floors & Arranging Flowers
.. Floor finishes- points to be considered in floor finishes and types of floor finishes.
.. Carpeting- purpose and points considered while selecting a carpet, cleaning of carpet.
.. Soft furnishing- curtains, blinds, loose covers and cushions.
.. Principles of Flower arrangement.
.. Types of flower arrangements.
   Care and Cleaning of Metals
   .. Brass, Copper, Silver, EPNS, Bronze, Gun Metal, Chromium, Pewter, Stainless Steel.
   .. Types of tarnish
   .. Cleaning agents and methods used.

Practical Schedule:
.. Guest Room Layout
   .. Identification of cleaning agents
   .. Identification of cleaning equipment / cleaning cloths (types & uses)
   .. Identification of Cleaning Equipments (Manual and Mechanical).
   .. General Cleaning, Polishing.
   .. Handling various Types of Fabrics
   .. Use of Abrasives, Polishes / Chemical Agents
   .. Room Attendant Trolley / Maid’s Cart
   .. Bed Making
   .. Forms and Formats.

Suggested Readings:
1. Hotel Hostel and Hospital Housekeeping – Joan C Branson & Margaret Lennox (ELST).
2. Managing Housekeeping Operations – Margaret Kappa & Aleta Nitschke
4. The Professional Housekeeper – Tucker Schneider, VNR.
UNIT-I
Introduction to the Food and Beverage Operations
.. The evolution of catering operations & its scope.
.. Structure of F & B Operations – Service Areas & Production Areas.
.. Organisational structure of F & B Department – F & B Services & Food Production
   Divisions, Duties & Responsibilities of Staff, Attributes required, etc.
.. Back areas: Still Room, Wash-up, Hot-Plate, Plate Room, Kitchen Stewarding, Kitchen Stores.

UNIT-II
Food and Beverage Equipment
Operating Equipment, Requirements, and Criteria for selection, quantity and types.
Classification of crockery/ cutlery/ glassware/ hollowware/ flatware/ special equipment
upkeep and maintenance of equipment. Furniture & Fixtures. Linen
Disposables, Packing Materials.

UNIT-III
Menus and Covers
.. Types of Meals
.. Introduction to Menu Planning
.. Cover- definition; different layouts.
.. Menu Planning, considerations and constraints.
.. Menu Terms, Menu Design
.. French Classical Menu
.. Food and its accompaniments.

UNIT-IV
Food and Beverage Service Methods
.. Table Service – Silver/English, Family, American, Butler/ French, Russian
.. Self Service - Buffet and Cafeteria Service
.. Specialized Service – Gueridon, Tray, Trolley, Lounge, Room etc.
.. Single Point Service- Takeaway, Vending, Kiosks, Food Courts, Bars.
.. Room Service
UNIT – VI
Food and Beverage Working Environment
.. The working environment
.. Maintaining a safe and secure environment
.. Maintaining a professional & hygienic appearance, maintaining effective working relationships contributing to the development of self and others.
.. Selection, uses and care of knives and equipment
.. Maintaining clean food production areas.
.. Nutrition and healthy eating.

UNIT – VII
Food and Beverage Production Methods
.. Methods of cooking - Stocks, Soups & Sauces, Salads & prepared foods, Pasta & Rice.
.. Methods of cooking - Eggs, fish & shell fish, Meat & poultry
.. Methods of cooking Vegetable dishes. Vegetable & pulses, potatoes.
.. Methods of preparing Pastries, desserts, dough products, pastry products, cakes & biscuits, snacks, savories & convenience foods.
.. Ethnic cooking methods - Indian, Caribbean, Chinese, Greek, Indonesian, Japanese, Mexican, Middle East, Spanish, Thailand, and USA.

UNIT – VIII
Wines
.. Introduction, definition and classification of wines
.. Viticulture and viticulture methods
.. Vinification – Still, Sparkling, Aromatized and Fortified wines
.. Vine diseases
.. Wines – France, Italy, Spain, Portugal, South Africa, Australia, India and California
.. Food and wine harmony
.. Wine glasses and equipment
.. Storage and service of wine
Fermented and Brewed Beverages
.. Introduction – Beers, Sake, Cider, Perry, Alcohol free wines.
.. Ingredients & Production
.. Types and Brands - Indian and international

UNIT - IX
Purchases
.. Purchasing- introduction, duties of purchasing manager, purchasing procedure
.. Selection of a supplier
.. Purchase specifications for food & beverage items.
.. Receiving, storing and issuing- receiving of food materials, storing and issuing of food
.. Stock taking of food. Receiving, storing and issuing beverage, stock taking of beverages.

UNIT –X
Control Procedures
.. Essentials of a control system
.. Billing methods – Duplicate and Triplicate system, KOTs and BOTs, Computerized KOTs
.. Necessity and functions of a control system, F&B Control cycle and monitoring.
.. Calculation of food cost
.. Methods of food control, food control checklist.
.. Beverage controlling- calculation of beverage cost, methods of beverage control, control checklist.
.. Operating Yardsticks- Total food & beverage sales, departmental profit, ratio of food and beverage sales to total sales, ASP, sales mix, payroll costs, index of productivity, stock turnover, sales/ waiter and sales/ sq. foot.

UNIT-XI
.. Sales promotion-introduction.
.. Food & beverage facilities- advertising, merchandising, public relations.
.. Beverage lists, menu merchandising.
.. Performance measurement.

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MAH-015- FOOD SCIENCE, NUTRITION & DIETITICS MANAGEMENT

UNIT-I

` Introduction to Nutrition & Dietetics
.. Food and health.
.. Objectives of nutrition & dietetics.
.. Principles of Dietetics.
.. Major Nutrients – characteristics, functions, digestion & metabolism and food sources.
.. Deficiencies & diseases.

UNIT-II
Food Groups
.. Cereals & Pulses
.. Milk & milk products, milk borne diseases, pasteurization, boiling & preservation.
.. Eggs, Meats, Poultry, Fish – cooking, preservation.
.. Nuts & Dried Fruits, Sweets foods, sweetening agents.
.. Fruits & Vegetables.
.. Spices & Condiments.

UNIT-III
Water
.. Definition.
.. Dietary sources, functions of water.
.. Role of water in maintaining health.
.. Water balance.

UNIT-IV
Food Microbiology
.. Food Microbiology – introduction.
.. Food intake & food habits
.. Psychological factors, determining food habits.
.. Environmental & Behavioral factors influencing food acceptance.

UNIT-V
Food Processing
.. Definition.
.. Types of treatment
.. Effects of heat, acid, alkali on food constituents.

UNIT-VI
Evaluation of Food
.. Definition.
.. Objectives, sensory assessment of food quality.
.. Introduction to proximate analysis of food constituents.

UNIT-VII
Balanced Diet
.. Definition.
.. Importance of balanced diet.
.. RDA for nutrients – age, gender, physiological state.
.. Planning nutritionally balanced diets based on food groups.

UNIT-VIII
Meal Planning
.. Definition.
.. Factors affecting meal planning.
.. Principles of meal planning.
.. Critical evaluation of meals – Hotels, Institutional & Industrial Catering.
.. Calculation of nutritive values of foods, food value.

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MBAHM-016- COMMUNICATION & SOFT SKILLS

UNIT-I

Essentials of Grammar:
.. Parts of Speech
.. Punctuation
.. Vocabulary Building
.. Phonetics

UNIT-II

Office Management:
.. Types of Correspondence
.. Receipt and Dispatch of Mail
.. Filing Systems
.. Classification of Mail.
.. Role & Function of Correspondence
.. MIS
.. Managing Computer

UNIT-III

Letter & Resume Writing:
.. Types of Letters-Formal / Informal
.. Importance and Function
.. Drafting the Applications
.. Elements of Structure
.. Preparing the Resume
.. Do’s & Don’ts of Resume
.. Helpful Hints
UNIT-IV
Presentation Skills:
.. Importance of Presentation Skills
.. Capturing Data
.. Voice & Picture Integration
.. Guidelines to make Presentation Interesting
.. Body Language
.. Voice Modulation
.. Audience Awareness
.. Presentation Plan
.. Visual Aids
.. Forms of Layout
.. Styles of Presentation.

UNIT-V
Interview Preparation:
.. Types of Interview
.. Preparing for the Interviews
.. Attending the Interview
.. Interview Process
.. Employers Expectations
.. General Etiquette
.. Dressing Sense
.. Postures & Gestures

UNIT-VI
Group Discussion & Presentation:
.. Definition
.. Process
.. Guidelines
.. Helpful Expressions
.. Evaluation

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SECOND SEMESTER

MBAHM-021- HUMAN RESOURCE MANAGEMENT
UNIT-I

.. Organizing the Human Resource Management department in the organisation. Human Resource Management practices in India.
.. HR audit
.. Human Resource Planning: Definition, objectives, process and importance, job analysis, description, specification, Recruitment, selection, placement and induction process.

UNIT-II

.. Personnel Development Program: Employee training, executive development and career planning & development, performance appraisal.
.. Job Compensation: Job evaluation, wage & salary administration, incentive plans & fringe benefits, variable compensation individual & group.
.. Promotions, demotions, transfers, separation, absenteeism & turnover.

UNIT-III

.. Quality of work life & quality circles, job satisfaction and morale. Social security, health and safety, employee welfare
.. Counseling for effective Human Resource Development.
.. Human Relations: definition, objectives & approaches to human relations, employee grievances and discipline, participation & empowerment, Introduction to collective bargaining.

Suggested Readings:
1. Human Resource Management - Satyadian S. Mirza
2. Designing and Managing Human Resource Systems - Pareek, Udai and Rao T.V.
6. TQM in managing Human Resources - Joseph A Petric & Diana S. Furr
7. Organization Development - Franch and Bell; Organization Behaviour - Fred Luthans
8. Human Behaviour at Work - Keith Davis; Organizational Design for Excellence - Khandawalla

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MBAHM-022- MARKETING MANAGEMENT
UNIT-I

.. Marketing Concepts and orientations, Marketing Tasks, Marketing in modern context.
.. Strategic Planning, Marketing System & Marketing Environment, Marketing Planning &
   Marketing Process.
.. Marketing Information System: Concept and Components.
.. Consumer Behaviour: Factors influencing consumer buying behaviour, Buying process.
.. Organizing for marketing, Marketing Implementation & Control.

UNIT-II

.. Market Segmentation & Targeting.
.. Product Decisions: Product Mix, Differentiation & Positioning, New product
development, Consumer adoption process, Product Life Cycle and strategies,
   Packaging, Labeling, Branding.
.. Pricing Decisions: Objectives, Factors affecting pricing decisions, Pricing Methods,
   Pricing Strategies.

UNIT-III

.. Channel Decisions: Nature and types of Marketing Channels, Channel Design and
.. Channel Management Decisions, Retailing, Wholesaling, Physical distribution.
.. Promotion Decisions: Communication process, Promotion Mix, Advertising, Sales
.. Promotion, Public Relations, Managing the Sales force.

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MBAHM-023- ACCOMMODATION MANAGEMENT-II

UNIT-I

.. Planning and evaluating Front Office Operations
.. Room rate structure.
.. Criterion of establishing room rates.
.. The Rule Of Thumb Approach.
.. The Hubbart’s Formula – introduction.
.. Room rate designations
.. Forecasting - Room Availability.
.. Room Revenue
.. Daily operation reports.

UNIT-II

Yield Management
.. Introduction and Concepts covered.
.. Differential Rates.
.. Forecasting Bookings.
.. Rate availability restrictions.
.. Statistical representations – threshold curves.
.. Displacement.

UNIT-III

Room Sales Management
.. Adequate Staffing.
.. Rooms Inventory.
.. Call management.
.. Motivation.
.. Reservation Map.
.. Sales strategies.
.. Merchandising
.. Direct Sales – Travel Agents, Tour Operators, Hotel Booking Agencies, and Tourist Information Centre

UNIT-V

Credit control-
.. Meaning of credit control; objectives of credit control measures; hotel credit control policy; guest with guaranteed bookings; settlement by corporate accounts; accounts settled by credit cards,
.. Credit control measures required when receiving reservations, credit control measures at check in; credit control measures by other sales department
.. Credit control at check out; after guest departure, preventing skippers- on arrival, during the stay, on the day of departure, the right of lieu.

UNIT-VI

Property Management Systems
.. Introduction.
.. Evolution and technology in PMS.
.. Selection of PMS as per the property.
.. Various affiliated menus of PMS & their interface with Front Desk System.
.. PMS in House Keeping – interfaces, inventory management, par stock applications, stores, etc.
UNIT-VII
DESIGN AND TYPE OF DESIGN
-. Elements of Design (Line, Shape, Form, Color, Size, Texture, Direction, Value).
-. Principles of Design(Scale, Composition, Harmony, Rhythm Proportion, Balance, focal point)
-. Color and color scheme uses, factors affecting the Color scheme of a guest room.

UNIT-VIII
LIGHT AND LIGHT FITTING
-. Light and types of Light Source of Light Kinds of Light
-. Principles of Lighting - Glare & Shadows
-. Windows and Window treatments-(Blinds -Roller, Venetian, Draperies, Casements, Curtains, Glass Curtains, Cafe Curtains, Valence, Swage & tail, Pelmets, Cornice.
-. Factors to be considered in selection of Window treatment.
-. Beds & Bedding Types of Bed & Sizes- Bed linen, Blankets, Bedspread, quilt, Types of mattresses & Pillows with sizes -(Interior spring, Mattresses, Rubber & Plastic Mattresses)

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MBAHM-024- FOOD & BEVERAGE MANAGEMENT-II

SECTION I-BAR MANAGEMENT

UNIT-I

Introduction to Bar Operations
-. A brief history of the Bar & Beverage business in India
-. Types of Bar
-. Lounge-Definition of Lounge
-. Social Concerns - Abstainer. Tight drinker, Moderate drinker, Heavy drinker, Alcohol dependence, Alcohol abusers, Alcoholism.
-. The primary legal concerns with regard to alcohol service Off-hour service, the service of alcoholic beverages to minor.
-. The service of alcoholic beverages leading to intoxication- physical effects of alcohol on our body defining Blood alcohol concentration (BAC) Blood Alcohol effects on our body systems.
-. Effect of alcohol on other drugs –serving alcohol with care.

UNIT-II
Architecture & Interior Design
.. Planning
.. Regulatory compliance's - permits-licenses-
.. Interior design- Establishing & theme -planning for space allocation-planning for traffic
  flow-floors windows- walls & wall coverage-ceilings-furniture and equipment-planning
  for color, Air control & conditioning -sound control-lighting control
.. Exterior design.
.. The Front Bar Definition-the back bar, under bar, under bar equipment's like speed
  rack, ice bin, glass
.. The Service Bar Definition -purpose-mini-bar in rooms. Bar equipment's Accessories-
  Tools (Bar layout -a model.

UNIT-III
Service and Selling Techniques
.. A guest-oriented approach to service.
.. Establishing service standards for Successful service & selling ( the techniques &
  strategies)
.. The Bartender-his role as a psychologist, his role as a sales person, his role in alcohol
  awareness.
.. Method of drink making – shakes, blended drinks
.. Desk station setup for effective service.

UNIT-IV
Marketing Bar Operations
.. Marketing Segmentation -Market Research -Selecting & Target Market
.. Beverage – Pricing strategies -Pricing methods -promotions -Developing promotions -
  (Budgeting, Selecting & developing the idea, establishing a time table)
.. Selecting media strategies, delivering what you promise, Eva lusting the results.
  Promotional mix advertising –Print Media- Television, Cable & Radio -word of mouth
  (components of mix) public relation -Sales promotions - personal selling
  Merchandising.

UNIT-V
Bar Control System
.. What is beverage control?
.. Product Control, Cash Control, Product Control
.. Establishing standards of operations
.. Standards recipes
.. Portion control - Glassware used & Prices
.. Preventing pilferage & fraud
.. Sales & profitability control - Determining product cost, sales analysis, gross profit
.. Cash handing procedures
.. Point of sale system.

SECTION-II-KITCHEN OPERATIONS MANAGEMENT
UNIT-VI

JOB DESCRIPTIONS OF VARIOUS KITCHEN STAFF
.. Executive chef,
.. Second chef / Sous chef
.. Chef garde manager / larder chef
.. Chef poissonnier / fish cook
.. Butcher / bouchier
.. Salad maker / saladier
.. Roast cook / chef rôtisseur
.. Grill cook / chef grillardin
.. Carver / trancheur
.. Pastry chef / chef pâtissier
.. Baker / boulanger
.. Ice cream chef / glacier
.. Souce cook / chef saucier
.. Soup cook / chef potage
.. Vegetable egg & noodle cook / cook entremet eu’r
.. Relief cook / chef tournant
.. Duty cook / chef de garde
.. Night duty chef / chef de nuit
.. Banquet chef / chef de banquets
.. Breakfast cook / chef de petil
.. Staff cook / chef communar

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MBAHM-025- FRENCH
Objective: to enable the students to understand hotel and catering terminology through simple speaking and writing exercises developing correct pronunciation and through simple grammar principle.

.. Intro to the language
.. Letters of the alphabet and their pronunciation
.. Distinction between vowels and consonant words and their use of different accents.
.. Articles. Definite articles- Le, la, L’ and Les
.. Indinite articles- Un, Une and Des. Verbs- present indicative tense.
.. To be – etre
.. To have- avoir
.. To live- habiter
.. To call oneself- s’ appeler
.. Vocabulary related to house and class room, days of the week and months of the year, self intro., presenting and introducing another person, greetings- how to greet and reply to a greeting, different names. Intro to the number and gender of nouns and adjectives, numerals, numbers 1 to 100, 1000. time of the day, members of the family, hotel and kitchen personnel.

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MBAHM-026- WORKSHOP ON EXECUTIVE COMMUNICATION

UNIT-I
.. Meaning and importance of communication in business
.. The process of communication
.. Models of communication
.. Types of information-order, advise, suggestion, motivation, persuasion, warning and education.

UNIT-II
.. Channels of communication, their effectiveness, limitations.
.. Media of communication
.. Barriers to communication
.. Approaches to effective communication
.. Tools of communication

UNIT-III
.. Diction
.. Sentence
.. Paragraph
.. Punctuation
.. Report writing.

UNIT-IV
.. Group communication through committees, conference and other formal communication with public at large
.. Interviews, seminars, symposia and conferences.

UNIT-V
.. Specific business communication
.. Essentials of effective business communication
.. Structure of business correspondence: inquires and replies, orders and their executions, complaints and adjustment, credit and status inquiries, agency letters and sales letters.

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MBAHM-031- APPLIED OPERATIONS RESEARCH

UNIT-I
.. Introduction to OR Managerial Decision Making and OR.
.. OR Models: Principles and Types.
.. Linear Programming: Problem Formulation, Graphical & Simplex Method, Duality, and Sensitivity Analysis

UNIT-II
.. Transportation Models, Transshipment Problem, Traveling Salesman Problem, Assignment Models.
.. Replacement Models.
.. Dynamic Programming

UNIT-III
.. Queuing Theory : Models (M/M/1) : (FcFs/\_); (M/M/1) : (FcFs/N); (M/Ek/1): (FcFs/\_)
and (M/M/C/) : ((FcFs/N)
.. Inventory control (deterministic Models only)
.. Game Theory.
UNIT-I

Evolution of financial management, scope and objectives of financial management.
Sources of Long term funds: Equity shares, Preference shares, Debentures, Public deposits, factors affecting long term funds requirements.

UNIT-II

Lease financing: Concept, types. Advantages and disadvantages of leasing.
Working Capital: Concepts, factors affecting working capital requirements, Determining working capital requirements, Sources of working capital.

UNIT-III

Management of Retained Earnings: Retained earnings & Dividend Policy, Consideration in dividend policy, Forms of Dividends, Dividend Theories, and Bonus Shares.
Corporate Restructuring: Reasons and factors affecting Mergers, Acquisitions, Takeovers and selloffs'.
Recent developments - Introduction to concepts of EVA, MVA, and CAPM.

UNIT-I

Lodging Planning & Design
Development process.
Feasibility Studies.
Space planning.
.. Operational Criteria - Budgeting, Preliminary Scheduling, Site Selection, Site Design.
.. Hotel Design – Guest rooms, suites, lobbies & lounges, food & beverage outlets,
function areas, recreational facilities, back of the house areas.
.. Life Cycle Costing.

UNIT-II
Food Service Planning & Design
.. Concept Development
.. Feasibility study
.. Regulations & Laws
.. Layout planning – receiving, storage areas, kitchens, office spaces.

UNIT-III
Building & Exterior Facilities
.. Ceiling, Exterior walls
.. Windows & doors
.. Structural frames, foundation elevation.
.. Storm water drainage systems
.. Utilities
.. Landscaping & open spaces.
.. Parking Areas – parking lots, structural features, layout considerations, maintenance,
parking garages, accessibility requisites and valet parking facility.

UNIT-IV
Facility Systems
.. Water & Waste water systems – usage, quality of water, heating, water conservation
& swimming pool.
.. Electrical Systems – Distribution Panels, wiring considerations, electronic equipment,
AC & DC supply systems.
.. Heating, Ventilation & Air Conditioning Systems - Guest rooms HVAC systems,
Centralized & decentralized systems, refrigeration cycle, building comfort factors.
.. Lighting Systems – sources, lighting system design, maintenance.
.. Safety & Security Systems – Importance of safety & security in hospitality industry, fire
safety, fire prevention, fire drills, fire fighting systems & procedures, External and
Internal audits, Risk & Security awareness.
.. Fuels – Types, Comparison and Cost effectiveness.

UNIT-V
Energy Conservation & Management
.. Importance of conserving energy & concept of energy management
.. Energy Cost Control & building systems
.. Controlling energy costs – guestrooms, F & B production & service areas, public areas, etc.

**Suggested Readings:**

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**MBAHM-034- HOSPITALITY LAW**

**UNIT-I**

Introduction to Hotel Law

.. Laws applicable to hotel and catering industry.
.. Procurement of licenses and permits required to operate hotel restaurant and other catering establishments.
.. Criterion of fixation of taxes for various tariff structures applicable to hotels – luxury expenditure sales surcharge service tax etc.

**UNIT-II**

Overview of Applicable Acts & Laws

.. The Indian Contract Act - Definition and importance with various provisions.
.. Factories Act 1944 – working environment welfare health and safety measures
.. Sale of Goods Act1930
.. The Companies Act 1956
.. Indian Partnership Act 1932.
.. The standards of weight and measures Act 1956
.. The payment of Wages Act 1948
.. The minimum Wages Act 1948
.. Payment of Bonus Act 1965
.. Employees Provident Fund and miscellaneous Payment of Gratuity Act 1972
.. Workmen Compensation Act 1948.
.. Environment Protection Act.
.. Consumer Protection Act.

UNIT-III
Hotel – Guest Relationship

.. Right to receive or refuse accommodation to a guest.
.. Guests’ right to privacy.
.. Tenancy laws.
.. Duty to protect guest.
.. Employees and third party threats in restrooms and parking lots.

UNIT-IV
Laws governing lost and found property

.. Hotel’s liability regarding guest property unclaimed property loss of property.
.. Hotel defenses to liability claims.
.. Statutory limits on hotel’s liability.

UNIT-V
Food Legislation

.. Hotel’s liability regarding guest property unclaimed property loss of property.
.. Central State and local food laws.
.. Warranty.
.. Truth in menu and labeling laws.
.. Food adulteration.
.. Powers and duties of a Food Inspector.

UNIT-VI
Liquor Legislation

.. Independent bar Operation.
.. Dispense Bar.
.. Satellite Bar.
.. Compound license.
.. Beer bars.

UNIT-VII
Taxation

.. Direct and Indirect Taxes
.. Registration
.. Payment of Taxes
.. Maintenance of books of accounts and documents
.. Submission of returns and statement -assessments under the provisions of the following: Indirect Taxes: Commercial/Sales Tax Act (State)
.. Tax on Luxuries (Hotels & Lodging Houses) Hotel Receipts Tax Act 1980 (Central), Profession Tax Act (State)
.. Direct Taxes: The Indian Income -tax Act,1961 (Special reference to deductions in newly set up hotel).

Suggested Readings:
1. Mercantile Law – ND Kapoor
2. Mercantile Law – SP Iyengar
3. Principles of Business Law – Aswathapa K
5. Bare aspects of respective legislation
7. Industrial Laws - P.L. Malik
8. Industrial Laws - Sanjeev Kumar
11. CLR Annual Digest - 1999 – 2005

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MBAHM-035- HOSPITALITY MARKETING & SALES

UNIT-I

Introduction to Hospitality Sales and Marketing

.. Hospitality marketing.
.. Sales and marketing cycle, structure of industry, marketing definition, identifying customer needs, selling and promotion, hospitality products.
.. Relationship Marketing, Guest Preferences.

UNIT-II

Services Marketing Concepts

.. Hospitality marketing Mix
.. The 8 P’s of marketing.
.. Evolution of markets – global and Indian tourist market.
.. Market Segmentation - concept, relevance to hospitality industry, market segment
groups.
.. Types of Services.
.. Marketing Concepts and Tasks, Defining and delivering customer value and
   satisfaction
.. Value chain - Delivery network, Marketing environment
.. Adapting marketing to new liberalized economy
.. Digitalization, Customization, Changing marketing practices
.. E business - setting up websites

UNIT-III
Marketing Plan

.. The marketing team.
.. The marketing plan - Selecting target markets, Positioning the property / outlet,
   Developing and implementing marketing action plans, Monitoring and evaluating the
   marketing plan.
.. Buyer Behaviour
.. Market Segmentation and Targeting, Positioning and differentiation strategies,
   Product life cycle strategies, New product development, Product Mix and Product line
decisions
.. Branding and Packaging
.. Price setting - objectives, factors and methods, Price adapting policies, Initiating and
   responding to price changes.

UNIT-IV
The Sales Office

.. The Marketing and Sales Division.
.. Organizing & designing a hotel sales office.
.. Developing sales team – hiring, selection, management, evaluation.
.. Compensation for sales force – targets and achievements.
.. The sales office communication system.
.. Computerized client information records.
.. Sales reports and analysis.

UNIT-V
Sales Techniques for hotel industry
.. The Marketing and Sales Division.
.. Components of a sale.
.. Types of sales in different departments of a hotel.
.. Telemarketing.
.. Internal merchandising – in-house sales promotion, Special services in in-house sales.
.. Sales forecasting – long term and short term.
.. Restaurant and Lounge sales positioning - Merchandising Food and beverage, Promotion of restaurants and lounge facilities, Building Repeat Business, Banquet and Conference sales.

UNIT–VI

Advertising, Public relations and Publicity

.. Effective hotel advertising – brochures, sales material designing.
.. Advantages of advertising – indoor and outdoor.
.. Advertising agencies.
.. Collateral material – mass media and print media.

UNIT–VII

Competitive Marketing

.. Identifying and analyzing competitors
.. Designing competitive strategies for leaders, challengers, followers and nichers
  Customer Relationship marketing – Customer database, Data warehousing and mining.
  Attracting and retaining customers
.. Consumerism in India, Controlling of marketing efforts.
.. Global Target market selection, standardization Vs adaptation, Product, Pricing, Distribution and Promotional Policy.

UNIT–VIII

Marketing Channel Systems

.. Channel Decisions - Nature and types of Marketing Channels, Channel Design.
.. Channel Management Decisions - Selection, Training, Motivation and evaluation of channel members
.. Channel dynamics - VMS, HMS, MMS
.. Market logistics decisions
.. Retailing, Wholesaling, Physical distribution.

UNIT–IX
Marketing Information Systems

.. Introduction to M.I.S. –Meaning and Role
.. MIS –Objectives, Elements and characteristics.
.. Application of MIS - Accounting and Finance Management –Marketing Management –
   Materials Management - Production Management –Personnel Management
.. Role of Computers in MIS -Data base concepts -Decision support system.

Suggested Readings:
1. Marketing Management – Philip Kotler
2. Hospitality Sales & Marketing – Jagmohan Negi
5. Case and Simulations in Marketing - Ramphal and Gupta - Golgatia, Delhi.

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MBAHM-036-FUNDAMENTALS OF TOURISM & TOURISM PRODUCTS

UNIT-I

.. Introduction to tourism-Definition and meaning or concept of tourism and tourist.
.. Importance or significance of tourism
.. Growth of tourism, role of various agencies in growth of tourism like central and state
   government and private players.
.. Positive and negative impact of tourism with reference to economical, social and
   environmental, and geographic etc.
.. Domestic and international tourism .

UNIT-II

.. Types or forms of tourism- heritage and historical, adventure, sports, conference,
   Convention, etc.
.. Tourist product- meaning or concept, how they are different from other consumer
   products.
.. Components of tourist product-Attractions-tourist destinations or places & tourist
   spots having tourist value from heritage or historical point of view or sports and
recreational point of view, dance, fair festivals, trade fair, conferences and exhibitions etc.

.. Religion based- Hindu, Muslim, Sikh, Buddhist, Jain and Christian

.. Wild life sanctuaries- national parks, adventure, eco tourism destinations.

UNIT-III
Tourist Facilities & Transportation

.. Accommodations.

.. Transport- air, rail, road, water, etc.

UNIT-IV
Travel lingo- Technical terminology of Tourism.

UNIT-V

.. Meaning of travel agency and tour operator. Distinction or difference between the two.

.. Classification of travel agency- GSA, PSA, Stock holder.

UNIT-VI

.. Tour operators- inbound and outbound and immigration companies.

.. Operational modalities of travel agency and tour operator restricted to air tickets, airlines and routings and itinerary making.

.. Immigration Companies, Operation Modalities of Travel Agency and Tour Operator restricted to air tickets. Routing and Itinerary.

UNIT-VII

.. Travel trade organizations/ associations: IATO, IATA, ASTA, PATA, TAAI, Ministry of Tourism, etc.

Suggested Readings:
1. Profile of Indian Tourism – Shalini Singh
2. Tourism Today – Ratandeep Singh
4. Tourism and Cultural Heritage of India – Ram Acharya.

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FORTH SEMESTER

MBAHM-041- STRATEGIC MANAGEMENT
UNIT-I

.. Definition, nature, scope, and importance of strategy; and strategic management (Business policy). Strategic decision-making. Process of strategic management and levels at which strategy operates. Role of strategists.
.. Defining strategic intent: Vision, Mission, Business definition, Goals and Objectives.
.. Internal Appraisal – The internal environment, organisational capabilities in various functional areas and Strategic Advantage Profile. Methods and techniques used for organisational appraisal (Value chain analysis, Financial and non financial analysis, historical analysis, Industry standards and benchmarking, Balanced scorecard and key factor rating). Identification of Critical Success Factors (CSF).

UNIT-II

.. Environmental Appraisal—Concept of environment, components of environment (Economic, legal, social, political and technological). Environmental scanning techniques- ETOP, QUEST and SWOT (TOWS).
.. Corporate level strategies-- Stability, Expansion, Retrenchment and Combination strategies. Corporate restructuring. Concept of Synergy.
.. Business level strategies—Porter’s framework of competitive strategies; Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies. Location and timing tactics. Concept, Importance, Building and use of Core Competence.

UNIT-III

.. Strategic Analysis and choice—Corporate level analysis (BCG, GE Nine-cell, Hofer’s product market evolution and Shell Directional policy Matrix). Industry level analysis; Porters’s five forces model.
Qualitative factors in strategic choice.
UNIT-I

MANAGEMENT INFORMATION SYSTEM - AN OVERVIEW

.. Meaning and Role MIS, Objectives of MIS, Elements of MIS, characteristics of MIS.
.. Role of Computers in MIS: Data base concepts, Decision support system.

UNIT-II

INTRODUCTION TO POWER POINT

.. Types of Views: Outline View, slide Sorter View, Notes Pale View, Master Views.
.. Creating Presentation the easy way, Using Auto Content Wizard, working with Blank Presentation, Using the Templates, Using the Slide Master, Working with Colour Schemes, working with slides,
Making a new slide, Move Copy or duplicate slides, Delete a Slide, Copy a slide from one presentation to another, Go to a specific slide, change the layout of a slide Zoom in or out of slide.

UNIT- III

DATABASE MANAGEMENT SYSTEM -LEARNING MICROSOFT ACCESS

.. Database Management System- Learning Microsoft ACCESS 97.
.. Kinds of DBMS packages –Data base definition, problems with Manual Data base, Advantages of using computers for Database.
.. Getting started with Microsoft Access -Loading & Quitting Ms- Access. Exploiting the Database Tables, Forms, queries, Reports. Create a Database, Display or change the structure of a database. Rename, Delete copy of Move a database.
.. Working in the Database Window- Creating Tables Opening, Copying, Saving,
Renaming and Deleting, working with data, Adding or Editing data.
.. Display or change the structure of a Table. Selecting, Copying, Moving and Deleting Data, Finding and Replacing Data.
.. Managing Duplicate Records, Working with Primary keys and Indexes, Working with Queries.

UNIT–IV
ROLE OF PERSONAL COMPUTER IN OFFICE AUTOMATION

.. Role of personal Computer in Office Automation, Information system activities, Word Processing.
.. Electronic Spread sheets.
.. Interactive Video, Electronic Communications System, Electronic Meeting systems, Telecommuting.
.. Internet, Office Support System, Management Implications of Office Automation.

UNIT-V
A CASE STUDY -THROUGH A HOTEL MANAGEMENT SYSTEM PACKAGE (Field Activity)

.. Daily Operation Report, Occupancy Reports, Room Revenue analysis, Hotel Statement of Income, Rooms Division Income Statement, Rooms Division Budget, Reports, Operations Ratio and Ratio Standards.
.. Analyse the package and Give a report on Features of the Package. Drawback of the Package Measures to be taken to overcome the demerit Merits & Demerits of Computerizing a Hotel.

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MBAHM-043- PRACTICAL IN MANAGEMENT INFORMATION SYSTEM

.. Structure of MIS: Based on Management Activity & Organisational Function, Conceptual & Physical Structure of MIS.
.. Information Concept: Definition of Information, Information Presentation, Quality of Information.
.. Decision Support Systems: Characteristics of DSS, Decision Support & Structure of


.. ERP: An Introduction, Application Examples of Information Systems.

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MBAHM-044- FINAL RESEARCH PROJECT & VIVA VOCE

(TO BE INITIATED AT THE BEGINNING OF THE SEMESTER)

.. Step 1: Student to forward a Synopsis of the Topic chosen (any industry)

.. Step 2: LC to change/amend & approve the Synopsis

.. Step 3: LC to appoint/approve a guide from the LC staff or from any other Educational Institution or corporate professional.

.. Step 4: Student to submit the Project Work one month after the final examinations.

.. Step 5: Viva Voce on the Project work by the LC

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School of Hotel Management & Catering
OPJS UNIVERSITY, CHURU (RAJASTHAN)

2014-15

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